

ANNUAL REPORT

OF THE

BOARD OF VISITORS

TO THE

UNITED STATES MILITARY ACADEMY

FOR

THE YEAR 1901.



WASHINGTON:  
GOVERNMENT PRINTING OFFICE.  
1901.

**BOARD OF VISITORS, JUNE, 1901.**

APPOINTED BY THE PRESIDENT OF THE UNITED STATES.

1. Lieut. Gen. JOHN M. SCHOFIELD, U. S. A., retired, president. St. Augustine, Fla.
2. Maj. Gen. DANIEL E. SICKLES, U. S. A., retired, vice-president. New York, N. Y.
3. Dr. J. WILLIAM WHITE.....Philadelphia, Pa.
4. Mr. ROBERT C. HEATON.....Boston, Mass.
5. BENJAMIN I. WHEELER, LL. D.....Berkeley, Cal.
6. Hon. WILLIAM H. UPHAM.....Marshfield, Wis.
7. Mr. JOHN ALLISON.....Nashville, Tenn.

APPOINTED BY THE PRESIDENT PRO TEMPORE OF THE SENATE.

8. Hon. JOHN KEAN.....Elizabeth, N. J.
9. Hon. JAMES P. TALIAFERRO.....Jacksonville, Fla.

APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES.

10. Hon. THAD. M. MAHON.....Chambersburg, Pa.
11. Hon. CHARLES B. LANDIS, secretary.....Delphi, Ind.
12. Hon. JAMES HAY.....Madison, Va.

R E P O R T  
OF THE  
BOARD OF VISITORS TO THE U. S. MILITARY ACADEMY.

---

WEST POINT, N. Y., *June 10, 1901.*

*To the Secretary of War, the President pro tempore of the Senate, and the Speaker of the House of Representatives:*

The Board of Visitors appointed under sections 1327, 1328, 1329, Revised Statutes of the United States, to "attend the annual examinations at the United States Military Academy and to inquire into the actual state of discipline, instruction, police administration, fiscal affairs, and other concerns of the institution and to report the same to the Secretary of War for the information of Congress," and also "to report to the Vice-President of the United States" and "to the Speaker of the House of Representatives," has the honor to report as follows:

The board met at West Point Hotel, West Point, N. Y., on Saturday, June 1, 1901, and organized by electing Lieut. Gen. John M. Schofield president, Maj. Gen. Daniel E. Sickles vice-president, and Hon. Charles B. Landis secretary.

The president of the board, following precedent and to the end that the work devolving upon the board might be expedited, appointed committees as follows:

1. *Increase in scope of the Academy.*—Gen. Daniel E. Sickles, Hon. William H. Upham, Hon. John Kean, Hon. Charles B. Landis, Hon. James Hay, Hon. J. P. Taliaferro, Hon. John Allison.

2. *Buildings and grounds.*—Hon. James Hay, Hon. John Allison, Dr. J. William White, Hon. William H. Upham.

3. *Hygiene, athletics and lights, police administration.*—Dr. J. William White, Mr. R. C. Heaton, Hon. James Hay, Hon. T. M. Mahon.

4. *Armament and equipment.*—Hon. J. P. Taliaferro, Gen. D. E. Sickles, Mr. R. C. Heaton, Benjamin I. Wheeler, LL. D.

5. *Examinations, instruction, and discipline.*—Benjamin I. Wheeler, LL. D., Hon. John Allison, Hon. W. H. Upham, Dr. J. William White.

6. *Fiscal affairs, supplies, and expenditures.*—Hon. John Kean, Hon. J. P. Taliaferro, Hon. T. M. Mahon, Hon. Charles B. Landis.

On Tuesday, June 4, it being learned that Hon. J. P. Taliaferro would be unable to attend the meetings of the board, Mr. Robert C. Heaton was on motion formally made chairman of the committee on armament and equipment.

#### NO GRADUATING CLASS.

Owing to the absence of the class originally scheduled to graduate in June, but which had been graduated several months before in order that its members might assume the duties and responsibilities of active service made necessary by the war in the Philippines, the duties of the board were materially changed. There were no graduating class exercises nor formal addresses by members of the board. The mission of the visitors resolved itself into one of observation, investigation, and examination.

#### OPPORTUNITY TO INVESTIGATE.

While the reports of the various committees, herewith presented, are full and complete, answering most admirably the requirements specified by Congressional enactment, the board desires to place special emphasis on certain matters which it deems of the greatest importance to the successful work of the Military Academy.

And the board would respectfully submit in this connection that this same special emphasis has been placed on some of these same subjects by former boards and unless these annual visits are mere matters of form recommendations so often repeated should receive attention at the hands of Congress.

Every gate and door at the Military Academy swung open to the members of the board whether they pursued their work of observation and investigation singly or collectively. Every opportunity was given and every facility afforded for thorough work. Col. A. L. Mills, Superintendent of the Academy, appeared before the board soon after it organized, stated that there was nothing about the post that anyone interested in its management wished to conceal and urged the members to visit informally and at their convenience and inclination every branch of the institution. He informed the committee that orders had been given that no limit should be placed on the movements of the members of the board. Accordingly through a period of about ten days the members of the various committees attended the examinations, inspected the buildings, witnessed drills and evolutions in the various branches of the service, interviewed commissioned officers and instructors and talked freely, both on the grounds and in the barracks, with cadets, and in every possible way sought information relative to the present status of the Academy as related to officer, instructor, cadet, and the country.

## THE QUESTION OF DISCIPLINE.

The board entered upon the discharge of its duties impressed with the fact that not only have the achievements of our Army and Navy during the last three years increased the importance of the two institutions which are regarded as the nurseries of those two branches of the service, but alive to the fact that the question of discipline at the institution was one in which the citizens of the Republic were primarily interested.

After the most searching investigation, each and every member of the board is fully satisfied that the practice of hazing, which, by tradition, had for nearly a century been considered as inseparably connected with the Academy, has been eradicated. There is every evidence that when Col. A. L. Mills became Superintendent of the Academy in September, 1898, he was fully determined to deal a death blow to this practice, which, while it might have originated in harmless sport and for generations was condoned as the natural ebullition of youth, had in fact degenerated in some cases into a crime. The practice had some times become so brutal and pitiless that new cadets had little protection. Former officers of the institution have appeared to rest content with publishing what might have seemed stringent rules and regulations bearing on the abuse, but which as a matter of fact were not discouraging to it, while a majority of the graduates of the institution, possibly ignorant of the extent of the outrages practiced under the guise of sport, argued with great vehemence that to uproot this tradition was equivalent to destroying the Academy itself. An aroused public sentiment, prompt legislation on the part of Congress, and the decisive action of the Secretary of War (these following the disclosures in connection with the hazing of Cadet Booz, which incident occurred before Colonel Mills took charge) made effective the determination of the Superintendent to stamp out the brutal and shameful tradition.

Superintendent Mills, with judgment and discretion, struck at the root of the abuse.

He found that class organizations, formed in recent years, not only encouraged but fostered hazing. These organizations have been broken up and their abandonment in the future is pledged by the action of the cadets.

The Superintendent ascertained that hazing drew much inspiration from the preparatory schools that flourished at Highland Falls, within 1 mile of the Military Academy. The curriculum pursued at the Academy and the fact that most of the largely attended examinations for entrance were held at West Point caused these schools to thrive. Here candidates for admission were not only "crammed" for examination in the various branches but hazing, with all its variations, was

taught as a fine art, and oath-bound organizations were formed to promote it. Changes in the curriculum which the Secretary of War was authorized to make and arrangements for conducting examinations for admission at the various military posts throughout the country will sound the deathknell of these Highland Falls schools and put an end to the iniquities they have continually bred.

In this connection it might be stated that under former administrations the hazer and his victim were equally amenable to punishment should the matter be brought to the attention of those in authority and the answering of questions propounded was left to the judgment and discretion of the accused cadet. It seems difficult to believe that such false conceptions of means of reaching the ends of justice should have ever obtained at the Military Academy. All this has been changed, and the Superintendent is now clothed with authority to go to the bottom of all alleged violations and learn the full truth.

The board, having in mind the strict laws enacted by Congress, with a view to eradicating this barbarous practice, supplemented by regulations made by the Secretary of War in accordance therewith; realizing the full and complete authority now vested in the Superintendent to investigate and to visit swift punishment and disgrace upon the guilty; appreciating the solemnity and sacredness of the oath and obligation taken by the cadet when he passed the threshold of the institution, is convinced that the officers and cadets are fully impressed with the fact that should there ever be a revival of this despicable and inhuman tradition it would so shake the faith and confidence of the country in the honor and integrity of the cadets and officers as to seriously endanger the life of the institution.

Quoting the language of the subcommittee, which gave special attention to the question of discipline, we will say that the board "has full faith and confidence in Superintendent Mills, and desires to express its most cordial appreciation of the resolute, upright, and successful efforts he has made to stamp out of existence a body of practices inconsonant with modern ideas and with the character of soldier and gentleman. The board also expresses its clear conviction that the sturdy support afforded the Superintendent by the action of the Secretary of War has done more than anything else could have done, or than any one thing in recent years has done, to establish upon a sound and secure basis the discipline and good order of the Academy."

As an evidence of the determination of the Superintendent to bring the cadet body to an appreciation of the fact that the new rules and regulations were not promulgated as a mere matter of form, but to be respected and obeyed, it might be stated that an insubordinate demonstration a short time after the change of regulations went into effect was followed by the summary dismissal of five of the participants, while six were suspended and thirty were more or less severely punished.

The board feels that the general department and the work done at the Military Academy in the future will convince the country that hazing is a thing of the past, and will reestablish this old and honored institution in the pride and affection of the country.

#### TIME TO REBUILD THE ACADEMY.

The board observed with much gratification that Congress had, acting upon the recommendation of former Boards of Visitors, provided in the annual appropriation bill for several improvements. There was not a day, however, that the board did not realize that it would be the part of wisdom and good business sense to place the Military Academy, with all its natural advantages and physical imperfections, in the hands of an architect of recognized ability, with instructions to work out a plan that would correct all the discomforts and disadvantages now so painfully evident and provide accommodation and equipment, not only to meet the enlarged demands of the institution at the present time, but calculated to answer for many years in the future. It has been nearly one hundred years since West Point was founded, and from the birth of the institution nearly all the improvements have been on the patchwork plan. There is but one building constructed by the Government at the post that is in harmony with this day and generation. All the others are old, uncomfortable, and entirely inadequate to meet present conditions. Few of them are equipped with any of the conveniences now to be found in the average public-school building in the country districts of many of the States. It can be truthfully said that there is a pressing necessity for a complete tearing down and a new building up. The policy pursued in this regard at Annapolis should be speedily adopted at West Point. Nothing can be gained by postponement. Indeed it seems to the board that almost every dollar spent in the future for "enlarging here and altering and patching there" is so much money thrown away. The enlarged duties and responsibilities of the military, as related to the recently enlarged sphere of American influence and power, is such as not only to justify but force Congress to proper recognition of the demands of the Military Academy.

The West Point Military Academy should be a model, perfect to the minutest detail, possessing every advantage and improvement which the new century affords, and in entire harmony with the grandeur and dignity of the mission which our Army is to fulfill.

Putting the matter in a few words, it can be truthfully said that the barracks in which the cadets sleep and study and live when not in recitation room or on the drill ground, are little better equipped than the barracks at the average county "poorhouse." In many of the rooms three cadets are crowded. The ventilation of these rooms is in accordance with hygienic notions of a century ago, and is simply execrable. The electric-light plant and the gas plant are entirely

inadequate, and no modern dwelling would tolerate the service a single week.

In the barracks there is not a drop of water except that carried in buckets and pitchers by the cadets.

In these same barracks there is not a sink nor a closet, and cadets are compelled, when necessity forces them, to leave the barracks and walk across an open court to an unsanitary closet.

There is no bathroom in the barracks.

In short, the cadet who entered the West Point barracks the first day the institution opened its doors, nearly one hundred years ago, found himself surrounded by almost as many comforts and conveniences as the cadet who entered last June. The riding hall must be torn down and a larger one constructed, and the same thing should be done in reference to the gymnasium. The church facilities, too, are of the crudest kind.

There are about 1,600 people at the post, including cadets, soldiers, officers, professors, and their families, and two-thirds of them attend, or would like to attend, church. The edifice, now that the number of cadets has been enlarged, will not seat the entire corps that will attend after this year. As a result, there will be no accommodation for the officers and their families and others connected with the post.

The building of a new chapel would necessarily carry with it the introduction into the reservation of a new pipe organ, an innovation that would doubtless cause the mountains, that rise in sublimity and beauty back of the post, "to break forth into singing and the trees of the fields to clap their hands."

The board attended divine service while at the post and endured the untold agony and "exquisite torture" visited on the congregation every Sabbath while this alleged musical instrument is being prepared to perform its part. There is not a fifth-class variety theater in any nation on the globe that would tolerate such a musical instrument for twenty-four hours.

To inflate it and set it going is in itself a profanation of the Sabbath.

It is a disgrace to the nation, and has haunted like a nightmare every Board of Visitors during the last decade.

The hotel is on the same plan. It is a mere hut. The members of the special committee of investigation sent to West Point by Congress last winter were all but compelled to abandon the hotel because of its lack of the simplest comforts.

Possibly more important than all else a water famine is threatened nearly every summer and a new source of supply must be attached. This source is now available. It may not be a year hence.

The board might continue observations in this line indefinitely, but feels that the truthful observations already given with reference to the physical needs of the institution will be sufficient to attract the attention of Congress.

## QUALIFICATIONS FOR ADMISSION.

Action recently taken by Congress placing the requirements for admission to the Academy under the direct control of the Secretary of War will work a radical change in the matter of examination for entrance to the institution. Heretofore the requirements have been fixed by statute. Recommendations have been made to the Secretary of War that in the future these requirements be made to accord with the school systems of the country, and, coupled with this, is a recommendation that Senators and Representatives, when called upon to name candidates, appoint two alternates instead of one alternate as has been the custom. One examination the first day of May, to be taken at the military post nearest the candidate's home, was also coupled with this recommendation. This will bridge the chasm that has heretofore existed between the average candidate at the time of appointment and the requirements for admission.

It will not be long we trust until any candidate who has matriculated from any college of good standing and can bring from the authorities of that college a certificate that he is able to take up the course of instruction at the Military Academy and go right on with it will be admitted without any save a physical examination. Indeed it is the belief of the board that admission to the Academy should be upon the completed work of a high school of recognized standing.

## STUDY OF MODERN LANGUAGES.

The board feels that the time has come when those in charge of the Academy should realize that there are other requisites to a well-rounded education, as applied to the soldier, than those that relate to mathematics and their application. There has been too great a tendency to cling to old educational traditions that have influenced, if not entirely shaped, the curriculum from the foundation of the Academy. The West Point Military Academy is no longer a school for army engineers, but an institution for training, drilling, educating and completely equipping the well-rounded American soldier. He must be so trained as to be able to adapt himself to any station. He must not only be skilled in the art of war, but well informed, polished, and self-poised in time of peace. While in the Academy he should have time and opportunity for the study of general history, military history, military ethics, military hygiene, and English literature. He should also have an opportunity to pursue the oral study of modern languages. The United States is now a world power, and its Army and Navy officers will find themselves in countries where languages other than English are spoken. There is, therefore, an increasing necessity for an acquaintance with modern languages. By this we do not mean a classroom acquaintance, nor a stuttering, stammering acquaintance, but a practical acquaintance that would enable a West Point graduate to

make himself understood in any of these modern tongues without subjecting himself to ridicule. A provision whereby young officers, ambitious along this line, might be detailed once in three or four years for study and travel abroad would not only provide material for the teaching force of the Academy, but inspire this course of study with real interest. Such detail abroad would accomplish this double purpose, in that it would give the teachers at the Academy an opportunity to come in touch with the military and academic life of institutions in other lands.

#### A LIBRARIAN NEEDED.

The library building, appropriation for the enlargement and improvement of which was made by Congress, will soon be completed. The library now contains in the neighborhood of 45,000 volumes of books and from six to eight thousand pamphlets. Library administration has now become a science. Special knowledge and special training are essential. In order that the cadet may get full advantage of this library a librarian should be appointed who is able to devote his whole time to the work, and he should be especially fitted for the work. At the present time the library is under the general supervision of one of the professors of the Academy who is able, of course, to give little of his time to it, as he has his regular academic work, which is heavy at all times, to perform. The board recommends the appointment of a specially trained librarian at a remuneration of not less than \$2,500. We feel that this expenditure would bring to the institution a man skilled in this branch who would soon bring the library into complete harmony with the Military Academy, developing it into a special collection on military science and the history and science and art of war, available not only for the use of the Academy but for the entire profession throughout the country. In addition not less than \$10,000 per annum should be appropriated for the purchase and binding of books, and for periodicals.

#### RELATING TO HYGIENIC CONDITIONS.

The condition of the post from a general hygienic standpoint is excellent. Rarely does tuberculosis develop in the Academy, and typhoid fever is very infrequent. There have been a number of cases of diphtheria recently in the families of enlisted men, but they were directly traceable to infection from a neighboring village. There is always danger from infectious diseases, and every precaution should be taken to protect the post, and especially the cadets, against such a visitation. Previous Boards of Visitors have recommended an appropriation for an isolation building in connection with the cadet hospital. While the hospital in the main is admirably equipped, yet it lacks this important addition. The board can not urge too strongly the necessity of an appropriation for this improvement. The board would

also call attention to the importance of instruction upon the subject of hygiene in the military service. The board recommends that this subject be incorporated as a part of the course of instruction in the Military Academy.

Another surgeon should be assigned to the post. With a population of 1,600 to 1,800, two medical officers are insufficient. They are kept busy under ordinary circumstances, and should an unusual number of demands be made upon them it would be impossible for them to meet the situation.

#### DRILL IN MOUNTED EXERCISES.

The board recommends that the flat plat of ground north of the post, and inside the line of the West Shore Railroad, be put in good condition for use for mounted exercises. This plat is triangular in shape and is about 350 yards on the long side north and south by 250 yards on the west side. It is proposed to use this ground for an outdoor or summer riding school, where obstacles, such as fences, ditches, etc., can be made for instruction in cross-country riding and similar exercise. At present this ground is level, but the material used in filling when the railroad was built is stony, on which a good sod cannot be grown. A filling or cover of 8 or 12 inches of good loam or fertile earth would make this place a splendid drill ground for exercises already mentioned as well as for sports for cadets and enlisted men, target practice, and innumerable similar purposes. The present cavalry drill ground is as firm and hard as the usual macadam road. It is wearing on animals and dangerous in case of accidents or falls and much too close to barracks and quarters for cavalry exercises. This green with a good, firm grass sod would be of great value to the Academy for drill purposes.

#### OBSERVATION ON ATHLETICS.

The board interviewed the Superintendent of the Academy on the effect of athletics upon the corps and upon the relation of the corps to the sister branch of the service. He stated that the cadets who composed the base ball and foot ball teams compare favorably in their classes in academic standing with those who did not participate in these games. The Superintendent stated emphatically that he considered athletics a benefit to the Academy. He said that while there might be a temporary falling off on the part of those who compete for sports during the period of competition, that when the contests were over they invariably regained what they had lost, and that in the end the general effect on the student body was advantageous. These athletic practices and contests give variety and spice to the life of the cadet, take his mind off of study, and afford mental relaxation which, on the whole, is very beneficial. No cadet who is not above the average in class standing is allowed to participate in any of the games

exciting the greatest interest. The Superintendent stated that while the first games played between Annapolis and West Point caused some rivalry, yet it was of a good-natured character, and there was no question about the games bringing the two institutions close together.

#### SEACOAST AND MOUNTAIN BATTERIES.

West Point should have a modern seacoast battery and a modern mountain battery. The equipment for the instruction of cadets is excellent and up to date in all respects with these two exceptions. These batteries should be model batteries. The mountain-gun battery should be such as have been so successfully used in the Philippines. Instruction in this practice is certainly most essential. These guns are carried by pack mules and would be of great advantage in our Indian warfare. In Cuba and the Philippines their value has been demonstrated beyond question.

#### PAY OF CADETS SHOULD BE INCREASED.

The board, following recommendations made by previous boards, would emphasize the necessity of increasing the pay of cadets at the Military Academy. This pay is now \$540 a year, and out of it he pays for his entire maintenance, with the exception of heating the barracks. The pay of the naval cadet is \$500 a year and a ration, which is commuted at 30 cents a day, so that it exceeds the pay of the military cadet by \$69.50. It has always been the intention of Congress to give the cadet sufficient pay to provide for his entire maintenance at the Academy and cover all his expenses while a cadet, it being contemplated that he would have sufficient money when he graduates to purchase his equipment. Four dollars a month has been retained from his pay and placed to the credit of the equipment fund, making at the end of four years \$192, as is shown by an itemized statement published with this report. This is not half enough to provide the graduate with his uniform and equipment. In the matter of pay the military cadet should be placed on the same pay as the naval cadet. This would give the military cadet an increase of \$69 a year. This would double his equipment fund and leave him a slight balance for athletic and other expenses. The board ascertained that unless a cadet has means of his own, and as a matter of fact a majority of them have not, he goes into the service in debt, and in nearly every instance where young soldiers have fallen by the wayside their downfall can be traced to the unfortunate fact that they started out in debt and were never able to lift the burden.

#### IN CONCLUSION.

In conclusion the board would say that in its opinion no fair-minded, patriotic American can visit West Point, investigate the methods of

education, the daily life of the cadet and all the drill and training incident to a four years' course and not feel a genuine admiration for and pride in the institution. We doubt if there is another place in the country for the education of young men where they have such incentive to industry, and are brought to so high an appreciation of the value of time as at the West Point Military Academy. Apparently every minute is utilized. The pure democracy which characterizes the institution is above all things to be commended. It is the people's school and during the course of four years the son of the rich man and the son of the poor man live on the same plane. No favors are shown at West Point. Members of your committee talked with cadets who came from the humble walks of life, and, in response to inquiry as to whether preference were shown the sons of prominent families, or of officers who had rendered distinguished service to the country, they were quick to respond that no such charge could be made. On the contrary, they almost invariably asserted that the path of the cadet who came from an unknown and unpretentious family was smoother than than that of his classmate whose family name might be familiar to the world. The atmosphere is one of equality, the environment a continuous reminder that worth and merit, virtue, integrity, courage, and kindred attributes of noble manhood were the essentials to success, promotion, and distinction.

It is the firm and sincere conviction of every member of the board that Congress should give attention to the pressing needs of this historic institution, planning for it and making appropriations, to the end that in the near future the Military Academy, by reason of its matchless equipment as well as its great name, may be an inspiration and source of pride to the people of the Republic, and, at the same time, attract the attention of the world.

J. M. SCHOFIELD,  
*Lieutenant-General U. S. A., Retired,*  
*President of the Board.*

DANIEL E. SICKLES,  
U. S. A., Retired.

J. WILLIAM WHITE.

ROBERT C. HEATON.

BENJAMIN IDE WHEELER.

W. H. UPHAM.

JOHN ALLISON.

JOHN KEAN.

T. M. MAHON.

JAMES HAY.

C. B. LANDIS, *Secretary,*  
*Board of Visitors.*

## COMMITTEE ON INCREASE IN SCOPE OF THE ACADEMY.

WEST POINT, N. Y., *June —, 1901.*

SIR: Your committee on increase in scope of the Academy has the honor to submit the following report:

The committee has carefully examined into the condition of the plant of the Military Academy, with reference to its suitability for the present needs and for the demands which will be made upon it in the immediate future. This plant consists of the military reservation of 2,340 acres, and the buildings erected upon it (163 in number) of various sizes and ages, built as authorized from time to time by Congress in the last one hundred years.

The representation in the corps of cadets being based upon that in the Senate and in the House of Representatives of Congress, it has grown from time to time with the growth and population of the country. Under the act of Congress of June 6, 1900, and the late reapportionment of Representatives, the maximum number of cadets is now 511; and to properly accommodate and train this number of young men your committee finds that the present plant of the Academy is entirely inadequate in many of the most essential respects, a fact which will be apparent when it is stated that of the buildings directly in use by cadets themselves only three (the Academy building, and the mess hall, and cadet hospital, provision for enlarging which has already been made) are of sufficient size to properly accommodate the number of cadets now appointed to the Academy.

The committee finds, upon inquiry and examination into the subject, that the increases in the existing plant, which have been from time to time authorized, have been made piecemeal as necessity demanded and as necessary appropriations could be obtained from Congress.

The time has arrived now, however, when, in the judgment of your committee, it is essential to the efficiency of the Military Academy that a carefully considered plan should be made for such additions as are necessary, so as to avoid any temporary makeshifts or inadequate construction, which would be in the long run extravagant and wasteful, as well as damaging to the dignity and beauty of the grounds as a whole.

It is the recommendation of your committee that the Board of Visitors make earnest recommendation to Congress to provide a suitable appropriation for the carrying out of a comprehensive plan of enlargement of the Academy, and such a plan, in the opinion of your committee, should provide not only for the present and immediate needs of the Military Academy, but it should be arranged so as to admit of any future extension that may come without disarranging the harmony of the whole.

With this end in view your committee, after a careful and full examination of the subject, begs leave to submit to the Board of Visitors,

as an approximate statement of the needs of the Military Academy, the appended estimate of an appropriation for enlarging it, which was submitted to Congress by the honorable Secretary of the Treasury and in accordance with the recommendation of the honorable Secretary of War. To which may be added the necessary expense for the increased water supply.

C. B. LANDIS.  
W. H. UPHAM.  
JOHN KEAN.  
JAMES HAY.  
JOHN ALLISON.

The SECRETARY OF THE BOARD OF VISITORS,  
*Present.*

---

#### REPORT OF COMMITTEE ON BUILDINGS AND GROUNDS.

WEST POINT, N. Y., *June 6, 1901.*

SIR: The committee on buildings and grounds has the honor to submit the following report:

A general examination of the buildings and grounds has been made and shows that excellent care is taken of all the buildings connected with the Academy. The attractive appearance of the grounds also gives ample evidence of the constant care and industrious supervision exercised in reference to them.

As another committee of your Board is considering the subject of the capacity of the present plant of the Academy for doing its work, this committee has confined its work to such matters as demand immediate attention.

The outlet of one of the main sewers of the post is on the tidal flats in the vicinity of the south dock. These flats are becoming each year more exposed at low tide, and already the effluvia from exposed sewerage is at times very perceptible and offensive. This objectionable and dangerous condition to health should be remedied without delay, and it is recommended that an appropriation should be made to carry the outlet of this sewer into deep water.

The two schoolhouses of the post are inadequate in their facilities to carry on the essentials of education for the large number of children who attend them, and your committee recommends that both schoolhouses be remodeled and their capacity increased. These buildings should also be supplied with the ordinary sanitary conveniences, together with an outfit of desks and proper school apparatus, which are now quite lacking.

The water mains of the post need attention, and additional fire hydrants should be provided for ready access in case of fire. At present there are not a sufficient number of hydrants, and many of

those in use are practically worn out. In places a stream of water could be gotten to a building only by laying several thousand feet of hose, and under such circumstances it would be impossible to gain control of a fire. Many of the water mains, especially the one leading to the hotel, are insufficient to supply the adjacent buildings with sufficient water, and should be replaced by mains of much larger capacity.

A material increase in the number of officers' quarters is also an imperative necessity, and your committee begs leave to recommend that seven sets of quarters be provided to accommodate officers now on duty at the Military Academy, for whom adequate quarters do not now exist.

The extension of building toward the south end of the reservation makes necessary a considerable appropriation for roads. An important road, extending from the south dock to the south end of the reservation, has been projected, and as it will relieve the main road passing through the Military Academy grounds from much of the traffic that comes from the settlements south of the reservation, a liberal appropriation is recommended to carry this work to completion.

Additional funds are also necessary to complete the important work under way in connection with the sea wall extending north from the south dock, and the necessary appropriation should be made.

Among minor items, for which appropriations will be necessary in the immediate future, are additional sinks in connection with the enlarged cadet encampment; the rebuilding of the engineer boathouse which is used for housing boats and barges required for instruction of cadets, and which is in bad condition and likely to be wrecked by storms. The work under way in the vicinity of the storage reservoir, and which is intended to relieve this reservoir of all surface drainage and vegetable growth which might contaminate its water, also should be continued until completed. And, finally, a liberal appropriation is recommended in order to complete the improvements that are under way in connection with the post cemetery. The piece of rough land to the west of the present cemetery has been incorporated into it, and its grounds should be cleared and beautified in accordance with the plan that has been carefully worked out regarding it. The hotel is so old and its accommodations so meager that the Board of Visitors can not be properly provided for, and your committee strongly advises that something be done to remedy this condition.

JAMES HAY.  
J. WM. WHITE.  
JOHN ALLISON.  
W. H. UPHAM.

The SECRETARY OF THE BOARD OF VISITORS,  
*United States Military Academy, West Point, N. Y.*

REPORT OF COMMITTEE ON HYGIENE, ATHLETICS, LIGHTS, AND  
POLICE ADMINISTRATION.

GENTLEMEN: Your committee on hygiene, athletics, lights, and police administration, having carefully investigated and considered the matters within their province, beg to submit the following report:

## 1. HYGIENE.

The general hygienic condition of the post is excellent. The records for years past show that diseases associated with defective sanitation have been comparatively rare. Tuberculosis develops in the Academy in a very small percentage of cases; typhoid occurs very infrequently (one case from outside in two and a half years), and although there have recently been a number of cases of diphtheria in the families of the enlisted men, they were directly traceable to a focus of infection in a neighboring village.

It is always possible, however, for infection, once started, to spread and involve the corps of cadets especially, on account of their youth, and the presence in the post of a single disease of the gravity of diphtheria or scarlet fever only serves to emphasize the necessity (to which attention has been called by previous Boards of Visitors) for an isolation building in connection with the cadet hospital.

That hospital, in the main, is in excellent condition. The operating room has been reconstructed and has now all the modern requirements for carrying out a thoroughly aseptic technique, thus materially reducing the risk to life involved in the operations that are of necessity performed upon sick and injured cadets from time to time.

A new south wing, corresponding to the present north wing, has been provided for by the last Congress and the funds for its construction will become available on July 1. This wing will contain two additional wards, and will thus afford four excellent and properly equipped wards for the accommodation of sick cadets.

There is, however, no provision at present for the isolation of cases of infectious diseases, as diphtheria, measles, scarlet fever, etc., although such isolation is an obvious and imperative necessity at a public institution of the character of this Academy.

It is therefore urgently recommended that a separate building for this purpose be constructed in the rear of the cadet hospital, to be built of brick and to contain two tiled wards, with kitchen, dining room, bathrooms, closets, and nurses' rooms. One of the wards should be used for the isolation of suspected cases of infectious diseases, and the other of fully developed cases. To construct such a building, with the latest plumbing, lighting, and heating arrangements, and with aseptic tiled wards, will cost, by builder's estimate, \$49,960.

The following extract from the testimony before this committee of the very efficient and faithful chief surgeon of the post, Major Banister (who has earned by his self-sacrificing work the respect of everyone interested in the Academy), sets forth more fully the need for such an isolation building. He says:

As the hospital is now constituted we have two regular wards. Then we have two in preparation, so that the hospital capacity will be four wards. Then we have a room that is not a proper ward, having no water connection, no sewerage, and no means of making such connections without injuring the plan of the building. At a place like West Point, where we have in all at present 481 young men, just at a time of life when they are subject to infectious diseases, if we have any reason to suspect such disease in a cadet, we should isolate him until exactly what it is has developed, and then if it be found that he has an infectious disease he should be isolated during the full danger period. Under existing circumstances, if a cadet becomes ill we must of necessity put that case in the ward with other cadets, because we usually have the hospital full. If he should then develop an infectious disease the whole ward would be exposed to the contagion or infection. Now, there has been but one place—the convalescent ward—that we could use for isolation at all, and that puts the whole hospital in great danger, because it is in the same building with the other wards, and the fecal matter of the patients and all the waste has to be carried through the rest of the hospital. Two years ago we had an epidemic of scarlet fever, which commenced while the cadets were in camp. We put the outspoken cases in this convalescent ward. At the same time the other two wards were filled with cases of ordinary sickness. Whenever a new case of scarlet fever developed, before it reached the stage when we could say certainly that it was scarlet fever, we had only two alternatives ahead of us. One of those was to put that cadet in one of the general wards until we could prove whether he did have the disease or not, and the next was to go on the suspicion that he really did have it and put him in the ward with the cadets who had it. Either alternative was ruinous. If we put him in the wards with the other cadets and exposed them to the danger it would not have been just to them; but, on the other hand, not being sure that he had scarlet fever, it was hardly right to put him with the patients who already had it and where he certainly would get it. Now what we propose to do—and Dr. White was a member of the Board of Visitors that took that matter up two years ago—is to build a separate building, placing it in the rear of our present hospital, so that the personnel may be in touch with that of the latter. We would like to have the walls tiled, so that there would be less danger of contagion, and so that they could be washed frequently without injury. There would be, of course, separate dining rooms, closets, bath-rooms, and a kitchen. One of the wards could be used for housing cases under investigation before we could say whether the disease was actually a contagious one, and the other ward for outspoken cases.

We are liable at any time to have an epidemic of scarlet fever or diphtheria in this place. It seems to me that we ought to protect these cadets from the dangers of such epidemics by having this isolation building built. I think it is a very small expenditure of money to secure a very great gain to the Academy.

Mr. HAY. Do you think it is absolutely necessary to the well-being of the corps that this building be erected?

Major BANISTER. Yes, sir; I do. Fifty years ago modern science had not reached the point that we now claim to have reached, and things may now with propriety be described as essential which formerly were thought superfluous. Modern sanitary science demands such a building. We had eleven cases of scarlet fever in the hospital all the time at the time I have mentioned, and if even one more had been stricken I could not have accommodated the case, and the camp would have been broken up. I had that ward just as full as it was possible to have it. I could not have accommodated another cadet.

Since December 5, 1898, or about two and a half years ago, the following operations have been performed at West Point, the great majority by the surgeon, Maj. J. M. Banister, United States Army, and certain operations by his assistants under his direction:

	Cases.
Appendicitis .....	13
Radical cure of hernia, inguinal and femoral .....	18
Varicocele—high open method .....	16
Hydrocele .....	1
Phimosis .....	11
Strabismus .....	9
Pterygium (excision) .....	2
Operation to enlarge space between lids (cantholysis) .....	1
Removal of suppurating inguinal glands .....	2
Removal of chain of tubercular inguinal glands .....	1
Removal of ingrowing toe nails .....	13
Excision of cartilaginous tumor of finger .....	1
Excision of conjunctival cyst .....	1
Operation for ligation of aneurism of anterior branch of temporal artery .....	1
Excision of lipoma of abdominal wall .....	1
Amputation of finger .....	1
Amputation of fifth metacarpal bone and finger .....	1
Amputation of humerus .....	1
Amputation of toe .....	1
Amputation of leg just below knee .....	2
Aspiration of hip joint .....	1
Operation for necrosis of lower jaw .....	1
Operation for acute cervical adenitis .....	1
Excision of tonsil .....	2
Excision of ganglion of finger .....	1
Operations upon lachrymal apparatus .....	3
Operations for chalazia .....	4
Curettement of uterus .....	2
Removal of tumor of upper eyelid .....	1
<hr/>	
Total operations .....	114

No mortality has ensued in this list of cases, operative treatment having been followed by 100 per cent of successes. The list is given in order to illustrate in an easily understood way the continued need for modern appliances in connection with the hospitals of the post.

During the past twelve months the following number of prescriptions have been compounded, this list not including treatment prescribed in the wards during the rounds of the surgeons:

At the Cadet Hospital:	
For officers and their families, etc. ....	2, 321
For cadets .....	6, 989
<hr/>	
Total .....	9, 310
At the soldier's hospital and subdispensary .....	5, 631
<hr/>	
Grand total .....	14, 941

From the above résumé of the demands made upon the medical department at West Point, taken in conjunction with the ophthalmo-

logical work presently to be described, with a population of about 1,600 persons officially entitled to medical attention, it is evident that the services of three medical officers are needed. As it is, only two surgeons are allowed for this large post with its two hospitals and exacting medical demands. There have been three surgeons on duty here for some time until lately, when Capt. J. C. Reifsnyder, United States Volunteers, was relieved and ordered to the Philippines, and it is understood that the services of a surgeon to take his place have been refused by the War Department. It is earnestly recommended that a third surgeon be regularly assigned to duty at West Point, and that hereafter three medical officers be considered the necessary quota for this post.

The soldiers' hospital is in good general condition, but for the sake of cleanliness and sightliness metal ceilings should be substituted for the patched plaster in the two wards and in the surgeon's office and dispensary.

The water supply at West Point during the summer frequently proves a cause of uneasiness, and, as a proper and plentiful supply of water is a hygienic necessity, it is recommended that the source be increased.

The question of the establishment of a course on military hygiene has received the careful attention of the committee. They beg to submit to the board for indorsement and approval the following propositions, some of which are extracted from a previous report upon the same subject made by the chairman:

1. The establishment of such a course has been repeatedly recommended by Boards of Visitors and Surgeons-General, and has been approved on more than one occasion by the Secretary of War.

2. As long ago as 1894 the Board of Visitors argued in support of the establishment of such a chair, to the effect that the mere rudiments of hygiene in relation only to personal health can not be acquired by the cadets in so short a course as was then, and is now, given at the Academy (ten hours altogether of lectures and recitations); and when, in addition, the important questions of the proper or improper feeding, clothing, housing, and physical training of the soldiers in peace and during the exigencies of war; the prevalence and prevention of disease, which makes far greater inroads upon the effective strength of an army than do the shot and shell of the enemy, and the complicated problems of the effective yet practicable sanitation of barracks and camps are considered, thorough instruction in this department is seen to be not only desirable but urgent, and, in fact, necessary.

3. The American Medical Association, representing the profession of the entire country, has recently (June 7, 1899) unanimously recommended "that a professor of military hygiene be appointed at West

Point to instruct the cadets in the principles of sanitation," and resolved that a committee be appointed to wait upon and present this and other resolutions to the President of the United States for his favorable consideration.

4. A synopsis of a proposed course in military hygiene will be found in the report of the Board of Visitors for that year and is subjoined as a footnote.<sup>1</sup> Its perusal should satisfy any intelligent critic of the

<sup>1</sup>SYNOPSIS OF A PROPOSED COURSE OF LECTURES ON MILITARY HYGIENE.

*Lecture I.*—Explanation of the practical importance of preventive sanitation as applied to the individual or to military bodies—in itself a concise definition of military hygiene.

*Lecture II.*—The individual. The selection of the recruit; giving the reasons for a standard and the common causes of rejection.

*Lecture III.*—Posts or garrisons. The precautions to be taken in the selection of sites for permanent posts. Points to be considered: Neighborhood of marshes; prevailing winds; extremes of temperature; rainfall; soil; air; water; kind and quality of water supply; disposal of waste; water carriage; dry-air treatment of dejecta; cremation of garbage.

*Lecture IV.*—Barracks and quarters. Material; arrangement; division of space; air allowance and renewal; heating; lighting; plumbing.

*Lecture V.*—Camps. Arrangement of temporary and semipermanent camps; area to be occupied per 1,000 of population; selection of site in relation to soil; trees; exposure; water supply and disposal of waste; necessity of constant and intelligent supervision; latrines; disposition of garbage.

*Lecture VI.*—Illustration of good and bad sites. Good and faulty management, and the results of neglect or ignorance. (The lessons easily gathered from the records of the late Hispano-American war are much to the point at present.)

*Lecture VII.*—Marches. Special precautions to secure and maintain endurance; temperance; food; drink; clothing; shoes; socks; care of feet.

*Lecture VIII.*—Rations. Food values and the kind of food suited to different climates and to different kinds of work; the emergency ration; cooking.

*Lecture IX.*—Water. Ready means for estimating the palatability of water; kinds of impurity; means of correction; boiling; filtration.

*Lecture X.*—Clothing. Reasons for selection of different materials; importance of comfort in; cleanliness of; shoes and necessity for ease, pliability, and waterproofing.

*Lecture XI.*—Athletic exercises. Value and limitation of; necessity of trained supervision; special danger of; temperance in.

*Lecture XII.*—General diseases of soldiers. Diseases due to improper food and cooking; to unwholesome water; to contaminated air; to infection through insects, etc.

*Lecture XIII.*—Special diseases of soldiers. The diseases to be guarded against in camps of raw levies; unseasoned men, such as our recent volunteer regiments; precautions to begin with the recruit, to follow through the organization in State or temporary camps, in transportation, in the camps of instruction, and in the field; vaccination; contagious diseases common to war camps.

*Lecture XIV.*—A nontechnical discussion of the disease statistics of the late war as emphasizing the necessity for these precautions and for preventive sanitation.

*Lecture XV.*—An account of the more important diseases met with in the Tropics—yellow fever, dysentery, leprosy, bubonic plague.

*Lecture XVI.*—Reassert the great and essential importance of an elementary knowledge of hygiene as applied to military bodies, and illustrate from history the destruction of large and small forces, and the constant impairment of all military strength from diseases which can and should be prevented.

extreme value to the officers themselves, and even more to the men under their command, of such knowledge as it is proposed to impart to cadets.

5. It is not inappropriate to add here the testimony just received in a personal letter from a distinguished officer. He says:

Since the beginning of the Spanish-American war I have thought a portion of the course at the Military Academy might be, with great benefit to the Army at large, devoted to this subject. In 1898 I was appointed colonel of a volunteer regiment, and had then served as a commissioned officer in the Army for twenty-five years. My services had been with troops on our Western frontiers, principally against Indians. I knew in a general way that it was necessary to look after the health of soldiers, but its importance had never been forcibly presented to me before. I soon realized, after I was appointed colonel of this regiment, that the most important duty I had to perform was to conserve in every way the health of the men.

There were regiments in camp near me in which the men were suffering from typhoid fever and other forms of preventable disease. I was forced to send to Washington and elsewhere for all the text-books I could procure on military hygiene, and was compelled to obtain a knowledge of these books which I should have acquired at the Military Academy.

After considering the matter in all its bearings and weighing carefully such objections as have reached our ears, we are convinced of the value of such a course, and believe, as have preceding boards, that the best way to insure its effectiveness would be to establish a chair of military hygiene and to direct that it be filled by the senior surgeon on duty at the United States Military Academy, who should then be given the temporary rank and pay of lieutenant-colonel.

## 2. LIGHTS.

In relation to the subject of lighting, a careful inspection of the cadet barracks shows that there is much room for improvement, and that from at least two standpoints the matter is a serious one.

In the first place there is an exceptional amount of eye strain among the cadets.<sup>1</sup> For this the defective illumination and refractive errors made manifest by the amount of study required are responsible. It is invariably the case that eye strain means brain strain, and it has been suggested in a previous report (1899, p. 98) that poor lighting

<sup>1</sup> Owing to the fact that the surgeon of the post is an ophthalmologist as well as a general surgeon, the following official refraction cases have been examined and corrected by him during the period of his service at West Point (October 28, 1898, to present time):

	Cases.
Officers.....	60
Cadets.....	183
Enlisted men.....	24
Members of families and other official cases.....	80
Total official refractive cases.....	347

This represents an amount of work which of itself shows the necessity for the assignment of a third surgeon to this post.

may be responsible for a proportion of the failures of cadets to meet the requirements of the academic course.

The illumination has been improved during the past year by placing droplights and Welsbach burners in the rooms of the cadets, but with the increase in the number of quarters and the other buildings at the post, in course of erection or provided for, the gas supply, now taxed to its utmost, will be inadequate, and trouble will again occur. A complete electric-lighting plant should be established at West Point, thus providing at once proper illumination for all buildings, and recommendation to this effect is hereby made.

The second matter that should be considered in relation to lighting has reference to the effect of the continued use of gas upon the supply of oxygen. The barracks are overcrowded—192 rooms are expected to accommodate a population which is now 429 and which may shortly be 511. It is obvious that in the near future 95 to 100 of the rooms will each be occupied by three cadets. They are barely largely enough for one at present. Certainly two persons studying and sleeping in such a room will themselves, without the aid of gas combustion, make more demand upon the supply of oxygen than is likely to be met. An electric-light plant would in this respect be of great advantage. The plans for either adding to or reconstructing the barracks should provide for the transfer of sinks and baths from the isolated building which they occupy at present to some part of the building containing the sleeping quarters.

### 3. ATHLETICS.

The athletics of the Academy are on a sane and healthy basis. The stimulus of competition and the advantage of outdoor exercise combine to render the various games indulged in beneficial to both the minds and the bodies of the hundreds of cadets who participate during their scanty recreation hours in football, baseball, tennis, etc. The indoor work during the winter is under the intelligent and competent supervision (as it has been for years past) of Lieutenant Koehler, whose recent commissioning by act of Congress must be a source of gratification to the many Boards of Visitors which have year after year recommended it.

The good effect upon the physique of the fourth-year cadets, produced by the systematized course of developmental exercises instituted and directed by him, are so apparent that it would seem reasonable to extend them at least a year further and apply them to the cadets of the third class, and such extension is hereby recommended.

The appropriation for repairs, machines and fixtures for gymnasium and for gymnastic and athletic apparatus, is altogether insufficient and should be increased from \$300 to \$1,500.

The academic records continue to show that the athlete compares favorably with his classmates in the more serious work of the institution.

Moreover, a cadet who stands low academically is not allowed to participate in any of the games exciting the greatest interest.

It is gratifying, too, to be able to call attention to the increased cordiality and friendly feeling which has followed the resumption of the football contests (and as a secondary result, of the baseball games) between the Military and Naval academies. In his interview with the Board of Visitors the Superintendent, Colonel Mills, said in this relation:

There is no question about the game bringing the two institutions together, and it is a very important thing now for our country, because army officers and navy officers are going to be brought together more than they ever have before. Of course, when the game is being played there is a good deal of excitement and partisanship in connection with each academy, but when it is over that disappears at once and the friendly relations that spring up are many and beneficial.

The testimony from other sources is also convincing that this is the case, and that the cordiality and friendliness extend to the services generally far beyond the limits of the two schools—a pleasant and not unimportant result of competitive sport conducted in the proper spirit and with proper restrictions.

It is obvious that in the latter years of their course of study the exercises of the cadets should have, as far as possible, a direct relation to the demands that will be made upon them in the exercise of their profession. In this connection the committee believe that it is desirable to put the flat plot of ground north of the post and inside the West Shore Railroad in condition for use for mounted exercises. This plot is triangular in shape, and is about 350 yards on the long side, north and south, by about 250 yards at the widest point. It is proposed to use this ground for an outdoor or summer riding school, where obstacles, such as fences, ditches, etc., can be made for instruction in practical cross-country riding and similar exercises. At present this ground is level, but the material used for filling when the railroad was built is stony and loose ground, on which a good sod can not be grown. A filling or covering of 8 to 12 inches of good loam or fertile earth would make this plain a splendid drill ground for exercises already mentioned, as well as for sports for cadets and enlisted men, target practice, and innumerable similar purposes. The present cavalry drill ground is as firm and hard as the usual macadam road. It is hard on animals and dangerous in case of accidents or falls. The plain above described, if covered with a good, firm grass sod, would be of inestimable value to the Academy for drill purposes, and it is hereby recommended that it be so employed, at least temporarily.

Respectfully submitted.

J. WILLIAM WHITE.  
 JAMES HAY.  
 ROBERT C. HEATON.  
 T. M. MAHON.

## REPORT OF THE COMMITTEE ON ARMAMENT AND EQUIPMENT.

WEST POINT, *June 7, 1901.*

SIR: The committee finds that the Academy's equipment for the practical training of cadets is in excellent condition and well suited for its purpose, with the exception of seacoast artillery and a mountain-gun battery.

The modern seacoast guns and carriages on hand are so mounted that instruction must be given under conditions different from those which obtain in the service.

We invite particular attention to the needs of the Academy in this respect, and to the necessity of making immediate provision for the construction of a model seacoast battery for the modern guns on hand and for others which can be procured. In this connection the remarks of the Inspector-General of the Army, made in a report of his inspection of the Academy on May 15, 1900, are pertinent, as follows:

The battery used in the instruction of cadets is, in many respects, just such a battery as might have been expected a decade or two ago. It has not kept abreast of the progress of seacoast artillery in the past five years, and no depression range finder has been installed, though the high site available lends itself with peculiar fitness to its use. A modern battery complete in all its details, and furnished with all modern appliances, should be provided. Modern coast artillery is a comparatively new and progressive branch of our defenses, and, as many of our artillery officers have not as yet had the opportunity of thorough instruction, it should seem advisable that cadets should be fully instructed.

In the opinion of the Superintendent this model battery should provide emplacement for one 8-inch gun on a disappearing carriage, one 8-inch gun on a nondisappearing or barbette carriage, one 12-inch mortar on spring return carriage, one 6-inch rapid-fire gun and mount, one 15-pounder rapid-fire gun and mount, and should be complete in every particular, with typical magazines, ammunition service, power plant, search light, facilities for vertical and horizontal range finding, etc., and be equipped with a complete system of communications for a "fire command."

The present mountain-gun battery should be supplemented by a 4-gun battery of Maxim-Nordenfelt 75 mm. quick-firing mountain guns, with nonrecoil carriage complete, including forge and pack outfit, since many of these guns are in our service and they represent the latest and best development of their class.

Our recent campaigns have fully demonstrated the importance of mountain artillery, and, with the battery suggested, this instruction at the Military Academy can be placed on the plane its great value merits.

We desire to express our thanks to the officers in charge for cheerfully affording all information in regard to these subjects.

Respectfully submitted.

ROBERT C. HEATON.  
BENJ. IDE WHEELER.

The SECRETARY OF THE BOARD OF VISITORS.

REPORT OF THE COMMITTEE ON EXAMINATIONS, INSTRUCTION,  
AND DISCIPLINE.

GENTLEMEN: The committee on examinations, instruction, and discipline, in meeting the task imposed upon it, has given its attention first of all to the present condition of order and discipline at the Academy, and particularly with reference to the regulations forbidding the practice of hazing. In informing itself the committee has utilized every source of information available. It finds that the traditional practices of hazing which during the years prior to 1898 gradually developed in scope and virulence to an extent imperfectly appreciated either by the authorities or by the greater mass of the cadets themselves, met with a first decided check in the definite attitude taken by the present Superintendent, Col. A. L. Mills, on assuming command September, 1898. Owing to the action taken by the cadets themselves, on representations made to them by the Superintendent concerning the bearings and extent of those practices, no severe case of hazing occurred during the encampment of the summer of 1900. The public attention drawn to the subject through the emergence of Booz case—a case, it should be remembered, which antedated the incumbency of the present Superintendent—provided the means for an annihilation of the practices in every form, root, and branch. The following is an epitome of the measures adopted (December, 1900) to this end, and we find they have each and all been faithfully applied:

1. Exacting constant vigilance on the part of officers on duty in department of tactics, under whose immediate supervision cadets live, to detect and report violations of the regulations covering hazing.
2. Strong and persistent personal efforts to create a moral sentiment among cadets against the practice.
3. Severe summary punishment awarded in every case established, and in any having a bearing on hazing, including summary dismissal of two cadets who indulged in severe forms of hazing, and the separating from the Academy of three others known to be active in severe practices.
4. Continued effort to break up the practice at preparatory schools at Highland Falls, near West Point. The students of these schools had an association with the express object of preparing candidates in the forms of hazing practiced at the Military Academy. In consequence, these students, before becoming cadets, were familiar with and in sympathy with the practice, and, as fourth classmen, encouraged rather than rebelled against it, and rendered futile efforts to have fourth class take a stand against.
5. Representations (continued until successful) made to War Department to have amended an Academy regulation, the practical working of which operated to nullify investigations made for the purpose of establishing identity of cadets taking part in known cases of hazing.

6. Securing the assent of the War Department to a regulation authorizing the Superintendent to summarily send to their homes cadets implicated in hazing, to there await the action of the War Department.

7. Revokement of all orders making the hazed a party to the hazing.

8. Increasing the responsibilities and privileges of the members of first class, partly with a view of causing that class, which is intrusted with much authority, to view the practice of hazing in its proper light.

9. Establishing conduct grades and increasing the privileges of all cadets for good conduct.

10. Encouragement of athletics. Football especially excites the interests of cadets, and all four classes participate in it. The sentiment would be strong against subjecting a new cadet, a likely player, to any hazing that might physically harm him. The game also brings cadets in contact with college men and enlarges their horizon.

The modification of the rules of testimony, which under the current interpretation of the cadets making them judges of what questions they would or would not answer had resulted only in blocking all inquiry, gave the means of effecting that full and complete investigation of the recent outbreak which we believe has finally sealed the doom of hazing at the Academy and established in the definite and absolute form in which military law required it should be established the authority of order at the institution.

The regulations against hazing are established and will be enforced according to all that the fullest meaning of their words imply. The notion that men under military discipline should assume to be judges of which regulations or which parts thereof they would or would not obey or of the sense or of the degree in which they should be obeyed is perverse of all military order, or to quote the Superintendent's own words spoken to the board:

It is preposterous to think that the Superintendent would enter into an agreement with cadets to do their duty. No such agreement has been made at any time.

The conception that any such thing could have occurred is in direct conflict with existing written evidence on the records of the Academy and arose as a plain and evident perversion of a statement made to certain cadets regarding the practice of "bracing:"

They wanted to know, if that was done away with, how the military bearing of new cadets could be maintained, and I assured them it could be accomplished in a much better way and they need have no fear about new cadets being required to be young soldiers and maintain their fine appearance; that the authorities would attend to that. [Colonel Mills].

It is worthy of most cordial approval that the authorities of the Academy have abolished the class organizations which as an imperium in imperio tended to pervert that unity of organization and that directness of responsibility which are essential to the very idea of military government.

We are aware that we share the views and the feelings of every member of the Board of Visitors when we express our most cordial and thankful appreciation of the resolute, upright, and successful efforts of Colonel Mills to stamp out of existence a body of practices inconsonant with modern ideas and with the character of soldier and gentleman. We can not forbear, furthermore, expressing our clear conviction that the sturdy support afforded the Superintendent by the action of the Secretary of War has done more than anything else could have done or than any one thing in recent years has done to establish upon a sound and secure basis the discipline and good order of the Academy.

The questions relative to changes in the course of study we find to be connected closely with those affecting the requirements for admission, in regard to which we are in essential accord with the views expressed by the committee of the Board of Visitors of the year 1900. The situation is in substance this: The average age of admission to the Academy is 19, about the same as the average of admission to American colleges; but the requirements for admission to the Academy have heretofore been, at least in outward appearance, no higher than for admission to our high schools. There is therefore a gap of four years between the age and the requirement. The effect of this seems to have been that many who have received appointments, even men in college, have been compelled to go back and review especially for examination subjects long since passed, upon which the memory is no longer fresh, and inasmuch as the elementary character of the subjects has compelled an abnormally severe body of questions as the test of the subjects, these candidates have found it desirable to attend one of the coaching schools which make a specialty of preparing for the West Point examinations. These schools, it should be noted, involve a plain evasion of the intent of those who framed the requirements. They oblige candidates to leave their homes, subject them to extraordinary expense, introduce a false barrier between the public-school system and the Academy, and, worse than all, have proved in experience to exercise an evil influence upon the morale of the entering class. The remedy lies in placing the requirements in immediate relation with the work of the public schools as ordinarily accomplished at the minimum age of admission (17) if not at the average age (19). It will not, we trust, be long before admission to the Academy will be based upon the completed work of a high school. The schools of the whole country have now attained a degree of systematization which makes it possible for every section of the country to offer appointees from a grade of advancement at least three years beyond that represented in the old requirements. In the selection of cadets it would be a great aid to the Academy if it could receive from each Congressional district the nomination of two alternates in addition to the prime nomination.

The beneficent action of Congress in placing the requirements under direct control of the Secretary of War has made fortunately possible the new requirements adopted by the Academic Board May 28, 1901. By the act of 1812 Congress prescribed that candidates should be well versed in reading, writing, and arithmetic. In 1867 it was provided that in addition hereto a knowledge of the elements of English grammar, of descriptive geography, particularly that of the United States, and of the history of the United States, should be required. The requirements now adopted include reading, writing, orthography, punctuation and the use of capitals, English grammar, English composition, English literature, arithmetic, algebra through quadratic equations, plane geometry, descriptive geography, and the elements of physical geography, both particularly of our own country, United States history, the outlines of general history, and physiology and hygiene.

With this addition of algebra and geometry to the requirements, it is now to be hoped that the preponderance of time given in the course of study to the subject of mathematics will be immediately dislodged. In the natural conservatism of the curriculum the influence of the early days of the Academy, when it was closely connected with the department of engineering, has persisted to an extent which it is hardly to be believed the friends of the Academy have fully appreciated and which certainly is not now, from the outlook of the Academy's larger purpose, in any way defensible. The Academy is a training school for soldiers. In place of mathematics and the applications of mathematics, which now dominate the course, a body of subjects should now come to a hearing that have direct bearing upon the human life and needs of the soldier—general history, military history, English, oral study of modern languages, military ethics, military hygiene, etc.

The future is likely to impose upon the officers of our Army an increasing demand for a practical acquaintance with modern languages. Instruction should therefore be frankly directed toward cultivating the power to use language orally, and not used chiefly either as grammatical drill or as a means of testing the assiduity of the pupil. The teachers must be men who speak the language correctly and fluently. In this connection it may be suggested that a provision whereby young officers ambitious of improvement might be assigned once in three or four years a detail of six months for study and travel abroad would not only provide material for the teaching force of the Academy, but would add greatly to the vitality and efficiency of the men in the strictly military lines. It is particularly desirable as guard against the risks incidental to the process of breeding in and in, that the teachers of the Academy should be brought from time to time in touch with the military or academic life of other institutions and other lands.

The plan of assigning definite credits to members of the first class for military efficiency, attention to duty, and general soldierly qualities has been in operation since June, 1899, and has amply proven its value. It represents a movement in the direction of making the graduating rank an exacter indication of soldierly fitness and could, we believe, be safely extended and developed.

The following communication regarding the library has been received from the Superintendent:

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., June 3, 1901.*

SIR: In connection with the early completion of the commodious and excellent library building of the Military Academy, I have the honor to recommend to the attention of the Board of Visitors the great desirability of reorganizing the library itself. To properly meet its end, the library of the Military Academy should bear relations to: (1) all the different departments of instruction at the Academy; (2) to the cadets; (3) to the officers on duty at the Academy; (4) to the library of the War Department and other national libraries; (5) to the post libraries of the Army; (6) to other libraries of the United States; (7) to foreign libraries.

It is desirable that the library should present the actual state of knowledge in all the branches at the Military Academy and in the related branches. The whole profession of the soldier should be covered by its books, and it should offer every facility to cadets for general culture by reading, as there is no available time for culture courses in the present curriculum.

In addition to exhibiting the complex profession of the soldier in its various ramifications in the arts and sciences, it should do also what the college library does for the college student. The military art grows and changes as rapidly as any other, and it requires constant effort to keep informed as to these changes and to obtain and keep the best and latest books on military subjects on the shelves of the library. The librarian here, accordingly, should be charged with important responsibilities that do not generally appertain to other libraries.

The list of books now in the library needs to be carefully examined, and all important missing volumes now on scientific subjects should be secured if possible. The list of military periodicals should be made as complete as practicable, and also the histories of all branches of our service so far as they have been published. Important books on all wars, modern and ancient, should be procured if missing, together with the fullest possible histories of our own wars. The library should be overhauled for duplicates of all kinds, and these should be systematically exchanged for desirable works from both American and European libraries.

Special bibliographies should be prepared for all matter relating to each of our wars, to every part of our Army organization, to the service of military information, and to military maps. Everything relating to the history of the Academy and of the Army (albums, prints, drawings, etc.) should be put in the most available form for use and reference. In short, the library should be a museum of printed information readily accessible. Cadets should be taught by occasional lectures how to use libraries and how to search for information by means of bibliographies and indexes, and to extract and prepare in the most servicable form the information when found.

The present library is far from fulfilling to the greatest degree the requirements demanded of it. Many of these requirements have been at different times partially attempted but never systematically carried out.

The library, now containing nearly 45,000 volumes of books and 6,000 to 8,000 pamphlets, needs to be overhauled, rearranged, and readjusted by a competent man

of both scientific and general attainments—one with knowledge of and acquaintance with other libraries; he should also possess military information and knowledge of military aims and methods. These very desirable ends can not be brought about so long as the method that has been previously pursued at the Military Academy is continued.

It is also thought that with a properly organized library and a competent librarian—one who could devote his whole time to the work; one capable of making the library an important department of the Academy, as it is at other important institutions—it would be possible to inaugurate certain Academy publications, perhaps a quarterly journal of the Academy's work, which would be a great stimulus both to officers in the service, cadets at the Academy, and a valuable periodical to the Academy's sons and army officers wherever found. Such publications would place the Academy into closer relations with other institutions of learning and with the country generally; it would be the basis, also, of a large number of exchanges with military schools throughout the world.

The librarian, to fill his office properly, should be sufficiently informed about, and in touch with, the departments of instruction at the Academy, so that he can at all times keep laid out for reference the most recent books relating to the subjects of study and other works which might be beneficially consulted in connection therewith. All periodical literature, especially of a scientific or military nature, should be mapped and indexed and made readily available for the use of cadets and others. Literature relating to important events of the world should also be exposed so as to bring it to the attention of cadets.

The works enumerated above would require able attention and a large amount of time, and to insure their accomplishment it is necessary to adopt a system totally different from that heretofore pursued at the Academy. The library should be given a responsible head, whose sole duty is to do library work and capable of bringing it to a modern state of perfection in the general directions suggested. The library is now under the general supervision of one of the professors of the Academy, who is able, of course, to give little of his time to it, as he has his regular academic work, which is heavy at all times. There is also an assistant librarian, at \$1,500 a year, a civilian, who is assisted by two enlisted men detailed for the purpose.

In order to attain the ends desired and above outlined, the librarian should be able to devote his whole time to the work, for which he should be specially fitted. I beg, therefore, to present to the Board of Visitors the matter of the desirability of obtaining from Congress the necessary authority to carry out the plan. I believe no steps can be taken of greater value to instruction at the Military Academy, or that will do more to enhance the usefulness of the institution to our country in the spread of military knowledge.

Very respectfully,

A. I. MILLS,

*Colonel, United States Army, Superintendent.*

The PRESIDENT OF THE BOARD OF VISITORS,

*Present.*

The committee, as also the entire board, wishes to express its full approval of the plan herein set forth. Library administration has now come to be a specialized profession requiring special qualities of habit and mind, special training, and special knowledge. The office of librarian at the Academy can no longer be filled satisfactorily by one of the department heads. The library itself, as well as the demands of modern library science, has already well outgrown such possibility. We recommend the appointment therefore of a specially trained libra-

rian at the remuneration of not less than \$2,500. The library should be developed into a special collection on military science and the history and art of war, and made available not only for the use of the Academy, but for the entire profession throughout the country. It should receive not less than \$10,000 per annum for the purchase and binding of books and for periodicals.

BENJ. IDE WHEELER, *Chairman.*  
 W. H. UPHAM.  
 JOHN ALLISON.  
 J. WILLIAM WHITE.

The BOARD OF VISITORS.

---

REPORT OF THE COMMITTEE ON FISCAL AFFAIRS, SUPPLIES,  
 AND EXPENDITURES.

WEST POINT, N. Y., *June 7, 1901.*

GENTLEMEN: The committee on fiscal affairs, supplies, and expenditures respectfully submit the following report:

The committee made a thorough examination of the finances and accounts of the cadets kept by Maj. Charles B. Hall, Second United States Infantry. He keeps an exact account with each cadet, and the accounts are so arranged that the financial standing may be determined at a glance. He also exhibited to us his bimonthly statements approved and examined by the quartermaster of the post.

We inspected the stock of goods on hand for the supply of the cadets at the quartermaster's department and found the same in good order, well arranged, and indicating in every way close and careful attention. We found the prices charged the cadets for their supplies to be reasonable.

We also inspected the mess hall, kitchen, and food supplies; neatness and cleanliness was everywhere apparent. The recent addition of a cold-storage room has made it possible to procure meats in large quantities, thereby reducing the cost and enabling the cadets to have a greater variety of food.

We renew the recommendation made in former years that the pay of the cadet be increased. It is now \$540 per year, and this sum, with the increased cost of living, is barely sufficient, even with great economy, to allow a cadet to keep out of debt. We believe that the Military Academy should be put upon the same footing in regard to pay as the Naval Academy. The naval cadet receives \$540 per annum, plus one daily ration, which is commuted at 30 cents a day, making a total of \$609.50 per year, which gives him an advantage of \$69.50 over the military cadet, and in the course of four years amounts to \$278. When it is considered that a cadet upon graduation and being commis-

sioned is obliged to expend for his uniform \$322.50,<sup>1</sup> it does not seem right to turn the officers into the world in debt; they should at least enter on life with a clean score and not be financially embarrassed from the very start.

The committee desires to express its appreciation of the courtesies extended and the facilities offered for the examination of the books and the stock on hand, and for the kindness shown in furnishing information relative to expenditures to the officers.

Very respectfully,

JOHN KEAN.  
C. B. LANDIS.

The BOARD OF VISITORS.

<sup>1</sup>Following is a memorandum of equipment necessary for a cadet to become an officer, and approximate cost:

One dress coat .....	\$45.00
One pair dress trousers .....	15.00
One blouse.....	35.00
One pair trousers.....	12.50
One overcoat.....	54.00
One cape.....	40.00
One khaki uniform.....	40.00
One helmet: Foot, \$10; mounted, \$20.....	20.00
One pair shoulder knots.....	15.00
One dress belt.....	16.00
One fatigue belt.....	4.50
One sword, \$15, or saber, \$17.....	17.00
One fatigue cap.....	6.50
One campaign hat.....	1.50
Total.....	322.50

The above does not include an outfit of civilian clothing, or riding boots, spurs, gloves, and many other minor but necessary articles for garrison and field service.

The retained pay of a graduated cadet amounts to \$192.

A. L. MILLS,  
Colonel, United States Army.

WEST POINT, N. Y., June 7, 1901.

9214—01—3

## APPENDIXES.

### APPENDIX A.

HEADQUARTERS UNITED STATES CORPS OF CADETS,  
West Point, N. Y., June 7, 1901.

Prof. BENJ. IDE WHEELER, LL. D.,

*Chairman of Committee on Examination, Instruction, and Discipline.*

Dear Professor WHEELER: In compliance with your request in note dated June 6, I beg to submit herewith a brief statement of what has already been done, and what I think should be done further, in the direction of making soldierly character receive its proper recognition among the tests for proficiency at the Military Academy.

With a view to provide the means for securing recognition of the soldierly character of cadets, a plan was proposed by me, and subsequently adopted, by which a weight was given the members of the first class for efficiency and attention to duty in the performance of duty as an officer—officer of the day, 15; officer of the guard, 10; inspector of subdivision, 10; commandant of table, 5; drill or exercise (officer or instructor), 30; minor tactical exercise (officer or instructor), 30; efficiency in horsemanship, 20; and at target practice, 10; or a total weight of 130 for military efficiency.

For soldierly deportment and discipline based upon the estimate of the commandant of cadets and his assistants (tactical officers), a weight of 20 is given.

This scheme, as adopted, though in the right direction, gives too small a weight for these two most important items, in my opinion. I think that for military efficiency a weight of at least 150 should be given, and for soldierly deportment and discipline the weight should be 75 at least.

Attention is also invited to the weight given in former times, and at present, to subjects bearing directly or indirectly upon the formation of soldierly character; also to drill regulations.

1870.

Subject.	Number lessons.	Weight.
Drill regulations:		
Infantry .....	11	100
Cavalry .....	11	100
Artillery .....	11	100
Discipline .....		300
Total .....		600

600=25 per cent of 2,350, general merit.

1901.

Drill regulations:		
Infantry .....	11	25
Cavalry .....	20	25
Artillery .....	16	25
Infantry, Artillery, and Service of security and information .....	28	40
Military efficiency .....		130
Soldierly deportment and discipline .....		20
Conduct .....		125
Total .....		390

390=15 per cent of 2,470, general merit.

SUGGESTED WEIGHTS.

Subject.	Number lessons.	Weight.
Drill regulations:		
Infantry .....		
Cavalry .....		
Artillery .....		
Security and information .....		350
Military efficiency .....		150
Soldierly deportment and discipline .....		75
Conduct .....		125
Total .....		700

700=25 per cent of 2,770, general merit.

The weight given drill regulations is now a trifle more than one-third of what it was in 1870, although the scope of this subject has been greatly increased since then.

The weight given to conduct in 1870 was 300; at present, to all that bears directly upon conduct, 275.

At the Naval Academy offenses of the first class are awarded 100 demerits, at the Military Academy 10 demerits. By their system, cadets of bad character can be easily gotten rid of by demeriting, whereas such cases can not be so well disposed of at West Point.

Very sincerely, yours,

O. L. HEIN,

*Lieutenant-Colonel of Cavalry, Commandant of Cadets.*

Prof. BENJ. IDE WHEELER,

*Chairman of Committee on Examination, Instruction, and Discipline.*

APPENDIX B.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,

*West Point, N. Y., June 1, 1901.*

SIR: I have the honor to state that I have transmitted to the Board of Visitors a number of copies of the proceedings of a board of officers convened to consider and report upon the capacity of the present plant of the Military Academy for performing the work required of it, and I respectfully recommend that the Board of Visitors give consideration to the report.

The items in the report referring to the enlargement of the cadet mess hall and the construction of a south wing to the cadet hospital need not be considered, as appropriations to do this work were made in the last Military Academy appropriation bill.

The experience of the drought in this section last fall emphasizes the board's remarks about the water supply. Due to the drought the use of water from October 1 to November 26, 1900, when rain relieved the situation, had to be curtailed wherever possible, and, in consequence, the frequent bathing of cadets was considerably restricted, the swimming tank was emptied, and the important instruction in swimming was stopped. Water also had to be cut off at night from sinks and closets throughout the post, and in every possible way the use of water was restricted in an endeavor to make the supply on hand meet the absolute demand. Long Pond, which the board recommended should be purchased, is a mountain lake about 4½ miles southwest of West Point. It is susceptible of quite easy connection with the present water system of the Academy. The lake is about 40 acres in extent and has a

mountain watershed of about 500 acres. By building a small and inexpensive dam at the south end, the area of the lake, if necessary, can be increased to 65 acres, and its present average depth (16 feet) to about 24 feet. A thorough investigation has been made of this subject, and I believe there can be no reasonable doubt that the acquirement of Long Pond will meet every possible demand that may in future arise at West Point.

Very respectfully,

A. L. MILLS,

*Colonel, United States Army, Superintendent.*

THE PRESIDENT OF THE BOARD OF VISITORS.

