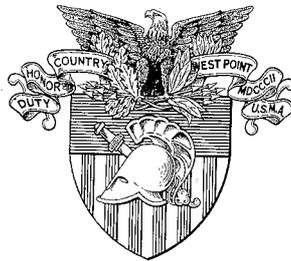


EGON A. WEISS  
Librarian, USMA

**REPORT**  
of the  
**BOARD OF VISITORS**  
to the  
**UNITED STATES MILITARY ACADEMY**  
**WEST POINT, NEW YORK**



***11 April 1964***



UNITED STATES MILITARY ACADEMY  
West Point, New York

11 April 1964

SUBJECT: Report of the Board of Visitors to the United States Military Academy, 1964

TO: The President of the United States

1. APPOINTMENT OF THE BOARD

The Board of Visitors to the United States Military Academy was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. Pertinent extracts from the Code are appended to this report and are marked Exhibit A.

2. MEMBERS OF THE BOARD

The members of the Board for the year 1964 were as follows:

Senators	Representatives
Daniel K. Inouye, Hawaii, representing Richard B. Russell, Georgia, Chairman of the Committee on Armed Services	Richard H. Ichord, Missouri, representing Carl Vinson, Georgia, Chairman of the Committee on Armed Services
Alan Bible, Nevada	William H. Natcher, Kentucky
Spessard L. Holland, Florida	Harold C. Ostertag, New York
Kenneth B. Keating, New York	R. Walter Riehlman, New York
	Olin E. Teague, Texas

Presidential Appointees

Mr. Joseph A. Beirne, President, Communication Workers of America, Washington, D. C.  
General J. Lawton Collins, (Ret), Vice-Chairman, Pfizer International, Inc., Washington, D.C.  
Mr. Robert St. Clair Conahay, 3d, Hackettstown, New Jersey  
Mr. Edward B. Hanify, Ropes and Gray, Boston, Massachusetts  
Dr. Eric A. Walker, President, Pennsylvania State University

Colonel Edwin V. Sutherland, Professor of English, United States Military Academy, was appointed Executive Secretary to the Board of Visitors by the Superintendent, United States Military Academy.

3. PRELIMINARY DATA

In accordance with the wishes of the Board of Visitors for 1963, as expressed in its Report, the Superintendent notified all Members that the period of April 9-11 had been selected for the visit.

Certain reports and informational material, and a suggested program for the visit, were mailed to each Member of the Board prior to the visit. A list of the data furnished is appended and marked Exhibit B.

#### 4. CONVENING OF THE BOARD

The formal organization of the Board took place at noon 9 April. Present at that time were: Mr. Beirne, General Collins, and Dr. Walker. Because of the unavoidable absence of several members on other business, the members present did not deem it expedient to commit themselves to the selection of a Chairman. General Collins, however, was requested, and he agreed, to act as Chairman until such time as the other members should join and indicate their wishes.

The following named members joined the Board on the morning of 10 April: Senator Inouye, Representative Teague, Representative Riehlman, Representative Ostertag, Representative Ichord, Mr. Hanify, and Mr. Conahay. At that time General Collins was elected Chairman for the 1964 annual visit.

The members present regretted that urgent affairs prevented the attendance at the Board's meetings of Senator Bible, Senator Holland, Senator Keating, and Representative Natcher.

Circumstances required that Mr. Conahay depart West Point on the evening of 10 April; that Senator Inouye leave early on the morning of 11 April; and that Representative Riehlman leave the Board before the conclusion of its executive session on 11 April. The remaining members departed after the conclusion of the executive session (1140 hours on Saturday, 11 April).

#### 5. PROCEDURES

Because of the presence of so few of the Board's membership on the afternoon of 9 April, the proposed program of activities, with the approval of those members present, was revised. Formal conferences with the Superintendent, the Dean, and the Commandant were scheduled for the following day. After a brief and informal talk with the Superintendent, the afternoon of 9 April was given over to the pursuit, by the three members present, of individual inquiries into activities of interest to them. General Collins conferred informally with General Lampert; Dr. Walker inquired into the physical education program and facilities; Mr. Beirne made an inspection of West Point and its physical plant.

During his presentation to the assembled Board on the morning of 10 April, the Superintendent emphasized that Board members, during their entire time at West Point, were invited and urged to exercise full freedom of choice in pursuing their inquiries, and that senior members of the Staff and Faculty were available to assist them in these inspections and inquiries in every way.

The pattern of activities followed by the Board on Friday, 10 April, and Saturday, 11 April, was as shown in Exhibit C to this Report.

## 6. COMMENTS

### a. Morale and Discipline

Members of the Board observed cadets in laboratories, in classrooms, on the athletic fields, on parade, and talked with them individually at lunch and dinner in the cadet dining hall. In addition, Members visited them individually in barracks after dinner on 10 April. The Board was favorably impressed by the bearing, sense of duty, mental alertness, mature address, and attitude of professional dedication evinced by the cadets.

A portion of the time on Friday, 10 April, was devoted to a formal presentation by the Commandant of Cadets, officers of his staff, and certain selected cadets. The Commandant informed the Board of the mission and organization of the Department of Tactics and the rotational chain of command of the Corps of Cadets. The Director, Office of Military Instruction, discussed the organization and function of his office and outlined the improvements recently made in the Military Training Programs. The Director of the Department of Military Psychology and Leadership described the functions of his Department. A member of the Commandant's staff (S-1) discussed the following with the Board: personnel and personnel attrition; service and branch selection by cadets graduating and receiving commissions in 1964. He described the purpose, administration, and the demonstrated effectiveness of the Aptitude for the Service System.

Cadet Captain Dennis K. Culp, Chairman of the Cadet Honor Committee, discussed the philosophy underlying the Cadet Honor System and Code, its history, its administration, and its effectiveness in inculcating high ideals of personal integrity throughout the Corps. The Board indicated its approbation of the information given and took occasion, at its executive session, to note the observation of one of its members that, during his visit to cadets in barracks he had been especially impressed by the forthright honesty, directness, and lack of equivocation with which one cadet had expressed his personal conviction on a professional matter even though he knew his associates and friends held the opposite view. The Board member concerned cited this instance as demonstrative of the effectiveness of the Honor System and Code in developing the integrity of character demanded of an officer of the Army.

Cadet Captain Norman L. Grunstad, Commanding the First Regiment, recounted certain of his own experiences as an enlisted man, and during his subsequent four years as a cadet. He described with persuasive effect the manner in which the West Point system had obliged him to learn first how to follow leadership as a necessary prerequisite to later exercising it as a ranking cadet officer, both in the barracks and in the field; and he recounted the successive steps and experiences in his own development as a leader; this he did with assurance but with becoming modesty. The Board noted with approval his mature bearing on the platform, his convincing mode of address, and the excellent organization of his presentation, qualities evidential of soundly conceived and effectively implemented training.

The Board was informed by the Superintendent, in the course of his formal presentation, of the Academy's continuing concern about losses in West Point-trained personnel, not only through resignation while cadets, but also through resignation after graduation from the Academy. He emphasized that, although during the period 1954 through 1960 the percentage of the graduating classes which has resigned from the service after commissioning has decreased (from 28.2% for the Class of 1954 to 14.2% for the Class of 1960), the loss of an approximate 19.0% of the Academy's graduates through resignation during the first ten years of commissioned service is something which must be viewed with deep concern. In respect to cadet attrition, he assured the Board that, through research already accomplished, the Academy had not only been able to better identify causes of cadet loss, but through actions based upon the data developed through research, had also been able to reduce significantly attrition ascribable to cadet academic failure.

The Superintendent additionally informed the Board that he had felt it appropriate to instruct the Academy's admissions staff to emphasize to prospective cadets that West Point is a hard place, that its demands are rigorous, and that only the young man consciously determined to face and overcome challenge is assured of making a success here: the half-hearted should not aspire. The Superintendent expressed the view that this approach might tend to reduce that loss of cadets ascribable to inconstancy of purpose and personal motivation insufficiently firm to withstand the rigors of cadet life.

In connection with this matter in general the Board observed that the West Point cadet's life is governed by a very tight and very exacting schedule; the Board went on to conclude that, given the purpose and aims of the Academy, it must continue to be tough and demanding, but no increase in its intensity should be made.

In discussing the question of the total load placed upon the cadet by all the requirements for directed activity called for in the schedule, one Board member commented upon the intramural athletic program. His inquiry into this area had satisfied him that it is a highly desirable and well-conceived program, and that the benefits derived from it fully justify the time the cadet is required to devote to it.

Members of the Board had occasion during their visit to West Point to observe the alert discipline and superior courtesy maintained throughout the Corps by cadets both as individuals and when acting in groups.

The Board was honored with a Retreat Review in Central Area by one regiment of the Corps on 10 April and was very favorably impressed by the precision of the movements and the fine appearance presented by the individual cadets.

Commissioned and enlisted members of the garrison in pursuit of their normal duties were observed by members of the Board. The Board was pleased to note their soldierly appearance and bearing, as well as evidence of their professional competence and seriousness of purpose.

b. USMA Expansion

Members of the Board received a thorough briefing on the Academy's plan for expansion of its facilities to accommodate the authorized increase in the strength of the Corps. Members of the Board evidenced close interest in the details of the plan by which the expansion of physical facilities is to proceed in phase with the step by step increase in the cadet population. They expressed some concern that the present eight and one half (8-1/2) to ten (10) year plan of construction was too strung-out. Citing the necessity, under present plans, of crowding cadets in barracks, shortening classroom periods, and increasing the number of cadets per class section, plus the possibility that the inflationary process over the years might operate to raise presently estimated construction costs to substantially higher levels, they suggested the wisdom of a renewed study of the Master Plan with a view to compressing the projected construction period to five (5) years.

With regard to the Master Plan, the Board desires to commend the Academy authorities responsible for drafting the Plan, noting with special approval the initiative and professional skill they had displayed in locally developing the Plan's overall concept and in performing much of the basic planning. The Board observed that the Academy's staff had developed an overall plan outstanding in engineering practicality, functional utility, and esthetic quality, and had done so at a substantial dollar saving in professional engineering fees.

The Board directed that its Report, in its published form, include appropriate pictorial and descriptive matter of the Master Plan for Expansion. This is appended and marked Exhibit D.

c. Curriculum

The Board attended a conference on academic matters presented by the Dean of the Academic Board, in which the following topics were surveyed and discussed: the coverage afforded in the standard curriculum in basic arts and sciences, in applied science and engineering, in the social sciences and public affairs; elective offerings in these three areas; studies in progress at the Academy relative to "programs in depth" (majors); attendance at graduate school.

The Dean dealt with the adjustments that were to be made in the utilization of plant and instructors in light of the coming expansion of the student body. In this respect he pointed out that during the expansion process it would be necessary to increase the size of certain academic sections from their present average of 13 cadets to 15; but he stated that the Academy can meet the problems incident to increase in the student population without major deleterious effect on its instructional processes. It was observed that it would be better if the transition period could be shortened.

The Dean discussed general aspects of the curriculum, pointing out that it was divided between those subjects generally comprehended by the terms "humanities" and "social sciences" and those clearly technical in nature. He informed the Board that the approximate ratio between the two is 38% to 62%.

Questions were raised as to the adequacy of coverage of the social sciences, considering that approximately 75% of each graduating class is commissioned in the basic combat arms of infantry, armor, and artillery in which the primary problems graduates will face deal with the handling of men. This is particularly true of guerilla-type operations characteristic of the "brush-fire" wars in which the Army is most likely to be involved for years to come. It was pointed out that a major part of the U. S. Army today is serving abroad and that many young graduates of West Point early in their careers are assigned to training missions in such areas as Viet Nam and Korea where perforce they must deal not only with men of different cultural and political backgrounds, but cannot escape becoming involved in local economic, health, and educational problems. This requires a broad understanding of subjects usually comprehended under the term "social sciences" as well as proficiency in the traditional "military science."

The Dean explained that the time presently allotted to two semesters of course work in technical subjects, one each from the courses in Electricity and Mechanics, currently required of all cadets, could be transferred to the social sciences. A cadet can validate subjects in the "core," based on instruction received prior to his entrance to the Military Academy. Since the Class of 1964 is the first to complete the course of instruction as revised in 1960, the Academic Board has been loathe to make additional changes in the curriculum now.

However, it was the consensus of the Board, as agreed in its final executive session, that the attention of the Superintendent be invited to the desirability of further study of the curriculum including the "core" of required subjects and the presently-limited percentage (3%) of electives; this to insure that graduating cadets be prepared to meet the complex political, sociological, and economic problems which are inextricably interwoven with the military situation the Army faces in today's world.

The Board was informed of, and noted with approval, certain data indicative of the effectiveness of the Academy's educational process and directed that its Report include such data.

(1) Cadets of the Class of 1964, all of whom took the Graduate Record Examination Aptitude Tests, prepared by the Educational Testing Service, achieved most creditable scores in comparison with seniors of other participating institutions. In the Quantitative part of the test, the average score of West Point's first classmen was 43 percentile points above the average score of all college senior men taking the test; in the verbal portion, the average cadet score surpassed the average of all other senior men by 26 percentile points.

(2) Of the thirty-two (32) first classmen competing for National Science Foundation Fellowships this year, five (5) received fellowships and twenty-three (23) were awarded honorable mention. Fellowships awarded are in the fields of Economics, Mechanical Engineering, Chemical Engineering, Civil Engineering, and Nuclear Engineering.

(3) Of the eight (8) cadets who competed for Atomic Energy Commission Fellowships, all were winners. They have severally elected to pursue

graduate work in nuclear studies at the University of California, California Institute of Technology, Columbia, MIT, and Stanford.

The Board inquired into the Academy's role in training cadets in the subjects of unconventional warfare and counter-insurgency, and inquired particularly if the Academy's curriculum and its training programs recognize, to the appropriate degree, the importance of these matters to the Army. The Board was assured that the Academy has a sound, up-to-date, and effective program of instruction and training in this area. Education in subject matter related to unconventional warfare and counter-insurgency is conducted during the academic year by the Department of Military Art and Engineering, the Department of Social Sciences, and the Department of Foreign Languages. During the academic year the Tactical Department's Office of Military Instruction conducts classroom instruction for all four classes of cadets in counter-insurgency measures and techniques; and during the summer training period the practical application of this instruction is emphasized in field exercises.

The Board was further advised that in 1963 the Superintendent had appointed a standing committee consisting of the Commandant and the Heads of the Departments of Military Art and Engineering, Social Sciences, and Foreign Languages to maintain surveillance over this whole field and to assure coordination of effort and adequacy of instruction in light of the Army's overall requirements. The Counter-Insurgency Committee, through data obtained from the field, maintains a running assessment of the efficacy of the Academy's instruction in this subject.

d. Selection and Admission of Cadets

The Board indicated that it was sufficiently informed on the general subject of admissions criteria, procedures, and administration to make unnecessary a formal presentation on the subject. It did observe with approval that, from year to year, the prospective cadet appears, both from his pre-West Point educational record and his performance after admission, to be better prepared academically for West Point's rigorous program of studies. It agreed that the Academy is attracting high quality young men and that the system of selection for admission is working well. The system of Congressional appointment, assuring as it does the representation at West Point of cadets from every geographical section of the United States, the Board agreed, is a particularly desirable feature.

The Members observed with approval that the Secretary of the Army now enjoys by law the same authority accorded to the Secretary of the Navy to fill vacancies occurring in any of the competitive categories (Presidential, Regular Components, etc.) by appointing to such vacancies the best qualified candidates from among the other categories.

e. Instruction

(1) Methods

The Board concurred in commending the efficacy of small section room instruction and noted that it elicited positive participation of the students.

It commented upon the proven effectiveness of closed circuit television as an instructional aid and recommended continuing consideration be given to its wide exploitation in appropriate teaching situations.

(2) Instructors

The Board was very favorably impressed by the superior performance of a number of uniformed instructors observed in the classroom. The Members noted that the Army officer is called upon to teach and instruct others during a major portion of his career, and observed that the most careful selection of instructors and the maintenance of West Point's excellence in the teaching process are of critical importance. The finest of instructors are required, not only to assure that knowledge be effectively imparted, but also to provide worthy objects of emulation to the cadet and prospective officer.

f. Facilities

Certain members of the Board toured the Academy and inspected its physical facilities. Various inadequacies and shortcomings were noted and brought to the attention of the remaining members.

(1) Building No. 683 (Band Practice Building and PX Tailor Shop)

The Board noted the deteriorated physical condition of this building. It was informed that the Master Plan for Expansion provides for its demolition and the relocation, in satisfactory quarters, of the activities therein located.

(2) Swimming Pool

The Board noted its advanced age (constructed 1910), its inadequate size, its lack of space for spectators, and its generally run-down condition. It was informed that the Master Plan for Expansion provides for its replacement by an Olympic-sized pool.

(3) Outdoor Playing Fields

The Board commented upon the presently inadequate number of outdoor playing fields. It noted the steps already taken to create additional facilities of this nature and took cognizance of the difficulties interposed by West Point's terrain conformation in this regard. It was informed, and it noted with approval, that additional playing fields are provided for in the Master Plan.

(4) West Point Hospital

The Board evinced a particular interest in West Point's present hospital and concurred in recognizing its inadequacies. While taking cognizance of the fact that provision for a modern and adequate hospital is included in the Master Plan for Expansion, the Board yet singled out this item as one meriting priority of funding and construction.

g. Inter-Service Transfers

Members of the Board expressed interest in the law and the regulations governing inter-service commissioning and assignment of cadets upon graduation. The Board was informed that the Secretary of the Army has the statutory prerogative of implementing the law, and that he had decided that effective with the class of 1966 transfer of members of the West Point graduating class to other services would be limited to service-connected cadets. In this connection Members of the Board, noting that West Point's program of training is calculated to prepare officers effectively for service with the U.S. Marine Corps, expressed regret that the commissioning of Military Academy graduates in that Service would be rather restricted.

h. The Superintendent's Fund

The Board was apprised of the purposes and current status of the Superintendent's Fund, established in 1961 as a permanent, private, fund-raising organization designed to encourage gifts (cash, securities, bequests, etc.) from Alumni and other friends of West Point for the provision of those things desirable for the Corps of Cadets and the Academy for which appropriated funds are unavailable. The Board was gratified to learn of the worthwhile things already provided and the activities already supported by the Fund, and expressed approval of the philosophy underlying its establishment and administration.

i. Pay of Professors and Cadets

The Superintendent discussed with the Board the problem of pay and professional recompense.

(1) The pay increase legislation proposed by the Army for professors, USMA, provided for two successive increases, at thirty-one (31) and thirty-six (36) years of service, respectively. The Uniformed Services Pay Act of 1963 (Public Law 88-132), as enacted, while it grants an increase of \$250 per month at thirty-six (36) years service, failed to provide for any increase at thirty-one (31) years, thus leaving the greater number of the colonel-professors at the Military Academy--all highly selected, competent, and exceptionally dedicated officers--facing a decade of service (from their 26th to 36th year) with no increase of pay in prospect.

(2) Although the Military Academy is firmly committed to the tested and proven system of drawing the bulk of its professors and academic instructors from officers of the Regular Army, there are unique benefits to be derived from the utilization, for certain subjects, of distinguished scholars appointed to West Point's faculty from civil life. Historically, the number so employed as professors has been limited, but the few who have been appointed from civil life have brought exceptionally high professional skills to the faculty and have contributed greatly to broadening West Point's educational programs.

In cases where, in the view of the Department of the Army, it would be desirable to offer to a distinguished educator from civil life a permanent professorship at West Point, it would be advantageous were the

Academy authorized to offer professional recompense (including retirement benefits) on a par with that given senior permanent professors of the faculty appointed from the Regular Service. This the Academy cannot presently do; and it would be highly advantageous if the Secretary of the Army were empowered by law to grant, to the prospective appointee, constructive credit, for pay and retirement purposes, of up to and including 21 years of commissioned service, with the exact determination keyed, at the Secretary's discretion, to a weighted combination of the appointee's age, academic experience, and scholarly eminence.

(3) A peculiar situation faces the cadet. Under the provisions of successive pay bills, his pay rate, historically, has been tied to that of the second lieutenant. Under the terms of the last pay bill (Public Law 88-132) most officers received an increase; but lieutenants having less than two year's service were specifically excepted. The pay of the cadets, fixed at one half of that of the second lieutenant, was not raised. It is the Academy's view that the cadet--by law a member of the regular establishment, subject to military discipline and answerable to the Uniform Code of Military Justice--should not have his rate tied in any fixed way to the pay of any other category of personnel: the cadet's rate of pay should be a separate and distinct item for legislative consideration.

The Superintendent informed the Board that favorable resolution of these three problems is of great interest to the Academy.

j. Fiscal Affairs

No problems relating to fiscal operations came to the attention of the Board.

k. Date of Next Annual Visit

The Board agreed that the next annual visit should be scheduled during the period of May 6-8, 1965.

7. RECOMMENDATIONS

a. That serious consideration be given by the Superintendent, U.S.M.A., the Department of Defense, and the Bureau of the Budget to reducing to 5 years the presently-planned 8-1/2 to 10 year period for completing the Master Plan for Expansion of the Military Academy's facilities to meet the increased strength of the Corps of Cadets, recently authorized by the Congress; and that funds be programmed accordingly.

b. That funds for the construction of a modern and adequate hospital, as envisioned in the Master Plan, be made available in Fiscal Year 1966.

c. That funds for the installation of closed-circuit television facilities in presently existing academic buildings be provided promptly, in order that the system be operative during Academic Year 1964-1965. That full provision for the incorporation of such facilities in all new academic buildings envisioned in the Master Expansion Plan be assured.

d. That legislation designed to provide a step pay increase for Professors of the United States Military Academy at the completion of 31 or 32 years of commissioned service, while yet retaining provision for the presently authorized increase at 36 years, be favorably considered.

e. That the monthly rate of pay of the cadet, presently fixed by statute as one half that of the second lieutenant, instead be considered as an independent item for legislative action, and its magnitude separately determined.

f. That the Secretary of the Army be empowered by law to grant constructive credit, for pay and retirement purposes, of up to and including 21 years of commissioned service, to any distinguished educator from civil life, to whom, in the view of the Department of the Army, it is desirable to offer a permanent professorship at the United States Military Academy.

## 8. CONCLUSION

The Board of Visitors, having had opportunity personally to observe a number of aspects of West Point and its activities, to talk with members of its Staff and Faculty as well as members of the Corps, and to examine its academic curriculum, military training, and command and logistical functions, concludes that the Military Academy is carrying out its mission in a superior manner.

The Board is of the opinion that the personnel of the West Point garrison, and the Staff and Faculty of the Military Academy, are well trained, professionally competent, and sincerely devoted to the ideals and purposes to which the Academy is dedicated.

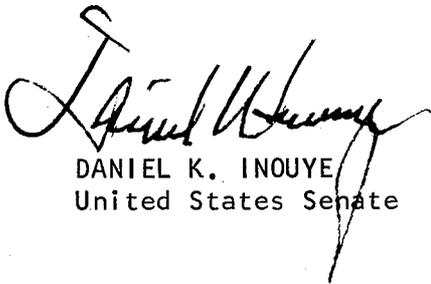
The Board members appreciate the opportunities afforded them to observe members of the Corps at work, and to converse with them in their quarters. The Members were pleased to note among the cadets a dignity of bearing, a maturity of outlook, a vigor of thought, and a forthrightness of speech bespeaking a soundly conceived, well-administered, selection and admission process, and a highly effective program of physical, intellectual, and moral training.

The Board, having noted that Major General James B. Lampert had been Superintendent of the United States Military Academy less than a year, was deeply gratified to observe his sound grasp of the many and varied responsibilities of his command.

The Board is pleased to commend General Lampert highly for the energy and the intelligent firmness with which he has assumed and exercises leadership.



J. LAWTON COLLINS  
General, USA (Retired)  
Vice Chairman, Pfizer  
International, Inc.  
Chairman



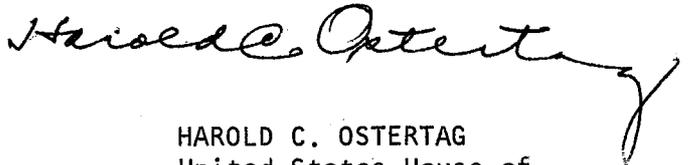
DANIEL K. INOUE  
United States Senate



OLIN E. TEAGUE  
United States House of  
Representatives



R. WALTER RIEHLMAN  
United States House of  
Representatives



HAROLD C. OSTERTAG  
United States House of  
Representatives



RICHARD H. ICHORD  
United States House of  
Representatives



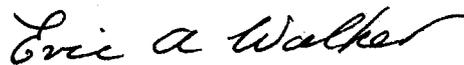
JOSEPH A. BEIRNE  
President, Communication  
Workers of America



EDWARD B. HANIFY  
Member, Ropes and Gray  
Boston, Massachusetts



ROBERT ST. CLAIR CONAHAY, 3d  
Hackettstown, New Jersey



Dr. ERIC A. WALKER  
President, The Pennsylvania  
State University

BOARD OF VISITORS

United States Military Academy

4355. Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of--

- (1) the chairman of the Committee on Armed Services of the Senate, or his designee;
- (2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;
- (3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;
- (4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and
- (5) six persons designated by the President.

(b) The persons designated by the President serve for three years. Two persons shall be designated by him each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

INFORMATION FURNISHED TO MEMBERS  
OF THE 1964 BOARD OF VISITORS PRIOR TO  
THEIR MEETINGS 9-11 APRIL

Official Register of the Officers and Cadets, United States Military Academy,  
for the Academic Year ending 5 June 1963.

Catalogue of the United States Military Academy, 1963-1964.

Report of the Board of Visitors, United States Military Academy, 1963.

Annual Report of the Superintendent to the Chief of Staff, United States  
Army, 1962-1963.

Proposed Schedule for 1964 Visit.



PROGRAM FOLLOWED  
BY BOARD OF VISITORS  
ANNUAL VISIT

1964

Thursday, 9 April 1964

1200 Organization meeting and luncheon, HOTEL THAYER.  
1345 ---- Informal conference with the Superintendent, followed  
by individual visits, inspections and conferences.  
1930 Superintendent's Dinner. (Quarters 100)  
---- Return to HOTEL THAYER.

Friday, 10 April 1964

0830-1005 Superintendent's presentation and conference, FACULTY  
LOUNGE.  
1005-1020 Coffee break.  
1020-1130 Presentation and conference, Dean of the Academic  
Board, FACULTY LOUNGE.  
1145-1205 Presentation and conference, Commandant of Cadets, his  
staff, and selected cadets, BRIGADE CONFERENCE ROOM.  
(First Part)  
1210 Board members assembled at THAYER MONUMENT for photo-  
graphs with selected cadets.  
1215 Lunch with cadet escorts, CADET DINING HALL.  
1305 Board members assembled at THAYER MONUMENT for group  
picture with the Superintendent.  
1310-1400 Presentation and conference, Commandant of Cadets, his  
staff, and selected cadets, BRIGADE CONFERENCE ROOM.  
(Concluded)  
1400-1500 Board members made individual visits and inspections  
accompanied by senior members, Staff and Faculty, USMA.

Friday, 10 April 1964 (Cont'd)

- 1500-1530 Board assembled in the Department of Earth, Space and Graphic Sciences for coffee and to meet members of the Staff and Faculty.
- 1530-1655 Board members so desiring attended briefing "USMA Expansion" in the Department of Earth, Space and Graphic Sciences. Other members continued individual inquiries into activities in which interested.
- 1715-1740 Board honored by Cadet Regimental Review, CENTRAL AREA.
- 1745-1825 Superintendent's reception. (Quarters 100)
- 1830 Board members dined with First Class cadets selected by the Commandant, CADET DINING HALL.
- 1915 Board members informally visited living quarters, CADET BARRACKS, escorted by First Class cadets.
- 2030 Board members assembled at Commandant's Quarters (101) for coffee with members of USMA Staff and Faculty.
- 2130 Return to HOTEL THAYER.

Saturday, 11 April 1964

- 0830 Executive Session and discussion of the Board's Report, HOTEL THAYER.
- 1105-1120 Final Conference with Superintendent, HOTEL THAYER.

## NOTES

1. The program was designed:
  - a. To provide, for all members of the Board, a comprehensive view of the activities and plant of the Military Academy, utilizing to this end conferences with the Superintendent, the Dean, and the Commandant of Cadets.
  - b. To provide, for all members serving for the first time with the Board, an opportunity for familiarizing themselves generally with the Academy, its grounds, and its facilities. To this end a tour of the same, under the guidance of the Deputy Chief of Staff for Logistics, was conducted.
  - c. To provide--for those members of the Board so desiring--opportunity for searching inquiry into any of the four major areas which taken together comprehend the whole of the Academy's operation: academic matters; leadership and military instruction; post plant, facilities, and plant expansion plans; admissions and extracurricular activities. (See par. 2 below)
  - d. To apprise all members of the Academy's role and operations in planning and implementing the expansion in strength of the Corps of Cadets authorized by the Congress. To this end a special conference on "USMA Expansion" was scheduled for all members.
  - e. To afford--to those particularly interested--a detailed discussion of Admissions matters. To this end a special period was scheduled for the Director of Admissions. (No member evidenced a desire to attend this conference, so it was not held.)
  - f. To make provision for "late arrivals."

2. The desires of individual Board members as to the inspections they wished to carry out, and the lines of inquiry they wished to pursue, were solicited and accommodated. Senior members of the U.S.M.A. Staff and Faculty were available to conduct Board members and facilitate their inquiries into these special areas:

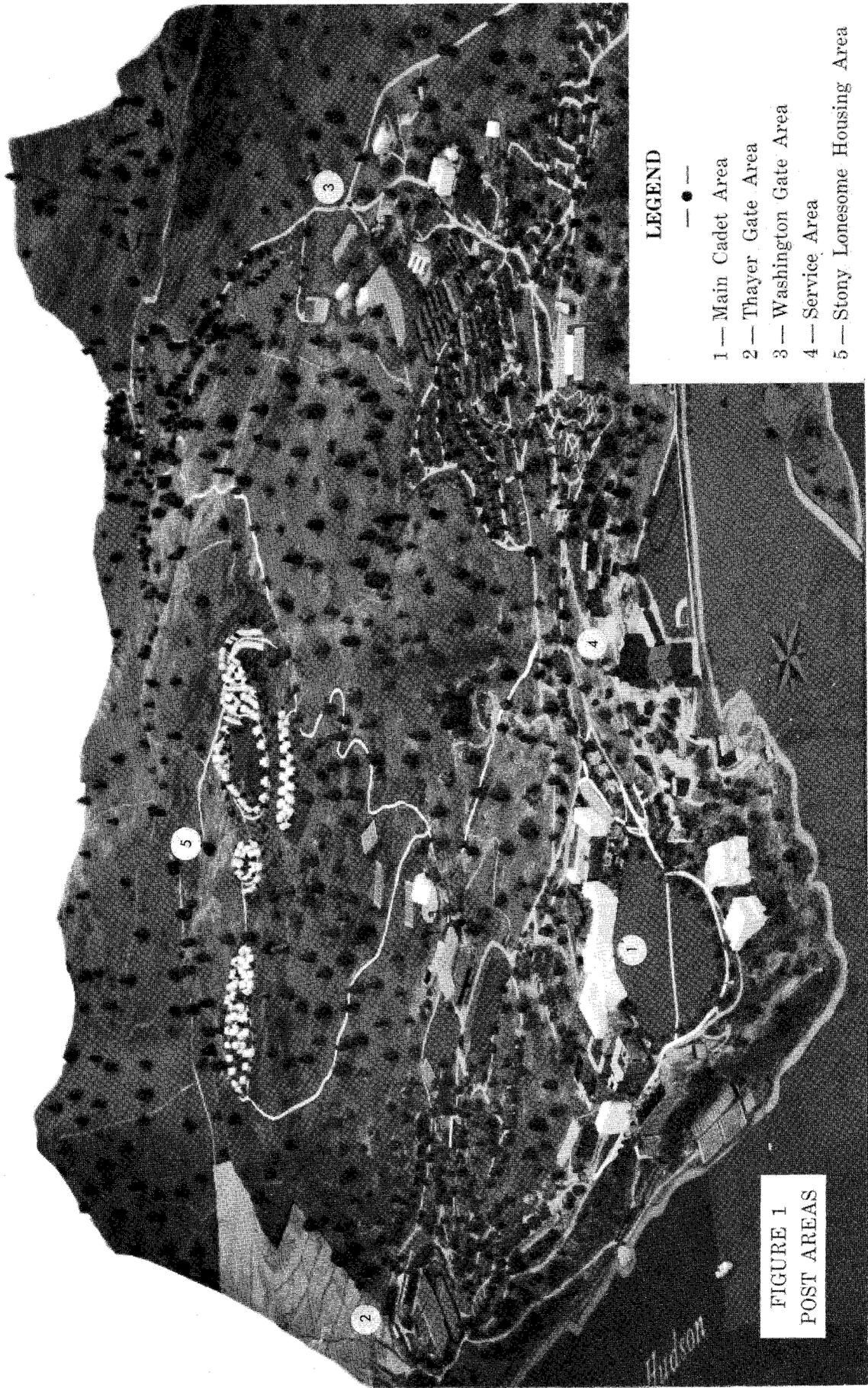
#1 Academic matters:	Colonel Lincoln Colonel Heiberg Colonel Gillette
#2 Leadership-Military Instruction:	Colonel Collins
#3 Post Facilities:	Colonel Scott
#4 Admissions and Extra- curricular activities:	Lt Col Day



# EXHIBIT D

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## WEST POINT'S PHYSICAL EXPANSION PLAN IN BRIEF



# PLAN FOR THE EXPANSION OF WEST POINT'S PHYSICAL FACILITIES IN BRIEF

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## GENERAL CONCEPTS

The plan for the expansion of West Point's physical facilities is based upon the following criteria:

- Preservation of the highest standards of education and training.
- Maintenance of the physical integrity of the Corps as regards quartering, messing, academic instruction, etc.
- Minimization of time and distance factors involved in essential cadet movements.
- Aesthetic acceptability of new construction.
- Optimum use of premium real estate.
- Minimization of congestion in Main Cadet Area (restriction of construction to that essential to cadet requirements).
- Minimization of cost through optimum use of existing plant (rehabilitation, modernization, enlargement).
- Preservation of the historic West Point scene and its enhancement as a National Shrine.

## THE OVERALL PLAN

The core of the plan centers in enlargement, rehabilitation and new construction in the Main Cadet Area. The Main Cadet Area is shown in Figure 2, and the plan for its development will be discussed in some detail below.

Other features of the overall plan, involving certain post-wide relocation, rehabilitation, and construction have been developed to support most effectively the expanded Main Cadet Area. Figure 1 shows the principal areas of the post as they would appear when the proposed expansion is completed. In developing the post area plan two considerations were paramount: the functional desirability of grouping like activities together; the reduction of vehicular traffic in the Main Cadet Area.

Salient features of the plan are:

- Reservation of the Main Cadet Area for cadets and agencies in their immediate support (1)
- Concentration of troop units and their support facilities in the Thayer Gate Area (2)
- Grouping of major industrial facilities (maintenance shops, laundry, etc.) in the Washington Gate Area (3)
- Centralization of those facilities normally found in the business district of the small community in the Service Area (4)
- Construction of a major new housing area at Stony Lonesome (5)

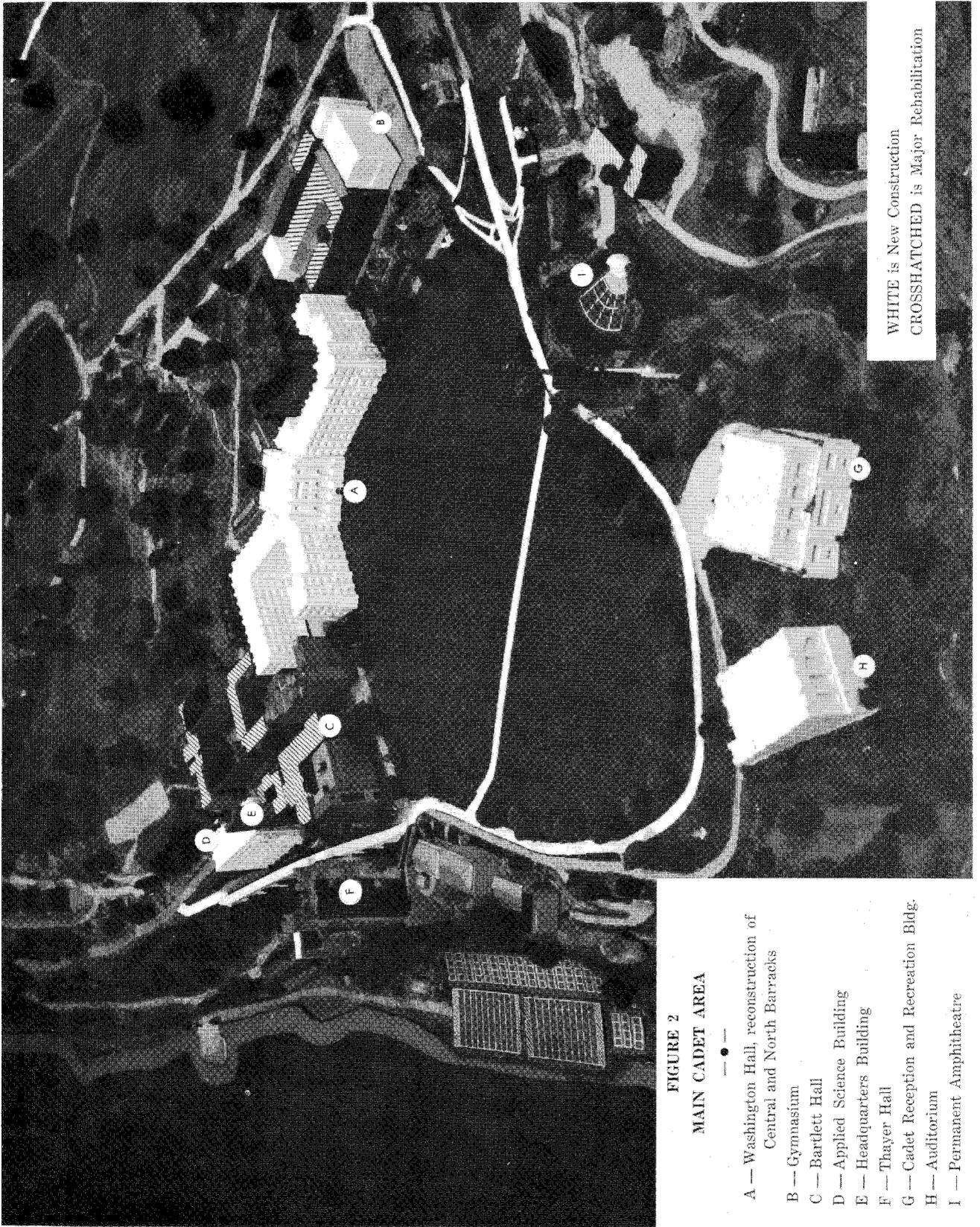


FIGURE 2  
MAIN CADET AREA

- A — Washington Hall, reconstruction of Central and North Barracks
- B — Gymnasium
- C — Bartlett Hall
- D — Applied Science Building
- E — Headquarters Building
- F — Thayer Hall
- G — Cadet Reception and Recreation Bldg.
- H — Auditorium
- I — Permanent Amphitheatre

WHITE is New Construction  
 CROSSHATCHED is Major Rehabilitation

# PLAN FOR THE DEVELOPMENT OF THE MAIN CADET AREA

(References are to Figure 2)

## 1. GENERAL.

*Washington Hall* (A) housing the Cadet Mess, Cadet Store, and the Department of Earth, Space and Graphic Sciences dominates the Main Cadet Area. It will continue to do so under the plan for expansion for it will then be enlarged and physically joined on either flank by the new *Central* and *North Barracks*, called for by the plan.

Among the immediate problems faced in the event of expansion in the size of the Corps is that of providing increased food-preparation and dining space. A maximum of 2700 cadets can be physically seated at one time in the present dining hall. Engineering studies indicate that while it is impracticable, by reason of the terrain, to enlarge *Washington Hall* to the rear, it can be expanded adequately to the front by impinging to a minor degree on the Plain.

*Central Barracks* and *North Barracks* presently occupy positions flanking, but not joined to, *Washington Hall*. They are the two oldest barracks extant, and are archaic in floor plan, make inefficient use of the real estate upon which sited, and, were they to be retained, would require major rehabilitation. Cost of such rehabilitation would be as great, if not greater than, that for new construction. Faced with this prospect, and the additional problem of providing increased living space for the expansion of the Corps to 4250, the conclusion was reached that both of these old barracks buildings should be demolished and rebuilt.

The proposed forward expansion of *Washington Hall* will permit barracks reconstruction, in place, with a capacity adequate for future expansion. Certain historical parts of *Central* and *North Barracks* will be preserved. The end result will be aesthetically pleasing, and will continue efficiencies inherent in the present cadet complex.

In sum, the overall plan for the Main Cadet Area has been developed around the concept that the Cadet Mess - Barracks complex be modernized and expanded in place.

## 2. SPECIFICS.

### (A) Washington Hall

*Washington Hall* with its two flanking barracks, as it will look if the plan be carried out, as shown at (A). The expanded kitchen and dining hall will be able to serve 4500 persons at one sitting, a capacity adequate to handle the expanded Corps, visiting athletic teams, and official visitors to the Academy. The facades of the new barracks will occupy ground generally forward of their present line (towards the parade ground), and will conform to the new facade of *Washington Hall*.

Figure 3 (following) an artist's view from a point on the Plain, shows that the traditional West Point skyline, in which the Cadet Chapel dominates the center of interest, will remain unchanged.

The additional space created in *Washington Hall* by its expansion, and by relocation of certain activities presently there, will meet the requirements of the Department of Earth, Space and Graphic Sciences (presently located on its fifth floor) and will permit accommodation of the Department of Foreign Languages.

### (B) Gymnasium

The existing gymnasium appears to the right of the barracks complex. It was constructed, in increments, from 1910 through 1947. It houses the offices of the Director of Physical Education and the Director of Athletics, together with facilities for gymnastic and the indoor physical training of cadets, intramural sports, and many Corps squad athletic programs. It presently provides space, on an interim basis, for showing motion pictures; for cadet dances; and for a portion of cadet reception and recreation needs.

The older sections of the building are in need of major renovation to correct deficiencies in electrical wiring, heating, ventilation, plumbing and general layout.

The main swimming pool (1910) is used for varsity swimming meets and for swimming instruction. It is functionally inadequate, provides insufficient spectator space, and its water processing machinery is in need of frequent repair.

Through planned recoupment of space presently used for a cadet restaurant and lounge, and that used as a theatre, through rehabilitation of the existing building, and through new construction, the current and expansion requirements of the Academy for adequate gymnasium facilities can be met.

### 3. ACADEMIC FACILITIES.

The older section of *Bartlett Hall* (C) constructed in 1913, and the addition thereto (1938) are badly in need of modernization and rehabilitation as has been discussed in the body of the Report. Upon completion of the *Science Building*, discussed below, and the rehabilitation of *Bartlett Hall*, the Department of Mechanics will be moved to the former, permitting the expansion in place of the Departments of Electricity, and Physics and Chemistry.

The projected *Science Building* (D) will be sited on Thayer Road immediately south of the *Headquarters Building* (E). The Department of Mechanics, Ordnance, and the Civil Engineering segment of the Department of Military Art and Engineering (currently housed in *Thayer Hall*), together with their associated laboratory facilities, can be accommodated in their entirety in this building. In addition there will be space for the Computer Center, a facility finding ever wider application in the Academy curriculum as well as in West Point's administration.

*Thayer Hall* (F) is the Academy's largest and most modern academic building. By moving the Department of Ordnance, and the Civil Engineering segment of the Military Art and Engineering Department out of this building, sufficient space can be made available to meet adequately the expansion needs of the Departments of Social Sciences, English, Mathematics, Law, the Military

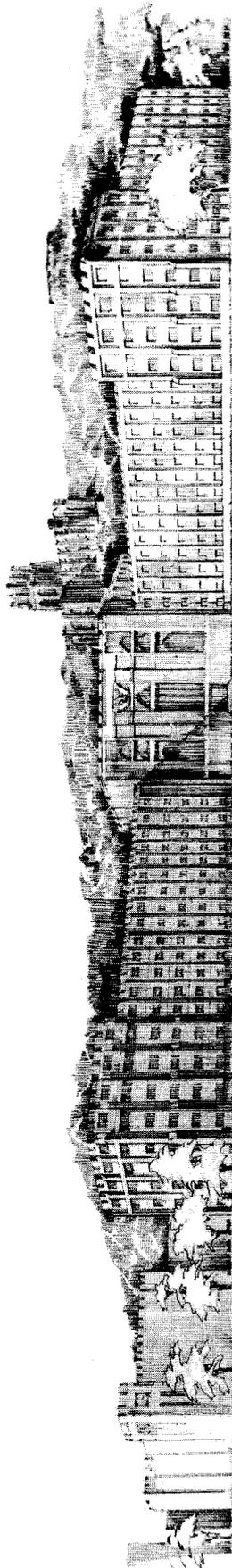
Art segment (of the Military Art and Engineering Department), and the Office of Military Psychology and Leadership of the Department of Tactics.

### 4. OTHER FACILITIES.

The Academy presently lacks both adequate cadet reception and recreation facilities and an adequate auditorium in which the Corps can be assembled in its entirety for lectures, concerts, etc. Figure 2, preceding, indicates that the Expansion Plan called for the construction of two separate buildings, a *Cadet Reception and Recreation Building* (G) and an *Auditorium* (H), both urgently required in view of the authorized increase in the size of the Corps. Continuing study of the Plan has indicated that substantial savings in funds will result from combining, in one structure, both these facilities; and current planning thus provides. The location of the combined facility will be in the same area, with the structure's bulk sited below the level of the Plain, leaving West Point's skyline unchanged. Roof-top parking will be provided. Provision of the *Auditorium* will permit that space in the gymnasium, presently occupied by the post theatre to be freed for use in support of the gymnasium's primary mission.

Immediately below Trophy Point, having a spacious vista of the Hudson, there is situated today a natural amphitheatre. Funds in the amount of \$200,000 for the construction here of a permanent outdoor *Amphitheatre* (I) have been donated by the Mellon Foundation. The design will feature an overlook-veranda with a portable shell for the holding of summer outdoor religious services, band concerts and similar activities.

A proposed elevated bypass road and other desirable road realignments appear in white. These are designed to relieve traffic in the Main Cadet Area.



CENTRAL BARRACKS

WASHINGTON HALL

NORTH BARRACKS

**FIGURE 3.** Artist's rendering of facade of proposed enlarged and reconstructed Central Barracks—Washington Hall—North Barracks complex, viewed from a point on the Plain.

