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SUPERINTENDENT

UNITED STATES
MILITARY ACADEMY



1938

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SUBJECT: ANNUAL REPORT, 1938.
TO: THE ADJUTANT GENERAL,
WAR DEPARTMENT,
WASHINGTON, D. C.

In compliance with the provisions of paragraph 2, *a* (7) (d), A.R. 350-5, there is submitted herewith report covering the operation of the United States Military Academy for the Fiscal Year 1938.

ADMINISTRATION

Major General William D. Connor relinquished command on January 17, 1938, and I assumed command on February 5, 1938. The administration of the Academy during the year was carried on practically as in previous years. The period from my assumption of command to the end of the year was one largely of observation and familiarization and major changes were purposely avoided.

The Military Academy is a large and complex command with a multitude of activities differing from those of any other command. However, the general principle holds that the effectiveness of a command depends in large measure upon a suitable administrative organization, and upon an adequate and efficient operating staff.

My observations led me to conclude that correlation of activities and staff development had not kept pace with the growth of the Academy. Studies were initiated to bring about better coordination, decentralization and delineation of functions pertaining to administration. Requests were made upon the War Department for the few additional officers deemed necessary to provide an adequate staff without the adverse effects of taking officers from the academic departments and troops. The few additional officers authorized have greatly improved administration. They have made it possible to assign officers to full time duty as Executive, Graduate Manager of Athletics, Recreation and Welfare Officer, and Post Inspector, all of which duties are extensive and important to the efficiency of the Academy. Further improvement is desirable and efforts will be continued in the light of further experience to bring about such improvement.

PERSONNEL

Commissioned—The average strength of the commissioned personnel during the year was 275. Of this number 206 were assigned to the academic departments; 22 to the Department of Tactics; 11 to organizations; 16 to the Medical Department, and 20 to administrative positions.

There were also 7 civilian instructors on duty; 2 in French, 1 in Spanish, 1 in Wrestling, 1 in Boxing and 2 in military gymnastics.

Generally the number of officers authorized was sufficient for all purposes except staff duty. The matter of having a staff adequate to the extensive activities of the Academy is of prime importance and will be kept constantly in mind until satisfactory results are achieved.

The Corps of Cadets—The authorized strength of the Corps remained at 1960. The Corps reached its highest point on September 1, 1937 with 1788 cadets present and its lowest on June 30, 1938 with 1362 cadets. The average number of cadets for the year was 1730.

The total number of admissions during the year was 584. The total number discharged for deficiency in study was 131; separations for other causes amounted to 25. The aggregate loss of 156 was approximately 9% of the average strength for the year. 301 cadets were graduated June 14, 1938. Two foreign cadets from Ecuador received instruction during the year.

Civilian—The expansion in the Academy has caused a considerable growth in the number of regular civilian employees of its many activities, necessitating centralized personnel administration.

On June 30, 1938 there were 723 employees at the Academy, of whom 354 occupied classified positions and 369 occupied unclassified positions. One important improvement undertaken during the year was the preparation, and forwarding to the War Department for approval, of a consolidated set of Civil Service Rules and Regulations for the government of Military Academy employees. Also a system of efficiency reports was instituted in order that proper consideration might be given towards promotions and such other changes necessary in the interest of the Academy and of the morale and well-being of the employees.

Enlisted—The authorized strength, all organizations, for the year was 1265. About 60% of the enlisted men are occupied in maintaining the animals and military equipment used in connection with cadet instruction and in assisting with such instruction. The remaining 40% are used largely in maintenance and operation of the plant.

ADMISSION REQUIREMENTS

The entrance requirements remained the same as in the previous year. However, studies are continuously carried on, with a view to making desirable changes in the requirements. One desirable change recommended was the use of College Entrance Examination Board's Scholastic Aptitude Tests as an alternative to the validating examination required of candidates having secondary school certificates. Also the validating examination has been considerably shortened and simplified.

ACADEMIC INSTRUCTION

Academic instruction covered the periods from September 1st to December 23d and from January 2d to June 4th. There were no changes in the prescribed course and the progress of the cadets in the various classes throughout the year was satisfactory.

Not only in the mental training of cadets but in development of habits of preparation, of attention to duty and of thoroughness, the system of having small sections of 12 to 15 men is invaluable and no effort should be spared to maintain the number of instructors required for its continuance.

Class room instruction is supplemented by lectures not only upon subjects under study but also upon subjects of general interest in all fields of human activity. Every effort is being made to increase the number of well qualified and distinguished civilian lecturers brought to the Academy.

During the year educational trips were made by the First Class to the Metropolitan Museum of Art, the Museum of Natural History and the Hayden Planetarium, all in New York City.

MILITARY INSTRUCTION

Theoretical and practical military instruction was carried on in varying degrees throughout the year, the period June 15 to August 28 being devoted exclusively

to military training culminating in a 5-day period of marches and maneuvers in the field. This instruction, while generally satisfactory, was carefully studied with a view to improvement. The absence of the First Class on training trips to Mitchel Field for Air Corps training, to Fort Benning for demonstrations of combined arms, and to Fort Monroe for sea-coast and anti-aircraft firing covered a large part of the period of the summer encampment. The Mitchel Field trip is essential but studies are being made to discontinue or shorten other trips with a view to striking a reasonable balance between necessary instruction and the exercise of command and leadership. The greatest opportunities for the latter are during the cadets' First Class (last) encampment, opportunities which are lost when the First Class is absent on trips most of the summer.

ATHLETIC AND PHYSICAL TRAINING

For cadets this training was carried out as in previous years, consisting of calisthenics, gymnastics, intramural participation in 23 sports and activities, and participation in competitions with other schools and colleges in 18 sports. This phase of training is of the greatest value, not only in the physical development of individuals but in development of character, teamwork and esprit and in developing the requisite knowledge and ability for organizing and conducting physical training and recreational sports in the service.

RECREATION AND WELFARE

In view of the restriction of cadets to the military reservation, the exactitudes of cadet life and the rigorous course of the Academy, means for suitable recreation and promoting welfare are of the greatest importance. Recreational athletics, motion picture shows, entertainments, dances, lectures, concerts, visits of families and friends, and other extra-curricular activities are all fostered as a means to this end. The major change during the year was the authorization of radios in barracks and camp. Recreational activities are, however, greatly handicapped by the lack of a hall and theatre of suitable size for large assemblages. The use of gymnasiums for large dances, theatricals, concerts, lectures, etc., is very unsatisfactory. The old Cullum Hall, formerly so used, has been completely outgrown.

HEALTH, HOUSING, SUPPLY, ETC.

The health of cadets has been excellent and the facilities and means for maintaining this high standard are adequate.

Except for some overcrowding in barracks, housing has been satisfactory. This situation will be relieved upon early completion of barracks now under construction.

The cadet mess has been maintained at a high standard.

Uniforms, equipment and articles for personal use have continued to be satisfactorily supplied by the Cadet Store. The lack of an ample working fund is somewhat of a handicap in the operation of the store.

Laundry service has not been up to the desired standard. The present cadet laundry, built for a Corps of about one-half the present Corps, with its antiquated machinery, is inadequate to meet present day needs.

DISCIPLINE

Every effort is being made to bring about a high state of the best discipline, that is, the self-discipline which insures a willing compliance with regulations through desire and not through compulsion or fear. The results have been excel-

lent and a steady improvement is noted. Due to its size, self-government in the Corps has become increasingly necessary and the cadets measure up well to this responsibility.

INSTALLATIONS

In general the physical installations are now adequate to the needs of the Academy, or will be so upon completion of buildings now under construction. Sixty sets of junior officers quarters completed during the year have made it possible to quarter all officers on the post. During the year the quarters of the Superintendent were completely renovated in accordance with plans prepared by my predecessor. The quarters are now adequate for the extensive official entertaining that devolves upon the Superintendent. The problem of furnishing the quarters has been solved in part by the Association of Graduates providing fitting furnishings for the large reception room and hallways.

The field house, addition to academic buildings and barracks, and addition to the gymnasium are nearing completion. About one more year will be required for completion of the ordnance and engineering laboratory. Great progress has been made in minor buildings, construction of roads, etc., through use of W.P.A. funds.

The acquisition of additional land for the water shed and for target ranges is progressing but has not yet resulted in any land being actually acquired.

The outstanding needs of the Academy for which no provisions have been made are, in my opinion, the following: a new laundry of adequate size and suitably equipped to meet current demands; a large combined assembly hall and theatre with suitable appointments and facilities for dances and other assemblages, theatricals, lectures, concerts, etc.

EXTERNAL RELATIONS

The most extensive contacts with other colleges are in the field of athletics. However, during the year visits were made by some of the professors to study methods used elsewhere and such visits will continue to be encouraged. The cadets have also engaged in debates with other colleges. Affiliations and contacts have continued to be maintained with the Association of American Colleges and the College Entrance Examining Board.

Early in my administration steps were initiated to bring about a closer fraternal relationship with the U. S. Naval Academy. Arrangements were consummated for six cadets of the Third Class to accompany the midshipmen on their annual practice cruise during the summer of 1938; also for the Second Class of midshipmen to visit West Point on their summer destroyer cruise. Also the Superintendents of each academy attended the graduation exercises of the other.

DISTINGUISHED VISITORS

Following is a list of the distinguished visitors to the post during the year:

Commander Alberto Gallegos Luque, Argentine Navy, July 7, 1937; Messrs. Yun-Hsieng Tso, I-Lun Liu and Chao-Chi Cheng, Chinese Navy, July 16, 1937; Captain W. G. H. Pike, British Army, September 2, 1937; Major Otilio Soca Llanes, Cuban Army, October 5, 1937; Major Ivan L. Okunev, Assistant Military Attache to the Embassy of Union of Soviet Socialist Republics, December 20, 1937; Colonel E. H. Cluver, Director of Medical Services Union of South Africa Defense Force, May 4, 1938; Honorable Maury Maverick, House of Representatives, May 13, 1938; His Excellency Fulvio de Suvich, Ambassador of Italy, and

Colonel Vincenzo Coppola, Air Attache to the Italian Embassy, May 17, 1938; Major Teng Hou and Major Chien Shih Tu, Chinese students at Command and General Staff School, and Major Sin-ju Pu Hsiao, Assistant Military Attache to the Chinese Embassy, May 17, 1938; Prince Louis Ferdinand, Grandson of Ex-Kaiser of Germany, and wife, Grand Duchess Kyra of Russia, May 29, 1938; Honorable Harry H. Woodring, Secretary of War, June 14, 1938; Lieutenant C. G. Nicholls, Royal Indian Army Service Corps, June 24, 1938.

GRADUATION EXERCISES

Graduation exercises were held on June 14, 1938. The Secretary of War, Honorable Harry H. Woodring, made the graduation address and presented the diplomas and commissions to 301 graduates.

RECOMMENDATIONS

In view of my short time at the Academy during the period covered by this report, the submission of recommendations is deferred until my next annual report.



JAY L. BENEDICT,
Brigadier General,
Superintendent.



