

ANNUAL REPORT

OF THE

BOARD OF VISITORS

TO THE

UNITED STATES MILITARY ACADEMY

FOR

THE YEAR 1903.



WASHINGTON:
GOVERNMENT PRINTING OFFICE.
1903.

REPORT
OF THE
BOARD OF VISITORS TO THE UNITED STATES MILITARY ACADEMY.

WEST POINT, N. Y., *June 11, 1903.*

SIR: The Board of Visitors appointed by law under sections 1327, 1328, and 1329, Revised Statutes of the United States, 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," has the honor to respectfully submit the following report:

The board met at West Point Hotel, West Point, N. Y., on Monday, June 1, all the members being present with one exception, and organized by the election of the Hon. David B. Henderson as president, Hon. A. O. Bacon as vice-president, and Hon. Joseph G. Darlington as secretary.

Immediately upon being advised of the organization of the board, the Superintendent of the United States Military Academy, Col. A. L. Mills, communicated with the board, by writing, under date of June 1, that he would be happy to afford the board every facility for a thorough inspection of all departments of the institution, administrative as well as academic, and, in general, to do everything possible to assist the board in its work.

Upon receipt of the letter of the Superintendent the board adjourned to meet at 4 o'clock, when it reconvened for the purpose of receiving the visit of the Superintendent, who was accompanied by the academic and military staff, and after personally introducing each officer to the board invited the members to the parade ground to witness the review of the cadets in honor of the board, which was a brilliant and soldierly exhibition of the highest order of military efficiency. At the close of the review the board attended the reception of Colonel and Mrs. Mills at the residence of the Superintendent, where they met the officers of the post and the first class of cadets.

The second meeting of the board was held on Tuesday, June 2, at which time the president announced the following committees:

Fiscal affairs.—Hon. A. O. Bacon, Hon. Russell A. Alger, Hon. George W. Baxter.

Water supply.—Hon. J. A. T. Hull, Hon. Joseph G. Darlington, Hon. D. A. De Armond, Hon. A. O. Bacon, Col. William A. Pew, jr.

Instruction, discipline, athletics, and examinations.—Col. Asbury Coward, Rev. Ernest M. Stires, Col. William A. Pew, jr.

Increase of plant, on buildings, grounds, and hygiene.—Hon. J. G. Schmidlapp, Hon. George W. Steele, Hon. J. A. T. Hull.

Armament and equipment.—Hon. George W. Baxter, Hon. George W. Steele, Col. Asbury Coward.

The wisdom of dividing the labor of the board is fully demonstrated by the complete reports of the several committees herewith annexed, which give in detail valuable information regarding the several matters specially referred to them, and which this board is directed to investigate and report.

The report of each committee has been carefully considered by the board. The reports of the committee on water supply, on instruction, discipline, athletics, and examinations, and on increase of plant, on buildings, grounds, and hygiene were unanimously approved. The reports of the committee on fiscal affairs and on armament and equipment were ordered to be incorporated with the report of the board.

FACILITY FOR INVESTIGATION.

Every facility was afforded the board for a thorough inspection of all the departments of the institution, administrative and academic, and everything was done by the superintendent and the members of the academic and military staff to assist the board in their investigations.

FISCAL AFFAIRS.

The board is greatly impressed with the thorough business methods adopted and in force regarding the accounts of the post as they relate to general affairs, and to the accounts with the cadets. Every reasonable safeguard is used to prevent errors, and the system adopted gives evidence of an intelligent understanding of the requirements to protect the interests of the Government and, at the same time, afford every facility to the cadets for securing their requisitions without cumbersome or annoying regulations.

The committee did not find anything to criticise in the method of keeping the accounts; on the contrary, the system and method appear to be all that could be desired, either by the Government or by the cadets.

The allowance now made by Congress to meet the expenses of a cadet is liberal and generous, but does not permit the accumulation of a reserve fund sufficiently large to provide the necessary equipment for a cadet upon his graduation. This deficiency could be overcome by charging against the general expense account for the maintenance of the buildings the cost for policing the barracks and the gas con-

sumed by the cadets in their rooms, which items are now charged against the personal account of each cadet, and the board recommends that this should be authorized, with the understanding that the amount involved which would accrue to the personal credit of each cadet shall be withheld from the total of his monthly credit and added to his personal reserve account, which, it is believed, will provide a sufficient amount to meet the cost of his equipment upon graduation.

WATER SUPPLY.

The board has given the most earnest and careful consideration to the question regarding an adequate supply of water for the post, recognizing that this is a matter of such importance that every provision should be made, not only for the present necessities, but with a view to provide for any contingencies in the future. The report of the committee on this subject is very thorough and furnishes in detail the result of its investigation, and the board respectfully submits that it should receive immediate consideration in order to secure prompt action on the part of Congress.

The health of all connected with the post is largely dependent upon an abundant supply of pure water, and if the suggestion by the committee, which received the unanimous approval of the board, be adopted, there is every reason to believe that the question of a sufficient supply of water for the post will be finally determined.

INSTRUCTION, DISCIPLINE, ATHLETICS, AND EXAMINATIONS.

The very excellent report of the committee on these several branches is so thorough and complete that it is only necessary to state that it met with the unanimous approval of the board.

Particular attention is invited to the section in the report relating to discipline.

It affords the board very great pleasure to state that the practice of ill-treating new cadets, commonly known as "hazing," appears to have been effectually and entirely eliminated from the corps of cadets, and, in the words of the committee, "this fact is all the more gratifying because, having been brought about by spontaneity of action of the cadets themselves rather than by coercive measures of the academic officers, gives assurance of perpetuity."

INCREASE OF PLANT, BUILDINGS, GROUNDS, AND HYGIENE.

The question of an increase of plant and buildings having been determined by the Congress, there was nothing for the board to do in this connection.

The board invites special attention to the communication from the superintendent under date of June 9, suggesting certain changes and alterations in the cadet hospital, which meets the unanimous approval of the board.

ARMAMENT AND EQUIPMENT.

The armament and equipment of the post appear to be all that is necessary. The suggestion regarding a model seacoast battery at West Point does not appeal to the judgment of the board, for the reason that it would involve a large expenditure of money, and, further, that the batteries at Sandy Hook are easy of access. The board heartily approves the wisdom of taking the cadets of the senior class to Sandy Hook for the purpose of receiving practical instruction as frequently during the year as in the judgment of the Superintendent and instructors may be necessary. The cost of doing this should be borne by the Government.

LIBRARY.

This important department is most interesting, and contains a large number of very valuable books, manuscripts, maps, autograph letters, etc., affording great assistance to the officers and cadets. It lacks many essentials for a completely equipped military library, and there is a necessity for additional books and maps upon the art of war and military instruction. It is especially important that the officers and cadets should have access to all reliable maps and publications relating particularly to our recently acquired possessions. The librarian, Prof. Edward S. Holden, is most enthusiastic in his efforts to increase the value and attractiveness of the library, and his efforts are deserving of the most earnest support and encouragement.

ADDITIONAL RECOMMENDATIONS.

The board calls particular attention to the condition of Fort Putnam, and recommends that a further investigation be made, if necessary, as to what is required for the preservation of this historic ruin, which will soon entirely disappear if measures are not promptly taken to protect it from demolition.

The recommendation of the Superintendent that an edition of 6,000 copies of the jubilee volume of the centennial history of the Academy should be printed at the Government Printing Office for distribution and exchange is unanimously approved by the board.

West Point is becoming more important each year, and is recognized, at home and abroad, as the greatest center of military education in the world, thereby attracting an increasing number of distinguished visitors each year, which entails upon the Superintendent a largely increased expenditure, to meet which there should be a corresponding increase in the allowance of the Superintendent for contingencies. The board unanimously recommends that the necessary increase should be authorized.

West Point recalls the most precious associations of the commencement of our national history, and should arouse intense patriotism in the heart of every true American.

The United States Military Academy is the pride of the nation, and richly deserves the most considerate and generous recognition from the American people.

It is confidently believed that the Congress will be as liberal in the future as it has been in the past in providing for its maintenance upon the very highest plane of usefulness. No observing and thoughtful man can visit the post without being deeply impressed with its wonderfully beautiful location and surroundings.

To witness the corps at study, at recitation, and upon parade is an inspiration.

It is doubtful if ever in the history of the Academy was the instruction so thorough, the discipline so perfect, and the scope of usefulness so extended as at this time.

The United States Military Academy at West Point is recognized at home and abroad as the highest and best equipped military institution in the world.

No greater honor can come to an American boy than to be worthy of its diploma, which certifies to his manliness, to his ability as a student, to his attainments in the art of war and military science.

With the diploma of the United States Military Academy in his possession the graduate leaves the post a thoroughly equipped American gentleman, prepared to take his position in the world and to maintain under every condition the honor of his country.

In concluding this report the board desires to place upon record their appreciation of the valuable assistance rendered during their investigation and examination by the Superintendent of the post, Col. A. L. Mills, and the members of the academic and military staff.

Respectfully submitted.

D. B. HENDERSON,
President of the Board.

AUGUSTUS O. BACON,
Vice-President.

JOS. G. DARLINGTON,
Secretary.

GEO. W. BAXTER.

ASBURY COWARD.

WILLIAM A. PEW, JR.

ERNEST M. STIRES.

J. G. SCHMIDLAPP.

RUSSELL A. ALGER.

J. A. T. HULL.

GEO. W. STEELE.

DAVID A. DE ARMOND.

The SECRETARY OF WAR,
Washington, D. C.

COMMITTEE REPORTS.

REPORT OF THE COMMITTEE ON FISCAL AFFAIRS.

WEST POINT, N. Y., *June 8, 1903.*

SIR: The committee on fiscal affairs respectfully submit the following:

During the week which has elapsed since the convening of the Board of Visitors your committee have made a careful examination into the fiscal affairs of the Military Academy, and in so doing have received the most cordial and active assistance from the Superintendent, the commandant of cadets, and the treasurer of the institution, as well as from all other officers from whom information was sought.

The scope of the inquiry devolving upon your committee is wide, involving as it does the purchase and disposition of supplies for the maintenance of the post, and in addition thereto all expenditures for allowances of officers, pay of cadets, and wages to employees requisite for securing to the Academy the highest state of efficiency.

The impracticability of an examination with minute detail of the many books and voluminous accounts of the treasurer, and of taking an inventory of the large stock of goods and material on hand, will be readily recognized. The inability to make this detailed examination is of less consequence because of the fact that all the books and accounts of the treasurer are periodically subjected to a most thorough examination by a board of competent officers of the post. Your committee made a general inspection of the books and accounts, and in all particulars found them most neatly and carefully kept. This examination, and the periodical auditing of the accounts, justify your committee in the expression of their entire confidence in their accuracy.

An inspection was made by the committee of the various departments the nature of which properly classified them within the scope of their work, and particularly of the cadet store, the cadet mess hall and kitchen, the quarters of the cadets, and the laundry. Each of these was found to be in a most satisfactory condition, and in a general way the same may be properly said of the equipment of each.

Without disparaging in any degree the other departments, your committee is gratified, on account of their importance and excellence, to specify with particularity the cadet kitchen and cadet mess hall, where everything was found to be of the best and scrupulously neat and clean. The members of the committee, without notification in advance of their intention, visited the mess hall at the dinner hour and

dined with the cadets. The food found at this meal was plain, but substantial and nutritious and in abundant quantity. The cooking was of the very best character, and the linen and table service of every kind a model of neatness and cleanliness.

While not strictly within the legitimate scope of this report, the committee take occasion to note here their gratification in marking the good order, ease, and cheerfulness of the cadets while at the dinner table and their entire propriety of demeanor in entering and leaving the mess hall.

After an inspection of a majority of these departments the committee invited the treasurer and captain-quartermaster to furnish a written memorandum which would suggest to the committee the most important points connected with the operation of his department, to be noted in their report. This memorandum has now been furnished by the treasurer, Captain Franklin, and the committee find it to be such an admirable statement of the methods and operations of the fiscal department and so full of information valuable to Congress and to the public that they herewith incorporate the whole of it in their report as a part thereof. It is as follows:

Memorandum for the information of the Board of Visitors, 1903.

OFFICE OF THE TREASURER UNITED STATES MILITARY ACADEMY,
QUARTERMASTER AND COMMISSARY OF CADETS,
West Point, N. Y., June 5, 1903.

The departments which are under the charge of the officer who is detailed as treasurer of the Military Academy and quartermaster and commissary of cadets are: The treasurer's office United States Military Academy; the cadet mess, the cadet store, the cadet laundry.

TREASURER.

The treasurer has in his charge all moneys belonging to cadets arising from their deposits and pay.

As the first complete outfit of clothing, bedding, etc., issued to a new cadet amounts to about \$150, and since it will take many months for the savings from his monthly pay over his necessary current expenses to pay for the same, he is required to deposit, on entering, the sum of \$100, which sum is placed to his credit on his account.

The pay of a cadet is \$500 per annum and 30 cents per day commutation of rations, and out of this sum he pays for his subsistence, bedding, clothing, shoes, text-books, stationery, stamps, washing, and, in short, everything that enters into his personal support at the Academy except fuel and quarters and medical supplies.

Cadets and candidates upon reporting at the Academy are required to deposit with the treasurer any and all moneys in their possession. Any candidate who does not pass his examination has his money refunded to him, less the cost of his board at the cadet's mess during his stay at the Academy and any charge for loss of or damage to furniture issued to him for his use pending his examination.

The treasurer opens an account with each cadet, the same as a bank does with a depositor, crediting him with his deposit, and each month, with his pay, and charging him with all sums expended on his account that has the approval and authority of the Superintendent. Every two months the cadets' account books are settled,

showing to each cadet the state of his account with the treasurer, and a statement in detail of receipts and disbursements on his account during the two months.

Each month each and every cadet signs the muster and pay roll, which, after examination by the treasurer to assure its being correct, is forwarded to the proper paymaster, United States Army, for payment. Payment consists in depositing the net amount on the rolls with the assistant treasurer United States, New York, N. Y., to the credit of the treasurer United States Military Academy.

The books necessarily kept by the treasurer consist of a ledger, statement book, day book, cash book, authority (to contract indebtedness) book, and check book.

Ledger accounts are kept as follows: Assistant treasurer, athletic association, balances paid, barber, cadet (petty) cash, cadet hospital, cadet laundry, cadet store, cadet mess, confectioner, dentist, deposits, equipment fund, expressage, dialectic society, gas fund, hops and german, miscellaneous fund, miscellaneous items, oath, paymaster, periodicals, photographer, policing of barracks, Young Men's Christian Association, and "Corps of Cadets" as a body.

In the statement book an account is kept with each individual cadet, which account is "settled" every two months; the total of all individual cadet accounts is carried, through the daybook, into the "Corps of Cadets" account in the ledger.

The treasurer's accounts are inspected every two months by an officer detailed by the Superintendent for the purpose; said inspecting officer making a report to the superintendent of the result of his inspection.

The treasurer pays all accounts, after verification, for goods purchased for and services rendered to the various branches of the cadet supply departments, and all other accounts against cadets approved, authorized, or ordered by the Superintendent, charging the same to their respective accounts in the ledger; proper vouchers for all such accounts are kept on file in the office. He also collects all bills against officers and others for supplies and services furnished by the cadet laundry, store, and mess, crediting the same to the proper accounts in the ledger.

Such items as board, hospital, and policing of barracks, also gas and equipment fund, are charged pro rata to the individual members of the corps; other items are charged to the cadet according to what he has purchased or otherwise incurred liability for.

All express and freight packages received for cadets or sent away by them pass through the hands of the treasurer, a record of same being kept in the office.

When authorized by the Superintendent, the treasurer issues "authorities" to contract indebtedness for confectionery, dentistry, periodicals, photographs, etc., which "authorities" are paid when presented at the office properly accomplished.

Each year the treasurer pays to each member of the graduating class, by check, or cash or both, the amount found to be due him upon settlement of his account to include (except as to pay) the day of graduation; he also pays to members of the furlough class such amounts, based upon the state of each member's account with the treasurer, as may be authorized by the Superintendent; it is also part of his duty to pay to any cadet resigned, discharged, or dismissed the amount found to be due him on the day his connection with the Academy is severed; discharged cadets being entitled, besides regular pay, to actual cost of transportation to their homes at the time of entering the Academy.

Pay due to cadets resigned, discharged, dismissed, or absent on leave at time of muster is collected from the paymaster on separate accounts, which are subvouchers to the regular muster and pay rolls, and are paid in the same way.

Payments of small accounts authorized by the Superintendent are also made to cadets going on short leaves of absence, for reasons deemed proper by the Superintendent.

A cadet who is discharged from the Academy because of deficiency in his studies or for any other cause is entitled to the cost of railroad fare from West Point to the

place of his residence at the time he was appointed a cadet; the amount of said fare is determined by the Superintendent of the Academy, and is paid by the quartermaster of the Academy, usually through the treasurer of the Academy, when a cadet's account is finally settled. A cadet who resigns, is dismissed, or suspended is not entitled to railroad fare.

When cadets have been found deficient and are ordered to their homes to await the action of the War Department in their cases, the treasurer of the Academy advances them a sum sufficient to transport them to their homes, provide them with a berth in sleeper, and for their subsistence en route; the sum so advanced is charged against their account and is deducted from such amount as may be due them on final settlement.

When the account of a cadet is finally settled a statement on a prepared blank is sent to him, showing all credits and charges since the date of the last settlement of his account book, together with a receipt for the remainder due him for him to sign and return to the treasurer; properly accomplished, a check on the assistant treasurer of the United States, New York, is returned by mail to the cadet.

Cadets who go on their regular furlough receive from the treasurer all that they may be out of debt on their accounts, and, in addition thereto, have advanced to them their pay to the 1st of August of the current year.

In addition to such pay and advanced amounts cadets receive, through the quartermaster and commissary of cadets, a suit of civilian clothing, which is charged against their August pay.

It is optional with cadets whether or not they receive such clothing; if they do not, they will not be allowed to receive, before going on furlough nor while on furlough, the money value thereof, the object being to provide cadets before starting on furlough with proper fitting custom clothing, made of the best material by a reputable tailor, at the most reasonable prices, which object is most satisfactorily obtained by placing all orders for furlough clothing with one firm.

CADET MESS.

The working of the cadet mess is under the direct personal management of the commissary of cadets.

All supplies are purchased in open market in large quantities and from first hands where possible, fruit and other perishable articles when required.

All supplies are received and cared for by a commissary-sergeant, United States Army, detailed for duty in this department. A return of provisions, furniture, etc., received, issued, and remaining on hand is made every two months. This return shows everything that has been received, from whom purchased, and cost thereof, everything expended, all sales to officers and others living at the post, sales of scrap food, soap grease, etc.

The period covered by a return is termed a "settlement," and covers the period embraced in two calendar months. Settlements occur at the end of February, April, June, August, October, and December. Thus there are six settlements per year.

The vouchers for the return are: (1) The original invoices of supplies purchased; (2) daily issues of provisions at the cadets' mess; (3) daily issues of contingent property, etc.; (4) statement of sales (handed in daily to office)—the reverse side of this blank exhibits all stores received during the previous day to that on which it is handed in; (5) pay roll of employees.

When a return is made, a board of officers, denominated the "board of inspectors," consisting of the commandant of cadets, quartermaster of the Academy, and senior tactical officer, convenes according to Regulations, examines all vouchers, and determines the amount each cadet shall be charged for board for the two months.

The return and the proceedings of the board of inspectors (which become part of the return) is submitted to the Superintendent of the Academy for his action. The return having received the approval of the Superintendent, the treasurer settles all

accounts by check on the assistant treasurer of the United States, New York (or cash), taking a receipt therefor on the face of the voucher showing the purchases.

All the clerical labor of the department is performed by a commissary-sergeant, who, in addition to the above-enumerated duties performed by him, has charge of all supplies except the fresh meats, milk, and other perishable supplies, which, necessarily, are kept in the refrigerator, which is in charge of the chief cook.

The chief cook, with 1 assistant cook, 1 kitchen man, 2 potato peelers, a fireman, and a floor man prepares and cooks all meats, vegetables, soups, and in fact everything except bread, pastry, coffee, and tea; he keeps the soup-stock boiler in constant operation, placing therein all suitable bones, scrap meats, unconsumed drippings, etc.; he renders all beef-kidney fat, the cracklings from which are deposited with the soap fat, while the rendered fat is placed in empty butter tubs and stored for use in cooking French fried potatoes and the many other articles which require to be fried in beef fat.

The rendered beef fat, being pure, can be used in a great variety of ways in cooking as a substitute for lard or butter.

A chief baker and 1 assistant bake all breads, cakes, and pies.

Besides the above-mentioned employees of the department, there are employed 1 steward, 1 head waiter, 1 linen keeper, 1 waiter to every 20 cadets, he attending to 2 tables of 10 cadets each, and the requisite number of scrub women.

The fresh meats are of the best grade of choice cuts obtainable in the market; all groceries, fruits, and vegetables are of the best quality in every case.

A menu, the result of a consultation between the commissary and the "chef," is made daily for dinner and supper the following day and for breakfast the second morning following. This plan affords the "chef" ample time to make his arrangements ahead, and to enable the commissary to vary the menu daily and to keep well informed as to expenditures. The commissary has no regular times for making inspections; he is liable to drop in at any time.

Visitors are admitted at stated times and into every part of the establishment. Thorough and complete cleanliness in every place, visible and invisible, is insisted upon.

The tea and coffee urns used are of the most modern pattern and of great capacity, and are under the immediate charge of the steward.

Two 40-tube Chamberland-Pasteur filters, connected with the post water supply, filter all water used by the cadets during their meals. The water, after being filtered, passes to a tank through which refrigerating coils pass; thus the water is thoroughly chilled and filtered.

The crockery used is the white American hotel china, which costs about the same as the best English earthen or stoneware.

The food is served in three courses: First, soup; second, meats and vegetables, third, dessert. All food unconsumed in the hall is carried out and turned over to the chef, who disposes of it as in his judgment is best.

No employee has any perquisite outside of his wages and board. Liberal wages are paid, to the end that employees will have the interests of the department at heart, and by practicing economy insure the continuance of their position and wages. Said wages are as follows: Chief cook, \$75; assistant cook, \$35; first baker, \$60; assistant baker, \$30; fireman, \$25; scullion, \$25; peelers, \$17.50; steward, \$50; head waiter, \$50; waiters, \$22 each, and pantry girls, \$15 each; all monthly. All unmarried employees are furnished dormitories at the mess.

CADET STORE.

The cadet store under different forms and designations has existed from the foundation of the academy. The object of the department is to supply to cadets, at actual

cost, every article required by them for their support at the academy excepting their subsistence and their medicines.

Prior to 1876 supplies were charged to cadets at a reasonable profit. The accumulation of profits so arising in a long period constitutes the cadet store fund, and it is the possession of this fund that enables the quartermaster of cadets to anticipate the wants of incoming classes and of the classes already in the academy, and to purchase for them and have the same on hand ready when required all of the articles of every description necessary for the proper maintenance at the academy other than, as stated above, his subsistence and medicines.

Since 1876 an effort has constantly been made to supply all articles to cadets at cost. Congress makes no appropriation for the salaries of clerks, cutters of clothing, and janitor, and as these persons are absolutely essential to the proper conduct of the business of the department, their salaries must be provided for by the department; the actual cost of the supplies furnished is, therefore, what it costs to deliver the article over the counter to the cadet, and an advance of 5 per cent over all invoices is charged to cover the transportation and the salaries of necessary employees.

Purchases of supplies are made either under advertisements for proposals or in open market, as the interests of the department require.

Some of the supplies required can not be obtained in this country, and, therefore, imported articles are used, such as white linen duck, used for white clothing, Lisle and Berlin gloves, gold lace for chevrons, and some other articles. When domestic articles can be had suitable for the needs of the cadets, preference is always given to such.

Purchases are made so as to get all discounts for cash, and the prices paid, with stated discounts, are shown on the face of every voucher, the receipt of the payee being for the reduced or net amount.

The department consists of a store and storerooms, requiring 4 clerks, a tailor shop requiring 2 cutters and about 30 tailors and tailoresses employed in manufacturing and repairing clothing, and a shoe-repairing shop in which 3 men are constantly, and often more men temporarily, employed in repairing shoes; all articles of uniform clothing are cut and manufactured in the department.

The numerous articles constituting the supply list at the store, stated in a general way, are as follows: The various articles of cadets and officers' uniform clothing, cadets' head wear, foot wear, underwear, and furnishing goods, room furniture, bedding, and drawing materials, and all text and reference books, numbering in all 457 separate articles.

The first Monday in each month is the regular day on which cadets submit their requisitions for articles; these requisitions are acted upon by the commandant of cadets; the cadet receives the articles designated on his approved requisition, and they are then charged against him in his account book and also in the account books of the store. Should sudden necessity arise for articles, cadets then submit special applications for them, through the proper channels, to the Superintendent for his action.

In addition to the inventory book, there are books used in keeping the accounts in the store with cadets and others, as follows: One cadet ledger, 1 officers' ledger, 1 new-clothing book, 1 clothing-repaired book, 1 shoes-repaired book, 1 measure book, 1 inspection book, 1 invoice book, and 1 book for the board of inspectors.

Every article of clothing, head wear, and shoes, issued to cadets is inspected by an officer detailed for the purpose.

This inspection determines the question of exactness of uniform, uniformity in the appearance of the corps, and any question which might arise in the mind of the cadet as to the fit and finish of the various articles issued to cadets that are subject to inspection.

The cadet store is essentially cooperative in its results, supplying at actual cost to the cadet the articles which he receives, giving to all articles of the same quality and supplying to each all of his authorized personal necessities.

CADET LAUNDRY.

The steam laundry was established in 1865. Previous to that time the washing for cadets was done by women living on the post or in its vicinity, but principally by the wives of members of the band.

In 1869 the laundry was destroyed by fire, but was immediately rebuilt, and in 1888 the laundry building was enlarged, and again in 1901 to its present size. There is in the laundry the following necessary machinery: One 60-horsepower Fitzgibbon steam boiler, 1 40-horsepower Ames automatic engine, 5 Troy brass washers, inside cylinder 36 by 62 inches, with partitions; 3 Troy 30-inch solid curb extractors with friction pulleys, 1 Troy 100-inch duplex mangle, 1 Troy clothes tumbler, 1 Troy starch tumbler, 1 50-gallon starch cooker, 1 No. 3 Troy collar and cuff starcher, 1 No. 2 Troy blower, 1 Troy 40-inch roll collar and cuff ironer, 7 rolls; 2 reversible-body ironers, 2 old-style body ironers, short roll; 25 Fletcher sad-iron heaters, 1 Troy roller collar shaper, 1 Troy shirt, collar, and cuff dampener, 1 Tolhurst extractor, 36 inches; 1 American body ironer, long roll; 1 Shaw collar and cuff shaper and edger, 18 short ironing tables, 12 assorting tables, 2 long ironing tables, 24 laundry baskets, and 15 laundry trucks.

The amount of work performed at the laundry is very great, as is shown by the fact that 899,894 pieces were laundered during the year ending June 30, 1902.

Charges for work at the laundry are such as will insure the cost of running expenses. The coal consumed is furnished by the General Government, but cost of washing material and wages paid to employees are paid out of the receipts of the laundry.

The prices charged to cadets and officers for work done at the laundry are very moderate, as the effort is constantly made to make the laundry no more than self-supporting. All the linen of the cadet mess and of the cadet hospital is washed free of charge. These two items amounted to 119,984 pieces for the year ending June 30, 1902.

The employees are as follows: One manager and engineer, 12 men and boys, and from 50 to 60 women.

THOS. FRANKLIN,

*Captain, Commissary Treasurer of the Military Academy,
Quartermaster and Commissary of Cadets.*

NOTE.—To the information furnished in the foregoing memorandum it is only important to add that the cadet store fund, which has arisen from the accumulation of profits, now amounts to \$40,000. It is by the possession of this cash fund that opportunity is given to purchase supplies for the store at cash discount prices. As a result, the cadet store is enabled to sell to the cadets articles at a low cash price.

In recent years the Boards of Visitors to the Academy have, with scarcely if any exception, recommended that the cadets be relieved from certain expenses which it has been contended should be borne by the Government. In investigating this question your committee requested an expression of opinion from the Superintendent, and in response received the following letter from him containing recommendations in which, after careful examination, we entirely concur.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,

West Point, N. Y., June 6, 1903.

SIR: In compliance with your verbal request of yesterday I have the honor to submit for the consideration of your committee a recommendation that cadets be relieved from the cost of providing for the following necessary services by small annual appropriations, as follows:

Pay of the chef of the cadet mess	\$75
Pay of head baker of the cadet mess.....	60
Pay of steward of the cadet mess	50
Pay of head waiter of the cadet mess.....	50
Total	<u>235</u>

The amounts named will pay the wages of the heads of the various departments of the cadet mess, and though the total amount is less than one-fifth of the average monthly pay roll of the mess, it will be of material assistance in reducing the cost to cadets of this necessary service.

I also recommend for consideration the making of an annual appropriation for the two following items:

Purchase of table linen to make good losses occasioned by fair wear and tear during the course of each year.....	\$1, 400
Renewal of china and table ware, such as knives, forks, spoons, etc., and other mess furniture	2, 200

The above amounts are based on the actual money expended during the past two years for the purposes indicated. Table linen and napkins are changed daily, necessitating two sets in active use all the time, so that the linen is washed every other day. This is severe wear and the best and heaviest linen cloths do not last longer than six months. The napkins wear about nine months.

With the best of care china dishes get broken, and although the system of caring for all the articles of this nature in the cadet mess is very exacting and rigidly carried out, every cadet breaking a dish or any other utensils being at once required to sign a printed slip for the damage done, the cost of which is taken from his pay, and every employee of the mess who breaks or destroys any property is also charged with the cost of the same. A considerable portion of the china becomes chipped or cracked and finally has to be discarded. The silverware also requires repairing or replating occasionally, and a small quantity each year becomes unfit for further use and has to be replaced. At the present time the mess is equipped with large, old-fashioned, individual coffee urns for each table. They have been repaired many times and the majority have finally arrived at a state where they will have to be replaced in a short time, involving an expenditure of at least \$300 for the purpose. With the exception of these urns, the table equipment of the mess is in an excellent state, and by small annual appropriations can always be kept so.

I beg also to recommend that Congress be requested to give an annual appropriation to pay the cost of all the amounts now charged to cadets under the head of "Policing barracks and baths," and for the payment of the gas consumed by them in their barracks and lavatories. Also for the purchase of the simple articles of furniture necessary in furnishing their rooms, such as washstands, chairs, buckets, window shades and fixtures, and gas-lighting apparatus. These particular items have already been furnished you in detail by Captain Franklin, the treasurer of the Military Academy.

Very respectfully,

A. L. MILLS,

Colonel, U. S. Army, Superintendent.

Hon. A. O. BACON,

Chairman of Fiscal Committee,

Board of Visitors, United States Military Academy.

Relative to the items of expense mentioned in the last paragraph of Colonel Mills's letter, it is found upon investigation that "policing barracks and baths" means that cadets are charged for the pay of certain men, termed "policemen," who are hired by the commandant of cadets and whose duties are to keep the barracks, the area of barracks, the water-closets, and bathrooms (all public buildings and grounds and all used by cadets only) in a cleanly condition; to clean the shoes and to varnish the black belts of cadets, and to do such other menial work in and around these public buildings as may be necessary.

The cadets are also charged for certain furniture for their rooms, such as shade fixtures, shades for the windows, globes, mantles, and chimneys for gas burners; soap and other cleaning material for cleaning hallways, windows, etc., in barracks, also in the water-closets and bathrooms; for shoe brushes and shoe blacking; for material for varnishing the black leather cartridge boxes, and for toilet paper used in the water-closets.

The charge for "gas" is for the gas consumed in the cadet's room where he prepares his lessons and where he is required by order to remain for certain hours in the evening; also for the gas used in lighting hallways, bathrooms, and water-closets.

The "washstand fund" is for the purpose of providing washstands and washstand furniture, such as wash bowls, water buckets, etc., for the use of cadets and keeping same in good condition.

The amounts collected from cadets for these charges for the year May 1, 1902, to May 1, 1903, are as follows:

For policing barracks, baths, etc.....	\$6,637.22
For gas.....	1,760.70
For washstand fund.....	404.69

a total of \$8,802.61 collected from cadets mainly for the purpose of caring for public buildings.

In order that the board may understand how this works out individually, the following statement is made:

AMOUNT PAID BY EACH CADET FROM MAY 1, 1902, TO MAY 1, 1903.

Policing barracks, baths, etc.....	\$16.08
Gas fund.....	4.20
Washstand fund.....	.90
Total.....	21.18

Out of his pay the cadet pays for his food, clothing, laundry, cost of policing barracks, baths, shoe blacking, varnishing, gas, his social amusements, field games, literary society, text-books (many of which being purely technical are costly); drawing instruments, also costly;

his expenses to and from home on the furlough granted at the end of two years; in fact, for everything incidental to his maintenance at the Academy except the actual heating of the buildings he occupies and his tuition.

If the cadets should be relieved from the foregoing expenses the fund thus saved to them could, in part, be added to the amount reserved each month for their equipment after graduation, while the remainder would be at their disposition for current expenses, subject to the supervision of the proper officers. Although the amount reserved each month for final equipment has recently been increased, it is, according to the statement of the Superintendent, still insufficient for the purpose, with the increased cost of all articles necessary for the same, and in the matter of current expenses it has only been through the most rigid supervision of each requisition of each cadet by the commandant, Colonel Treat, that the corps has been brought out of debt.

Your committee feel impelled to make the recommendations concerning the lessening of the expense to the cadets for the reason that all material purchased at the present time is very much higher than formerly, and the equipment essential upon his graduation is very much more expensive than it has been in former years.

Investigation has satisfied the committee that the pay and allowances of the Superintendent are insufficient to pay the expenses which he must necessarily incur in the office.

The Military Academy is yearly becoming of increasing interest not only to Americans but to foreigners, and the courtesies and attentions to them, the duty of which devolves upon the Superintendent, are almost continuous, and will necessarily impose upon him very great expense. We recommend that the allowance for contingencies, in addition to the pay of the Superintendent, be increased from the present amount of \$1,000 to \$2,500.

The present pay of the chaplain of the post is also entirely inadequate, and we recommend that it be increased so that he shall receive \$3,000. This position should at all times be filled by a clergyman qualified by character and high attainments to exercise in a marked degree a wholesome and positive influence on the large and increasing Corps of Cadets, removed as they are from the influence of home during the formative period of their characters. The compensation must be such as to make it possible to secure such a man and to enable him to support his family and maintain himself in a manner appropriate to his position and environment.

The committee avail themselves of the opportunity to express their appreciation of the active and courteous assistance which has been given to them in the progress of their investigations by the Superin-

tendent, Colonel Mills, by the commandant, Lieutenant-Colonel Treat, and by the treasurer and captain-quartermaster, Captain Franklin.

Respectfully submitted.

AUGUSTUS O. BACON.

RUSSELL A. ALGER.

GEO. W. BAXTER.

Hon. D. B. HENDERSON,

President Board of Visitors, West Point, N. Y.

REPORT OF THE COMMITTEE ON WATER SUPPLY.

WEST POINT, N. Y., *June 6, 1903.*

SIR: The question of an adequate supply of water for the Military Academy is one of pressing importance, and has received at the hands of each Board of Visitors and the authorities in charge of the Academy careful consideration for the past fifteen years. Carrying out recommendations made heretofore, the Congress of the United States has appropriated large sums of money with the idea that the amount appropriated would meet the requirements of the Academy not only for the then present needs, but future wants; but it is demonstrated that heretofore the provisions made for a supply of water must in the near future prove totally inadequate for the needs of the institution.

There has been money enough expended, if proper steps had been taken in the beginning, to have guaranteed the institution an ample supply of water for all future time. The Congress of the United States has probably been more in fault than any other body for the present situation. The plans adopted heretofore have been those costing the least money, with the hope that the supply would be adequate. The authorities of the Academy, with the possible desire to show an economical management, have also been to blame for not insisting on an expenditure of money to reach a supply of water of sufficient volume to render certain the constant flow necessary to supply the post, no matter how much it may be enlarged.

The committee on water supply have carefully gone over the ground from which it is possible to obtain additions to the supply now controlled by the Government. We found all the streams supplying the post dry; the Lusk Reservoir, which should be at this time filled to its full capacity, largely reduced, and the ordinary dry season just commencing. The Lusk Reservoir, when built, was supposed to furnish an ample reserve supply of water to meet any possible conditions which might arise. The recent increase in the size of the post, together with unusual climatic conditions, have proven that this reserve is not adequate for the post as now constituted, and unless heavy and continuous rains should come in the near future there must be a material

reduction in the consumption of water at the Academy or there will be grave danger of a water famine.

The Congress having made ample provision for buildings and grounds, and the plans being approved by the Secretary of War, as provided in the law, insures a very large extension of the post in the immediate future and makes more imperative than ever the necessity for immediate steps for an increase of water.

The river at this point is so impregnated with sea water that it is utterly unfit for drinking purposes, and is not believed to be of enough freedom from salt to permit its use for sprinkling lawns. The possibility of a new system of water supply for the flushing and sprinkling by means of water taken from the river has been considered, and your committee would suggest the advisability of the authorities making a full estimate of how much water could be saved from the regular water supply and what expense it would be to the Government to use this water for flushing and, so far as practicable, for sprinkling purposes, and whether, if that should be done, the supply of fresh water obtainable from present sources would meet the demands of the post when the improvements now authorized shall have been completed.

The committee made examination of three new sources of supply. The first one investigated is from Popolopen Creek. This stream has a drainage area, as we are informed by the authorities of the Academy, of some 29 square miles. Its principal sources lie in the highlands of the Hudson at a distance of from 3 to 6 miles, measuring directly from the Hudson River. It has been proposed that the Government acquire a right to this water and place an intake on the stream at the mouth of Queensboro Brook and convey it by pipe line some 7 or 8 miles to the Academy grounds.

In the opinion of the engineer officer in charge at West Point, there is no question but this stream would give a water supply of practically unlimited quantities for the use of the post.

Another source of supply investigated is popularly known as Bog Meadow Pond. That is much nearer to the post, and its outlet would require very little additional piping to connect it with the water supply of the reservation as now established. The watershed, however, feeding the Bog Meadow Pond and its outlet is exceedingly limited, and it is a question of whether or not the purchase of this property would not be a continuation of the past policy of the Government in simply meeting present emergencies without making ample provision for future needs.

Another source is known as Long Pond, lying just over a dividing range from the Bog Meadow Pond. This would give us a considerable water supply, but would also be subject to the danger that when the reservoir of Long Pond was once pumped out it would require an extra amount of precipitation to restore it to its present condition.

In other words, the territory from which this pond is fed is exceedingly limited, having only about 900 acres of a watershed. No water is used now from this pond except the natural waste by the stream from which its surplus waters are discharged, so that during the dry season there is nothing lost except by evaporation. There is no doubt but it would meet the demands for some years, but there is a serious question as to whether it would be a permanent solution to the trouble confronting the post.

The Bog Meadow Pond has a watershed of about 450 acres, so that it is even less than Long Pond, but the stream from which its surplus waters are discharged gathers up a considerable watershed of its own that would be valuable in filling reservoirs, but not as a permanent supply.

Your committee found that these properties are all held at an exceedingly high price. The country in which they are situated is practically worthless, and if it were not for the necessities of the military reservation they would have a small commercial value. The owners, however, recognize the necessities of the Academy and realize that there is scarcely any other possibility of increasing the water supply except through one of these three propositions, unless the Hudson River can be utilized. The water furnished from either of these sources of supply is substantially the same quality and character, and in this respect the Government could not desire anything better.

Your committee would recommend that the authorities of the Academy be requested to take options on these three different properties, so that if Congress should appropriate money for the purchase of additional water supply, the owners would not again advance the price of the properties. There has been a constant tendency for the past ten years to advance the selling price of these properties as it became more and more apparent that the Government must supply additional water.

During part of the year there is a large amount of water that is not stored with present facilities, which, if it were possible to construct additional reservoirs, might supplement the supply at the Academy at this time to such an extent as to guarantee a full and ample supply of water under all conditions.

Your committee would suggest that the authorities make a full investigation of this proposition and submit to Congress estimates, if it is advisable, to increase the supply in this way.

Your committee further recommend that the engineer officer in charge be required to submit a full estimate of the expense of connecting each of these sources of supply with the water mains now on the post.

The committee also find that in the event of the purchase of the Popolopen property it is practicable to construct upon this property

a storage reservoir of very large capacity, and we recommend that the engineer officer in charge be directed to submit to the Secretary of War for transmission to Congress a full and detailed estimate of the cost to the Government of the construction of such reservoir. Your committee do not believe that it will be necessary for many years in the future, if ever, to construct such a reservoir, and only make this suggestion out of abundant caution.

Whatever is done in the way of increasing the supply of water, great care should be taken that provision should be made for all future time to secure a full supply of pure water for use of the Academy, and that we do not be confronted in the future with the constantly recurring danger of a water famine.

Respectfully submitted.

J. A. T. HULL.

JOS. G. DARLINGTON.

DAVID A. DE ARMOND.

AUGUSTUS O. BACON.

WILLIAM A. PEW, JR.

Hon. D. B. HENDERSON,

President Board of Visitors, West Point, N. Y.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,

West Point, N. Y., June 2, 1903.

SIR: I have the honor to invite the attention of the Board of Visitors to the great necessity for an increase in the water supply at the Military Academy at an early date and to request that the board in its labors investigate this subject.

Very respectfully,

A. L. MILLS,

Colonel, U. S. Army, Superintendent.

The PRESIDENT OF THE BOARD OF VISITORS,
West Point, N. Y.

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

WEST POINT, N. Y., *June 8, 1903.*

SIR: The following report is respectfully submitted by the committee on instruction, discipline, athletics, and examinations:

INSTRUCTION.

In all departments the teaching methods employed at the Academy are along the lines of thoroughness and practical results. The recitations and examinations attended by the committee showed that a very high degree of proficiency has been attained.

In view of the largely increased intercourse of the Army with Spanish-speaking people, it seems imperative that our officers should be qualified as well as possible to converse fluently in the Spanish language. The committee approves the recommendation of the Superintendent in his letter of June 2, 1903, addressed to the president of the Board of Visitors (Doc. No. 1). If for any reason this recommendation is not acted on by Congress, your committee suggests that the places of Spanish and history in the present curriculum be interchanged, so that the latter may be taught in the third class year and the former be taught in the second half of the first class year. This arrangement will enable such members of the class as may be assigned to duty in the Philippines, Porto Rico, Cuba, or the Mexican border to perfect their knowledge of the Spanish language while their academic acquirement is still fresh in their minds.

DISCIPLINE.

The discipline of the Academy is in a highly satisfactory condition. The unsoldierly practice of harassing and ill-treating new cadets, commonly known as "hazing," has at last been eliminated from the Corps of Cadets. This fact is all the more gratifying because, having been brought about by spontaneity of action of the cadets themselves rather than by coercive measures of the academic officers, it gives assurance of perpetuity.

ATHLETICS.

In addition to excellent gymnasium facilities we would call attention to the calisthenic exercises, an outline of which is presented herewith. The corps is unusually efficient in the ordinary outdoor games—football, baseball, polo, field sports, etc.

The tactical instruction in the various drills—infantry, cavalry, and artillery—combined with the regular athletic system of the Academy, furnish the cadets with a course of physical development superior to that of any other educational institution in this country.

EXAMINATIONS.

Some of the examinations attended by your committee were oral and some written. The former showed the same thoroughness and mastery of the subject as evinced in the regular recitations; the latter, of course, have been critically examined by the respective professors and instructors and properly reported on.

The committee heartily approves the plan recently adopted by the academic board, and pursued during the last academic year, of exempting from final examinations those cadets whose term average is not less 2.5 in a maximum of 3. It is the term work that measures properly the industry and working ability of the student, and not the spas-

modic preparation for a single examination. According to the statements of the professors the plan has been found to be a wholesome stimulant to the steady, persistent effort which best promotes mental development. To those who fall behind the 2.5 standard fixed, but make at least an average of 2, the examination gives a desirable opportunity to improve the term mark, and thus becomes an inducement to persist to the end.

Respectfully submitted,

ASBURY COWARD.
ERNEST M. STIRES.
WILLIAM A. PEW, JR.

Hon. D. B. HENDERSON,
President Board of Visitors, West Point, N. Y.

[Document No. 1.]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,
West Point, N. Y., June 2, 1903.

SIR: Among the subjects which I would like respectfully to call to the attention of the Board of Visitors is the necessity for having at the Academy a small number of civilian instructors in modern languages.

A conversational knowledge of Spanish and French (the two foreign languages taught) is, of course, very difficult to acquire in the class room, but considerable attention has been given recently to this phase of the study of these languages, and there is no doubt that the ability of the graduate to acquire a speaking knowledge of one or both of these languages at the Academy and after leaving it would be readily increased if the instructors and cadets heard them spoken more in the class room.

With this object in view and with the idea of having in each language at least one person to whom the language is a home tongue it is requested that the Board of Visitors recommend that Congress make provision for the employment of three assistant instructors in the department of modern languages, to be civilians, natives of the countries where the languages are spoken; two for the Spanish and one for the French language.

The native instructors would not, of course, have the same military control over a section of cadets that an officer would have, but they would be used, first as a guide for the officers who act as instructors, and also to teach special sections or to take each section in turn a short time in order to verify what had been done and to increase the interest of the cadets in the subject.

The importance of the study of modern languages, especially Spanish, by the cadets can not, it is thought, be overestimated just at this time, when so many of the officers are stationed where a knowledge of Spanish would add so much to their usefulness.

It is thought that competent and suitable persons can be obtained at a salary of \$2,000 a year.

Very respectfully,

A. L. MILLS,
Colonel, U. S. Army, Superintendent.

THE PRESIDENT OF THE BOARD OF VISITORS,
West Point, N. Y.

**REPORT OF COMMITTEE ON INCREASE OF PLANT, ON BUILDINGS,
GROUNDS, AND HYGIENE.**

WEST POINT, N. Y., *June 6, 1903.*

SIR: Your committee on increase of plant, on buildings, grounds, and hygiene, begs leave to submit the following report:

Your committee has inspected the plans for the proposed enlargements and improvements at West Point unanimously chosen by the jury of award from among those submitted in anonymous competition by ten of the leading firms of architects in the country. (See Photographs.)

If the Academy is to continue in its good work and to meet the demands of the growing student body, it is apparent that the improvements contemplated should be met in a very liberal spirit.

Following the act of Congress of June 28, 1902, the general sketch of the plans selected by the unanimous vote of the jury of award, and approved and ratified by the Secretary of War—the work of Messrs. Cram, Goodhue & Ferguson, of Boston—meets this want. It is apparent that the architects have not only met all the requirements as outlined by Colonel Mills, Superintendent of the Academy, but have also kept in view the natural beauty and dignity of the place. The plans provide for additional cadet barracks, academic buildings, chapel, post headquarters, riding hall, hotel, and other buildings. Your committee would also suggest that the minor needed improvements asked for in the hospital be included. (Exhibit B, annexed.)

The plans and specifications should be limited so that the cost of the entire work provided for, including all the items, should not exceed \$5,000,000, thus leaving a margin of at least \$500,000 out of the appropriation against contingencies. These conditions seem to your committee to be eminently reasonable and proper, and to cover all essentials. On the one hand, they are generous enough to allow room for originality and a general and comprehensive design, thus avoiding the necessity for merely adding to or changing those of the present buildings, which should be removed entirely. On the other hand, they are so conservative as to be a reminder that the proposed changes at West Point are intended to meet actual needs rather than to exploit an idea, however admirable in itself, and that the result is to be attained through economy due to forethought, not by free-handed experimenting, and the architects have succeeded in their efforts so to conform the needed buildings to the natural features that they should seem to grow out of them, rather than to be forced upon or ignore them.

With the completion of these plans the West Point Military Academy should enter upon a new era of extended usefulness, and one in which it bids fair to become as distinguished for the beauty and appro-

priateness of its architectural surroundings as it has always been for its training, its standard, and its service to the country.

In conclusion, your committee reports that it has made a careful inspection of the grounds of West Point, and find their hygienic condition to be excellent.

Respectfully submitted.

J. G. SCHMIDLAPP.
GEO. W. STEELE.
J. A. T. HULL.

Hon. D. B. HENDERSON,
President Board of Visitors, West Point, N. Y.

EXHIBIT B.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,
West Point, N. Y., June 9, 1903.

SIR: In compliance with your verbal request of yesterday, I have the honor to report that the following changes and alterations should be made in the cadet hospital, in order to best utilize its space and make the hospital most convenient for its purposes. The estimated cost of the necessary changes is given with each item.

The hospital corps is badly provided for in the third story of the main building, occupying rooms which should be reserved for officers and for private and infectious patients. The corps should be removed from that floor and transferred to the lower ward of the north wing, which is untiled and least suitable for patients, and to the basement of the south wing, using the ward as dormitory and the basement as kitchen and mess room. The basement, being raised above the outside level, is perfectly dry and can be made to answer its purpose in a very satisfactory manner.

Making necessary arrangements in basement of south wing for mess room and kitchen for hospital corps, including plastering, plumbing, and cooking apparatus..... \$1,250

The third floor of the main building, consisting of 7 rooms, would then become available for much needed uses—for officers, for private, dangerous, or infectious cases, for eye examination, X-ray machine, etc.

Changing and renovating kitchen and dining room on third floor for use as wards or rooms for patients..... 250

This floor needs a bathroom for which there is a suitable place.

One new bathroom, third floor, with fixtures and tiling..... 1,100

The ward in the north wing, intended for the hospital corps, should have 2 rooms for the noncommissioned officers, one on each side of the entrance. Such rooms will not detract from the appearance, convenience, or comfort of the dormitory.

Subdividing ward room of first story, north wing, for noncommissioned officers of the hospital corps..... 450

As the hospital is constructed, an ambulance containing a disabled patient can not get any nearer to it than the lower front gate, so that the patient must be carried on a litter up the steep graveled slope and the 22 stone steps to the first floor—a difficult and even dangerous undertaking, especially in winter. It seems, therefore, necessary to provide for an easier access, and this can easily be done by an iron bridge 50 feet long and 6 feet wide, connecting the wagon road in rear with the north hallway. Over this bridge

patients can be carried from the ambulance to the ward without change of level. This bridge should be connected with the court by a stairway on each side.

Iron bridge across court and stairways leading to court..... \$750

The operating room is unnecessarily large and correspondingly difficult to keep surgically clean. As major operations are comparatively rare, it is now mostly used for minor (often) septic cases and as dressing room, which uses defeat the primary purpose of an operating room. It is therefore recommended that it be divided by a suitable partition into two rooms, one to be strictly reserved for serious operations and the other to be used for the daily treatment and dressing of minor surgical cases, as well as for anæsthesia.

Subdividing operating room so as to make a room for minor cases, dressing, and anæsthesia, with corresponding tiled walls 500

The cadet mess room is now too small, and with the expected increase of cadets will be quite inadequate. It can easily be enlarged by taking in the space now occupied by the kitchen and constructing a new kitchen in the basement, mess room and kitchen being connected by dumb waiter. The refrigerating room and pantry can also be accommodated in basement.

Enlarging and renovating present cadet mess room 250

New kitchen in basement, with plumbing, cooking apparatus, refrigerator, pantry, and dumb-waiter 1,300

As this kitchen in basement will block the passageway from court to basement, it will be necessary to open new doors into basement from the rear, one under each hallway.

Making two new entrances to basement..... 300

A new bath room is necessary on the lower floor in main building, the best place for it being one of the pantries of the cadet kitchen.

One new bath room, first floor, with fixtures and tiling..... 1,100

The removal of the hospital corps kitchen from the third floor rendering the elevator unnecessary, the shaft can be covered on each floor, thus providing a much-needed linen room on each floor.

Making necessary arrangements to close elevator shaft and fitting up three linen rooms..... 225

Total..... 7,475

Very respectfully,

A. L. MILLS,
Colonel, U. S. Army, Superintendent.

Hon. J. G. SCHMIDLAPP,
Chairman of Committee of Board of Visitors
on Increase of Plant, on Buildings, Grounds, and Hygiene,

West Point, N. Y.

REPORT OF THE COMMITTEE ON ARMAMENT AND EQUIPMENT.

WEST POINT, June 5, 1903.

SIR: Your committee upon armament and equipment beg to report that they find the armament and equipment furnished by the General Government for the instruction of the cadets is, in general, excellent.

The greatest present need of the Academy in this line seems to be for a model seacoast battery which would afford the means of instruc-

tion in handling the latest types of large guns and carriages and the appliances for their use, and your committee invites attention to the letter of the Superintendent of the Military Academy, dated June 2, 1903, touching this subject.

While the committee feel that such a battery as is suggested is not only desirable, but is needed, it refrains from making any recommendation in the premises because of its lack of information as to the cost of installing such a battery.

The importance, however, of the matter is emphasized when it is remembered that the Government has in recent years spent many millions of dollars on expensive machinery for the armament of its sea-coast, and it is a matter of the highest importance that the cadet should have proper instruction in the use of the latest types of guns, such as are referred to in the letter of Superintendent Mills.

Your committee finds that the equipments of the cadet, which are furnished by the supply department of the Army, are of the latest service type and of excellent quality.

In the way of minor armament, such as machine, mountain, field, and siege guns, the conditions are entirely satisfactory. Additions to this class of armament are made from time to time by the Ordnance Department as new types are adopted for service, and the committee understands that the earliest productions of the new modern magazine rifle will be furnished for the use of the Corps of Cadets.

Respectfully,

GEO. W. BAXTER.
ASBURY COWARD.
GEO. W. STEELE.

Hon. D. B. HENDERSON,
President Board of Visitors.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,
West Point, N. Y., June 2, 1903.

SIR: I have the honor to invite the attention of the Board of Visitors to the need in the practical instruction of cadets, for a model seacoast battery mounting the latest types of ordnance and completely equipped with all the needful appliances for thorough instruction.

Such a model battery should comprise one 10-inch B. L. R. on a disappearing carriage, one 8-inch B. L. R. on nondisappearing carriage, one 6-inch R. F. gun and one 15-pounder R. F. gun on the latest type of service mounts, and one 12-inch B. L. mortar on spring return carriage, the whole to constitute a single continuous battery occupying approximately the site of the present siege battery.

The emplacements for this model battery should be complete in all details, with the latest appliances for serving the guns, and with a complete light and power plant, as follows:

Emplacements for the 8-inch and 10-inch B. L. R., with magazine and separate ammunition service; emplacement for one 6-inch R. F. gun, with magazine;

emplacement for one 15-pounder R. F. gun, with magazine; emplacement for one 12-inch B. L. mortar, with magazine; fire commander and battery commanders' stations, electric generating plant, electric storage battery, one 30-inch electric-controlled searchlight.

Very respectfully,

A. L. MILLS,

Colonel, U. S. Army, Superintendent.

THE PRESIDENT OF THE BOARD OF VISITORS,
West Point, N. Y.

**ADDRESS OF THE HON. D. B. HENDERSON, PRESIDENT OF THE
BOARD OF VISITORS, TO THE GRADUATING CLASS, UNITED
STATES MILITARY ACADEMY, WEST POINT, THURSDAY, JUNE
11, 1903.**

Mr. SUPERINTENDENT AND GENTLEMEN OF THE GRADUATING CLASS:

That your country is taking an interest in these proceedings is manifest by what the Superintendent has just stated. Your country has put a law upon the statute books requiring the President of the Republic to designate seven members, the presiding officer of the Senate two, and the presiding officer of the House three, to constitute a board to annually visit this post to study its condition and make suggestions to Congress, through the Honorable Secretary of War, in respect to the interests of this military school.

In pursuance of that law the board have all been here and have devoted such time as was possible to studying the conditions of West Point. I can speak for the board that they have been delighted with what they have seen, and are unanimously of the opinion, which the world holds, I may say, that this is the greatest military educational school on earth.

There is something touching and heroic in this hour. You young men have dedicated your lives to death. There is no other construction that can be put upon your act. The volunteers of this Republic have done so again and again. You have deliberately taken that step and understand that when the war officer hands you your diploma you are commissioned to die, if need be, for this Republic. It is not an attractive office but it is a great office.

Personally I do not believe in war, and have uniformly in my public actions resisted it until satisfied that the time has come for a surgical operation. You young men are the surgeons of the Republic; but surgery must be used to save life; to heal, and not to destroy. Never forget the true use of the sword that you carry. You are the children of the Republic. It is true you have anxious and loving parents, and it is a delight to see so many of them here to-day to watch your advent into military life. But the Republic, after all, is a mother of the regular soldier. As you do not need to be told to be true to your own mother, never forget the mother that places you here to-day. Let life be freely offered for that mother, that loving parent. Unless

you dedicate yourselves to-day to the defense of this Republic against all nations and States, you do not wisely comprehend the solemnity of this hour.

I pray God that you may never forget your flag, no matter what other flag may tempt you. But this is unnecessary to you young men. You will be true. Your bearing on these grounds, everything that you have done during the eleven days that we have spent with you, indicate that you are made of the right kind of metal, and you will use it faithfully when needed.

I want to speak of one thing particularly that is gratifying to us above everything else. You may not be aware of it, but the two National Academies have been looked upon with anxiety by the American people. This may surprise you, but it is true. I have felt it within my own breast.

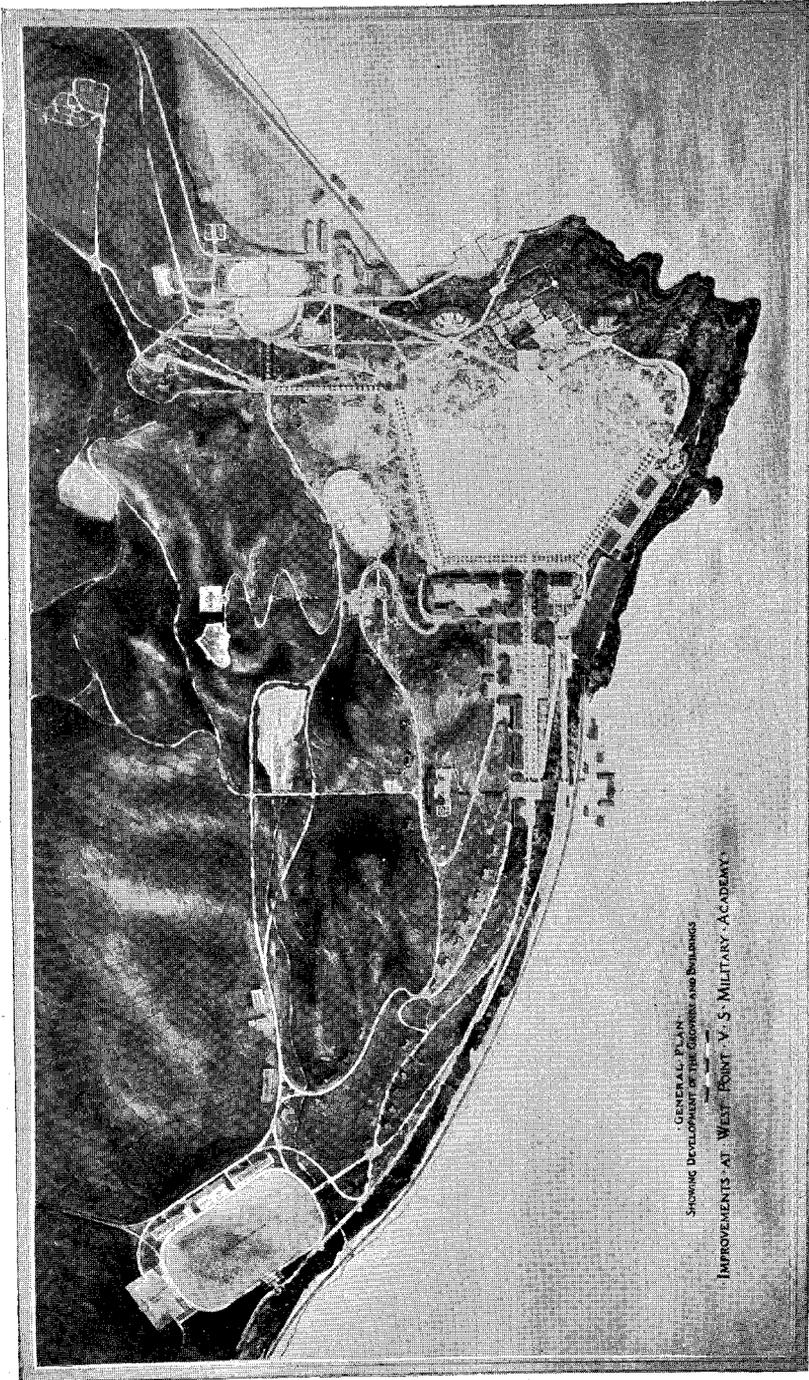
The older members of the school and the stronger members of the school, physically and intellectually, have in the past lorded it a good deal over the little fellows, the young men, the newcomers. Gentlemen, if there is one lesson above another for you to learn it is that the American soldier must be a gentleman, and with a big heart for everything that is not as strong as he is.

What a gratification it was to me, as president of the Board of Visitors, when the committee appointed to investigate the question among other things reported that "hazing" was a thing of the past, and that the cadets at the Academy were in the forefront of working that revolution.

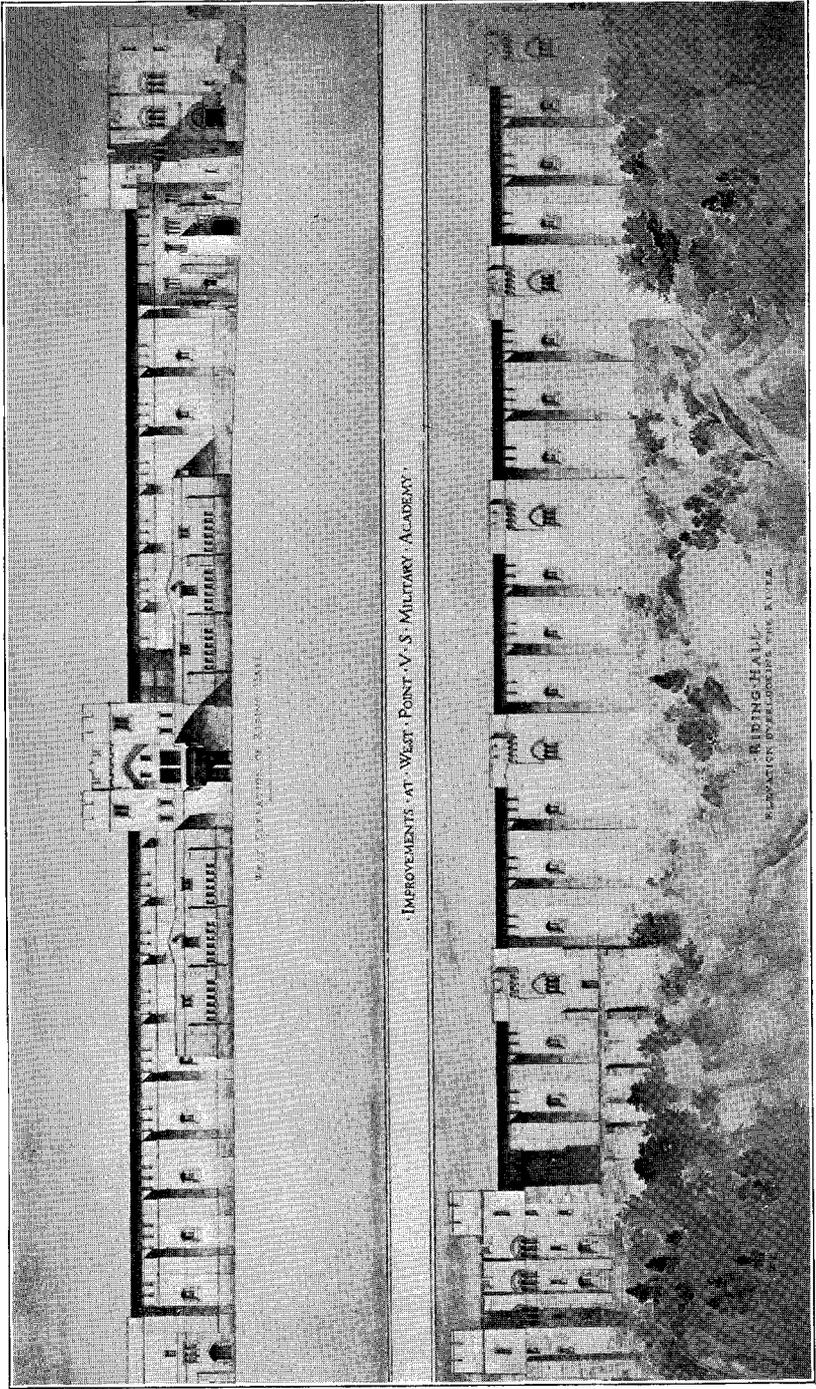
This will go into the records of this day's proceedings, and go to the country. I know some of you feel differently about it, as I have talked with a good many of you. Even some of the fourth-class men think they would like to have the older boys have the right to pound their heads to a jelly.

Whatever you may think personally, I say to you that your action in stamping this out and sustaining this great and good man who is Superintendent of this institute finds a happy echo in every American heart, and I want to thank the cadets for the great part they have taken in this reform. It has elevated you in the estimation of the people of this Republic. As I stated, it makes you gentlemen; there should be nothing superior, as a gentleman, to the graduate of the West Point Academy, and I believe there will not be.

Now, gentlemen, this is not a time for a speech; it is simply an occasion for me to say a few words showing how we feel as a board, pointing out, as I have, the feelings of the Republic, and urging you on your way, never looking back, since your hand is at the plow, and wishing you, with a glowing heart, godspeed, as soldiers of the Republic.



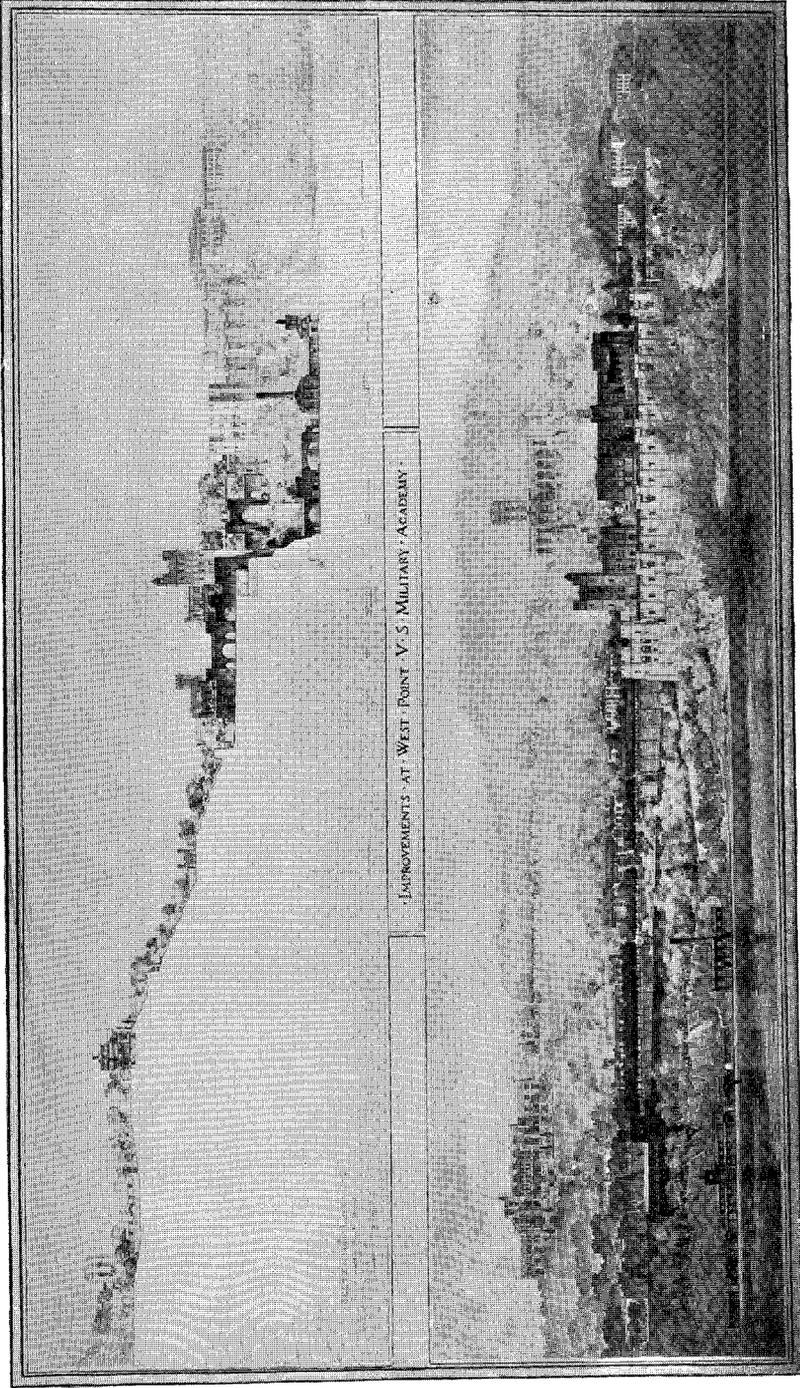
GENERAL PLAN
SHOWING DEVELOPMENT OF TERRACE AND BUILDINGS
IMPROVEMENTS AT WEST POINT, V. S. MILITARY ACADEMY



IMPROVEMENTS AT WEST POINT, U. S. MILITARY ACADEMY.

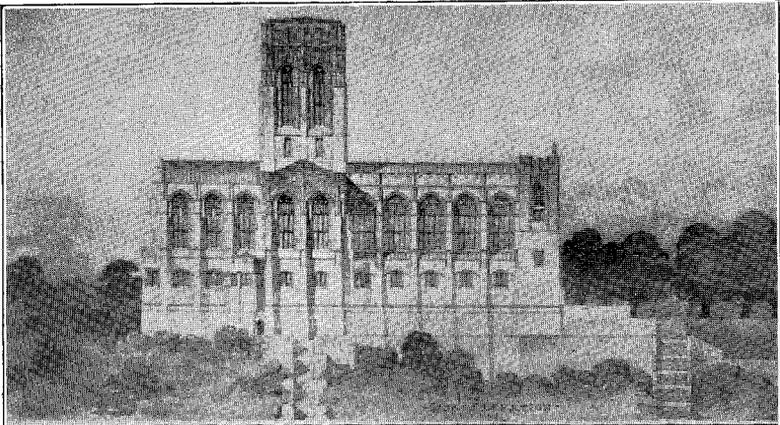
W. H. R. HALL,
ARCHITECT, NEW YORK.

SECTION LOOKING NORTH.

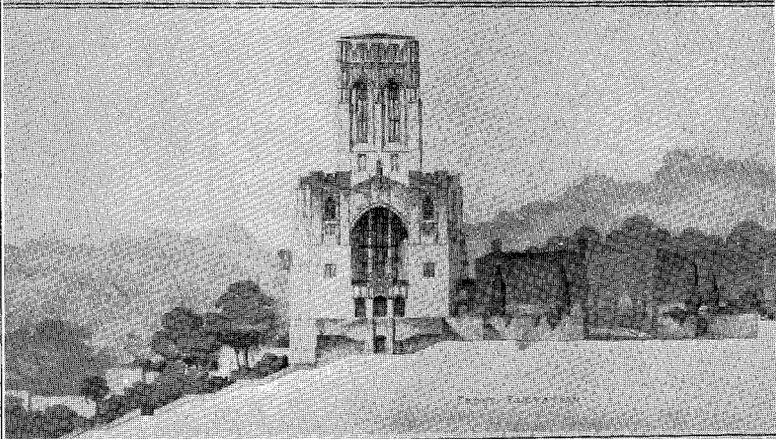


IMPROVEMENTS AT WEST POINT, V. S. MILITARY ACADEMY.

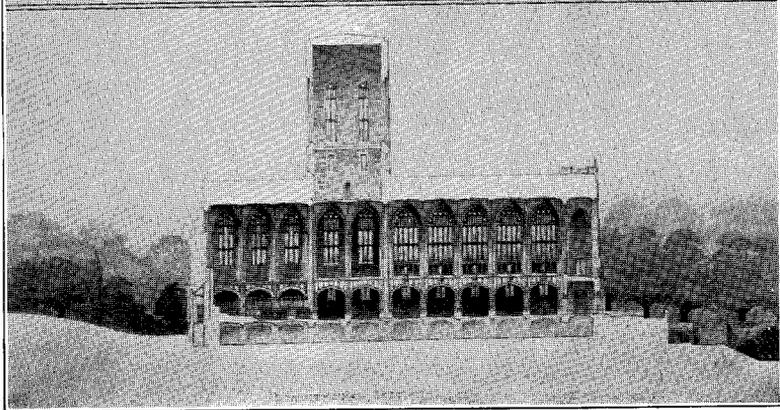
ELEVATION LOOKING WEST.

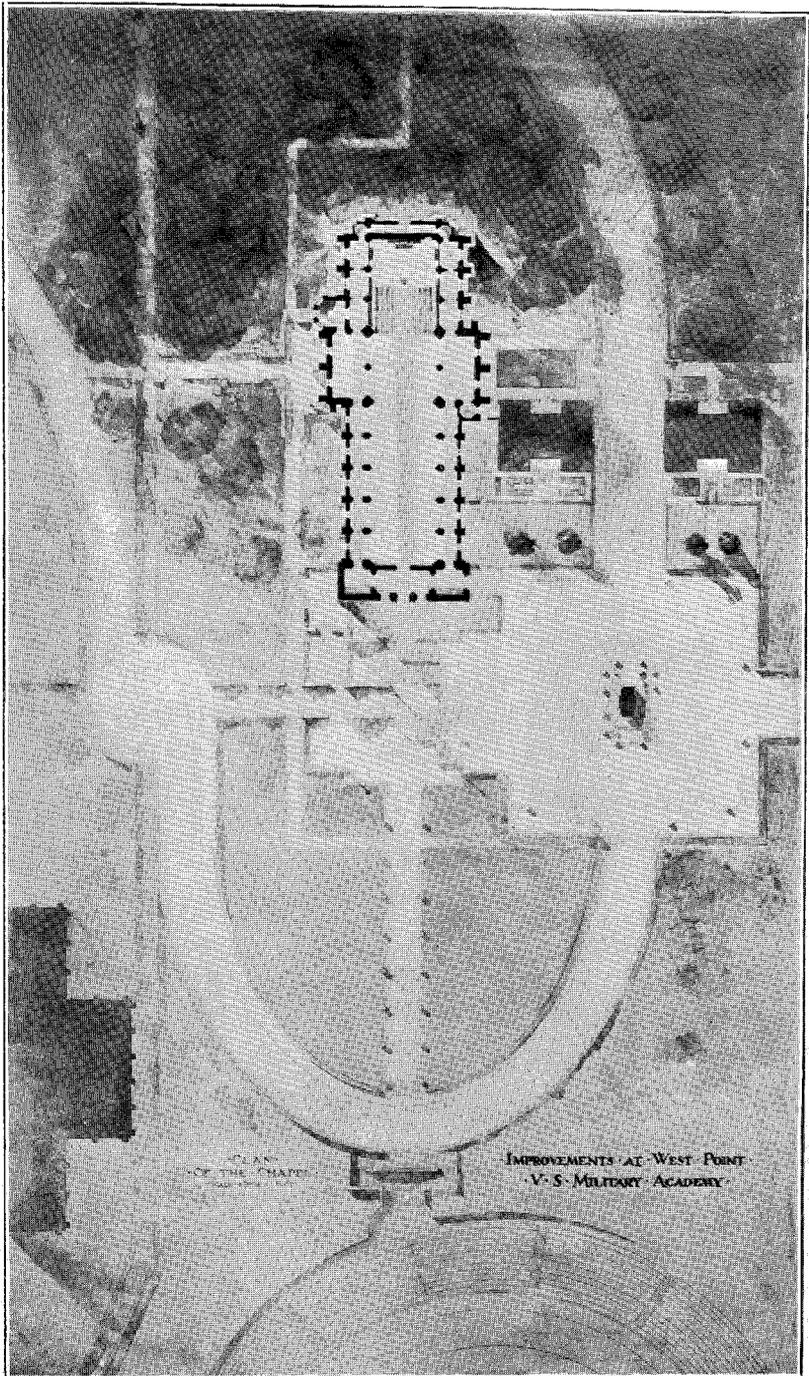


IMPROVEMENTS AT WEST POINT V. S. MILITARY ACADEMY



EIGHTH SCALE DRAWINGS OF THE CHAPEL

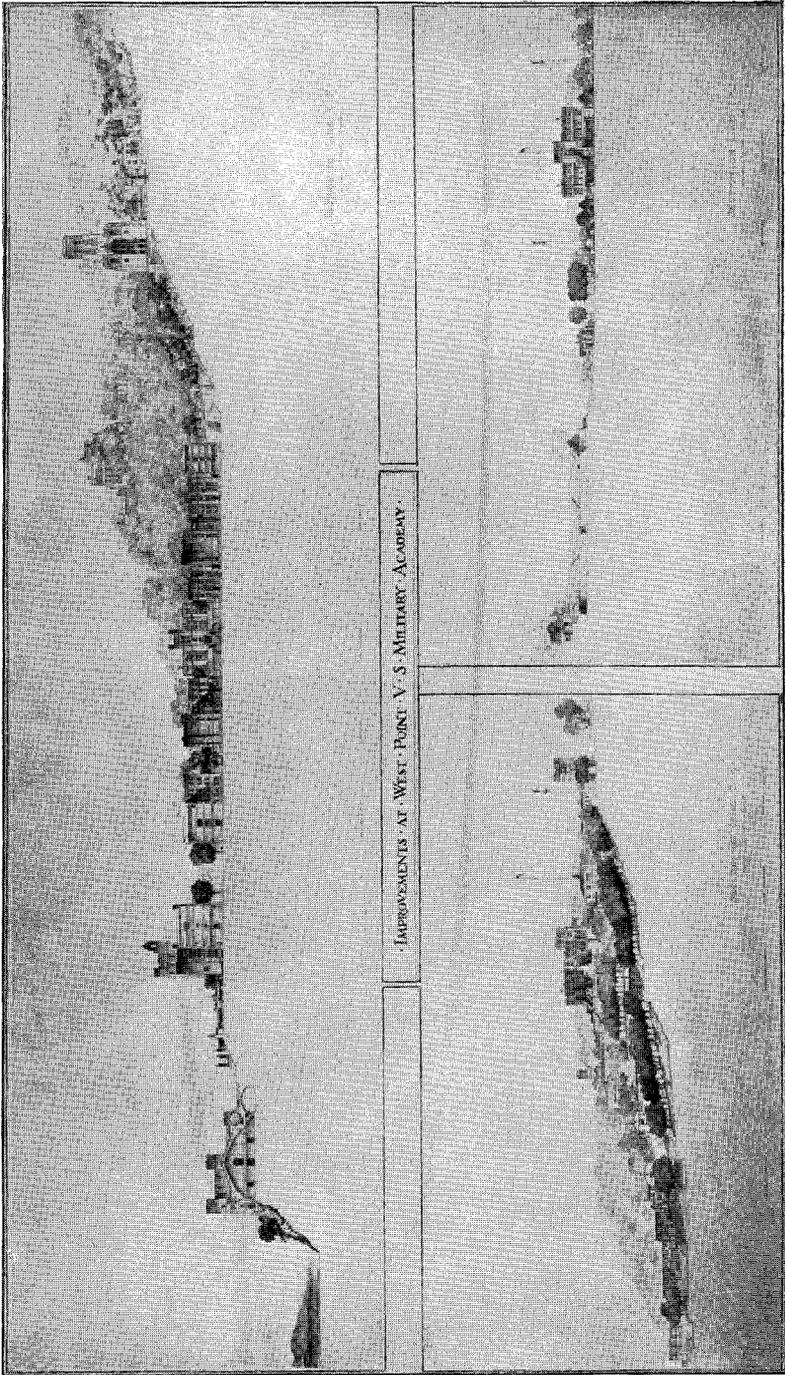


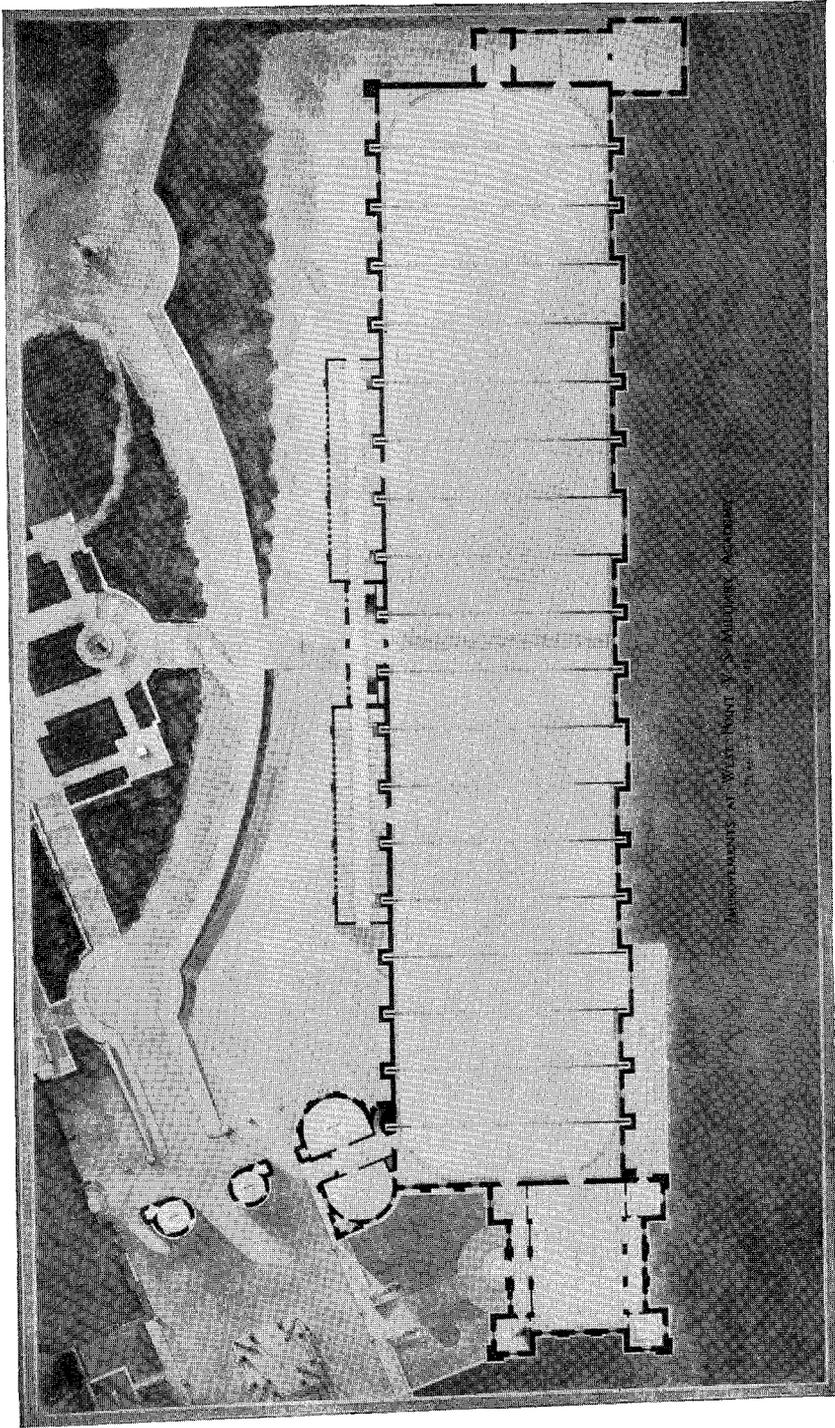


PLAN
OF THE CHAPEL

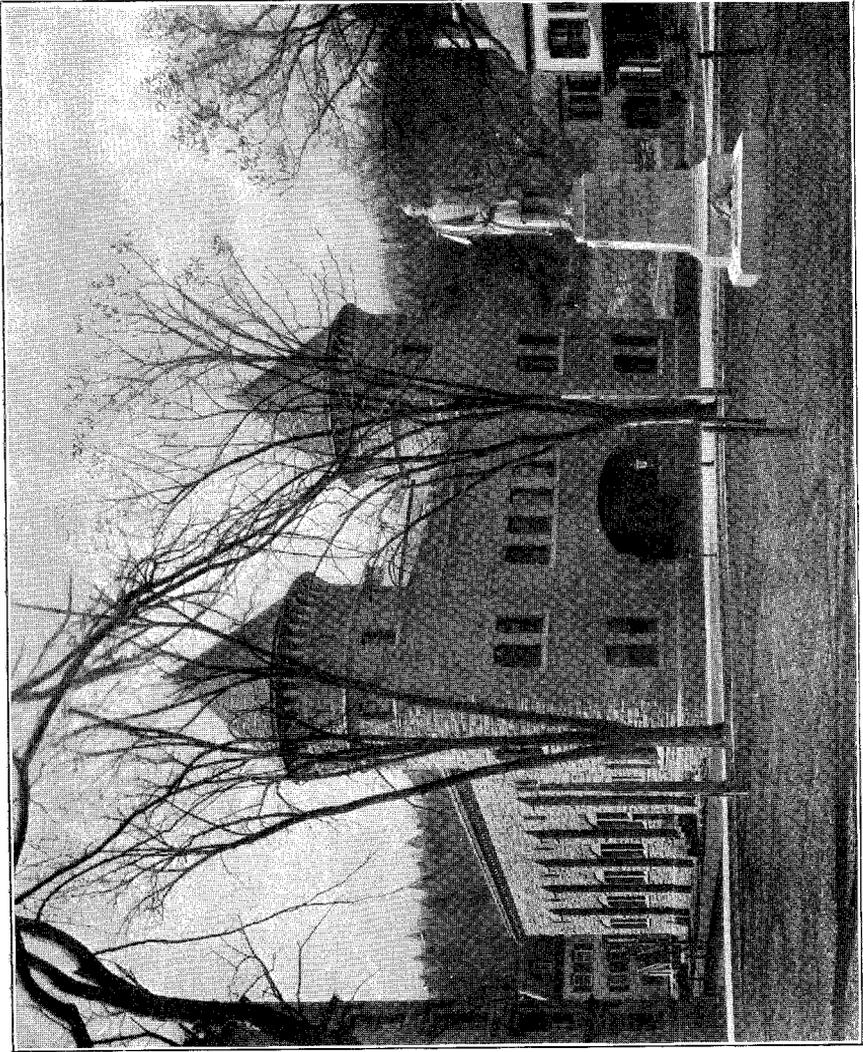
IMPROVEMENTS AT WEST POINT
U. S. MILITARY ACADEMY

SECTION LOOKING SOUTH.

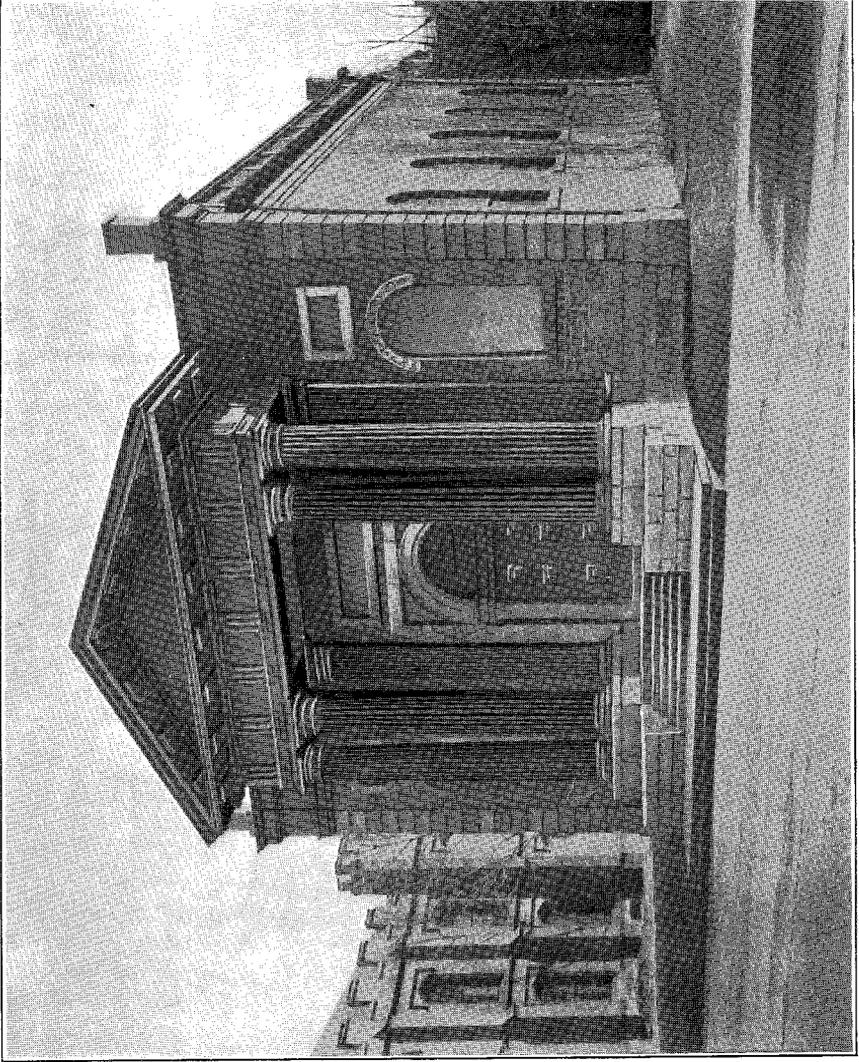




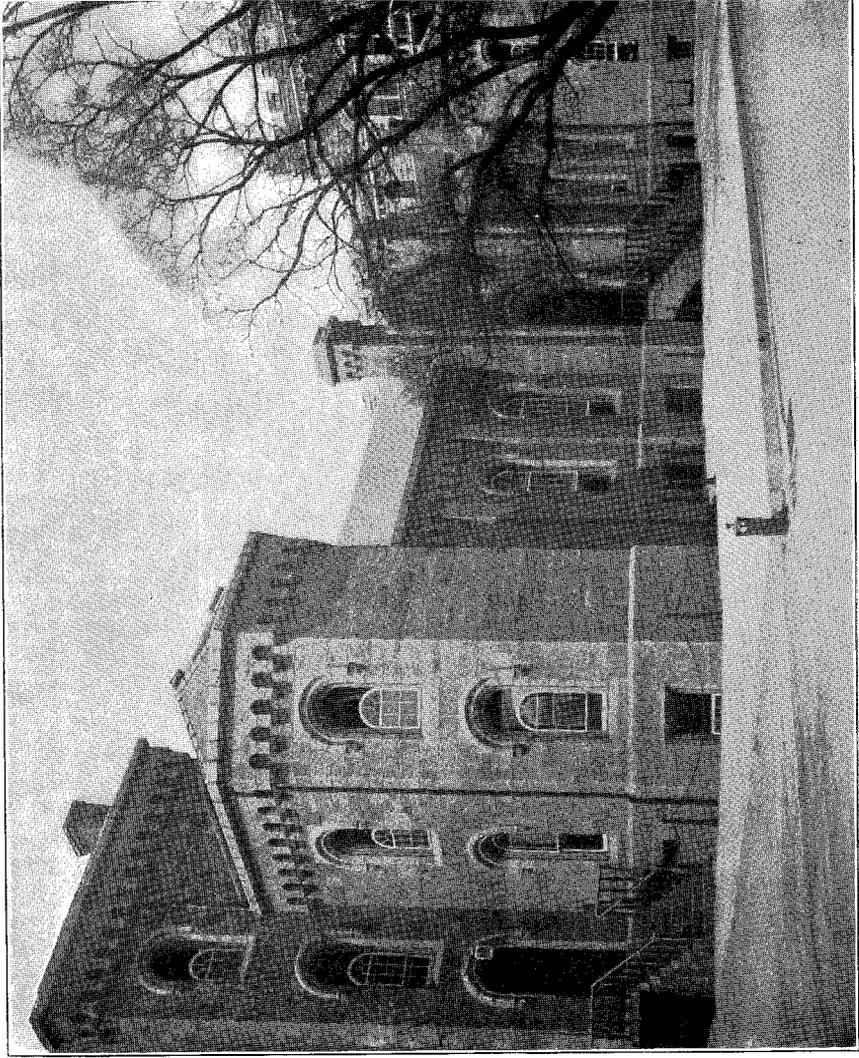
RENDERINGS OF WEST POINT U.S. MILITARY ACADEMY



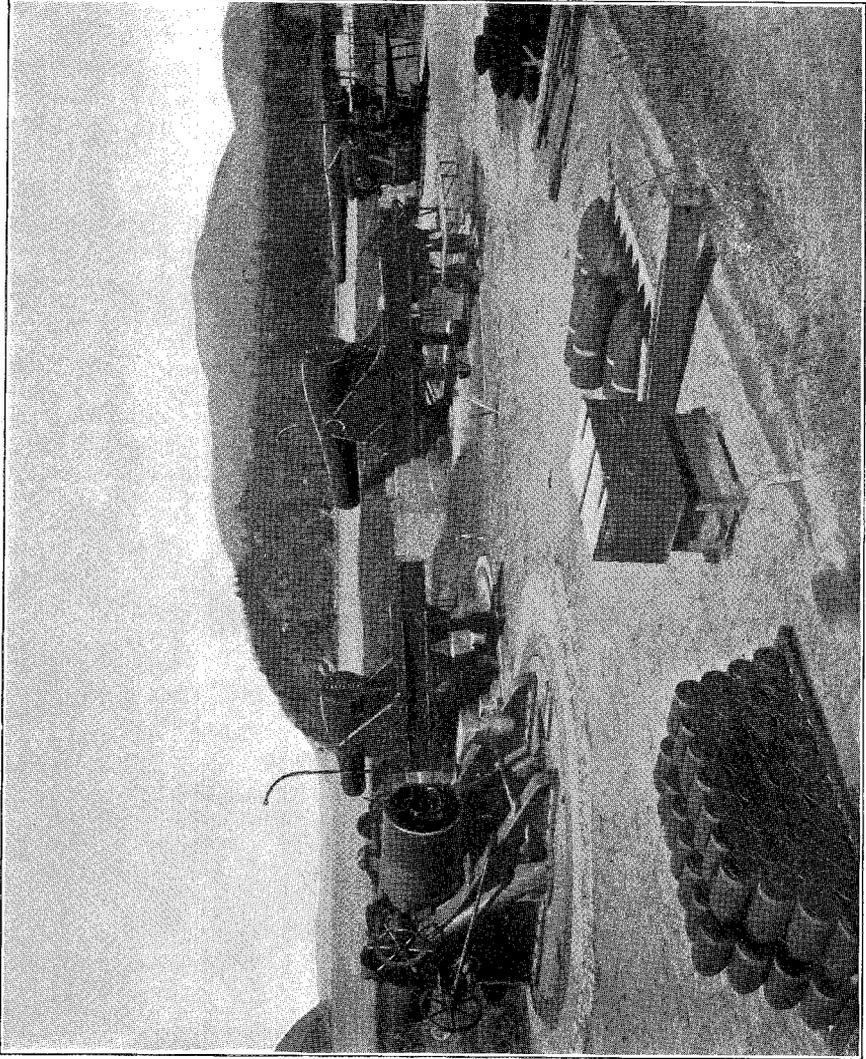
GYMNASIUM.



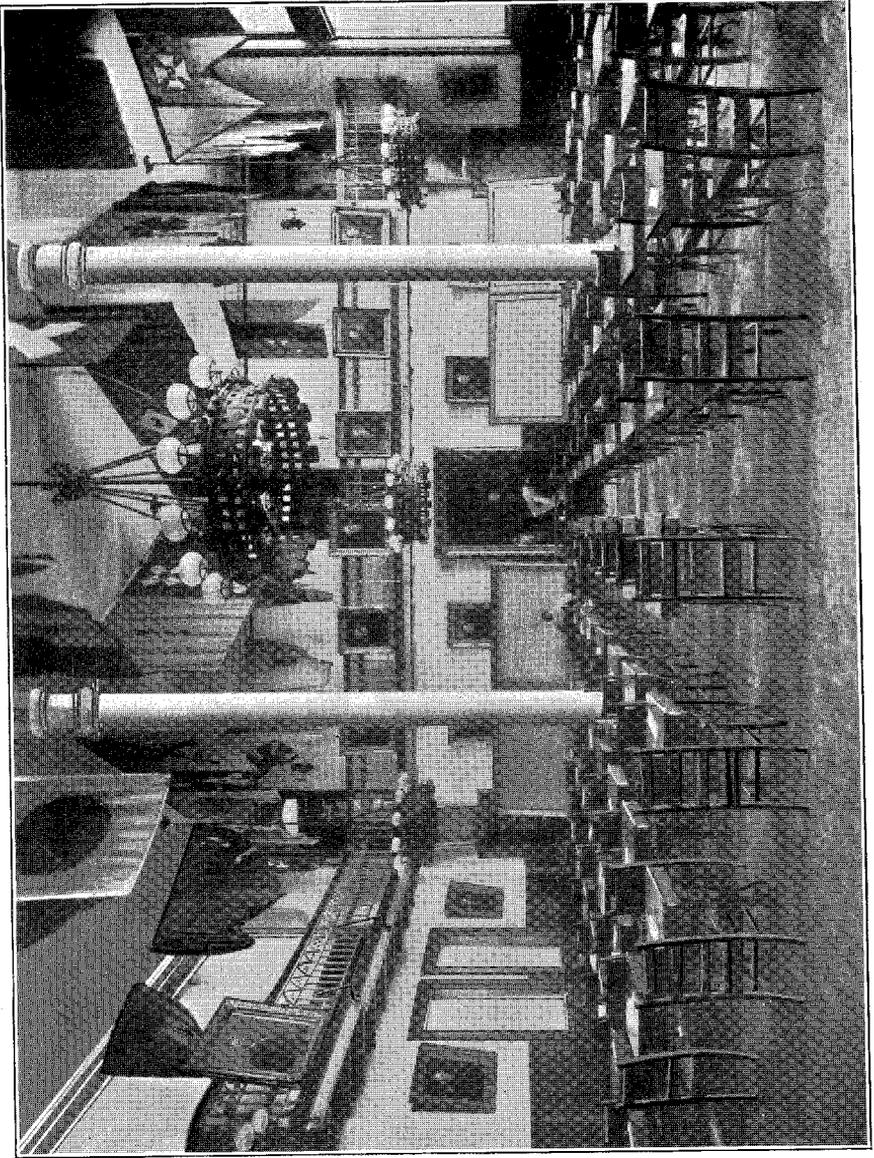
CHAPEL.



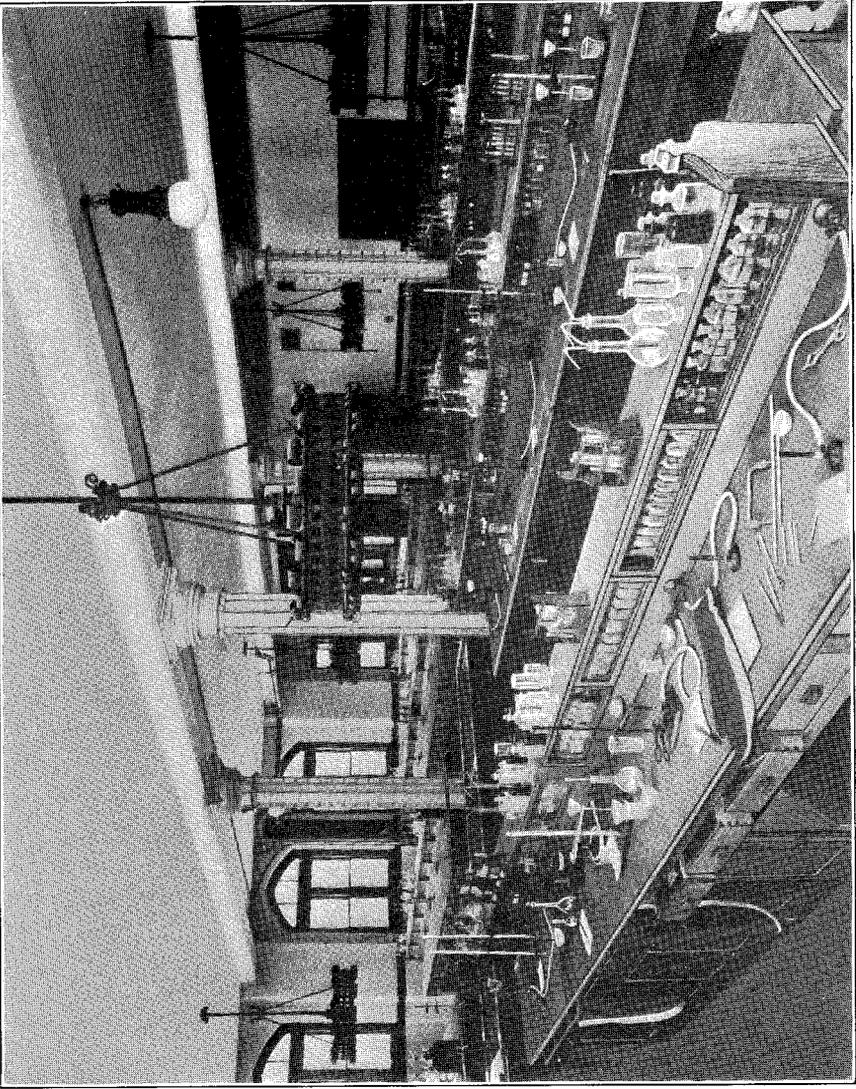
GRANT HALL—CADET MESS.



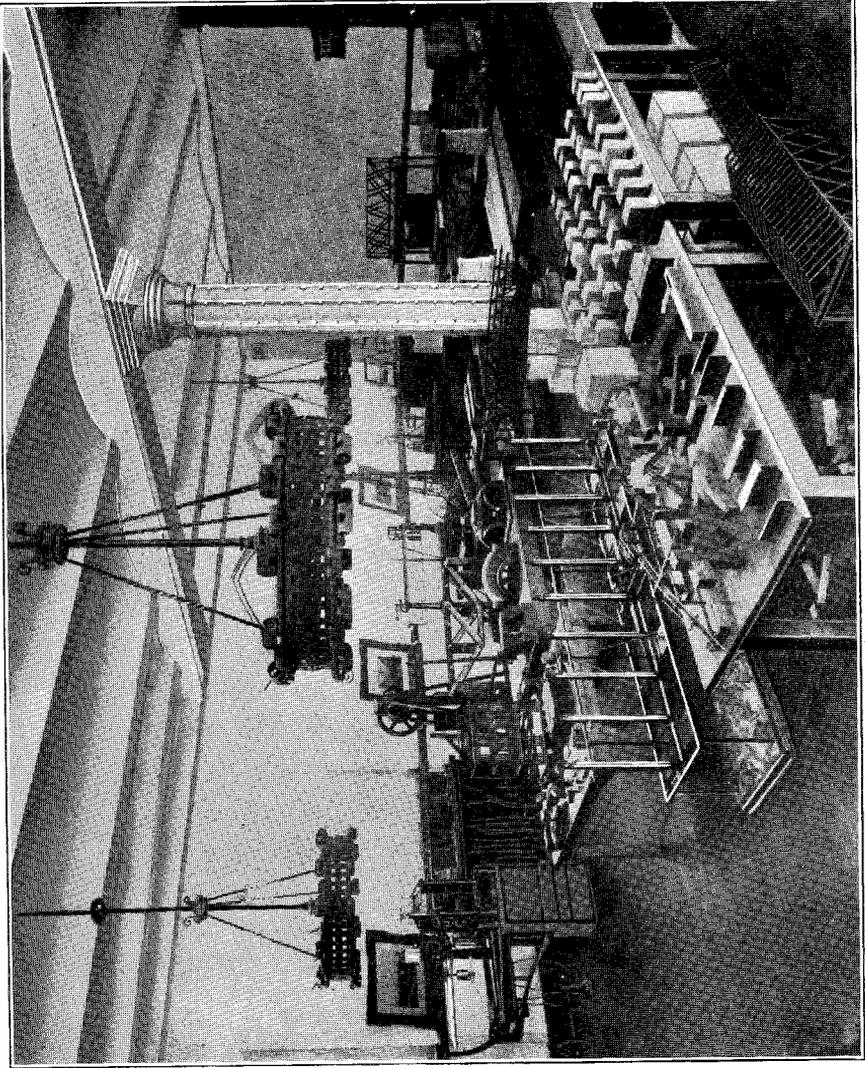
SEA COAST BATTERY.



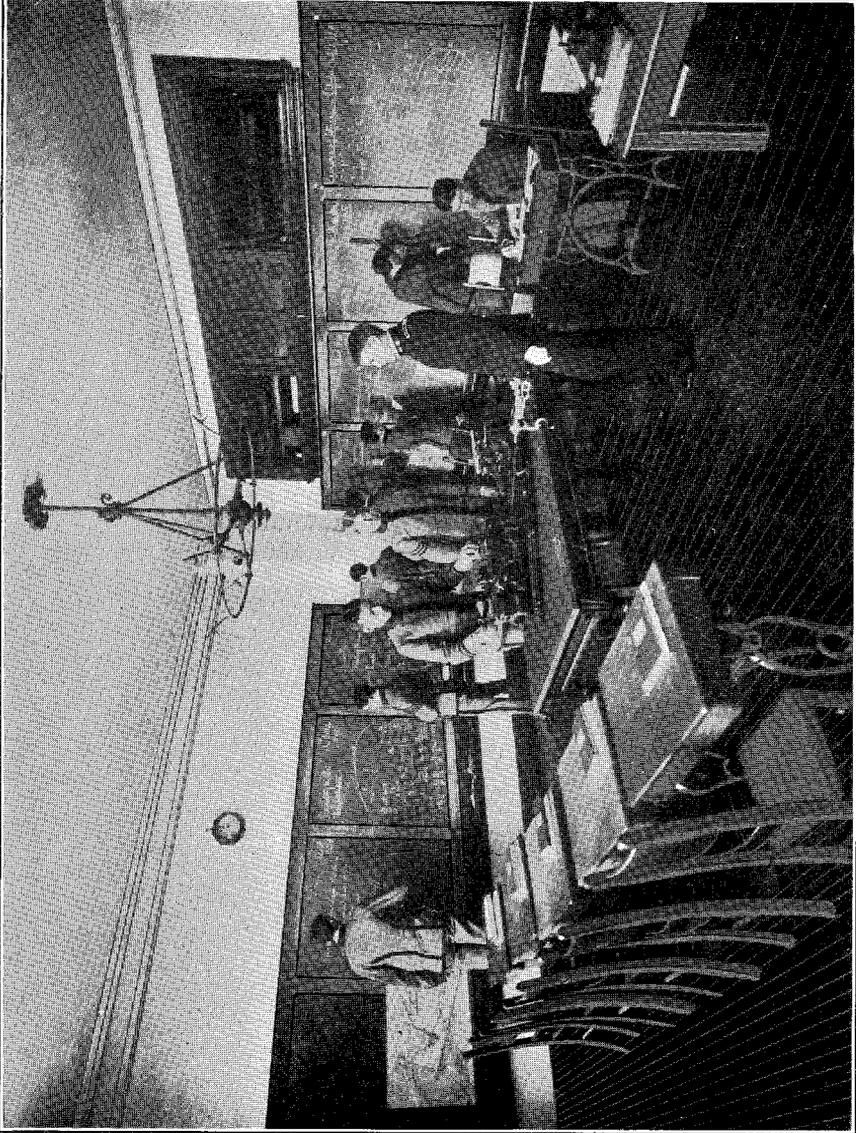
EXAMINATION HALL—HALL OF SUPERINTENDENT, LOOKING WEST.



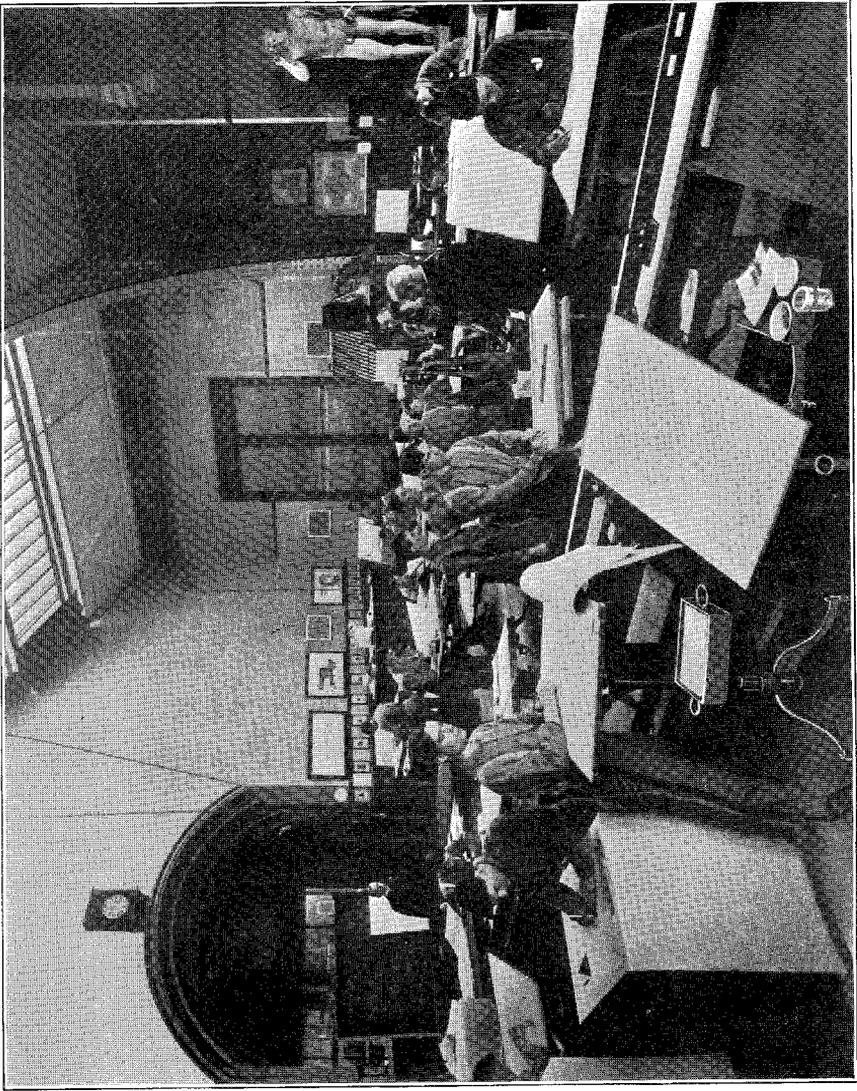
DEPARTMENT OF CHEMISTRY—LABORATORY.



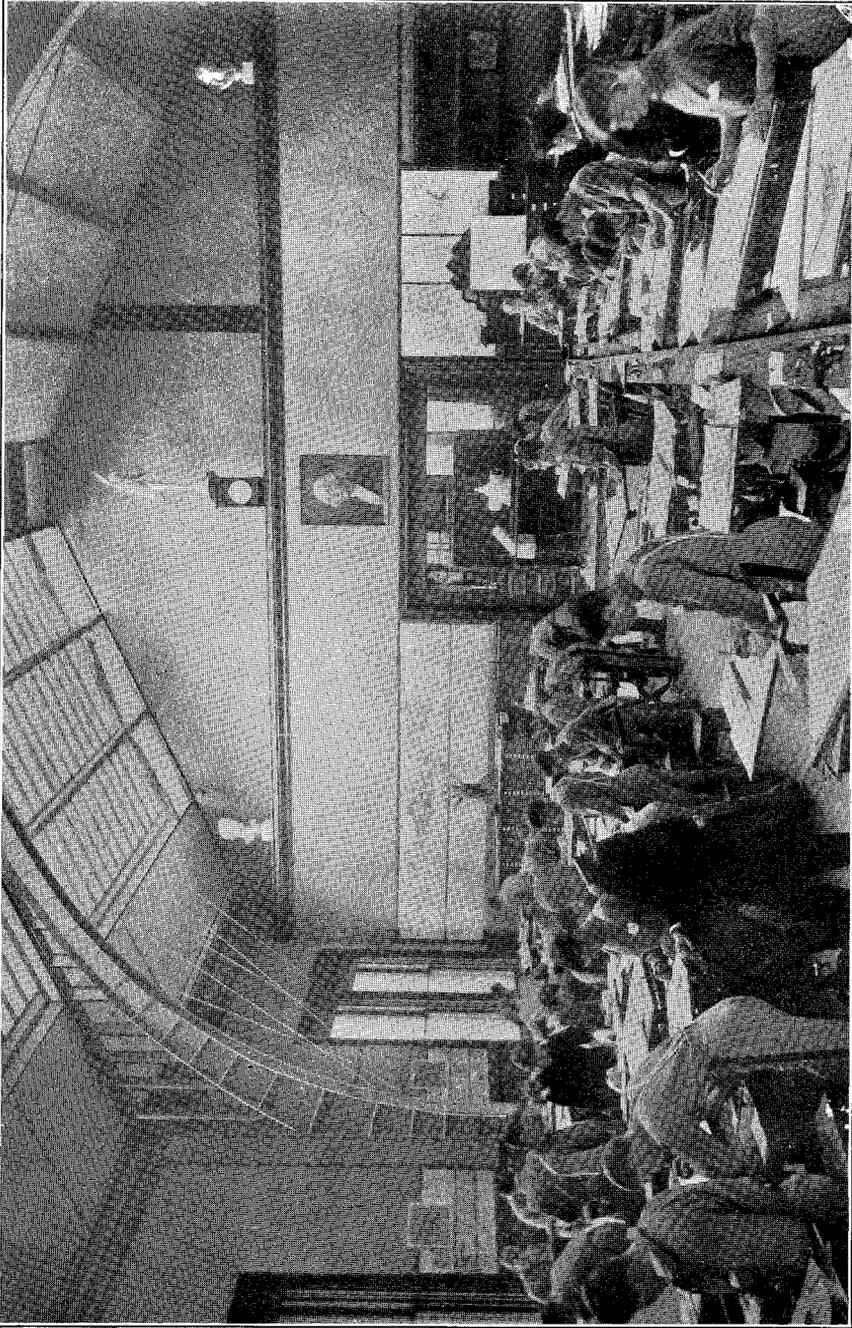
DEPARTMENT OF ENGINEERING—MODEL ROOM.



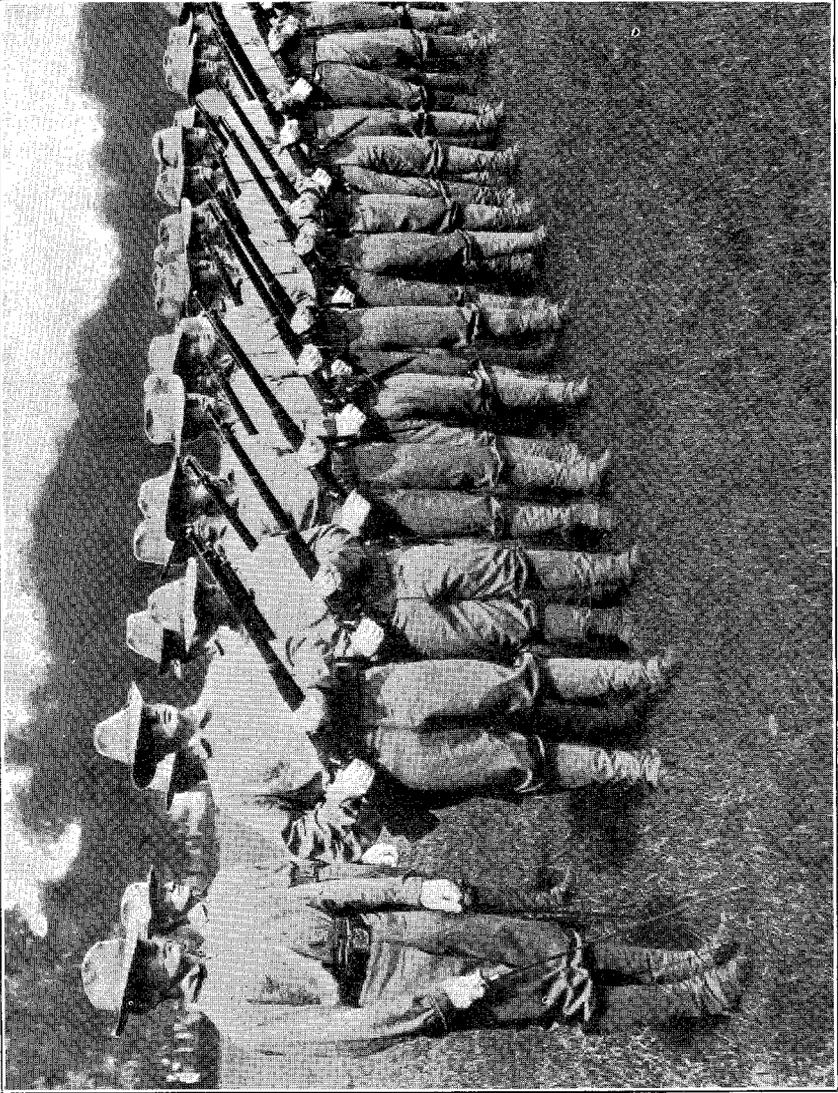
DEPARTMENT OF ORDNANCE AND GUNNERY—SECTION ROOM.



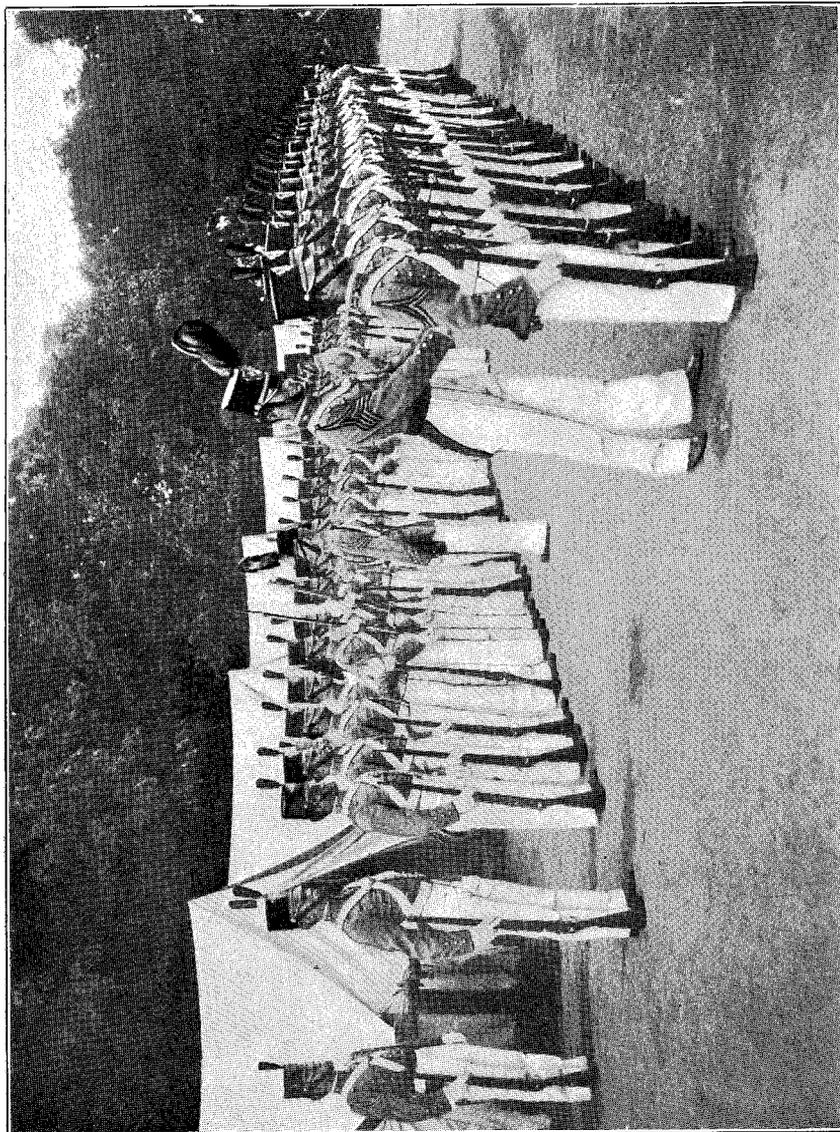
DRAWING ACADEMY—SECOND CLASS.



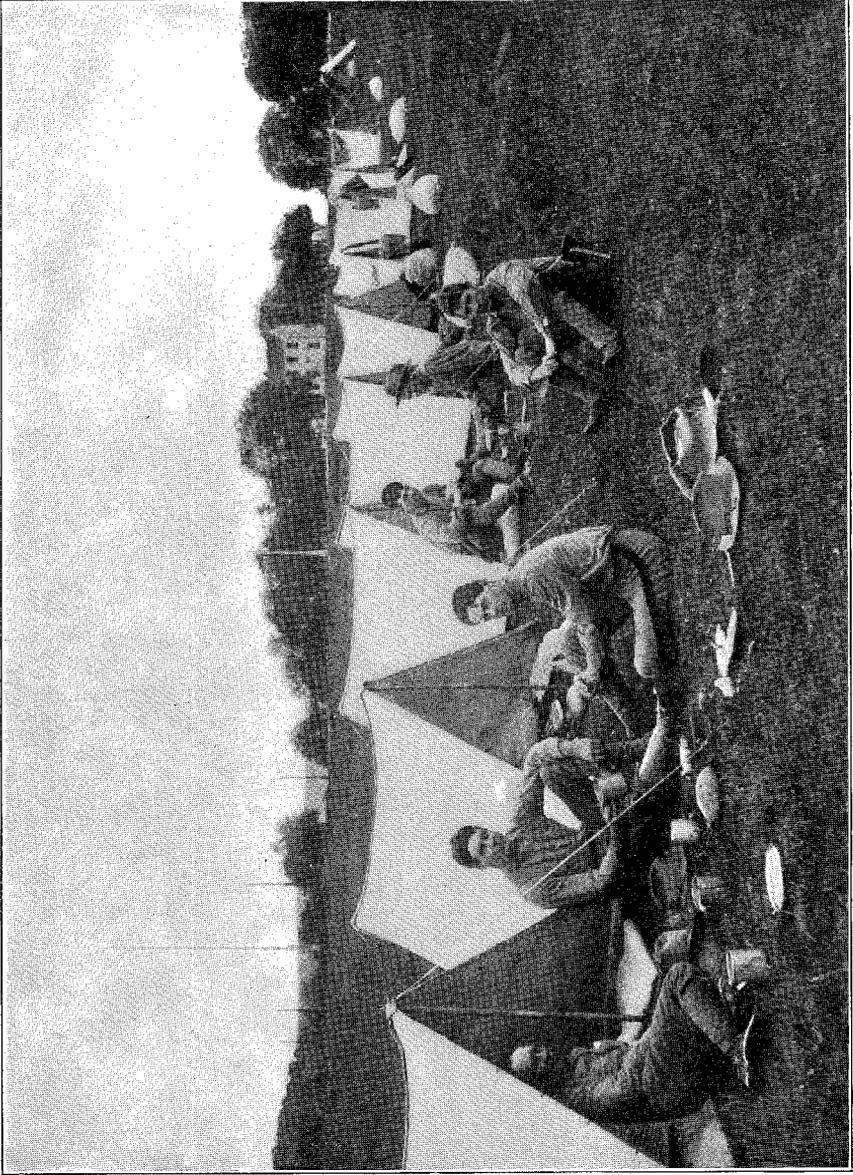
DRAWING ACADEMY — THIRD CLASS.



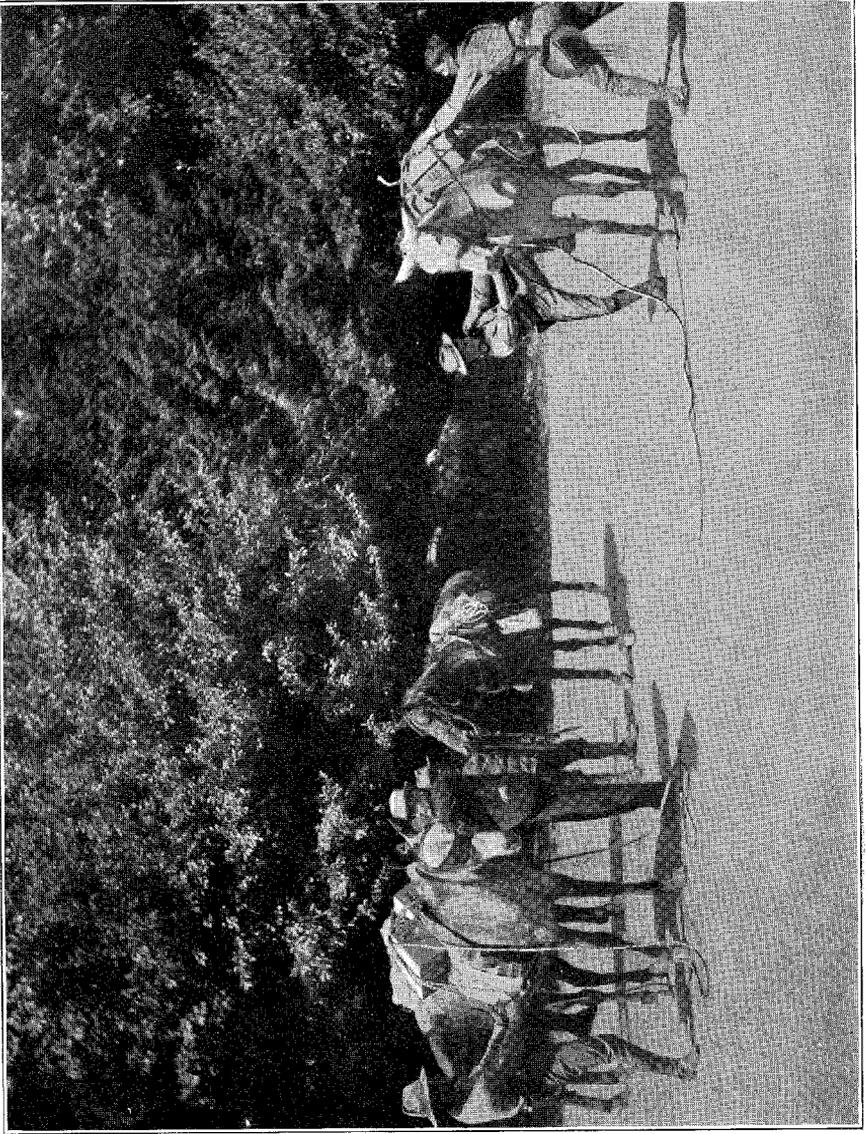
FIRE BY COMPANY—READY.



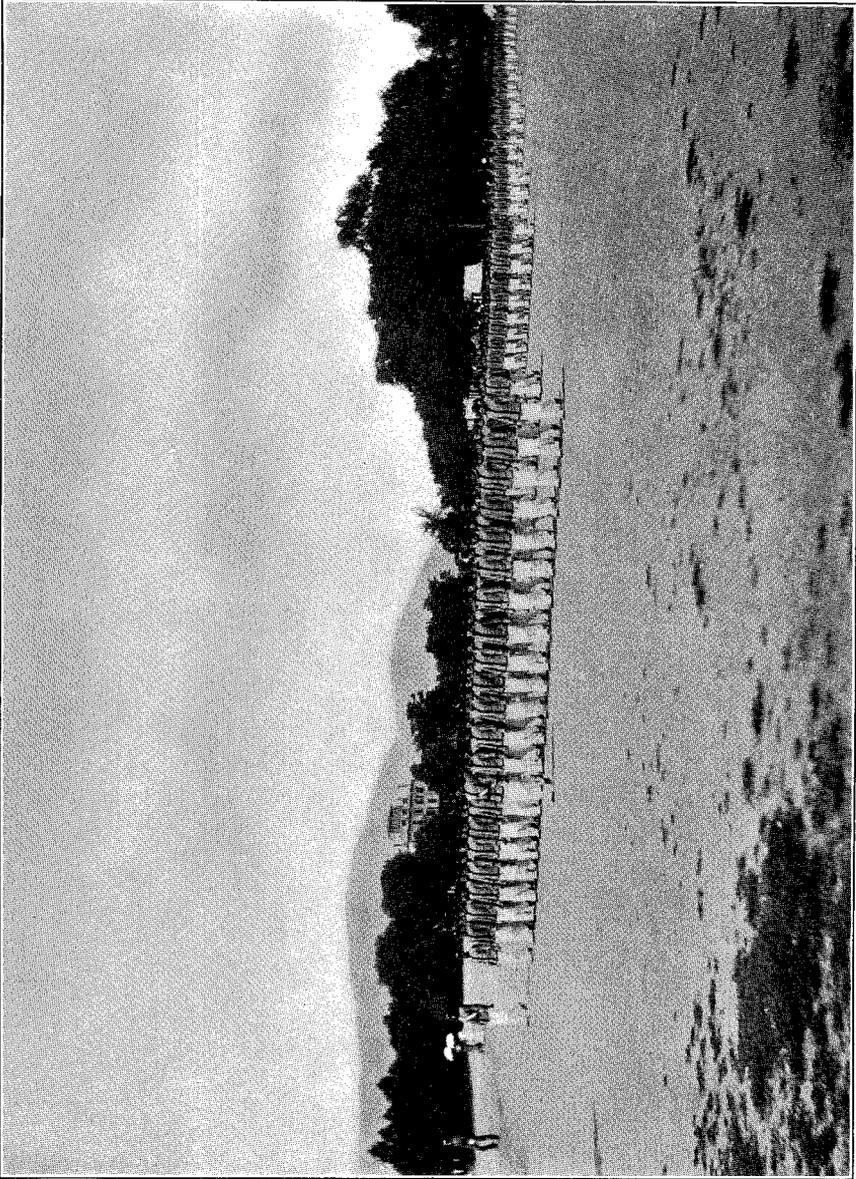
CAMP—INSPECTION OF COMPANY BEFORE PARADE.



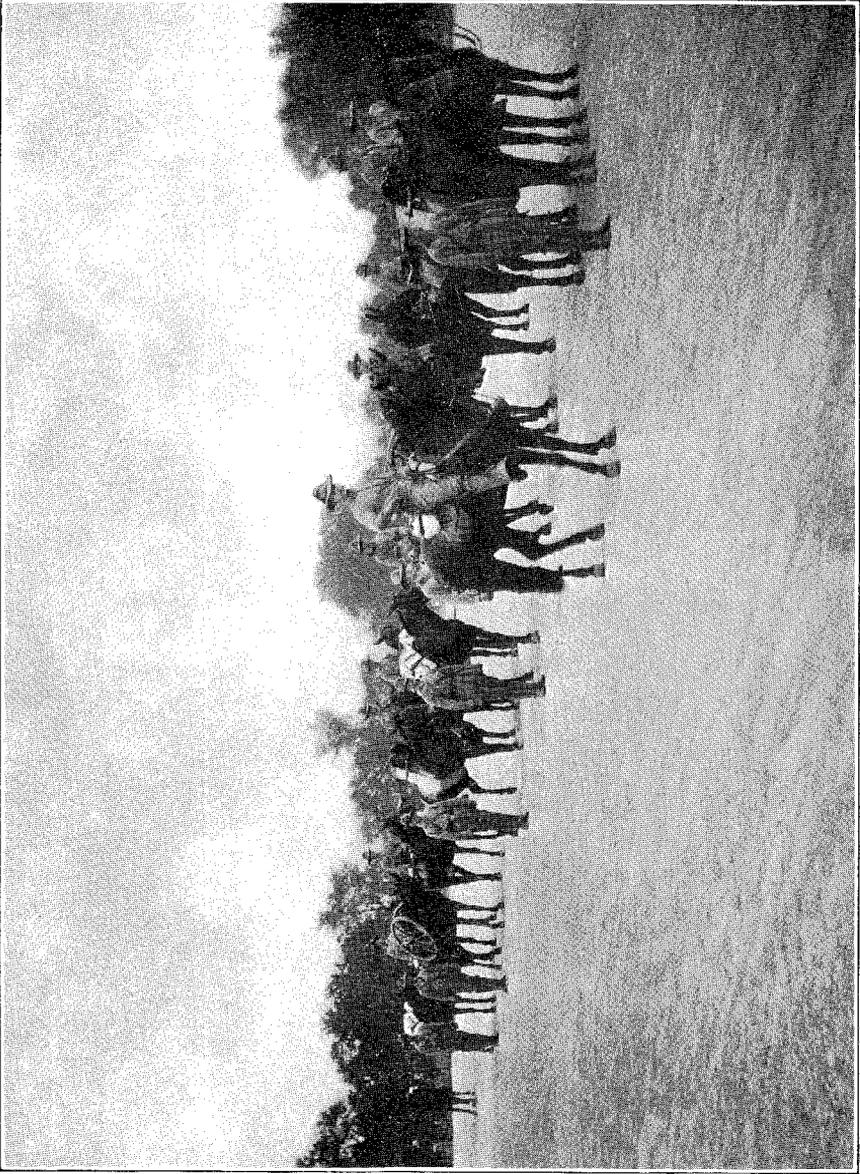
IN THE FIELD—DINNER.



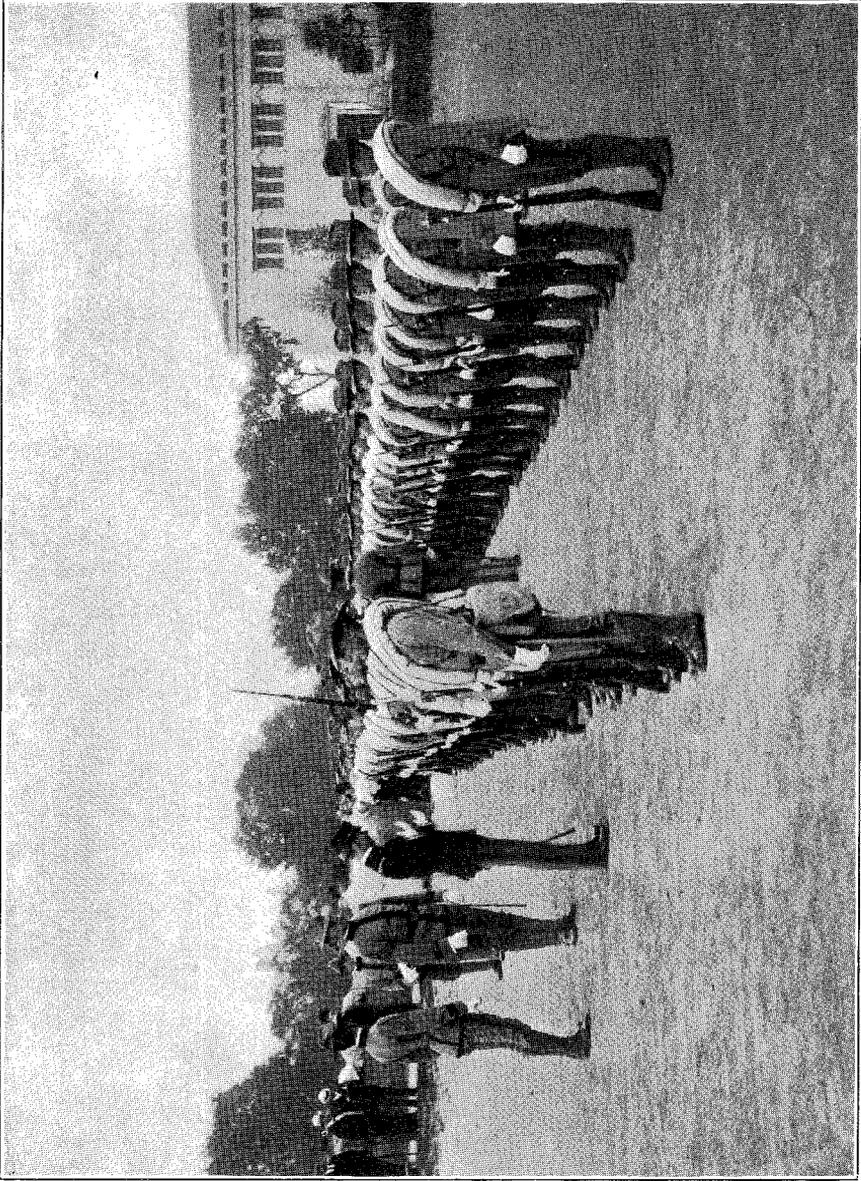
PACK SERVICE DRILL.



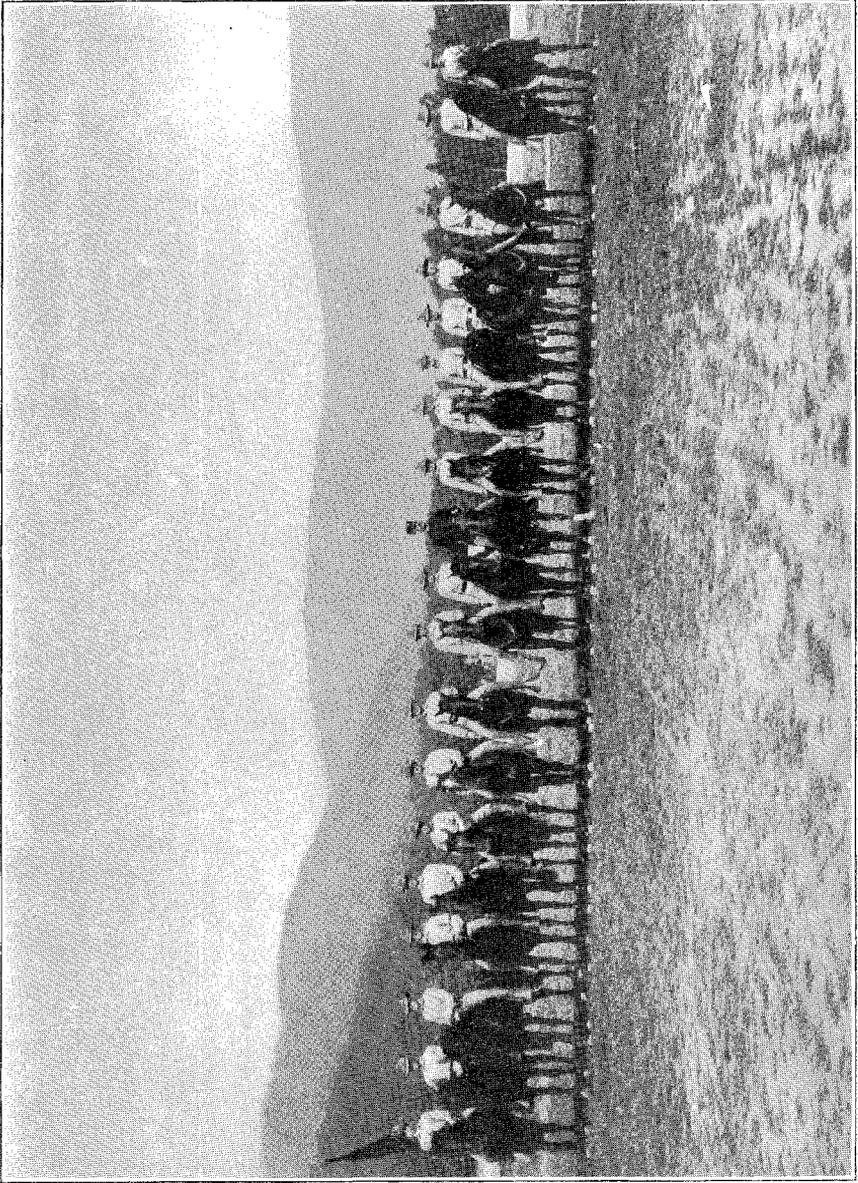
MARCHING TO DINNER FROM CAMP.



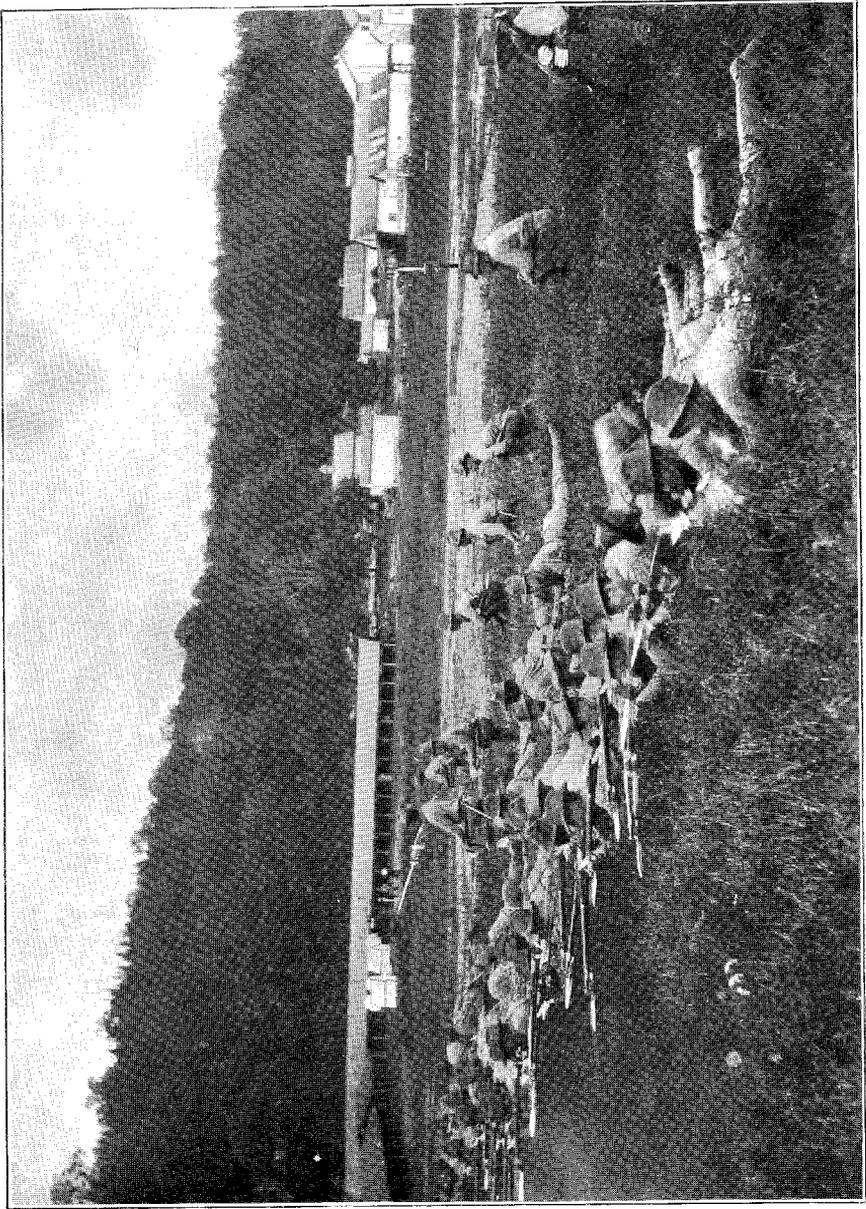
PACK TRAIN.



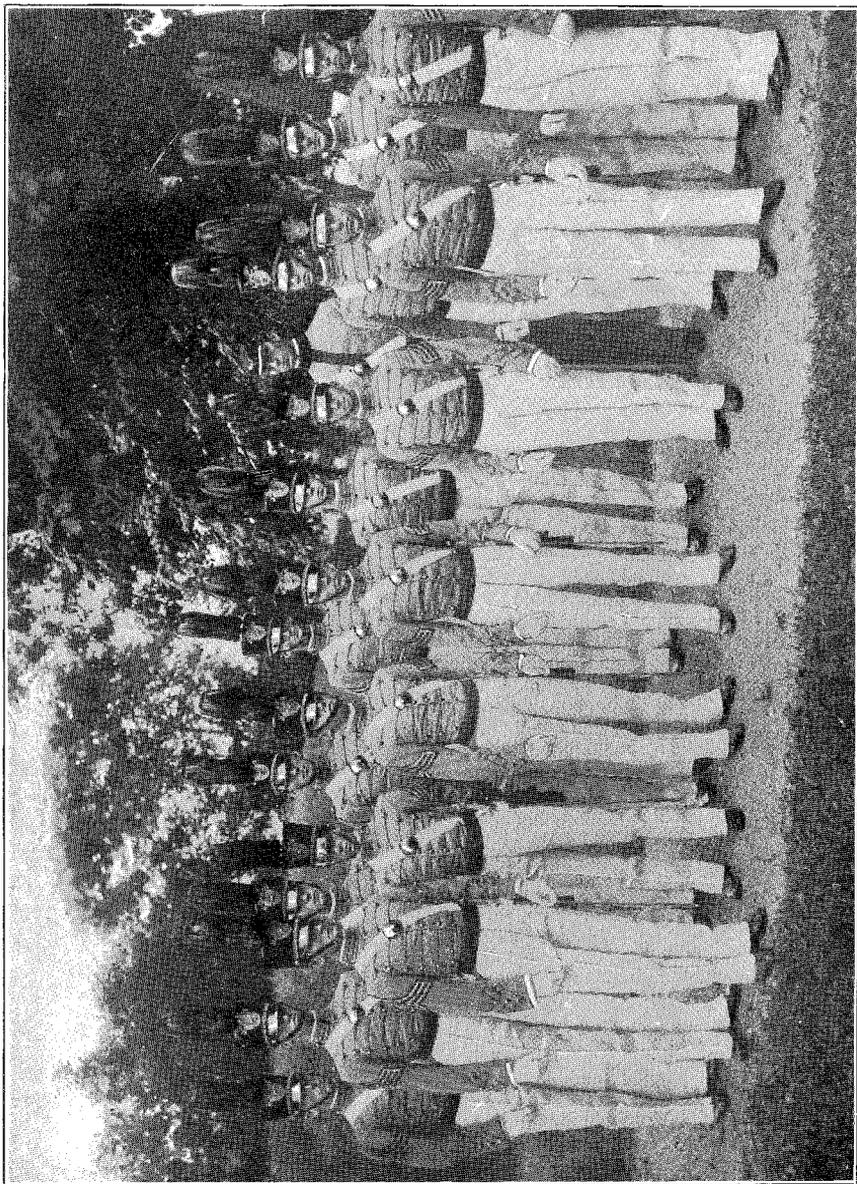
INSPECTION. HEAVY MARCHING ORDER.



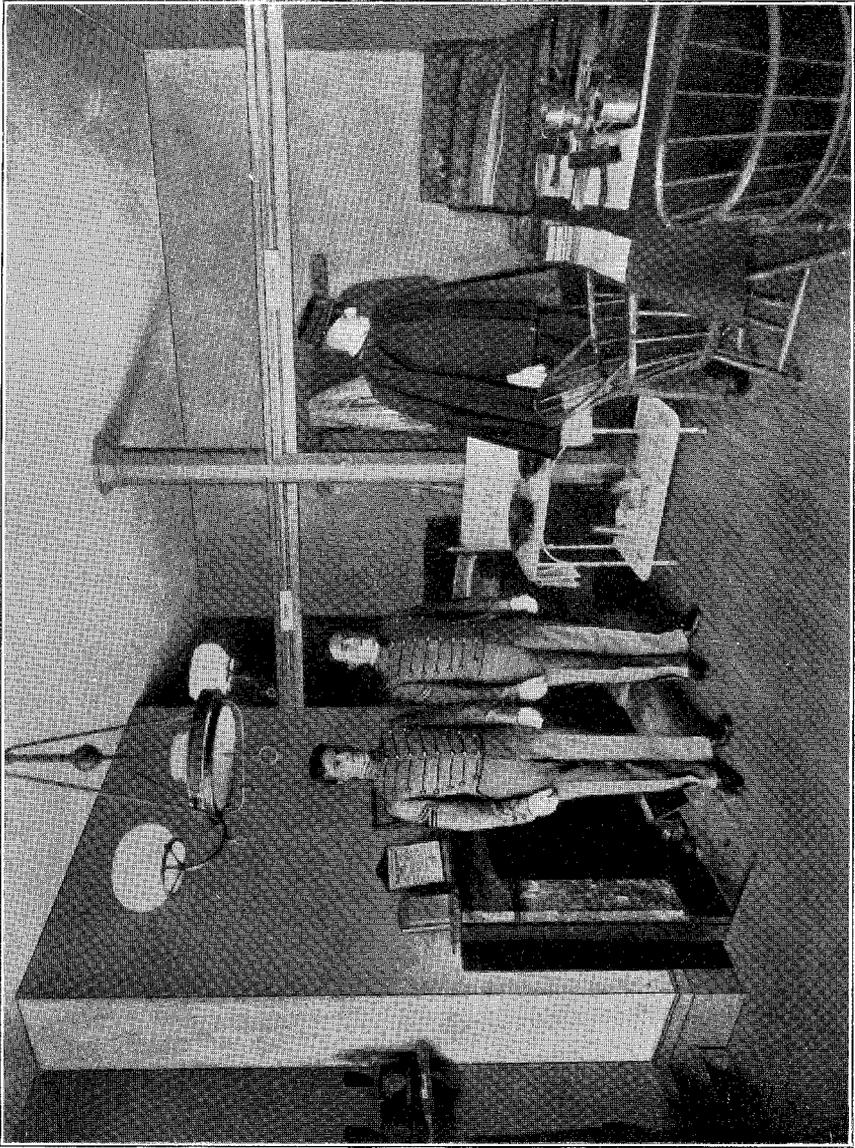
CAVALRY.



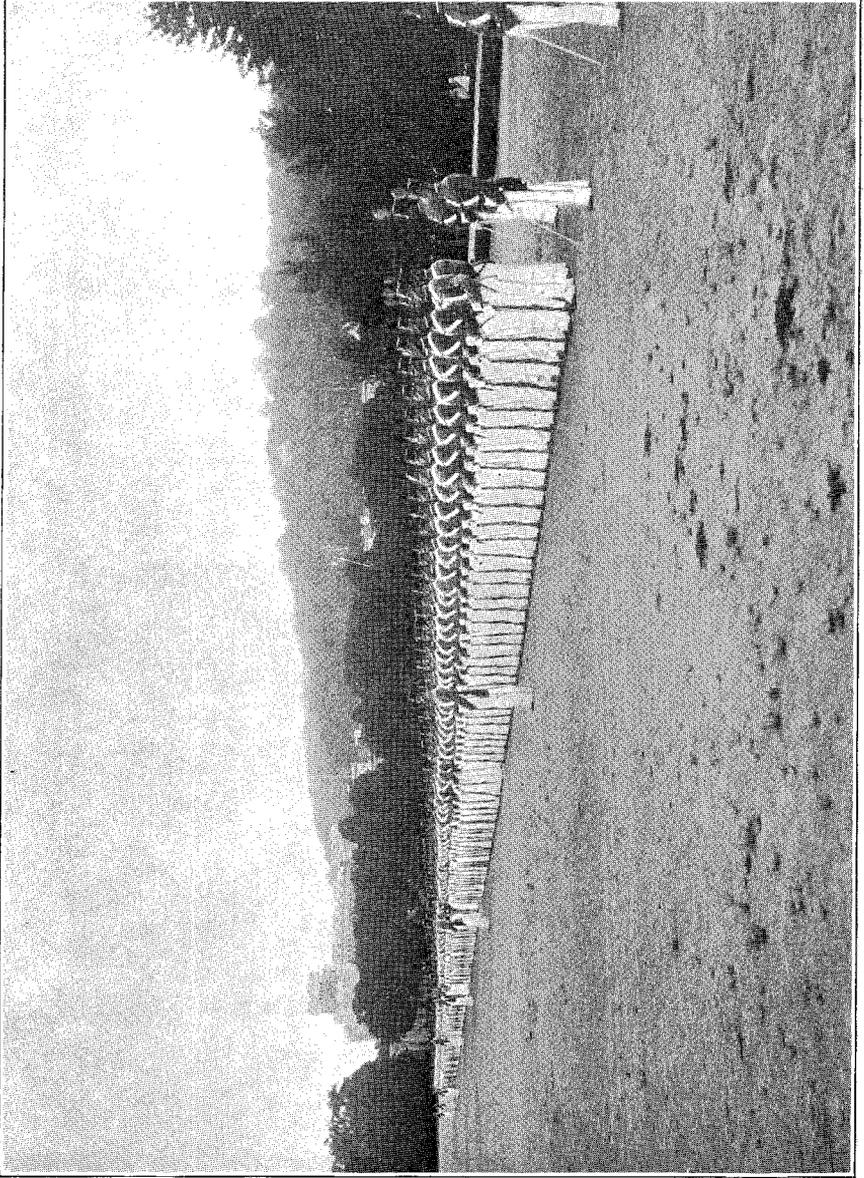
IN THE FIELD—ON THE FIRING LINE.



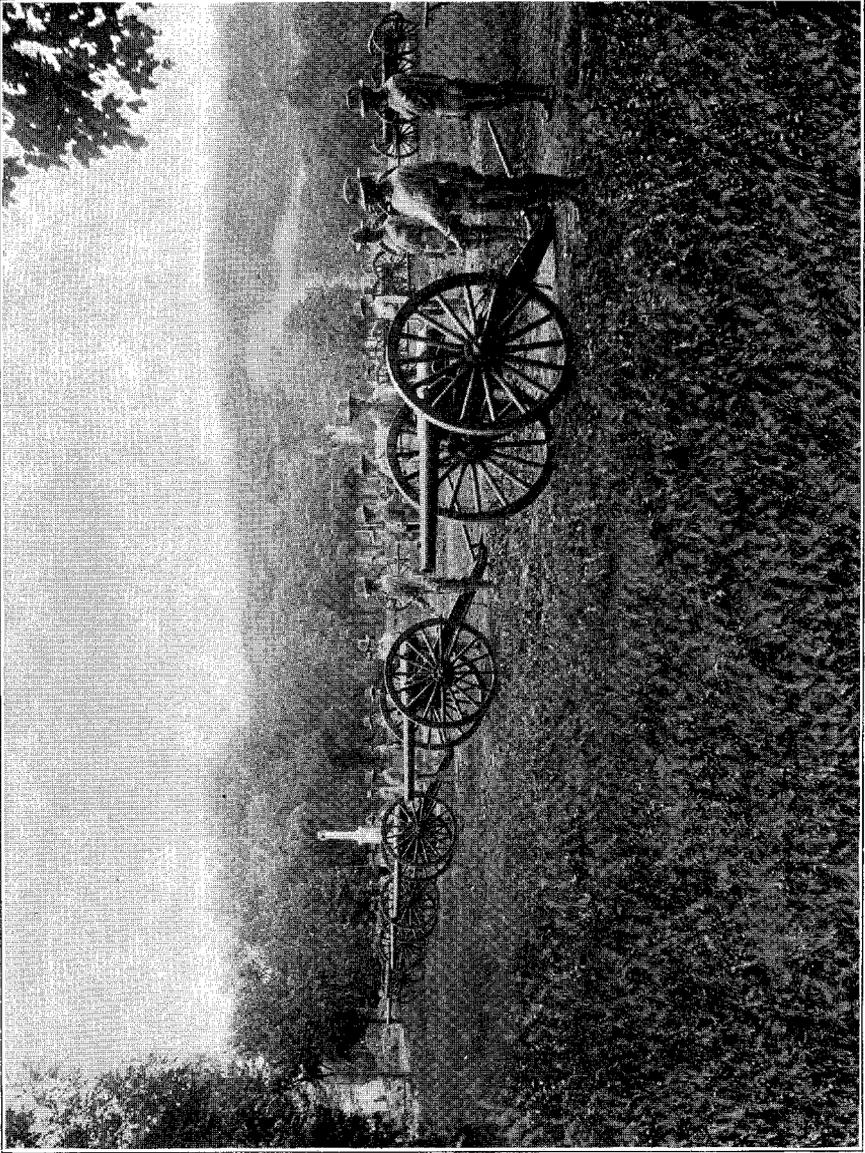
CADET OFFICERS.



INSPECTION OF QUARTERS.



DRESS PARADE.



STANDING GUN DRILL.

