

ANNUAL REPORT
of the
SUPERINTENDENT

UNITED STATES
MILITARY ACADEMY



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1937

UNITED STATES MILITARY ACADEMY PRINTING OFFICE
WEST POINT, NEW YORK

WEST POINT, N. Y., NOVEMBER 15, 1937.

SUBJECT: ANNUAL REPORT, 1937.

TO: THE ADJUTANT GENERAL,
WAR DEPARTMENT,
WASHINGTON, D. C.

The following report of the United States Military Academy for the fiscal year ending June 30, 1937 is hereby submitted:

STRENGTH OF COMMAND

	June 30 1936	July 1 1936	Sept. 1 1936	June 1 1937	June 30 1937
Cadets	1092	1608	1677	1568	1235
Commissioned Officers	268	269	259	274	316
Warrant Officers	2	2	2	2	2
Enlisted Men	1195	1191	1190	1236	1231

CADETS DISCHARGED FOR DEFICIENCY IN ACADEMIC WORK

	2nd Class	3rd Class	4th Class	Totals
Chemistry	3			3
Mathematics		2	63	65
English		2	8	10
French		3	7	10
Mathematics & Physics		2		2
Mathematics & English			13	13
Math., French & English			14	14
Mathematics & French		1	10	11
French & English			1	1
Math., French, English & Drawing			1	1
Physics		6		6
History		1		1
TOTALS	3	17	117	137

CADETS SEPARATED FOR OTHER CAUSES

Class	Phy. Dis.	Conduct	Par. 118, Reg. U.S.M.A.	Resigned	Died	Total
1st Class				1	1	2
2nd Class	2			1		3
3rd Class	1	3		3	1	8
4th Class	11	3	1	26		41
Totals	14	6	1	31	2	54

298 members of the Class of 1937 were graduated on June 12, 1937.

PERCENTAGE OF LOSSES IN THE VARIOUS ENTRANCE GROUPS

CLASS OF 1938

	Number Entered	Disch. for Def. 4th Class Yr.	Disch. for Def. 3rd Class Yr.	Disch. for Def. 2nd Class Yr.	Totals Class of 1938	Percentage of Groups Def.
College Certificate	180	47	3		50	27.78
Validating Exam.	92	10	5	1	16	17.50
Regular Exam.	148	13	10	2	25	16.89
TOTAL	420	70	18	3	91	21.66

CLASS OF 1939

College Certificate	317	91	5		96	30.28
High School Cert.	74	28	1		29	39.19
Validating Exam.	128	25	3		28	22.05
Regular Exam.	189	35	8		43	22.75
TOTAL	708	179	17		196	27.68

CLASS OF 1940

College Certificate	292	81			81	27.74
Validating Exam.	111	15			15	13.51
Regular Exam.	211	21			21	9.95
TOTAL	614	117			117	19.60

CONSOLIDATED LOSSES IN THE VARIOUS ENTRANCE GROUPS

CLASSES OF 1934, 1935, 1936 AND 1937

	Number Entered	Number Discharged	Percentage Deficient
College Certificate	566	174	30.74
Validating Exam.	306	59	19.28
Regular Exam.	635	127	20.00
TOTAL	1507	360	23.88

STATUS OF THE U. S. CORPS OF CADETS ON SEPTEMBER 1, 1936. (a)

Source of Appointment	Number Authorized	Number Enrolled	Number of Vacancies
Senators (96)	288	261	27*
Congressmen (435)	1305	1094	211*
President	89	75	14*
Vice President	3	3	0
Regular Army	90	87	3*
National Guard	90	87	3*
District of Columbia	5	5	0
Territory of Alaska	3	2	1
Territory of Hawaii	3	3	0
Puerto Rico	3	3	0
Honor Schools	40	28	12*
Sons of deceased officers	20	14	6*
Sons of deceased enlisted men	20	6	14
Panama Canal Zone (sons of civilians)	1	1	0
TOTAL	1960	1669	291*
Philippine Islands (Filipinos)	4	4	
TOTAL	1964	1673	291
Foreign Countries			
(Ecuador 2, Siam 1, China 1)		4	
TOTAL	1964	1677	291

(a) September 1st is used because the academic year begins on that date and information is available as to future admissions as a result of the August reexamination.

* The above total of 291 vacancies on September 1, 1936, includes 54 vacancies held open and filled on January 1, 1937 by the return, under statutory provisions, of 6 excadets from the Senatorial source; 34 excadets from the Congressional source; 5 excadets from the Presidential source; 2 excadets from the Regular Army source; 3 excadets from the National Guard source; 3 excadets from Honor School source and 1 excadet from Sons of deceased officers source.

ACADEMIC INSTRUCTION

General—The prescribed program of instruction and course of studies were carried out during the year with the results indicated in the foregoing statistical tables.

During the year the Academic Board was called upon to prepare the questions in the prescribed subjects for eight different examinations for candidates for commission under the Thomason Act (in April) and for the Corps of Engineers in June.

The first term, September 1 to December 23, comprised 95 periods with Saturday recitations and 80 periods without Saturday recitations. The second term, January 2 to June 4, comprised 130 periods with Saturday recitations and 109 without Saturday recitations. The semi-annual examinations were held during the period December 26 to 31, both dates inclusive and the annual examination, with the exception of the First Class, from June 5 to 12, both dates inclusive. The academic day covered two periods, namely, 7:55 to 11:55 a.m. and 1:00 to 3:00 p.m.

Third and Fourth Class Mathematics—The courses in both classes were continued along the same general lines as in the previous academic year.

During the first term, in the Fourth Class, alternate recitations were held in Algebra and Solid Geometry, plus 11 successive recitations in Algebra. The second term's work comprised Trigonometry and Plane and Solid Analytic Geometry. All sections took the same work during the first term but, after the December examinations, the class was divided into upper and lower divisions, the upper division taking somewhat more advanced work during the second term. During the year "Plane and Spherical Trigonometry" and "Logarithmic and Trigonometric Tables" by Kells, Kern and Bland, were substituted for "Elements of Plane and Spherical Trigonometry" by Crockett and "Logarithmic Tables" by Newcomb as textbooks for the Fourth Class.

The Third Class was divided into upper and lower divisions on October 1st. The upper division completed Differential Calculus in December, Integral Calculus in April and ended the year with a course of 15 lessons in Least Squares. The lower division completed Differential Calculus in January, Integral Calculus in May and ended the year with a course of 5 lessons in Precision of Measurements. Transfers between sections were made monthly and between divisions when necessary. The Integral Calculus section of "Elements of the Differential and Integral Calculus" by Granville, Smith and Longley was substituted for "Integral Calculus" by Murray.

Third and Fourth Class English—In the Fourth Class the cadets were instructed in the theory and practice of the principles of expository writing as well as the fundamentals of public speaking.

The Third Class course was essentially a study of literature of the Nineteenth and Twentieth Centuries, including works of present day writers.

Recitations in both courses were held on alternate week days, except Saturdays, from September to June. In teaching literature to the Fourth Class, the complete works of Chaucer, Bacon, Shakespeare, Ben Johnson, Milton and Swift were used instead of the ANTHOLOGY FROM BEOWULF TO THOMAS HARDY, used in former years. More latitude was thus obtained in choosing interesting and significant portions of the works of these prominent writers for study.

There were no changes in Fourth Class textbooks. In the Third Class the following new books were introduced:

- The Book of Living Verse—Untermeyer
- Elizabeth the Queen—Maxwell Anderson
- The Petrified Forest—Robert Sherwood
- Ah Wilderness!—Eugene O'Neill

Second Class Spanish and Third and Fourth Class French—The usual three courses in languages, beginning French for the Fourth Class, intermediate and advanced French for the Third Class and elementary and intermediate Spanish for the Second Class were conducted by the Department of Modern Languages during the year.

The textbooks in use during the year were satisfactory. A change made during the year was from the description of the Battle of Waterloo in Victor Hugo's "Les Miserables" to an account of the Battle of Austerlitz, taken from the "Memoires" of General Marbot. The main reason for this change was to acquaint the

cadets with one of Napoleon's victories as well as a defeat, instead of including two of his disasters as had been the case when the additional reading for the advanced sections of the Fourth Class was made up of the crossing of the Beresina and the Battle of Waterloo.

Second, Third and Fourth Class Drawing—During the year the Department of Drawing conducted three courses, namely, Engineering Drawing for the Second Class from September 1, 1936 to January 31, 1937; Military Topography and Descriptive Geometry for the Third Class from September 1, 1936 to June 4, 1937, and Surveying for the Fourth Class from February 1 to June 4, 1937. There were no changes in textbooks during the year.

Third Class History—This subject is taught in the Department of Economics, Government and History and covers 45 periods in the fall term and 63 periods in the spring term. No major changes were made from the method of presentation employed in the previous year. Hayes' "A Political and Cultural History of Modern Europe", a revised edition of Volume II, by the same author, was substituted for the older edition.

Third Class Physics—The course given in this Department is in preparation for the technical work of the Second and Third Class years. There was no material change in the course or in the methods of presenting the same. The work of the fall term comprised the slide rule, mechanics, wave motion and sound; the spring term, heat, magnetism, electricity and light. The classroom work was supplemented by demonstrations, suitable lectures and 20 periods of Laboratory work.

Second Class Chemistry—The course given in this Department embraces the subjects of Chemistry and electrical engineering, the latter including a short course in telephone and radio communication. The course was substantially the same as the one taught in the preceding year and there were no changes in textbooks.

Second Class Philosophy—The course given in this Department extends throughout the second class year and no radical changes of any kind were made in the regular methods of instruction during the past year. Analytical Mechanics for Engineers, latest edition by Seely and Ensign, was begun September 1 and completed during the First Term except for certain special topics in Kinetics, which were carried over into the Prime Movers Laboratory course.

Hydraulics, including Hydraulic Machinery, latest edition by Russell, was taken in alternation with Elementary Engineering Thermodynamics, Young and Young. During the second term 21 periods were spent in the laboratories, 13 in the Hydraulics Laboratory, 7 in the Prime Movers Laboratory, and one on the wind tunnel.

First Class Engineering—The course given in this Department comprises Civil Engineering, Fortifications, Army Engineering and Military Art and History. The course in all its branches was substantially the same as last year. "The Virginia campaign of '64 and '65" by Humphreys was tentatively adopted for a year.

First Class Economics and Government—The course in Economics and Government is given to all cadets during their First Class year. Government is given

during the fall term; Economics during the spring term. The year's work was covered in 95 periods and there was no major departure from the method of presentation of the course employed the previous year.

First Class Ordnance and Gunnery—The course of instruction given in this Department during the past year comprised 65 periods in Ordnance and Gunnery; 24 periods in internal combustion engines and military motors, including laboratory and 17 periods cutting, shaping and treating of steel, including machine tool laboratory. There has been no major change during the year in the course itself, the methods of instruction or the equipment and facilities available. During the period May 27-June 4, 1937, trips were made by the First Class to Aberdeen Proving Ground, Frankfort Arsenal, Watervliet Arsenal and the Ludlum Steel Company.

First Class Law—The course of instruction given during the past year followed closely the course given in other years. Elementary Law was covered in 46 periods; constitution Law in 28; criminal Law in 36; Evidence in 34; Military Law and Courts-Martial in 22 and Moot General Court-Martial in 6. One lecture was devoted to the Command Power of the President and two to Federal Military Aid to the Civil Power.

GENERAL INSTRUCTION

Department of Tactics—The schedule of training and methods of instruction for the three lower classes have conformed to those of the past two years. Beginning in September, however, First Classmen will no longer attend intramural athletics, except in the capacity of instructor, but in lieu thereof will be given fundamental branch work in that branch of the service that their combined class standing for the first three years indicates they will be assigned to on graduation.

Some difficulty was experienced in maintaining the high standards of tactical training due to the increase in the Corps of Cadets without a corresponding increase in facilities. This difficulty is being corrected to a great extent this year by a rearrangement of the training program which will allow certain subjects to be taught in smaller sections by beginning such instruction at 2:00 p.m. by half company groups, the second half attending at 3:15 p.m.

The summer training program was materially handicapped by the lack of a target range and a combat range. These deficiencies will be supplied when the additional land to the south is acquired. The cadets of the new First and Third Classes moved to camp on June 5th.

Training of the First Class—The First Class was divided into six training groups, one sixth of the First Classmen of each company being placed in each group. This provided some First Classmen with each company, except while the whole class was away on a training trip, and the scheme proved much more satisfactory than when the class attended instruction by company.

Two groups (or one-third of the class) were sent to Mitchell Field on June 13th for a week of Air Corps training. The training consisted of familiarization flights, avigation flights, observation missions, pursuit missions and a bombardment mission. Each cadet had an average of about nine hours in the air. The remainder of the week was devoted to ground instruction, including conferences on armaments, parachutes, avigation, bomb sights, photography, radio and maintenance. A second third of the class was sent on Saturday, June 20th, for a similar course of instruction and the remainder on Saturday, June 27th. All movements were by motor truck. No cadet was injured during this training.

The Class spent five days with the artillery in the field. A motor and a horse-drawn battery were used. Each cadet was given instruction with both batteries. These batteries spent Monday and Wednesday nights in the field, returning to the Post on Tuesday and Thursday to change cadets from one battery to the other. Both batteries went out on Friday for instruction on near-by terrain. One-third of the Class attended Field Artillery instruction at one time.

One week was spent on a Cavalry maneuver; one-third of the Class attended at one time. The group left West Point on Monday morning and returned on Friday morning after an eighty-mile night march. They were organized into rifle platoons, a machine gun platoon and an armored car platoon. Details were switched so as to give each type of instruction to a maximum number of cadets.

A Coast Artillery (anti-aircraft) march was made by training groups (i.e., one-sixth of the Class at a time). The groups left West Point Thursday afternoon and returned Friday afternoon. The camp used was about thirty miles from West Point. Practical instruction was given during Thursday afternoon, Thursday night and Friday morning. An airplane was used in this instruction Thursday night and Friday morning. This provided instruction in high speed motor convoy, the tactical emplacement and employment of a three-inch anti-aircraft battery, searchlights and sound locator.

The entire Class left West Point on a training trip to Fort Benning and Fort Monroe on July 31st. The transport left West Point Friday, July 31st, and docked at Brooklyn Base about 1:00 p.m. It sailed from Brooklyn on August 1st and arrived at Savannah about 10:00 a.m. August 3rd. The movement from Savannah to Fort Benning was made by motor convoy in three sections. The instruction at Fort Benning consisted of demonstrations in the development of weapons, musketry and combat practical firing, artillery firing (75 mm. and 155 mm.), anti-aircraft firing, Air Corps demonstration, tanks and a battalion of Infantry supported by Artillery, both in the attack and in the defense.

The Class moved from Fort Benning to Fort Monroe by train, arriving at Fort Monroe August 17th. Three days were devoted to Coast Artillery training. The cadets were organized into four batteries, one 3-inch anti-aircraft battery, two batteries of 155 mm. guns, and a battery of 8-inch railroad artillery. The training ended with service firing by all three batteries. A visit to Langley Field and a tour through the laboratories of the National Advisory Council for Aeronautics was arranged for the last day. The Class left Fort Monroe on August 21st by transport and arrived at West Point on August 22nd.

The Class was taken out for five days of maneuvers, August 24 to 28, inclusive. Each day's work consisted of a march and the solving of a tactical situation.

The course in Practical Engineering occupied 15 hours and included instruction in the construction of pontoon and foot bridges, heavy fixed bridges, trenches and obstacles; the use of explosives and the moving of heavy weights. The course in Signal Communications occupied 15 hours and included the installation of command posts and command post procedure. Tactical walks, which occupied 20 hours, were used to illustrate, during a continuing situation, certain principles of advance guard action, an attack, the defense and supply. Instruction in Close Order drill, sword and voice occupied 10 hours.

Training of the Second Class—The course in Field Artillery occupied 42 hours and included instruments, materiel, theory and adjustment of fire and enough of the duties of cannoneers and drivers to enable the Class to man batteries for field

exercises. The course in Coast Artillery occupied 19 hours and included the materiel and functioning of anti-aircraft artillery. Two lectures on the Air Corps were given in preparation for the training trip to Mitchell Field.

The course in Riding and Cavalry occupied 30 hours and included equitation, cavalry drill, organization and the tactics of the small cavalry units. The course in Infantry tactics occupied 15 hours and included eleven sand table problems and four conferences.

Close order drill was given for nine periods in the fall and eight in the spring. The Class participated in the usual ceremonies.

Training of the Third Class—The course in Infantry Weapons occupied 60 hours and included .22 caliber rifle firing and instruction with the 37 mm. gun, 3-inch trench mortar and grenades. Three days were occupied in firing the .30 caliber rifle at field targets at ranges of about 350 yards.

The course in Machine Gun occupied 30 hours and included machine gun marksmanship, firing at 1000 inches, and machine gun drill. Pistol marksmanship occupied 16 hours and comprised the regular marksmanship course, including record. Instruction in Field Artillery occupied 5 hours and included materiel and the duties of cannoneers with different types of guns.

The course in Signal communications occupied 10 hours and included wire splicing, setting up switchboards, laying wire, message center procedure, writing messages, radio procedure and code practice. Riding occupied 7½ hours. Coast Artillery occupied 7½ hours, largely spent in acquainting the cadets with materiel and how it functions. The instruction also included the use of the 155 mm. Howitzer and the 3-inch anti-aircraft gun.

The course in Combat Principles occupied 16 hours. The groups were organized into rifle platoons and sections and then participated in the solution of assumed situations. One night problem was held. The Class participated in 5 days of maneuvers from August 24th to 28th, inclusive, each day's work consisting of a march and the solving of a tactical problem.

Training of the Fourth Class—The Fourth Class entered on July 1st. During the first four weeks before the Class moved to camp, instruction was given in close order drill (38 hours), guard duty (8 hours), manual of arms (8 hours), physical drill (7 hours), weapons (9 hours), athletics (16 hours) and extended order drill (3 hours).

The Class moved to camp on July 30th. During the remainder of camp, the Class attended close order drill with their regular companies for a half-hour each day and then attended other Fourth Class instruction, including swimming (8 hours), dancing (8 hours), scouting and patrolling (21 hours), athletics (16 hours), firing .30 caliber rifle (4 hours) and short practice marches (8 hours). From August 24th to 27th, inclusive, the Class went on a practice march carrying heavy packs. The Fourth Class companies were officered by First Classmen.

DISCIPLINE

The discipline of the Corps has been upon the usual high plane. Six cadets were discharged for deficiency in conduct and one cadet was discharged under the provisions of Paragraph 118, Regulations, U.S.M.A., for giving evidence of habits and traits of character which served to render his retention at the Academy undesirable. No cadets were dismissed as a result of court-martial proceedings.

From time to time the value of the strict discipline of the Military Academy is questioned but such questions do not arise from persons conversant with the object of the institution and the conditions under which it is maintained. Character building is the point upon which we lay the greatest stress and all of our work, including the academic work, tends to that end. In an Army officer I feel that the inculcation of a correct mental attitude toward discipline and constituted authority is of greater importance than the particular curriculum of studies that is prescribed.

GRADUATION EXERCISES

Graduation exercises for the Class of 1937 were held on June 12th, in the new outdoor amphitheatre near Trophy Point. The Academy was greatly honored by a visit from The Chief of Staff, General Malin Craig, who delivered the graduation address and presented the diplomas and commissions to the members of the Class.

STAFF ACTIVITIES

Except for an epidemic of mild influenza in January, the general health of the command has been excellent.

There were five deaths, eighteen discharges for physical disability and six transfers to general hospitals.

The various activities under the control of the Post Signal Officer have operated in a satisfactory manner during the year. These included the telephone system (central office and outside plant), fire reporting telephone system, which has been 32% completed and will be in full operation not later than December 1, 1937, photographic service, radio, amateur station, meteorology and signal supply.

2165 books were added to the library during the year. Of this number 1442 were purchased from Government funds, 709 were gifts and 14 were purchased from the Henrietta Wright Memorial Fund. 1124 books were rebound and 38 books were discarded. The total circulation for the year was 24,076.

The average daily attendance in the local school during the year was 200. The graduating class of 1937 comprised 14 members. The New York State standards were maintained in all grades throughout the year. The principal of the school was placed in charge of the eighth grade in addition to his duties as principal. Under this plan the principal carried his proportionate share of the teaching load.

The Cadet Chapel activities were very satisfactorily administered during the year by Chaplain Roscoe T. Foust and the organist and choirmaster, Mr. Frederick C. Mayer. On March 12, 1937, Chaplain Foust tendered his resignation in order to accept a position as Dean and Rector of the Pro-Cathedral of the Nativity, Bethlehem, Pennsylvania. The resignation was accepted by the War Department, effective June 14, 1937. Chaplain Foust's services were eminently satisfactory and his departure was a distinct loss to the Academy. He was succeeded by the Reverend H. Fairfield Butt, III, Rector of Christ Church, Kensington, Maryland.

During the year there were 163 religious services, 20 baptisms, 19 weddings and 8 funerals. The system of having one battalion attend the 8:50 a.m. service each Sunday and the remaining two battalions the 11:00 o'clock service, which was started last year, continued to work out well and provides adequate room at both services for the increase in the Corps.

The Cadet Chapel Choir made two trips to New York City, singing once at St. Thomas' Church and once at Trinity Church. The visiting nurse, acting under

the direction and supervision of the Surgeon and paid from the Chapel Fund, continued to do excellent work among the families of the enlisted men of the garrison.

The various activities controlled by the Post Quartermaster were conducted in a highly satisfactory manner.

A system of general work orders, initiated three years ago, and made completely effective in the last fiscal year, produced excellent results in maintaining and rehabilitating the buildings, roads and other utilities of the Post. The operation of this system is based upon the accumulation of reports of inspections made by the Post Quartermaster and his several assistants throughout the year, preceding that in which the general work order is effective. It is estimated that by this method of advance planning, it has been practicable to accomplish approximately 25% more maintenance work per dollar than has been possible in the past.

The Finance Office has functioned in a most satisfactory manner during the year. Marked improvement has been made in connection with the keeping of financial and historical records of permanent civilian employees. A system of efficiency reports has been established, as well as a promotion list. The concentration of this work in one activity has proved decidedly advantageous. The sum of \$913,447.77 was disbursed in cash during the year and \$6,567,791.00 by check. The Finance Officer acts as Corps Area property auditor, prepares and presents the annual estimates and handles Government life insurance.

CONSTRUCTION PROJECTS

Following is a list of all new construction completed during the year, as well as that now in progress, together with the cost of each project:

Completed Construction:

New bath house—cadet camp	\$ 75,000.00
Amphitheatre near Battle Monument	5,000.00
Enlisted Men's swimming pool	5,000.00
Additional water distribution facilities	123,981.06
60 sets Junior Officers' quarters, including utilities, grading and landscaping thereto	809,000.00

Construction in Progress:

Delafield Pond bath house—building completed Sept. 30, 1936. Exterior work completed in May, 1937. Additional work, including platform in front of bath house, landscaping, etc., now under way	\$ 30,000.00
Elevation of Polo Flats	114,583.00
Landing field at Stewart Airport, Newburgh, N. Y. This project includes grading and leveling approximately 300 acres and fine grading airplane runways	484,000.00
Academic Building	832,888.50
Power Plant Improvements	174,132.48

Gymnasium extension	824,681.03
Ordnance & Engineering Laboratory	312,510.00
Cadet Armory	718,495.07
Target Range	27,000.00
Quartermaster garage, freight receiving warehouse and enclosing walls for coal storage plant	183,924.03
Cadet Barracks	1,243,687.83

CONCLUSION

Since I shall retire from active duty on February 28, 1938, the foregoing constitutes my last annual report as Superintendent of the Military Academy. During the years since I graduated from the Academy, I thought that I had kept myself reasonably well informed about my Alma Mater but when I became Superintendent of the Academy on May 1, 1932, after an absence of 28 years, I was very much surprised to note the many and constructive changes that had been made in the institution and especially in the courses of instruction.

As my tour of duty draws to a close, I am more fully convinced than ever that the methods which are being followed at West Point are sound, that the instruction given is thorough and that the professors and instructors are well and suitably prepared for their duties. I feel certain that the same high standards which have marked the institution in the past will be maintained in the future and that the War Department and the Alumni may rest assured that whenever changes are necessary to keep the institution abreast of the times, those changes will be made at the proper time and that the Academy will always be up to date, not only in the subject matter that is taught but also in the methods that are used in teaching.

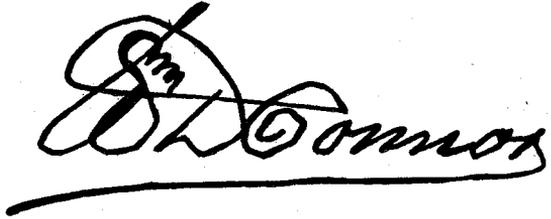
Criticism of the institution is almost unavoidable on the part of civilians who are not graduates of West Point for it seems almost impossible for them to grasp the fact that the Military Academy is maintained for the single purpose of training all its students to become Army officers and that their education is being paid for by the Government. The answer to all such criticism should lay initial and heavy emphasis upon the fact that the curriculum of this institution and all its methods are designed "to inculcate a common habit of thought and behavior in a body of men being trained for a common purpose".

I am deeply indebted to the Academic Board for loyal and constant cooperation and support. At all times I have found keen and intelligent discussion of existing problems in considering policies but after a policy once has been adopted, I have found no opposition thereto. However, the Board is not, by any means, composed of "yes-men", but its members are able, highly intelligent and no more conservative than the best interests of a great institution demand. I believe it a sound policy to have certain members of the Board permanent in their tenure and certain others temporary who occupy their positions for periods of four years. The permanent personnel make for continuity and stability of policies. The others, who change periodically, bring into the institution the latest ideas of the various arms and branches and the most recent point of view of the Army for whose service the institution exists.

I deeply appreciate the support that I have received from the War Department, both as to personnel and materiel during the period that I have been Superintendent. In all its decisions I have been made to feel that the War De-

partment was, at all times, doing everything that it could to hold up my hands and give me the men and materiel necessary for the successful administration of my position.

Finally, I feel bound to say that such improvements or progress as have been made during my tour of duty here have been due, in large part, to the ability, loyalty and splendid cooperation of the officers, cadets, enlisted men and civilian employees on duty at the Military Academy during the period that I have had the honor of being its Superintendent and Commandant.

A handwritten signature in black ink, reading "Wm. D. Connor". The signature is written in a cursive style with a large, stylized initial "W" and "D". A horizontal line is drawn underneath the signature.

Wm. D. CONNOR,
Major General,
Superintendent.

