

# ANNUAL REPORT

OF THE

## BOARD OF VISITORS TO THE UNITED STATES MILITARY ACADEMY

(AT WEST POINT, N. Y.)

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JUNE 14, 1907

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WASHINGTON  
GOVERNMENT PRINTING OFFICE  
1907



# REPORT

OF THE

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

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WEST POINT, N. Y., *June 14, 1907.*

SIR: We have the honor herewith to submit the following report of the Board of Visitors, appointed under sections 1327, 1328, and 1329, Revised Statutes of the United States, "to inquire into the actual affairs of discipline, instruction, fiscal affairs, and other matters relating to the institution, and to report the same to the Secretary of War, for the information of Congress."

The membership of the Board is as follows:

*Appointed by the President of the United States.*—Brig. Gen. Thomas Ward, U. S. A., retired; Gen. Bird W. Spencer, Passaic, N. J.; Mr. George H. Newman, Fayetteville, Tenn.; Dr. Roswell Park, Buffalo, N. Y.; Col. A. R. Lawton, Savannah, Ga.; Mr. Archibald Hopkins, Washington, D. C.; Hon. N. T. Guernsey, Des Moines, Iowa.

*Appointed by the Vice-President.*—Hon. N. B. Scott, West Virginia; Hon. A. O. Bacon, Georgia.

*Appointed by the Speaker of the House of Representatives.*—Hon. John A. T. Hull, Iowa; Hon. John W. Dwight, New York; Hon. James Hay, Virginia.

The Board met in its rooms at West Point, N. Y., on Monday, May 27, 1907, at 2 o'clock p. m., all the members being present except Hon. James Hay, who was not present during any of the sessions of the Board.

The Board was then organized by the unanimous election of Brig. Gen. Thomas Ward as president, Hon. A. O. Bacon as vice-president, and Hon. John W. Dwight as secretary.

Col. H. L. Scott, Superintendent of the Military Academy, was notified of the organization of the Board, in response to which the Board was informed that Capt. William Newman, First Infantry; Capt. Joseph S. Herron, Second Cavalry; Capt. Michael J. McDonough, Corps of Engineers; First Lieut. Frank O. Whitlock, Fourteenth

Cavalry; First Lieut. Marion W. Howze, Artillery Corps; Second Lieut. Grayson M-P. Murphy, Seventeenth Infantry, and Second Lieut. Joseph W. Stilwell, Twelfth Infantry, had been designated and directed to report to the Board in order to aid it as far as possible in the prosecution of its work.

At 4.20 o'clock p. m. Superintendent Scott made an official call upon the Board, accompanied by his staff. At 4.30 o'clock p. m. the Board witnessed a review of the cadets given in its honor, after which it attended a reception at the quarters of the Superintendent, where it met the various officers and ladies of the post and cadets of the graduating class.

At the second meeting of the Board, on Tuesday, May 28, 1907, the president of the Board announced the appointment of the following committees:

*Fiscal affairs.*—Hon. John A. T. Hull, Hon. N. T. Guernsey, Hon. A. O. Bacon, Gen. Bird W. Spencer.

*Buildings and grounds.*—Hon. John W. Dwight, Mr. George H. Newman, Dr. Roswell Park, Hon. N. B. Scott.

*Discipline and instruction.*—Col. A. R. Lawton, Hon. John A. T. Hull, Hon. John W. Dwight, Gen. Bird W. Spencer, Mr. Archibald Hopkins.

*Arms, equipment, and target practice.*—Gen. Bird W. Spencer, Col. A. R. Lawton, Mr. Archibald Hopkins, Mr. George H. Newman, Hon. James Hay.

*Hygiene and related subjects.*—Dr. Roswell Park, Hon. N. T. Guernsey, Hon. N. B. Scott, Mr. Archibald Hopkins.

*Special committee on schools at West Point.*—Hon. N. B. Scott, Hon. A. O. Bacon, Hon. John A. T. Hull, Hon. John W. Dwight, Hon. James Hay.

The president of the Board ex officio member of committees.

Most of the work of the Board was done through its committees, and the results of their labors are indicated in their several reports, which are hereto attached. In addition to the meetings of the committees, the Board itself had frequent meetings from day to day and its members attended all of the various exercises and exhibitions of the instruction and discipline imparted to the Corps of Cadets and of the results obtained.

The Corps of Cadets left West Point early on the morning of Tuesday, June 4, for the Jamestown Exposition, in consequence whereof the Board took a recess from Monday, June 3, to Thursday, June 13, the day preceding the graduating exercises of the first class, it being found impracticable to complete its report in time to adjourn on the 3d.

Several members of the Board found it impossible to return to West Point, and when the Board reconvened on June 13 there were present:

Brig. Gen. Thomas A. Ward, Gen. Bird W. Spencer, Col. A. R. Lawton, Mr. George H. Newman, Mr. Archibald Hopkins.

The Board attended the graduating exercises on June 14, on which occasion an address was delivered to the graduating class by Col. Alexander R. Lawton, a member of the Board of Visitors, who had been designated by the Board in response to the request of the Superintendent that one of its members be selected for this purpose.

Attention is called to the attached letter of June 5, 1907, from the quartermaster, United States Military Academy (marked "Appendix 1"<sup>a</sup>), with reference to the care of the cemetery, and the details which are given. It would seem to be clear that the former annual appropriation of \$1,500 was at least not excessive, and that it will be difficult to maintain the cemetery in a condition which befits one at so important a post, and containing the bodies of so many distinguished men, unless the annual appropriation shall be increased beyond the \$1,000 available for the coming year and restored to not less than \$1,500.

Special attention is called to the reports of the several committees, which are attached hereto, and to the inclosures therein. Each and every of the recommendations made by the several committees was unanimously approved by the Board, and the reports of the committees, in the forms in which they appear, were adopted by the Board.

The following is a recapitulation of the recommendations and findings made by the Board, the reference in each being to the committee in whose report the details of, and reasons for, these findings will be found, to wit:

#### RECOMMENDATIONS OF BOARD OF VISITORS.

1. That the Superintendent have the rank, pay, and allowances of a brigadier-general. (Fiscal affairs.)
2. That the funds belonging to cadets be deposited in banks or trust companies at interest, or that the Government allow interest thereon. (Fiscal affairs.)
3. Appropriation of \$5,000 for tiling certain rooms in the cadet mess hall. (Fiscal affairs.)
4. Appropriation of \$2,500 for the installation of a garbage crematory. (Fiscal affairs.)
5. Appropriation of \$10,000 per annum as a contingent fund to be expended for the benefit of the Academy upon the recommendation of the Superintendent and by the authority of the Secretary of War. (Fiscal affairs.)
6. Reorganization and increase of the band, and readjustment of its pay, as set out in the report of the committee on fiscal affairs.
7. Increase to \$5,000 per annum of the contingent fund for the reception of official visitors. (Fiscal affairs.)

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<sup>a</sup>See page 9.

8. Extra pay of 50 cents per diem to enlisted men in artillery and cavalry detachments. (Fiscal affairs.)

9. That officers detailed from other departments in the Academy for the purpose of assisting in artillery instruction should receive extra pay for extra labor performed. (Arms, equipment, and target practice.)

10. The purchase of Constitution Island at a maximum price of \$150,000. (Buildings and grounds.)

11. That all assistant professors and instructors be members of the detailed staff; appointments causing vacancies in the branches of the service at large to be filled in the regular order of promotion as in details to the staff departments; that officers thus detailed who show special proficiency be kept here for longer periods. (Discipline and instruction.)

12. That careful consideration be given by the authorities, and by future boards of visitors, to the broadening, and possibly the lengthening, of the course of instruction, with a view to giving to the cadets a more general education. No such change, however, to be made except after careful consideration and when it shall clearly appear to be necessary. (Discipline and instruction.)

13. That two additional tactical officers be detailed to the Academy to act as battalion commanders, each to receive the rank, pay, and allowances of a major. (Discipline and instruction.)

14. That the present annual appropriation to the library be continued. (Discipline and instruction.)

15. That the detachment of field artillery be increased to the full strength of 133 men to correspond with the organization of a light battery, and that one electrician sergeant, first class, and one master gunner be authorized for the coast artillery. (Arms, equipment, and target practice.)

16. The construction of permanent buildings for the primary station, the secondary station, the battery commander's station, the searchlight station, and the emplacement booths for the fire-control system in the coast artillery, and the installation of a searchlight with necessary operating machinery for position-finding service in night work. (Arms, equipment, and target practice.)

17. The provision of a towing launch, with a liberal allowance of ammunition for field and coast artillery target practice and the necessary track and equipment for the moving of the target for field artillery. (Arms, equipment, and target practice.)

18. That, if practicable, and so far as is consistent with their other duties, each class should be given a regular course in target practice, with indoor practice during the winter months; that a first-class rifle range should be provided; that the cadets on graduation should know the technique of target practice and be able to instruct the soldier, and

that they should be given as much individual practice as is practicable. (Arms, equipment, and target practice.)

19. The allowance to the Corps of Cadets, for the instruction of the first class at the fortifications, of one company's allowance of ammunition annually for target practice with the 10-inch, 16-inch, and 15-pounder guns. (Arms, equipment, and target practice.)

20. Appropriation for the purchase annually of ten specially trained ponies for the use of the cadets in instruction in horsemanship. (Arms, equipment, and target practice.)

21. The establishment and maintenance by the Government at West Point of a first-class school for children of the officers and enlisted men stationed there. The annual expense will be about \$3,600. (Schools.)

22. Appropriation of \$1,000 to provide anatomical models and means for the object-lessons method of teaching military hygiene. (Hygiene.)

23. Appropriation of \$2,500 for the construction of a pavilion for contagious diseases at the soldiers' hospital. (Hygiene.)

24. Appropriation of \$20,000 for the erection of a surgical ward for the women of the post. (Hygiene.)

25. Inclusion of regular allowance of \$500 to professor of military hygiene in the regular appropriation bill. (Hygiene.)

26. Preparation, under direction of Surgeon-General, of a special text-book for the department of military hygiene. (Hygiene.)

27. Abolition of periods of physical probation for cadets with physical defects or disqualifications; i. e., the maintenance of the highest standard of physical perfection. (Hygiene.)

28. Discontinuance of disregard of the findings of medical officers and medical boards, their findings being regarded as final. (Hygiene.)

29. Speediest possible completion of the new hotel and insurance by proper contract against future complaints. (Hygiene.)

30. That such additional appointments of cadets be authorized by Congress as shall fill the 75 or 80 vacancies now existing and keep up the full complement.

31. That the appropriation for the maintenance and care of the cemetery be restored to not less than \$1,500 per annum.

The Board finally adjourned sine die on the afternoon of June 14, 1907.

The Board is under many obligations for the great courtesy extended and the many attentions paid to its members by the Superintendent and other officers at the post, extending, as they did, far beyond official requirements.

In conclusion, the Board of Visitors is of the opinion that the Academy is in the hands of a most zealous and efficient Superintendent, and that he has the earnest and hearty cooperation of high-class officers and assistants in all departments. The Corps of Cadets is in

a high state of efficiency, and the moral tone of the institution is of the best.

We earnestly call to the attention of the War Department and of Congress each and all of the recommendations submitted herewith, in the firm belief and opinion that the Academy deserves at the hands of the Government the best that can be provided, and that each of the provisions above recommended will, if carried out, promote its best interests.

All of which is respectfully submitted.

THOMAS WARD,  
*Brigadier-General, United States Army, Retired, President.*

AUGUSTUS O. BACON,  
*Vice-President.*

BIRD W. SPENCER.

ALEXANDER R. LAWTON.

GEO. H. NEWMAN.

ROSWELL PARK.

N. T. GUERNSEY.

ARCHIBALD HOPKINS.

JOHN A. T. HULL.

JOHN W. DWIGHT.

N. B. SCOTT.

The SECRETARY OF WAR,  
*Washington, D. C.*

APPENDIX 1.

OFFICE OF THE  
QUARTERMASTER AND DISBURSING OFFICER,

*West Point, N. Y., June 5, 1907.*

SIR: In compliance with your request of the 3d instant, I have the honor to state that the improved part of the cemetery at West Point comprises from 15 to 20 acres and the unimproved portion about 40 acres. The appropriation is used for the hire of necessary labor required to keep the roads, grass, graves, walks, etc., in condition, for purchase of flowers, shrubs, seed, etc., and other expenses connected with the maintenance of the grounds. An amount of not less than \$1,500 per annum is absolutely essential for this work.

For some years prior to July 1, 1906, this annual appropriation was \$2,000. At its session a year ago last winter Congress reduced this amount to \$1,500, under which we have been operating for the past fiscal year. At the session last winter the appropriation was still further reduced to \$1,000, which will have to see us through for the fiscal year ending June 30, 1908.

During six months of the year I find it necessary to employ from three to four men, one at \$45 per month, the others at \$1.50 per day. During the fall and winter, viz, from October 1 until April 1, two men are usually sufficient.

During the past ten months, i. e., from July 1, 1906, to May 1, 1907, the total amount expended for labor was \$1,095.94, or an average of \$109.59 per month. During May and June this average will be increased, as it will be necessary to employ three or four men.

I estimate that the amount for labor alone during this fiscal year will be between \$1,350 and \$1,400, which leaves very little for other necessary expenses which must be met in order to keep the cemetery in proper condition.

It is quite probable that the area of the present improved portion of the cemetery will not be increased for some years to come, but I consider \$1,500 per year necessary to enable us to maintain the cemetery in proper condition. Of course an effort will be made to do the best we can with the \$1,000 that will be available during the next fiscal year, but I fear the appearance of the grounds will suffer.

Very respectfully,

J. M. CARSON, Jr.,

*Major and Quartermaster, United States Army.*

Hon. JOHN W. DWIGHT,

*Secretary Board of Visitors, West Point, N. Y.*

(Through Superintendent United States Military Academy.)

[Indorsement.]

## HEADQUARTERS UNITED STATES MILITARY ACADEMY,

*West Point, N. Y., June 5, 1907.*

Respectfully forwarded to Gen. Thomas Ward, United States Army, president Board of Visitors. The estimates for the fiscal year ending June 30, 1909, will request an allotment of \$1,500 for the maintenance of the cemetery.

H. L. SCOTT,

*Colonel, United States Army, Superintendent.***REPORT OF THE COMMITTEE ON FISCAL AFFAIRS.**WEST POINT, N. Y., *June 3, 1907.*

SIR: We have the honor to report to you that we have made a careful and detailed inspection of the affairs of the Military Academy which come under the scope of our committee, and in our investigation have been aided by the Superintendent and have been furnished every facility by Capt. Thomas Franklin, United States Army, quartermaster and commissary of cadets and treasurer United States Military Academy.

The details of the fiscal organization are fully given by previous reports, especially the report of the Board of Visitors of 1903.

Without repeating the details that are fully set out in the preceding reports, it is sufficient to state that the administration of this portion of the Academy's affairs, under Captain Franklin, has been most admirable in every respect, and that he has shown marked administrative and executive ability.

We recommend that the Superintendent of the Military Academy have the rank, pay, and allowances of a brigadier-general.

The paramount importance of the work done by the Academy renders the position of Superintendent one of very great responsibility, which should be recognized by corresponding rank.

By reason of his official position, the Superintendent is subjected to constant and large expense, especially for the formal entertainment of strangers, who are, in fact, the guests of the country at large and not of the Superintendent. No adequate provision is now made for this outlay. The increase in pay suggested would not be sufficient to reimburse the Superintendent on this account, but would materially aid in that direction.

It is proper that we add that this suggestion is made solely on the initiative of this committee, without any suggestion or intimation from the present Superintendent.

As treasurer of the Academy Captain Franklin has in his possession funds belonging to the cadets, which are disbursed for their benefit by

him, there being at all time a considerable balance in this account. On May 11, 1907, the amount was \$82,897.15. This money is kept with the assistant treasurer in New York and draws no interest. It is not a part of the public funds, but belongs to the cadets.

The United States pays 4 per cent interest upon the savings of enlisted men. It should, in our judgment, pay a like amount of interest upon this fund, or else the regulations should be so amended as to permit its deposit in banks or trust companies, where it would draw interest. In connection with this suggestion the Judge-Advocate-General said, on January 29, 1906, in an indorsement upon a proposition submitted by the Superintendent of the Academy: "I know of no legal objection to the proposition submitted by the Superintendent. Disbursing officers are expressly forbidden by statutes to loan public funds. It has been seen that these are not public funds, but are sums deducted from the monthly pay of the cadets and held in trust for them until their graduation from the Academy." By regulation adopted by the President, the deposit of these funds where they would draw interest could be authorized. We recommend that either provision be made for interest upon these funds, as in the case of enlisted men, or that regulations be adopted authorizing their deposit in banks or trust companies, on proper conditions to be fixed by regulations.

We recommend that for tiling certain rooms in the cadet mess there be appropriated \$5,000. This amount, it is estimated, will be required to complete tiling the floors and the walls to the height of about 5 feet. This is necessary from a sanitary point of view and at the same time will add very materially to the appearance of the building. Some tiling has already been done and the work should be completed, which it is thought can be done by the expenditure of the above amount.

We recommend that there be appropriated for the purchase and installation of one garbage crematory \$2,500. This apparatus is necessary for the prompt and hygienic disposal of the garbage and waste material necessarily incident to the operation of the cadet mess. At present this is placed in galvanized-iron cans and hauled away twice a day by a special tank wagon, requiring the services of two horses and two men. The cans and covers are thoroughly scrubbed with hot water daily to keep them in a sanitary condition. They are unsightly and occupy considerable space in the courtyard of the cadet mess. The present method of disposal of the garbage is costly. In addition to the expense of hauling, handling, and cleaning the cans, it is necessary at short intervals to renew them.

The incinerator estimated [for] will provide for the immediate destruction of the garbage as fast as it accumulates, and it can be operated at less expense than the present method entails. The process is also

lutely hygienic and odorless, the only residue being a small amount of easily handled ashes.

We recommend that the sum of \$10,000 be annually appropriated as a contingent fund to be expended for the benefit of the United States Military Academy, upon the recommendation of the Superintendent and subject to the approval and direction of the Secretary of War.

Such a fund is necessary to the efficient management of the Academy. Constant necessities arise which can not be anticipated so as to make timely provision for them in the annual appropriation bills, and the lack of funds available to promptly meet them constantly and materially impedes and hampers the work of the institution.

We herewith transmit a communication from Mr. George Essigke, the teacher of music, with two indorsements (Appendix A<sup>a</sup>), relative to the United States Military Academy band.

The suggestions therein made as to the reorganization of this band are, in our judgment, nothing more than is requisite to place the band upon the basis which a proper consideration of its position in connection with the affairs of the Academy makes appropriate. We therefore recommend their adoption.

We recommend that the fund for the reception of official guests at the Academy be increased to an amount not less than \$5,000.

The inadequacy of the fund now provided for this purpose is notorious, and the result is the imposition of a not inconsiderable financial burden upon the officers who are stationed at the post and who must consequently receive and entertain those who are in fact the guests of the public. Their pay is insufficient to provide for contingencies of this character, and there is every reason why they should be relieved of this expense.

We urgently recommend that there be granted to the enlisted men in the artillery and cavalry detachments assigned for duty at the Military Academy extra pay of 50 cents per diem, thereby putting them on a parity with the enlisted general-service men on this post.

These artillerymen and cavalrymen are required to perform a large amount of work, much of it of a menial character, necessary in the care of horses, guns, harness, etc. This work is essential, but is regarded by these men as in large measure outside of their duties as soldiers. Civilians performing work of the same character receive much higher compensation. The result has been much dissatisfaction, manifesting itself in an abnormally large and constantly increasing proportion of desertions and in an absolute refusal on the part of the men to reenlist upon the expiration of their enlistments. The proposed increase in their pay would place them upon the same footing as the public-service men on the post and would remove largely the

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<sup>a</sup> See page 41.

discrimination in favor of civilian labor. As a consequence, these men would be satisfied, more capable men could be secured, and the service would be improved by the retention of efficient men.

All of which is respectfully submitted.

N. T. GUERNSEY,  
*Acting Chairman.*

BIRD W. SPENCER.

AUGUSTUS O. BACON.

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors, West Point, N. Y.*

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

WEST POINT, N. Y., *June 3, 1907.*

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

**BUILDINGS AND GROUNDS.**

The progress of the building under the general plan as approved by the Secretary of War January 28, 1904, is gradually reaching completion. Some difficulties have been encountered, which are set forth in a letter herewith attached (Appendix B<sup>a</sup>) from the Superintendent of the Military Academy, dated May 27, 1907, to which we respectfully invite your attention.

The general and efficient work connected with the erection of these buildings and the improvements of the grounds under the immediate charge of Maj. J. M. Carson, jr., especially appeals to your committee, which has carefully examined all of these works, even to the minor details. Too much praise can not be given Major Carson for his efficient work.

Your committee unanimously recommend the purchase of Constitution Island, in accordance with the recommendation of Colonel Scott in a letter dated May 27, 1907 (Appendix C<sup>a</sup>), at a price not to exceed \$150,000.

All of which is respectfully submitted.

JOHN W. DWIGHT,  
*Chairman.*

N. B. SCOTT.

GEORGE H. NEWMAN.

ROSWELL PARK.

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors.*

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<sup>a</sup> See pages 43, 46, respectively.

**REPORT OF COMMITTEE ON DISCIPLINE AND INSTRUCTION.**WEST POINT, N. Y., *June 3, 1907.*

SIR: The committee on instruction and discipline has the honor to report as follows:

**OPPORTUNITIES FOR OBSERVATIONS.**

The Superintendent and every officer at the Academy have afforded to the Board all possible opportunities for proper observation and inspection of every detail and have shown highly commendable zeal in imparting information. The time, however, has been insufficient to enable your committee to make as thorough an investigation into the scope of its duties as the importance of the subject demands.

This is due to the change of dates and plans made necessary by the Jamestown trip of the cadets in advance of graduation. There is so much to see, so many matters to examine into, that the diminished time allowed to this Board has been insufficient for as comprehensive a report as should, in the opinion of your committee, be made. It is unfortunate that such interruptions should occur.

**DETAIL OF INSTRUCTORS.**

Your committee calls attention to the Superintendent's letter of May 27 (Appendix D<sup>a</sup>), which sets forth the disadvantages resulting from the present methods of detail of instructors for work in the various departments. The subject is not a new one. It was brought to the attention of our predecessors in 1904 and 1906, and the proposed changes were approved by them.

The earnest recommendations of General Mills have been so earnestly renewed by Colonel Scott. It is not every well-educated, efficient, and zealous officer who makes a good teacher. The didactic power does not necessarily accompany brains and attainments. When the right man is found for the important work of training the young men who are hereafter to train our Army and command it, not only should there be no obstacle to his assignment to so important a duty for which he is particularly fitted, but he should be allowed to remain at his post for as long a time as may be consistent with the needs of the service. Whatever can be done to remove any disadvantage to the line which may result from his detail to the Academy should be done. When an officer is thus detailed to the staff corps the vacancy thus created in the line is filled and the number of available officers of the line is left undiminished. Important as are the various duties of the staff corps, they are surely not more important than the training of the cadets.

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<sup>a</sup>See page 48.

It would be superfluous waste of time to repeat statements of the case as made by General Mills and Colonel Scott. Your committee recommends that all assistant professors and instructors in the Military Academy be made members of the detailed staff, appointments of assistant professors and instructors causing vacancies in the branches of the service at large to be filled by the regular order of promotion, the same as in details to the staff departments at the present time; also that those showing special proficiency be kept here for longer periods.

#### GENERAL SCHEME OF ACADEMIC INSTRUCTION.

Your committee is of the opinion that the time has come when the question of modifying the curriculum of the Academy should be carefully considered. When it was established with substantially its present scope there was no opportunity for post-graduate professional instruction. Now it may be readily had for every branch of the service. It would seem to follow that the time spent at West Point need not be so exclusively devoted to technical studies, and that by lessening the requirements in them to some extent, and possibly lengthening the course a year, the cadet can be graduated with an education approaching in general culture that acquired in the best American colleges.

An educated man is not merely trained to proficiency in a profession, but has had his powers and susceptibilities so drawn out and developed that he enters upon life capable of appreciating the best it has to offer in the way of learning, art, literature, and science, both historically and in their relation to the life of to-day, having some knowledge of himself and of his place in the universe about him, and inspired with a desire for mental growth which will stimulate and dominate him, no matter what his occupation or how long he may live.

A modification might give opportunity which does not exist now (and which many eminent men testify has been of the utmost value to them) to follow concurrently with the required curriculum an independent course of reading and study along individual lines of preference, making possible a more natural and broader development than is now the case.

An officer of the Army should be an all-round educated gentleman. As it is now, his entire training, both preparatory at the Academy and post graduate, is almost purely technical. It is not suggested that there should be any considerable departure from the professional character of the curriculum or from the regimen and discipline maintained, or any change in the method of instruction; but that the cadet should be given something of the broader outlook and general culture resulting from a college course. The perfecting of his technical training can be had in the pursuit of his profession and in the post-gradu-

ate schools now provided. Opportunity for general culture, if it be wholly omitted from the period of his education and his capabilities in that direction be left dormant, is not likely to be found in an active military life.

These suggestions are radical. From the standpoint of the reports of the superintendents and visitors they appear to be new. If they have merit, they should nevertheless be considered with caution and without haste. Only after the most thorough investigation and consideration, and when it shall clearly appear to be necessary, should any radical change be made in an institution which is universally acknowledged to be the best of its class.

#### NEW BATTALION ORGANIZATION.

Attention is directed to the Superintendent's letter of May 27 (Appendix E<sup>a</sup>), recommending the detail of two additional officers to the department of tactics, thus providing for two battalion commanders made necessary by the division of the Cadet Corps into two battalions, which is to be done as soon as the completion of the new barracks shall permit.

Colonel Scott's letter clearly states the reasons for this increase. The necessity is obvious. We therefore recommend that necessary authority be granted for the detail to the Academy of two additional tactical officers to act as battalion commanders, each to receive during the period of his detail the rank, pay, and allowances of a major.

#### HAZING.

Inquiries from officers and cadets indicate that hazing is entirely a thing of the past. It seems to have been permanently stamped out.

#### LIBRARY.

Did other duties permit, it would have been possible to spend with much profit our whole time in acquainting ourselves with the many advantages offered by the library as one of the most important departments of the Academy. It is indeed fortunate that it has been possible to secure the services of Doctor Holden as librarian. Himself a graduate of the Military Academy and distinguished in learning and literature, he has a high appreciation of the needs of his department and of the advantages to be derived from its proper administration. An account of the many treasures to be there found and the valuable work already done by Doctor Holden would require much more time than is available.

The present annual appropriation of \$10,000 is a liberal one, but by no means too liberal, and we earnestly recommend its continuance.

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<sup>a</sup> See page 50.

## GENERAL.

We have witnessed many exhibitions of the many-sided work of the cadets. All showed results most gratifying, and it would be difficult to believe that they could have been better done. It is evident that instruction is complete, that discipline is of the highest class, and that administration and teaching are in good hands.

ALEXANDER R. LAWTON,  
*Chairman.*

BIRD W. SPENCER,  
ARCHIBALD HOPKINS,  
JOHN W. DWIGHT,

*Committee.*

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors.*

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**REPORT OF THE COMMITTEE ON ARMS, EQUIPMENT, AND  
TARGET PRACTICE.**

WEST POINT, N. Y., *June 3, 1907.*

SIR: The committee has made an examination of the cavalry and artillery stables, and inspected the horses and equipments at both places. They found the horses of the artillery to be very suitable for the purpose. While the number is not sufficient for the needs of a complete company of artillery, it is expected that a sufficient number will be supplied to remedy this defect.

The inspection of the battery on the cavalry plain was satisfactory in every respect, the horses being in fine condition, as well as the equipment.

The cavalry horses are in as good condition as could be expected, considering the fact that there is but one horse to three cadets, and the natural result of three different men riding the same horse, with different style of handling, is apt, and apparently does in this case, render the horse much more inefficient as a cavalry horse than those which are used by a single cavalryman all the time. This accounts to a great extent for the apparent low-grade condition of the cavalry horses. The committee presume that it is impossible to maintain sufficient cavalry horses so that each cadet could have a horse, and, under these circumstances, the horses are probably in as good condition as can reasonably be expected. The cavalry horses of the troops of United States cavalry are in excellent condition, and the cavalry detachment appears to be filling the much-needed want of grooms for the cadet horses, and we recommend that the present extra allowance to enlisted general-service men engaged in other work at the post, of 50 cents per day, be allowed to cavalrymen.

## GYMNASIUM.

The equipment of the gymnasium was found to be satisfactory in every respect, and the military gymnastics by the fourth class, held on June 1, were particularly excellent.

## BARRACKS AND MESS HALL.

The barracks and mess hall were carefully inspected by the committee, and the mess hall, particularly, found to be admirably managed by Capt. Thomas Franklin, the commissary, and in perfect condition.

The committee wish to make a criticism as to the wisdom of housing three cadets in one room, with but one window to the room, and to express some surprise that more sickness has not been the result. This, however, we understand, is to be remedied when the new cadet barracks are completed.

## INCREASE OF ARTILLERY DETACHMENT.

Attention is respectfully called to a communication from Capt. C. P. Summerall, Artillery Corps, with indorsements of Lieut. Col. Robert L. Howze, commandant of cadets, and Col. H. L. Scott, Superintendent (Appendix F<sup>a</sup>), relating to an increase of the artillery detachment, and respectfully beg to make the following recommendations:

The detachment of field artillery should have the full strength of 133 men and the organization of a battery of light artillery. In addition, one electrician sergeant, first class, and one master gunner should be authorized for the coast artillery.

In order to procure men for the detachment, extra pay of 50 cents per day should be allowed them.

Permanent buildings of the standard type adopted for the service should be constructed for the primary station, the secondary station, the battery commander's station, the searchlight station, and the emplacement booths for the fire-control system for coast artillery. A searchlight with a 48-inch or a 60-inch projector, with the necessary operating machinery, should be installed to teach the use of the position-finding service in night work.

A towing launch of the type constructed by the Quartermaster's Department for the service should be supplied for drill in vessel tracking and for towing the target in subcaliber practice.

A liberal allowance of ammunition for field and coast artillery target practice should be authorized for the Military Academy.

In order to teach the methods of fire of field artillery at a moving target, the necessary track and the equipments for such a target should be constructed on the reservation.

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<sup>a</sup>See page 52.

Officers detailed from other departments of the Military Academy to assist in the artillery instruction should receive extra pay for the extra labor performed by them.

#### TARGET PRACTICE.

The committee find on examination that the following course of small-arms practice is enforced: The fourth class are engaged in gallery practice at 25 yards, with reduced target and with reduced ammunition; the third class are practiced up to and including 300 yards. Neither the fourth class nor the third class work is a matter of record so far as credit is given to the cadets for the same. The second class do not take any course in rifle practice, as they are on furlough during the summer months. The first class is put through the regular course up to and including the highest grade of expert riflemen. It is the opinion of the committee that the Infantry Drill Regulations, the Cavalry Drill Regulations, the Coast and Field Artillery Regulations, and the Small-Arms Firing Regulations are all equally essential to the instruction of the cadet. Much will be found in a communication (Appendix G<sup>a</sup>) from Lieut. Col. Robert L. Howze, commandant of cadets, with indorsement of Col. H. L. Scott, Superintendent, bearing upon this subject. After carefully reviewing the communication the committee are still of the opinion that every effort should be made to practice the entire four classes in the regular course.

The committee are also of the opinion that if it is possible the entire four classes should be given indoor practice during the winter months, there appearing to be ample facilities for this in the riding hall and in some other of the buildings at the post.

The committee are not disposed to criticise the remarks of Colonel Howze in connection with the selection of a team to be entered in competitions outside the Academy, but are disposed to agree that if it is not to the best discipline of the cadets competitive teams should not be developed. None of these things can be accomplished unless range facilities are furnished.

The present rifle range is most emphatically condemned. It consists of a range of ten targets, direct shooting on the plain being limited to 450 yards. In order to obtain a target at any greater distance, they are compelled to resort to the use of firing points across the railroad track and to place the target farther up on the railroad track, at which they can shoot only when trains are not passing and when smoke from passing trains does not obscure the vision. Besides which, these insufficient range facilities are for 500 regulars at the post.

As the Board of Visitors has advised the purchase of Constitution Island, it is hereby respectfully recommended that a target range be

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<sup>a</sup> See page 54.

laid out containing 50 targets, as we have every reason to believe there can be on the island, up to and including 1,000 yards. If this is done, the cadet can undoubtedly obtain the practice which he needs and become proficient with the use of the rifle and able to instruct the soldier after he becomes an officer of the Army. It may be too far advanced a view to take, that every cadet, before being commissioned an officer of the Army, should be qualified as a sharpshooter or an expert, but it is certainly not too much to require that he should know the technique of the duty and be able to instruct the soldier.

The book theory is imparted, but the practical knowledge, such as is obtained by actual firing under varying conditions of wind, light, etc., is essential to a perfect knowledge of the subject.

It has also been suggested that target practice is so much an essential that some of the privileges given to the members of the higher classes might be allowed to those of the fourth, third, and second classes who qualify as experts, sharpshooters, and marksmen, but this is a subject which we simply desire to present for the consideration of those in charge of these matters at the Academy.

It is to the credit of the officers in charge of the rifle firing in 1906, under the great disadvantage of almost worse than no range at all, that the figure of merit of the graduating class has increased over previous years. And on the whole the record made by the graduating class is commendable, being just about what would be expected of the better and more efficient companies of the Army or the National Guard. And that the interest is not waning is evidenced by the fact that the percentage of those qualifying in the first class, or higher, in 1906, was 80 per cent; in 1905, 48 per cent; in 1904, 55 per cent; and the percentage of those qualifying as marksmen, or higher, in 1906, was 49 per cent; 1905, 24 per cent; 1904, 18 per cent; and that the figure of merit of the graduating class, with 111 members, was 87.43 per cent, consisting of 2 experts, 14 sharpshooters, 38 marksmen—35 first class, 14 second class, 8 third class.

Much good instruction has been given the cadets in the practice with the subtarget gun machine, two of which are in use at the Academy. There appears to be room for more of these excellent aids in aiming, sighting, and firing.

#### FIELD ARTILLERY.

One battery 3-inch field artillery, model 1902; also four additional guns and carriages of the same model for instruction in the school of the cannoneer; four Maxim-Nordenfelt, 75-millimeter mountain guns, two with English and two with American packs; four 5-inch breech-loading siege rifles; two 7-inch breech-loading howitzers; six 7-inch siege mortars.

## COAST ARTILLERY.

One 8-inch breech-loading rifle on barbette carriage; one 12-inch breech-loading mortar on spring return carriage, model of 1891. These are now considered obsolete.

Two 6-inch breech-loading rifles on disappearing carriages of the latest model have been authorized by Congress. These guns will be mounted in suitable position as soon as practicable.

One subcaliber tube, 1-pounder, is used in seacoast gun.

*Position-finding system.*—One Swazey depression position finder, Type A; 2 azimuth instruments; 1 Whistler-Hearn plotting board; 1 range board; 1 deflection board; 10 telephones, with lines; 1 telautograph transmitter and receiver on service line to the gun; an atmosphere board, aeroscope, and transmitter; wind vane, with azimuth circle; wind component indicator; barometers; thermometer; time interval clock and bells for the system; also the complete electrical equipment for the operation of the system.

## MACHINE GUNS.

One Colt automatic gun, model of 1899; 2 Gatling guns. A requisition will be renewed for the new model Maxim guns.

## ARMS AND EQUIPMENT.

We found the arms and equipment generally in excellent condition. We are advised by the commandant of cadets that there has been no change in the clothing since the report of the last Board of Visitors.

There are on hand 622 rifles, model of 1903; 24 Krag-Jørgensens, model of 1898; 30 revolvers, caliber .38, model of 1903. There are also on hand 522 rifles, model of 1903, with the improved 1905 sight, and with a front-sight cover, which are to be issued to the cadets in place of those now in their hands. The latter are to be returned to the Ordnance Department. There are also on hand 120 cadet swords, sabers, and revolvers in the hands of the cavalry detachment, now used by the cadets at cavalry drills.

## RECOMMENDATIONS.

We recommend that a company's allowance of ammunition for target practice with 10-inch, 6-inch, and 15-pounder guns should be allotted annually to the Corps of Cadets for the instruction of the first class at the fortifications.

That provision be made for the purchase annually of ten specially trained ponies for the use of cadets. The use of these ponies in training beginners in the riding hall greatly aids in giving foundation work,

and their use by first classmen on the polo field gives the finishing touches in horsemanship to the graduating class.

BIRD W. SPENCER,  
*Chairman.*

ARCHIBALD HOPKINS.

GEO. H. NEWMAN.

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors, West Point, N. Y.*

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**REPORT OF THE COMMITTEE ON HYGIENE AND RELATED MATTERS.**

WEST POINT, N. Y., *June —, 1907.*

SIR: Your committee have felt it should concern itself with matters of sanitation connected with the post and with the department of military hygiene as recently and most successfully instituted. Adopting the Napoleonic maxim, "That health is indispensable in war and can not be replaced by anything," it will appear that of equal importance with the feeding and maintenance of troops is the matter of their health, and that it is even more important to keep our own troops well than to destroy those of the enemy. In order to do this, there must be such a degree of cooperation between line and medical officers as has not until recently prevailed.

The entire failure of expeditions and even of campaigns in the past, due to mortality from preventable diseases, will bear striking testimony to the truth of Napoleon's remark. While the specialties of military science may be well relegated to the post-graduate schools, elementary hygiene must more and more be regarded as a basic study.

For its efficient teaching but a small amount of money is needed. It requires simply a sufficient time allowance in the curriculum and sufficient accommodations as to quarters. There is needed for its suitable amplification at West Point but a small amount of money for the provision of models and other means of object teaching. The sum of \$1,000 appropriated for this purpose would probably be sufficient, and this we recommend.

Your committee have considered carefully the particulars of the instruction now given, and for it have nothing but commendation. The present department was not established until October, 1905, and has only been in operation, as a separate department with a professor of its own at its head, for about a year. All this, little as it is, has been the outcome of long and persistent effort.

We recommend sufficient appropriation for its needs, sufficient time allowance for its intrinsic importance, and a larger allowance of counts for proficiency at the end of the course.

At present there is in print no exactly adequate text-book suitable for the needs of this department. We therefore recommend the preparation, under the direction of the Surgeon-General's Office, of such a work.

In this connection we find that the professor of military hygiene (Col. C. M. Gandy), although placed upon exactly the same footing otherwise as the professor of ordnance, has been discriminated against in not receiving the extra \$500 allowance made for his colleague. There is no reason why, since this is made a legal allowance, it should be necessary to give it a special place in the deficiency bill. We recommend that it be made a part of the regular appropriation, without discrimination or differentiation.

The question of physical defects, both of candidates for entrance and for graduation, is one of importance. We find that young men anxious to enter or to remain are sometimes put upon a period, as it were, of physical probation, at the end of which their qualifications are again considered. It seems to us so necessary to maintain the highest standard of physical condition that those who at any time have been found actually disqualified should be promptly and finally rejected, and this we recommend.

Further, difficulties and troubles have ensued as the result of discrediting the findings of medical officers as to physical defects and discharges for disability. We consider that in every instance these officers are best qualified as judges in this regard, and we recommend that their findings be given conclusive weight, not easily subject to revision by other officers; that if necessary the Surgeon-General should be the final arbiter in this regard.

The condition of the cadet hospital leaves but little to be desired, and this little, we understand, is already provided for in the plans for further development and improvement of the post. To the soldiers' hospital, however, should be made a distinct though minor improvement. There is no provision for the isolation or proper care of patients with contagious disease. We recommend, therefore, the construction of an addition to the soldiers' hospital of a pavilion for contagious cases at an expense of probably not to exceed \$2,500.

Furthermore, there is no provision anywhere for the suitable care of surgical cases arising among the women living within the post. There are no private rooms in either hospital to which they can be removed, and no adequate facilities anywhere for the special care to which they are entitled. We recommend, therefore, the addition of a small surgical ward or pavilion to the soldiers' hospital which shall afford proper accommodations for this purpose.

The water supply of the post is now both adequate and satisfactory. Such, in fact, it was without the addition of the filter beds, which afford an additional protection by which we feel that ample security is

afforded against water conveyance of disease. There has been no case of typhoid within the post during the past year. In this connection it is well worth while to add that there has been no death among the cadets from disease of any kind in more than twelve years. The drainage is also satisfactory.

The only disease which has apparently not yet been materially decreased or suppressed is malaria. This matter is now under a careful scientific investigation, and pools of stagnant water in the neighborhood are being oiled and drained, while the buildings and even the tents are being screened. We find that the principal possible danger to the post from contagious and infectious diseases comes rather from the laborers employed on construction work; in fact, more from them than from all other sources combined. The difficulties of excluding disease from these sources may be easily appreciated upon reflection. So far as the post and its proper inhabitants are concerned, it seems to be at present in a singularly and happily sanitary condition.

Only in one respect do we find anything about this post to criticise or condemn. The present West Point Hotel is an antiquated structure, insanitary, and deserving only of demolition. In brief, it is a disgrace to any post where such a public convenience (?) is maintained. We urge the speediest possible completion of the new structure designed to replace it, and that its management be so protected by carefully worded contract that no opportunity may be afforded for complaint.

#### SUMMARY.

When summarized the recommendations of your committee are:

Appropriation of \$1,000 to provide models and means for the object-lesson method of teaching military hygiene.

Appropriation of not to exceed \$2,500 for the construction of a pavilion for contagious cases as an addition to the soldiers' hospital.

Appropriation of \$20,000 for erection of a surgical ward for women of the post, as an addition to the soldiers' hospital.

Total of appropriations asked for is \$23,500.

Further recommendations:

Inclusion of regular extra allowance of \$500 to professor of military hygiene in the regular appropriation bill, instead of placing it as a special clause in deficiency bill.

Preparation of a special text-book adapted to needs of department of military hygiene.

Abolition of periods of physical probation for cadets with physical defects or disqualifications; i. e., the maintenance of the highest standard of physical perfection.

Discontinuance of disregard of the findings of medical officers and medical boards. Recommendation that their findings be regarded as final.

Calling attention to the utter inadequacy and incompetent management of the West Point Hotel, and urging the speediest possible completion of the new hotel and insurance as to the efficiency and willingness of the manager.

All of which is respectfully submitted.

ROSWELL PARK,

*Chairman.*

N. B. SCOTT.

N. T. GUERNSEY.

ARCHIBALD HOPKINS.

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors, West Point, N. Y.*

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REPORT OF THE SPECIAL COMMITTEE ON SCHOOLS AT  
WEST POINT.

WEST POINT, N. Y., *May 31, 1907.*

SIR: In the Military Academy bill for the fiscal year ending June 30, 1908, is the following clause:

The members of the Senate and House of Representatives appointed to serve on the Board of Visitors to the Military Academy at West Point for the year nineteen hundred and seven are directed to investigate as to the advisability of maintaining a children's school at Government expense at said Academy and to report their findings to the next session of Congress.

The committee thus appointed have visited and closely inspected the children's school now in operation and have given thorough consideration to the question. The request is made that Congress educate these 230 soldiers' children. One hundred and thirty children are to-day attending the post school and 45 more are going to the village school at Highland Falls, a distance of 2 to 3 miles away. The people of the latter community, through their Representative in Congress, Hon. Thomas W. Bradley, and a committee of citizens have appeared before the Board to object to their being obliged to educate children of the United States military reservation.

The status of married men on this post is peculiar and has no parallel in the remainder of the Army. Fort Leavenworth is the largest military post in the country, and it has to-day but 45 school children of enlisted men. The enlisted men permanently attached to this post are not subject to being ordered away; they are thus stationary troops, and to increase their reliability and their efficiency at this plant they are allowed to marry and to bring up families. For their extra service they do receive pay, but the amount of such extra pay is only 35 and 50 cents per working day.

A school must be maintained here by some instrumentality. There is no machinery of government legally operative now to impose and

collect taxes from these soldiers for any purpose, even if desirable. The maintenance of the post school at this Academy for the large number of soldiers' children who are here seems to be the duty of the United States.

Upon due investigation the committee is satisfied that there is no basis for the belief that the establishment of a school at this Academy would act as a precedent for a demand for similar schools at other army posts.

We recommend favorably to Congress the consideration of this item.

N. B. SCOTT,

*Chairman of Special Committee on Schools at West Point.*

AUGUSTUS O. BACON.

JOHN W. DWIGHT.

J. A. T. HULL.

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors, West Point, N. Y.*

ADDENDA.

DEPARTMENT OF PRACTICAL MILITARY ENGINEERING,  
UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 22, 1907.*

SIR: For the last three years the Military Academy bill has contained an item asking that Congress shall appropriate a small amount of money for the support of the children's school at West Point.

The Senate and House gave extended consideration to this item, and three times the Senate has approved it warmly and held out for the item in conference. On each occasion, however, the House has refused to sanction the appropriation for certain reasons which we shall set forth presently.

THE SITUATION.

A careful census is taken each year of the children at this post under 15 years of age, and the last census shows 106 boys, 124 girls; total, 230. Of officers' children there are 63, making an aggregate of 293.

Who are these children? They are the children of the soldiers who make up the enlisted personnel of the Academy.

At this Academy we have, for assistance in the education of cadets, a battery of artillery, a troop of cavalry, a band, a detachment of ordnance, a company of engineers, and, greatest of all, a company of army service men, that is, laborers and mechanics of all sorts, blacksmiths, wheelwrights, carpenters, painters, masons, teamsters, janitors, etc.

They are artisans, not soldiers; though, for the convenience of the Government, they are enlisted as soldiers and receive a soldier's pay and allowance. They are, in fact, the workmen who keep this great school in operation in all of its details. The army service detachment numbers about 200 men.

Now, all these troops named are not a part of the mobile or field Army of the nation. They belong to no regiments or brigades. They are part and parcel of the Military Academy. They live and die here. They are not subject to change of station. A large number of these men were born right here and their fathers were the Military Academy soldiers before them. Some few are the third generation of soldiers employed at the school. This point is emphasized to bring out clearly that these are not soldiers, properly speaking, who are sent from post to pillar throughout their whole lives.

Now, on account of the roving life of the Army, the marriage of soldiers is prohibited. It is held that married soldiers, except in a few special cases, are a hindrance to the mobile Army, and, public policy to the contrary, the enlistment of married men is forbidden.

Going still further, the restless, moving, dangerous life of the Army operates again to discourage the acquisition of large families by those few men who are suffered to marry. So that at even the large brigade posts of the Army a mere handful only of children are found.

This is all reversed with us. Due to the peaceful pursuits of the garrison the ban on matrimony is removed and these men are not only allowed, but circumstances encourage them, to marry, and the facts are that they do marry on exactly the same basis as their civilian friends, and they acquire families and children to the exact figures given above.

The next question, then, is not an academic one, but is the practical question, What are we going to do about it? Are these children going to be developed and trained to become decent, active, virile Americans, qualified to take up within a few years the burdens of citizenship, or are they going to continue in a haphazard way to pick up what little odds and ends of schooling that may result from an aimless, sporadic school? With the American people there can be but one answer to this question. The question next arises, therefore, upon whom shall the responsibility for their education rest? And that is the subject of this paper.

At the present time we have attending school 130 children. We endeavor to teach them up to include the eighth grade, or, say, a grammar-school education. Formerly we attempted only seven grades, and to complete their grammar-school education the children went to the neighboring civil community at Highland Falls. For the secondary, or high school, training they went both to Highland Falls, 3

miles south, and to Newburgh, 11 miles north, of West Point. The expense and the danger of such journeys for these young children in the rigorous winters of this climate are enormous. In 1903, therefore, Highland Falls, a poor community, barely able to get along, found itself educating over 50 West Point children. These children paid no tuition and were a big expense to this village, which has to-day a heavy bonded indebtedness. This village strenuously objected to the imposition of such a burden upon them through their Representative in Congress, Hon. Thomas W. Bradley. Their committee, last summer, drew up the accompanying set of resolutions,<sup>a</sup> which clearly sets forth their views. They certainly appear to be just in their claim.

At the opening of the present school term we organized an eighth grade in our school and called in all the young children practicable to our school. About 28 children are to-day attending the Highland Falls school.

Our school building is a crude but not a bad building, and while Congress has refused to maintain it directly, small sporadic allotments have been obtained occasionally from the Quartermaster-General for the purchase of the most necessary materials upon urgent appeal. To appeals for money for the employment of licensed, certificated teachers, Congress and the Quartermaster-General have been alike deaf. No argument or entreaty has been able to affect them.

For the instruction of the children we now have four soldiers. These men are not school-teachers, have no license, no former training in the work, and come at irregular times. They are enlisted for three years only and their discharge occurs at the most inopportune times. Sometimes we lose a teacher just before the annual regents' examinations, and in such cases, needless to say, the results of the year's work can not be summed up and crystallized to make any proper showing.

The soldier teachers are changed often and irregularly. Too much praise can not be given the present soldier teachers for the energy, intelligence, and fidelity which they have brought to their school duties. Their work is a tribute to the versatility of the American soldier, but the stern fact remains that no State in the Union would allow untrained and unlicensed teachers in her schools, and no State would tolerate nowadays the employment of men instead of women for the infinitely delicate task of molding the minds and hearts of these little ones. This is the situation, therefore, as it now exists.

In the discussion in Congress in February, 1907, upon the Military Academy bill, the Senate agreed to the item appropriating money for the support of the children's school at the Military Academy, but the

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<sup>a</sup> See page 35.

House for the third time refused in conference to accept it, adding, however, to the bill, this clause :

The members of the Senate and House of Representatives appointed to serve on the Board of Visitors to the Military Academy at West Point, New York, for the year nineteen hundred and seven are directed to investigate as to the advisability of maintaining a children's school at Government expense at said Academy and to report their findings to the next session of Congress.

In June, 1904, when the Senate had agreed to the item asked, the House refused it on the statement of the Hon. Wayne Parker, of New Jersey, that it might constitute a precedent for the establishment by the United States of such a school at every military post in the Army.

Well, if the responsibility for the education of children properly devolves upon the United States, it ought to accept such responsibility wherever it finds it; but we think we have clearly shown in answer to Mr. Parker that at no other post in the Army will be found more than a handful of children, and these children rarely stay at a post longer than two or three years. The Army is constantly moving and changing from place to place. The army custom, then, is to pack these few children into an ambulance and send them to the nearest civil school. Where the Army is at its most isolated stations, and is consequently not adjacent to any civil community whatever, then the Army Regulations make the best of a bad bargain by providing for the detail of a soldier as teacher for the children. The educational outlook for such children is not very happy.

In February, 1907, when again the Senate conferees advocated the item, the Hon. Mr. Hull, of Iowa, opposed it in the House, stating that while the object seemed worthy, the policy of Congress in army appropriations was to appropriate money for the Army only, and not for women and children of the Army; that to begin such a policy now opened up a path whose end could not be seen.

We hesitate to engage with such a distinguished Representative, and we quote in reply on this matter the answer of Mr. Andrew S. Draper, commissioner of education for the State of New York.

Mr. Draper was speaking of the development of the educational purpose of the nation, and of the new problems, or new and unforeseen phases of existing problems, which the American people are called upon from day to day to meet, and of the spirit in which they meet these problems. He says:

The nation is resourceful and rises to occasions. It accepts the logical though unforeseen consequences of its situation, of the form of government which it believes has made it great, of the political philosophy by which it is known of all men, and of the world relations which its career has put upon it.

This children's school is the logical outcome of Washington's determination to have an academy for the propagation of military knowl-

edge in the nation. If the outcome was unforeseen it is none the less logical. Now, then, we have these soldier workmen and we have the children. Some one is responsible for the education of these children. Mr. Hull seems to imply that we should not have these splendid children; but the answer is, they are here. The question therefore for the committee of Congress is to determine whether the United States is properly chargeable with the education of these little ones. If the United States is so chargeable, the advisability of carrying on the work can not be brought into question at all.

Throughout the Union the control of education and the responsibility for it rests in each State government. This is the universal rule of the land, and the corollary of this is at the present time that the taxable property of the State shall bear the expense of this education.

The method of raising and disbursing this money is often left by the State largely to the municipalities, but the general rule holds throughout the Union that taxable property alone shall bear the burdens of education. If anyone questions why this is so, a very little thought will convince him that the sovereignty of the State itself, under democratic institutions, depends, primarily, upon the education of its electorate.

No other nation of the earth has a school system like ours. Others, indeed, have as excellent and thorough schools up to a certain point, but they will not educate their masses, so to speak, out of their caste.

In all monarchical nations education is proportioned to the states or classes of society, and no attempt is made, and none is desired, of providing uniform general education of the people.

In our republican institutions our forefathers saw that the success of their experiment at self-government depended upon the education of the electorate, and time and experience have demonstrated this fact beyond their conception.

On the Public Library at Boston, Mass., is placed this inscription:

The Commonwealth believes that the education of the people is the safeguard of liberty, order, and happiness.

We are, therefore, endeavoring to show that each State directly controls the education of its children as a prime necessity for its continued existence, and, conversely, that in a republican form of government the neglect of education is a form of national suicide.

The States give large local freedom in the support and direction of this work to villages, towns, and cities; but when one community is lax the strong arm of the State steps in to spur and discipline such community, because its laxity or illiteracy or contempt of education in their effects are not local, but extend throughout the State and strike a direct and far-reaching blow at the life of the State itself.

If this work, therefore, is vested in the States, what responsibility

rests upon the Federal Government? We answer, None as a federal government, but that in territory where the United States has exclusive jurisdiction it assumes the duties of a State. Who is educating the Indians? In the District of Columbia is not the nation acting in the matter exactly as a State?

Throughout the nation, then, we see clearly that any community whatever finds itself educationally subject to the direction of its State government, and that the State government causes the expenses of education to be borne by its taxable property.

Now let us turn to West Point. Where does it stand in the matter of educational control; under the State of New York? Certainly not for a minute. The Federal Government is now asking the question of itself. If we pass to the second question, What money should pay the expense of educating these children? shall we say the taxable property of West Point? There is no taxable property in this community. There is no real estate, and there is not in these humble houses anything appreciable that might be termed personal property.

The committee of Congress comes here to inquire why should the Federal Government assume this duty. We place the facts before the committee and ask, Is there any way that the United States can honorably evade the duty? We repeat again the cardinal American doctrine that the education of the electorate is the first duty which a self-governing State owes to itself, and the second doctrine is that a proper education is the birthright of every American child. It is not a gift; it is not a charity. It is a right that must be granted. Because these children are of humble parentage is all the greater reason, under our form of government, why they should be given the full measure of their birthright in this matter. Because their parents serve the Federal Government at a wretched salary, that suggests missionary work rather than the just compensation for their labors, the career of their children must not be handicapped at its very outset by a denial of the equality that is laid down in the Declaration of Independence itself.

The committee will notice that the request upon Congress to maintain this school has been incessant for some years. It is a problem that can never be set aside until it is solved, but will become more acute with time. It is not the request of an administration nor of an individual.

The commissioner of education of the State of New York says on the same matter:

The educational purpose of this nation is a law unto itself. It is a force which all must regard. It acts upon government. It does not desist; it is not discouraged when government hesitates or statesmen can not see. It is independent of dogmatism, of politics, of racial prejudice or religious bigotry, of language, of State or sectional lines, of partisanship or exclusiveness, of selfishness or sectionalism in every form.

What we ask, therefore, is that Congress shall annually appropriate money in the Military Academy bill for the support of this school, as follows:

For teachers:

One master (male), at \$1,000 .....	\$1,000
Three teachers (women), at \$700.....	2,100
For school supplies, annually.....	500
Total .....	3,600

#### SUMMARY.

We have endeavored to point out these thoughts:

1. The proper elementary education of every American child is not a gift, nor a charity, but a right.
2. A self-governing state owes to itself a paramount duty, for its own existence, to educate its citizens.
3. With nearly 300 actual American children at West Point, waiting to be educated, a very grave responsibility rests upon some party.
4. The Federal Government has exclusive jurisdiction on this territory. It acts, in respect of educational matters, in the capacity of a State. The soldiers at this Academy are ill-paid agents of the Federal military authority. The United States is therefore in law and equity solely responsible that the children of these agents shall develop into strong, intelligent, God-fearing citizens.

We pray, therefore, that the committee of Congress in their wisdom will earnestly consider these representations to the end that the United States may see its grave responsibility here and may extend its benign hand over the destinies of these splendid children.

Very respectfully,

M. J. McDONOUGH,

*Captain, Corps of Engineers, in Charge of Children's School.*

The ADJUTANT, UNITED STATES MILITARY ACADEMY, Present.

[Indorsement.]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,

*West Point, N. Y., May 28, 1907.*

Respectfully forwarded to Brig. Gen. Thomas Ward, United States Army, retired, President of the Board of Visitors. In connection with this subject attention is invited to the clause in the act making appropriations for the support of the Military Academy for the fiscal year ending June 30, 1908, approved March 2, 1907, which clause reads as follows:

The members of the Senate and House of Representatives appointed to serve on the Board of Visitors to the Military Academy at West Point for the year nineteen hundred and seven are directed to investigate as to the advisability of maintaining a children's school at Government expense at said Academy and to report their findings to the next session of Congress.

H. L. SCOTT,

*Colonel, United States Army, Superintendent.*

HIGHLAND FALLS, N. Y., *May 29, 1907.*

GENTLEMEN: We, the undersigned committee, appointed by the inhabitants of school district No. 2, town of Highlands, and the members of the board of education of said district, respectfully wish to present to your notice the following matter pertaining to the attendance of children from the reservation at West Point, N. Y., at the school at Highland Falls:

For more than fifteen years a considerable number of children living at West Point have attended the school at Highland Falls, the number at one time being more than 90. Under the conditions which now prevail in this school district, the school facilities are not more than what are adequate for the accommodation of pupils living in this district, and the additional number of pupils which are received from West Point cause an overcrowded condition in the Highland Falls school.

Appended hereto is a communication from the State department of education,<sup>a</sup> which recommends that additional school room be provided in the Highland Falls school. The district has already increased its school facilities very largely during the past few years, and at present has a bonded indebtedness for a new schoolhouse erected within the past five years.

Conditions have now reached the stage where the continued attendance of children from West Point at this school so overcrowds the school that no room exists for our increasing school population unless the district issues additional bonds to build a new schoolhouse.

In view of the high rate of school taxes which prevails in this district, and the existing bonded debt, it would be a considerable burden for this school district at this time to make any addition to its school accommodations.

The crowded condition of which the State authorities have complained would be relieved and the buildings and seating capacity of this school would accommodate the school population of this district were it not for the attendance of children from the reservation at West Point.

The people of this school district, during the past fifteen years, have expended more than \$35,000 to provide school buildings and apparatus, and during that time they have expended more than \$165,000 to pay the running expenses of the school.

The tax rate for school purposes is higher in this district than in any other district in Orange County, and is equaled by very few school districts in the State of New York.

In consequence of the bonded indebtedness and high rate of school tax, additional school accommodations can not well be provided, as the State authorities urge, without imposing an excessive tax rate on the people of the school district.

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<sup>a</sup> See page 36

This condition of affairs is extremely prejudicial to the educational interests of this community, which has put forth such efforts to bring its school up to the highest standards; but the district is badly handicapped in its efforts to provide school accommodations for its own population as well as that of an adjoining community.

We would respectfully call your attention to the following facts:

The people of school district No. 2, town of Highlands, for more than fifteen years have provided school facilities for a large part of the school population of West Point; that they willingly did this so long as the buildings and seating capacity permitted it.

That undoubtedly they would continue to do so had not conditions in the district reached such a stage that school facilities are sufficient only for their own school population; that it is impracticable and unreasonable to impose an excessive school rate on a community to provide school accommodations for the school population of an adjoining community; that a spirit of fairness and of equity justifies us in assuming that your honorable body, when made acquainted with these facts, will see the necessity of providing adequate means of educating the school population of West Point and not permitting it to become a burden upon an adjoining community; and

That you will not fail to appreciate the fact that a community like West Point, with a large, growing, permanent school population, is not less entitled to a modern, well-regulated system of education for children than other communities.

We therefore ask that you use your efforts to establish at West Point a school for soldiers' children, with properly qualified civilian teachers.

By so doing you will remedy the conditions which exist in the Highland Falls school as a result of the attendance of children from the military reservation at West Point, and at the same time you will confer a vast benefit on the school population of West Point by providing means of educating the children in a manner in keeping with the dignity and spirit of our institutions.

We are, sirs, very respectfully,

JACOB L. HICKS,  
*Supervisor.*

GEO. W. HOOD,  
*School Commissioner.*

C. H. STARK,  
*President of Board of Education, Highland Falls, N. Y.*

D. F. MERKIL.  
WILLIAM J. DUFFY.  
WM. H. BROOKS.

THE BOARD OF VISITORS,  
UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y.*

Following shows for the school year ending July 1, 1906, the expenses and the amount it costs to educate each pupil in several of the largest school districts in Orange County:

	School ex- penses.	Number of pupils.	Cost per pupil.
Highland Falls .....	\$16,246.98	612	\$26.53
Cornwall on Hudson .....	10,376.60	460	22.52
Walden .....	12,992.99	770	16.87
Montgomery .....	4,660.84	223	20.84

GEORGE W. HOOD,

*School Commissioner, First District, Orange County, N. Y.*

*Resolution adopted by the Orange County board of supervisors June 1, 1906.*

Whereas the people of school district No. 2, town of Highlands, are burdened with the education of children living on the West Point Military Reservation to the number of seventy-five and upward, which has necessitated the employment of additional teachers and the acquirement of additional room; and

Whereas the National Government has not aided nor contributed in any way toward the education of children of citizens and soldiers living on its territory and attending the Highland Falls school: Now, therefore, be it

*Resolved*, That the National Government is responsible for the education of all children living on its territory, and that the imposition of the education of said children upon the taxpayers of school district No. 2 of the town of Highlands is an unjust, unwarranted, and heavy burden that the National Government should assume through a sense of plain duty, and reimburse the said town and school district for its expenditures as a matter of simple justice; and be it further

*Resolved*, That the board of supervisors of Orange County hereby urge the National Government to take such steps as may be necessary to relieve the taxpayers of school district No. 2 from the unjust burden complained of and reimburse them for the outlay made necessary by the neglect of the National Government.

*Resolved*, That the clerk of this board be directed to forward a copy of the above resolution to Gen. A. L. Mills, Superintendent of the United States Military Academy; to the Hon. Thomas W. Bradley, Member of Congress, and to the Board of Visitors of the United States Military Academy.

I, Ingham Stubley, clerk of the board of supervisors, do hereby certify the above to be a true copy of resolution passed by said board this 1st day of June, 1906.

INGHAM STUBLEY, *Clerk.*

NEW YORK STATE EDUCATION DEPARTMENT,  
INSPECTIONS DIVISION,  
*Albany, N. Y., March 26, 1907.*

DEAR SIR: The report of our inspector, Mr. Johnson, on your Union school calls special attention to the need of an enlarged teaching force and additional room. I find that there are only 13 teachers engaged for 632 pupils, an average of about 50 to a teacher. This average is excessive. An addition to the building should be constructed and additional teachers should be engaged.

In constructing an addition provision should be made to obviate the difficulty now experienced in the academic department, whereby the students of that department are required to pass down a pair of winding stairs and then up another flight to reach the laboratory and other recitation rooms.

Kindly notify me what action is taken by your board in relation to this matter.

Yours, respectfully,

FRANK H. WOOD,  
*Chief Inspections Division.*

Mr. WILLIAM RUNK,  
*Clerk Board of Education, Highland Falls, N. Y.*

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DEAR SIR: At the annual meeting of the legal voters and taxable inhabitants of Union free school district No. 2, town of Highlands, Orange County, N. Y., held in said district August 4, 1906, the undersigned were appointed a committee to lay before you, for the purpose of bringing before the proper committee of Congress, the facts regarding the attendance of children living on the military reservation at West Point, N. Y., at the school in this district, and to ask that you urge upon said committee the necessity of making some adequate provision for the education of soldiers' children at West Point, so that it will not be necessary for these children to attend the school in this district, thereby relieving the people of Highland Falls from the burden, which they can not well afford to sustain, of providing school facilities for children whom it is manifestly the duty of the National Government to provide with educational facilities, at least up to the standard which prevails in nearly every civil community in the land.

In a decision made by the superintendent of public instruction of the State of New York about fifteen years ago it was held, in the case of Edward McEnaney, a former resident of Highland Falls and a civil employee of the United States, employed and residing at West Point, that the said McEnaney had a right to send his children to the public school at Highland Falls without payment of tuition, inasmuch as said McEnaney did not lose his rights of residence in said school district

as a result of his residence at West Point, in the employment of the United States.

Since that decision was made a large number of children living at the military reservation at West Point, N. Y., have attended the school in this district without the payment of tuition, claiming that the decision applied to the children of enlisted men as well as to those of civilian employees living on the reservation at West Point.

It was a matter of small consequence to the school district when only a few children came from West Point to the school of this district, but when the number rose to more than 90 it became a source of considerable expense and of great inconvenience to this school district, which was already taxed to its limit to provide adequate school facilities for its own school population.

The attendance of pupils from West Point at the school at Highland Falls finally became so large that the authorities at West Point recently issued an order to the effect that only those above the sixth grade shall be permitted to attend the school at Highland Falls, N. Y.

This school district has the highest rate of taxation of any school district in Orange County. It has issued more than \$35,000 school bonds during the past fifteen years to increase the school facilities, and it expends more than \$17,000 per year to pay the current expenses of maintaining its school, yet the school is in a crowded condition, with no room to provide for the increasing school population of the district.

It is evident that a village of less than 3,000 inhabitants, the majority of whom are of very limited means, reaches about the limit of its ability to provide educational facilities for its own population when it maintains a public school in which more than 600 pupils are instructed, 17 teachers employed, and the annual cost of maintenance exceeds \$17,000.

That it should also be required to provide school facilities for the population of an adjacent military reservation does not seem just, when it is apparent that to educate its own school population it has reached the limit of expenditure beyond which it is unable to go.

Conditions prevailing in this school district, as a result of the attendance of soldiers' children from the military reservation at West Point, have reached a stage where some remedy is necessary both in justice to the people of Highland Falls and to the school population at West Point.

To impose upon the people of Highland Falls the expense of providing school facilities for children living on a military reservation of the United States is not just; and to deprive soldiers' children of the opportunity to acquire proper instruction is neither wise nor just.

West Point is a community of itself, of vast importance to the welfare of the nation; the seat of a great institution of learning, containing all the elements of refinement and culture, a permanent community

with a comparatively fixed population, which of necessity requires most of the things found to be indispensable to all communities, whether civil or military.

Proper means of providing for the education of the young is a requirement of all civilized communities, both for the betterment of the individual and for the safety of the State. The necessity for providing for the education of children in the military community at West Point is as indispensable as in any other community in the nation; yet no adequate means are provided for this wise and beneficent purpose at West Point.

A government of unlimited means, whose beneficent activity in the field of education has led it to send hundreds of teachers into distant lands to build model schools for the education of alien races, should not be so unmindful of its own wards at home as to practically deprive them of the means of education, or permit them to become a burden upon a small community already taxed to its limits to provide schools for its own population.

Even if there existed no doubts regarding the legality or the wisdom of the decision of the superintendent of public instruction in the McEnaney case, the fact remains that a perpetual tax is imposed on the community in consequence of the decision, unless the same shall be set aside by the courts, or unless the National Government shall make such provisions for the education of soldiers' children at West Point that the necessity shall no longer exist for them to leave the reservation to acquire an elementary education.

The school population numbers more than 150. Nearly all of these children were born at West Point.

That they are children of soldiers in the service of the United States should not militate against their opportunity to acquire proper elementary instruction; yet if it were not for the adjoining village of Highland Falls the only instruction open to these children would be the antiquated system which now prevails at West Point of detailing enlisted men to instruct soldiers' children.

It is evident that a school without proper teachers can have no efficiency, and that proficient teachers can not be detailed at random from among the enlisted men of the Army.

With an appropriation sufficient to employ four or five civilian teachers at West Point a school can be maintained equal in every respect to those maintained in all civil communities of this State.

A suitable building with the necessary apparatus and equipment is at hand, and the only thing lacking is the teachers, and without thoroughly equipped teachers there can be no school worthy of the name.

We therefore request that you represent to the Military Committee of Congress the necessity of—

First. Providing for the education of soldiers' children at West

Point, N. Y., by establishing a school which shall be taught by civilian teachers, whose qualifications shall be of the standard necessary to teach primary and intermediate grades.

Second. That the taxpayers of Union free school district No. 2, town of Highlands, State of New York, be relieved of the charge now imposed on them of providing free tuition for the school population living on the reservation of the United States at West Point, N. Y.

Hon. THOMAS W. BRADLEY,

*Member of Congress, Washington, D. C.*

MY DEAR SIR: The board of education has indorsed this letter and signed the same with the committee. We forwarded same to-day to Colonel Bradley.

Very truly,

D. F. MERKIL.

Lieutenant McDONOUGH.



## APPENDIXES.

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### APPENDIX A.

WEST POINT, N. Y., *May 17, 1907.*

SIR: I have the honor to submit for your consideration a few suggestions referring to the United States Military Academy band.

The three classes into which the band is at present divided does not, nor never will, prove satisfactory. Two classes of not so much difference in pay would remove the jealousy and ill feeling which now exist. The duties of the band are very exacting—in fact, much more so than any other band in the Army—and the amount of duty far surpasses that of any other band. Most of the men have to double on string instruments for the winter concerts, and these concerts should be kept up to the highest degree of efficiency (which can only be done with the best material) as a source of pleasure to the officers, cadets, and residents of the post, and as a means of education in good music, particularly to the Corps of Cadets. For this service we need men of good musical ability and of unusual intelligence.

Since the musical unions all over the United States have declared war on the army and navy bands, no more outside money can be earned, and this action on the part of the unions has harmed some of the members of the band to the extent of \$200 and over per annum. The cost of living is now much higher than ever and many little items have increased to almost double in the past few years. It would be a great benefit if this band could be reorganized with better pay (and accordingly much better material). It would keep the band to the highest degree of artistic efficiency, also to its full strength, which has never been accomplished with the greatest effort up to the present day.

The increase of four men would give the band the so-much needed saxophone quartette, and would make the organization 45 pieces. The plan of reorganization should be as follows: One teacher of music, as the leader of the band as already established; 1 enlisted band sergeant and assistant leader, with the pay and allowances of chief musician in the Army; 1 corporal, with the pay of \$50 per month; 28 first-class

musicians, at \$45 per month; 15 second-class musicians, at \$35 per month. Forty-five men in all.

The above estimate is about the lowest figure that would secure the desired results.

Very respectfully,

GEORGE ESSIGKE,  
*Teacher of Music.*

The ADJUTANT, UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y.*

[First indorsement.]

UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 31, 1907.*

Respectfully forwarded to the adjutant, recommending that the subject of increasing the pay of the Military Academy band be brought to the attention of the Board of Visitors.

With the present organization of the band into three classes it has been found almost impossible to fill the third class, and no musician possessing the necessary qualifications for membership in the West Point band feels that he is receiving his just dues if assigned to this class. I believe the organization suggested by Mr. Essigke will put the band on a basis commensurate with its importance and the work which is required of it.

This work consists of attending all military ceremonies in which the Corps of Cadets participates and in furnishing during the winter months for the entertainment of the residents of the post, including cadets, concert music of a high order. The band also furnishes all of the music for the dances given by cadets and officers. With this work it is impossible for the members of the band to make very many outside engagements; frequently if such engagements are made they have to be broken on account of post work. Moreover, the location of West Point is not favorable to the securing of many outside engagements. Some bands, of which the Marine Band is probably the most noted instance, derive an income, I am informed, amounting to several hundred dollars a year for each of its members.

A copy of section 1111, Revised Statutes, giving the present organization of the band, is inclosed herewith.

F. W. COE,  
*Captain, Coast Artillery, Commanding United States  
Military Academy Band and Field Music.*

[Second indorsement.]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 31, 1907.*

Respectfully forwarded to Gen. Thomas Ward, United States Army, president Board of Visitors, requesting that the Board investigate the organization of the Military Academy band and make such recom-

mendation on the subject as seems advisable. I believe that measures were introduced in the last Congress looking to the reorganization of all bands in the military service. While the Academy band is probably on a better footing than the service bands, the work which it performs is certainly more exacting than in the case of any of the others, and it is desirable that its importance be recognized by a proper and efficient organization with adequate compensation for the high-class services which it is required to render.

H. L. SCOTT,  
*Colonel, United States Army, Superintendent.*

[Inclosure.]

*Extract from Military Academy appropriation bill, 1905-6.*

\* \* \* \* \*

Section eleven hundred and eleven of the Revised Statutes is hereby amended to read as follows:

SEC. 1111. The Military Academy band shall hereafter consist of one teacher of music, who shall be the leader of the band, one enlisted band sergeant and assistant leader, and of forty enlisted musicians. The teacher of music shall receive the pay of a second lieutenant, not mounted; the enlisted band sergeant and assistant leader shall receive six hundred dollars per year; and of the enlisted musicians of the band, twelve shall each receive thirty-four dollars per month, twelve shall each receive twenty-five dollars per month, and the remaining sixteen shall each receive seventeen dollars per month; and each of the aforesaid enlisted men shall also be entitled to the clothing, fuel, rations, and other allowances of musicians of cavalry; and the said teacher of music, the band sergeant and assistant leader, and the enlisted musicians of the band shall be entitled to the same benefits in respect to pay, emoluments, and retirement arising from longevity, reenlistment, and length of service as are, or may hereafter become, applicable to other officers or enlisted men of the Army.

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**APPENDIX B.**

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 27, 1907.*

SIR: I have the honor to submit the following information relative to the execution of the general plan for the improvement of the buildings and grounds of the Military Academy during the year commencing June 1, 1906. Reports of previous boards of visitors contain brief summaries of the work on this plan prior to that date, and attention is also invited to the reports of the Superintendent of the Military Academy for 1902 to 1906, inclusive, which give in somewhat more detail the work which has been accomplished.

**APPROPRIATION.**

The limit of the appropriation was raised by Congress in June of last year to \$7,500,000, thus providing funds sufficient for the execu-

tion of all the essential features of the general plan of improvements approved by the Secretary of War January 28, 1904. Several copies of the general plan, embodying minor changes made subsequent to the date of its approval, are inclosed herewith for the use of the Board.

#### PLANS FOR BUILDINGS.

Plans for the following buildings and improvements have been submitted to the War Department and approved by the Secretary of War since June 1, 1906: Gymnasium, hotel, elevator tower, battalion guardhouses, officers' quarters, and memorial gate.

The plans for the laundry, army service barracks, additional officers' quarters, and quarters for enlisted men are in process of preparation by the architects and all will probably be completed during the summer.

#### BUILDINGS UNDER CONSTRUCTION.

The cavalry and artillery barracks and stables and the gun shed at the south end of the post are nearing completion. It is expected that the stables and gun shed will be ready for use by August 1, and that the barracks will be ready by October 1 next. Owing to financial difficulties connected with work elsewhere, the Church Construction Company, the original contractors, went into the hands of a receiver on March 1, and it was found necessary to cancel their contract. The work is being completed by the Metropolitan Surety Company, which bonded the original contract. The Church Construction Company were also the original contractors for the bachelor officers' quarters and the masonry work on the heating and lighting plant. The Surety Company is completing the work on the latter building, and it is hoped that it will be ready for operation early in the fall. Delay in furnishing the steel work on this important structure accounts for the slow progress which has been made up to this time. The bachelor officers' quarters were scarcely begun before the Church Company failed. It is hoped that the building will be finished by the bonding company by April 1, 1908. There will be accommodations in it for 40 unmarried officers, each being provided with a study, two bedrooms, and a bath. Eight of the 40 suites will be left in an unfinished state for the present. The building consists of two wings. The south wing, adjacent to memorial hall, with its front parallel to the front of that building, will correspond in dimensions and general appearance to the officers' mess. It will have three floors, with a two-story basement on the east front. The north wing, at right angles to the south wing, will consist of four stories with a three-story basement. A square tower, containing the main entrance, hall, stairway, and elevator, connects the two wings. The basement walls of this building are to be faced with stone similar to the basements of memorial hall and the officers' mess. The superstructure will be of buff-colored brick, with artificial stone trimmings, and tile roof.

The original contractors for the cadet barracks, which was to be completed by October 1, 1906, also failed. The Surety Company is completing the contract, and it is expected that the building will be ready for occupancy in September next.

Sixteen sets of officers' quarters were completed during the winter, and are now occupied. The accommodations which they provide are ample but reasonable, and I am informed that they are giving excellent satisfaction to the occupants.

Great difficulty was encountered in securing a proper foundation for the new administration building. The concrete pier footings go down in places a distance of nearly 50 feet to solid rock. The difficulty, while anticipated to a certain extent, was greater than expected, and will result in several months' delay in the completion of the building. It will probably not be ready for occupancy before the latter part of 1908.

Work on the foundations for the gymnasium was started by the officer in charge of construction on January 10, 1907. It was thought advisable to have the excavation work and foundations for this building done by hired labor, directly under the supervision of the construction office, rather than by contract, with a view to economy, and also because there was delay in completing the heating and ventilating plans. The work is well advanced and will be ready for the superstructure by September 1 of this year.

#### OTHER WORK.

A number of minor improvements have been completed or are under way. Among these may be mentioned the storm and surface drain and house sewer at the south end of the post, which is completed; the conduit system for electric-light and telephone wires, which is now being laid; the construction of various roads and retaining walls in the vicinity of the new officers' quarters; the remodeling of the heating and lighting system of the old cadet barracks.

The quarry from which the stone is procured for the work requiring it has been operated under the supervision of the officer in charge of construction. A compressed-air plant has been installed and it was found possible to extend pipes from this plant to the sites of the gymnasium and chapel and also to operate a portion of the drills used in opening up new roads. The Government operation of this plant and the furnishing of quarried stone to the contractors have probably resulted in no small saving.

#### WATER SUPPLY.

The project for a new water supply has been completed, and through a 6-inch nozzle a flow of about a million and a half gallons per day is now turned into Lusk Reservoir. This amount can be trebled in case

of need. Steps are being taken to promulgate rules under the laws of the State of New York which will insure the supply against possible contamination. There is no cause for anxiety on this point, as the filter beds are believed to be in perfect condition to perform their function. At the same time it is well that every precaution should be taken.

#### LANDSCAPE FEATURES.

Messrs. Olmsted Brothers, of Brookline, Mass., are progressing favorably with the general plan for landscape treatment which they have undertaken to prepare. Their advice has been of material assistance in fitting to the site many of the new buildings. Together with the building architects, Messrs. Cram, Goodhue & Ferguson, they have, I believe, reached a satisfactory solution of several difficulties which have been encountered on account of the rugged and precipitous character of the ground with which we have to deal.

A number of criticisms alleging the obstruction of the view by the new officers' quarters, which are to be erected on the site of the present hotel, appeared in the newspapers some months ago. They were due to a lack of understanding of the real situation. The plans of the architects for this group of buildings have met with the warm approval of all who have seen them and have studied them, including the officers of the Academy and the War Department. Not only will the view not be obstructed by the buildings, but a road will be built opening up to the public many views in this vicinity which are now very much restricted.

Very respectfully,  
H. L. SCOTT,  
*Colonel, United States Army, Superintendent.*

Brig. Gen. THOMAS WARD, United States Army, retired,  
*President Board of Visitors, West Point, N. Y.*

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#### APPENDIX C.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 27, 1907.*

SIR: I have the honor to invite the attention of the Board of Visitors to the question of the advisability of the purchase of Constitution Island. In my opinion, the Government should acquire this piece of property without delay.

The island comprises about 230 acres of high land and some 50 acres of low-lying meadow land, situated directly across the river from West Point and distant about 300 yards. It has excellent rail and water communications, is easily accessible from the Government reservation of West Point, and bears upon its surface the remains of

some ten breastworks commenced in 1775 and later completed by Kosciusko.

In forming an estimate as to the value to the Government of Constitution Island, it may be well to consider the facts under three heads:

1. *The direct advantage to the Government resulting from its ownership.*—It does not appear that the island is required as an engineer, ordnance, or torpedo depot, although its position with a view to its possible use for one of such purposes should not be entirely disregarded. On account of the ease with which it may be reached by either land or water, and its impregnable position as regards attack, it might readily prove of great value.

Its acquisition by the Government has been favored by two Secretaries of War and it has been recommended as a drill ground for ponton building and other practical military engineering work by two former chiefs of engineers, by former superintendents, and by former instructors in the department of practical military engineering. For exercise in range finding and fire drill its ownership by the Government would enhance the value of the present plant for the instruction of cadets in these subjects during the summer time. It is nearer to the camp than any other ground suitable for practical work in trench digging, demolitions, etc.

2. *The probable damage to the Government should the island pass into other hands.*—The location on the island of objectionable manufacturing establishments, such as are found at other less suitable points along the river, would be very unfortunate for West Point. The turning of the island into a picnic ground or other resort, for which its proximity to New York City renders it well fitted and which is known to have been seriously contemplated by parties who have sought to acquire it, would result in placing at the very doors of the Military Academy a serious menace to its welfare. Any reasonable expenditure of money to insure against such a result is, I believe, not only warranted but a duty owed to the nation.

3. *The sentimental value attaching to the property.*—On account of the remains of Revolutionary works thereon and the historical associations of the island with some of the most stirring events in the history of the country, it may be well regarded as a duty of the Government to purchase the island and preserve the remains of the fortifications thereon as object lessons and as a memorial to men and deeds which should never be forgotten by our people.

The present owner of the island, one of the Warner sisters, is well known to all of the older graduates of West Point. It has long been her desire that the island, which is her home, should pass into the hands of the Government. Several bills looking to its purchase have been introduced into Congress, but have failed to pass. An investigation made a year ago into the value of property in this vicinity

possessing less or equal advantages for most purposes than does Constitution Island showed that \$1,000 per acre is the minimum price at which sales of such property have been made within the last few years; yet the owner of the island offers it to the Government at a price considerably less than \$1,000 per acre.

To my mind there is every reason why the Government should acquire this property as soon as possible at the reasonable figure at which the owner offers it.

Very respectfully,

H. L. SCOTT,

*Colonel, United States Army, Superintendent.*

Brig. Gen. THOMAS WARD, United States Army, retired,

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

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#### APPENDIX D.

##### HEADQUARTERS UNITED STATES MILITARY ACADEMY,

*West Point, N. Y., May 27, 1907.*

SIR: I have the honor to recommend that the Board of Visitors investigate the subject of instructors at the Military Academy and the method of detailing them now in force. This subject was reported upon by the Board of Visitors last year and attention is invited to their recommendations and also to the recommendations of the Superintendent of the Military Academy set forth in his reports of 1904, pages 6, 7, and 8; 1905, pages 8 and 9; and 1906, pages 8 and 9.

I believe that the method of detail recommended in these reports is not only of importance to the contentment, welfare, and efficiency of the Army at large, but also that it would prove a potent factor in improving methods of instruction at the Military Academy and in remedying what is felt and recognized as being one of the serious handicaps which the Military Academy has to face as an educational institution. I refer to the difficulty of obtaining experienced instructors. No educator who has ever made a study of the Military Academy has failed to note this weakness in our system, and that it has been allowed to exist to the present time can only be accounted for by assuming its unreasonableness has not been sufficiently impressed upon the Military Committees of Congress.

There are persons who go so far as to think that the educational needs of West Point demand that no small portion of its instructors should be permanent. I do not agree with this view; I believe that the detail system is correct, but that in its present form, involving the absence of an officer from his regular duty, with no one to take his place, it can not possibly result in producing the most efficient corps of instructors. Instead of a sentiment that one tour of duty at the Academy fits an officer for a second tour, the feeling exists that one

tour is his share of detached service and that he should give way to some one else, thus dividing up the personal advantage accruing from a pleasant station. To my mind this is all wrong. The pleasant station and the personal advantage are purely incidental and should be given the most meager consideration. The question at stake is the interest of the service—personal advantage is incidental. Experience and efficiency in the performance of special duties are considered and taken advantage of in connection with the detail as now applied to the various staff departments. It is equally reasonable, and perhaps more important, that the instructors in the academic departments of the Academy should receive similar recognition. I doubt very much if the average efficiency of an officer for his respective duties is as much improved by four years' detail in the Quartermaster's Department as it is by four years of duty as instructor at the Military Academy. In the one case he is performing semimilitary duties for which he has been more or less prepared by his entire service. In the other case he is performing more specialized duty and work for which only a small percentage of the graduates of any institution are at all qualified by temperament, taste, or mentality.

It may be said that the present system permits of a re-detail of instructors, and it is true that there are a number of officers now on duty here who have served, in part or in whole, a former tour. These officers are here, however, in spite of the present system rather than on account of it. Their retention or re-detail here has in some cases been accomplished only after the most earnest representations have been made to the War Department and against the earnest protests of the officers commanding the organizations to which they belong. The situation would be much worse but for the fact that the War Department has recognized the needs of the Academy in this regard and has assisted the Academy authorities by its considerate action.

With a view to appreciating the situation from the investigation of concrete instances, I would invite the particular attention of the Board of Visitors to the departments of drawing, philosophy, and mathematics, which, during the coming year, will all be seriously handicapped by the loss of experienced instructors at a critical time in the history of the Academy. I think investigation will reveal the fact that an elastic detail system whereby the right man could be retained in the right place, when he is needed and without prejudice to the interests of any other person, would be of benefit to the Academy which can hardly be calculated. In connection with this subject, I would ask the attention of the Board of Visitors to the recommendation which has been adopted by the academic board—that associate professors be provided for each department. Under conditions prior to the Spanish war practically all of the instructors here were lieutenants; an assistant professorship was provided for each department,

giving that officer the pay of a captain mounted. Under present conditions the senior officer in each department is already a captain, and, as a rule, I think these seniors will be captains for all time to come. I believe that the conditions which permitted men of 50 with grandchildren about them to still wear a lieutenant's shoulder straps will probably never again obtain in our service. In the case of two departments (the two which have under instruction more than one class—i. e., mathematics and modern languages) the senior instructor is provided for by a position which has been named the associate professorship and which gives the officer the pay of a major. I believe that with the increased size of classes and the increased importance of the duties they perform and the responsibilities which rest upon them, the senior instructors of all departments might justly receive the same consideration. It is now almost impossible for a professor to personally know the qualities and characteristics of each man of the class he is teaching. He may probably be thoroughly acquainted with the lower half or the upper half, but hardly with both; and an experienced instructor is necessary with whom the professor may share the responsibility for the proper development of one or the other portions of the class in his department. This development is a thing which must be constantly watched, supervised, and directed, and a personal acquaintance with each student is a requisite to its satisfactory accomplishment.

With the senior instructor of each department receiving only the pay of a captain, it is frequently impossible to secure the proper officer for this work, because there is no increased pay for the officer sought in connection with the duties, and he feels that without it he is sacrificing his interests in accepting a position to which the stigma of detached service clings. Were his place to be filled in case of such detail, the criticism of his brother officers would no longer be a retarding influence to his accepting it, and the additional pay would be an incentive to excel in those qualities which make him valuable.

Very respectfully,

H. L. SCOTT,

*Colonel, United States Army, Superintendent.*

Brig. Gen. THOMAS WARD, United States Army, retired,

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

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#### APPENDIX E.

HEADQUARTERS UNITED STATES MILITARY ACADEMY,

*West Point, N. Y., May 27, 1907.*

SIR: I have the honor to invite the attention of the Board of Visitors to the necessity for providing two battalion commanders in the department of tactics under the conditions which will exist as soon as the new cadet barracks are completed. The pay commensurate with these

positions is that of major. It is likely that captains will be selected for these positions, but if so they should receive pay appropriate to the command and responsibilities involved.

The new barracks now under construction are at right angles to the old, and the relative positions of the two buildings make the division of the Corps of Cadets into two battalions absolutely necessary. In fact, the division has been approved by the War Department, to take effect when the new barracks are occupied. At present the single battalion, consisting of six companies of about 80 cadets each, is unwieldy in size; and for drill and practical military instruction the division into two battalions has been in operation for some time. When the two battalions are organized, it is the intention to divide each into four companies. In addition to other advantages, this will afford the opportunity to increase the number of cadet officers and noncommissioned officers, thus giving more cadets training and instruction in the duties and responsibilities of such positions.

The increased number of cadets over that of several years ago has added to the number of reports, requisitions, and other papers pertaining to their individual affairs to such an extent that it has forced the commandant of cadets to devote a large proportion of his time to these matters and has prevented his giving proper attention to more important questions. With two battalion commanders many of these papers and a large part of the administrative details of the office could be left to them, thereby giving the commandant time to give his attention where it is most needed and where it will do the most good.

The size of the drill ground available at West Point for infantry drill is limited and can not be enlarged. It is sufficient in extent for parades and ceremonies, but is inadequate for the instruction of a battalion of 500 men in either close or extended order. This limitation is largely the reason why the present battalion has been practically divided into two battalions for drills heretofore. The permanent division can not be properly made and carried out unless an officer is detailed to command each battalion and to take charge of the drills, examine explanations for delinquencies, permits, and other official papers, and exercise supervision over his battalion under the general direction of the commandant of cadets. As head of the tactical department, the commandant is responsible for the discipline of cadets, their soldierly deportment and appearance, their efficiency in military maneuvers, and their theoretical instruction in the drill regulations of the three arms of the service, and in security and information. His time should be devoted to this work, to the end that the system of training as prescribed may be properly carried out and improved. The minor routine duties now performed by him can not be delegated to six or eight subordinates commanding companies, as uniformity of

action and policy is an absolute necessity. It is, however, practicable to secure these results with a responsible officer, directly under the control of the commandant of cadets, in command of each of two battalions.

The pay of a major for these positions, as recommended, in addition to being commensurate with the duties and responsibilities involved, will place the department of tactics on a basis similar to that of the other departments if the recommendations relative to associate professors, made in another communication of this date, are carried into effect.

Very respectfully,

H. L. SCOTT,

*Colonel, United States Army, Superintendent.*

Brig. Gen. THOMAS WARD, United States Army, retired,

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

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#### APPENDIX F.

DEPT. OF TACTICS, DETACHMENT OF FIELD ARTILLERY,  
UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 13, 1907.*

SIR: I have the honor to submit the following statement of the necessity for an increase in the strength of the detachment of field artillery.

The equipment for field artillery instruction consists of 2 batteries of 3-inch field guns, with 72 horses; 1 battery of mountain guns, with packs; 1 battery of siege guns; 1 battery of siege howitzers; 1 battery of siege mortars. In addition, there is a complete fire-control system for coast artillery, and a battery of 6-inch guns on disappearing carriages will be mounted this year.

All of this material should be kept in serviceable condition, and there should be a trained detachment for each class of guns to assist in handling them. Men must be provided for drivers at mounted drills, and noncommissioned officers are needed to assist the instructors. In addition to the regular duties, many men are required for guard and other necessary post details, and the effective strength is further reduced by sickness, confinement, and absence with and without leave. There is continually a number of vacancies, and the shortage from this cause alone amounted last winter to 39 per cent of the authorized strength. The detachment will occupy the new barracks and stables this summer, and the police and care of the buildings and grounds will add greatly to the daily labor of the men.

A single 4-gun battery in the service is allowed 131 men. It is manifest, therefore, that 75 men, even if all were present, can not

meet the demands here. They must work harder than troops at other posts.

Noncommissioned officers, including the first sergeant, are required to drive teams and to clean and to repair the guns and carriages.

Much discontent exists. Desertions have been frequent. Reenlistments are rare and recruits can not be obtained. The men regard themselves as mere laborers, and it is impossible to inculcate in them that soldierly pride necessary to the efficiency of a military organization. An increase to meet the demands of the situation is imperative.

To be efficient the detachment must have the strength and the organization of a battery, and must include an electrician sergeant and a master gunner for the coast artillery.

Extra pay must also be provided for the classes of men most necessary and for those employed as laborers on work not connected with their duties as artillerymen.

If the increase mentioned can not be obtained at once, provision for at least 25 men should be made in the next appropriation for the support of the Military Academy.

Very respectfully,

C. P. SUMMERALL,  
*Captain, Artillery Corps, Commanding Detachment.*

The ADJUTANT, UNITED STATES MILITARY ACADEMY,

*West Point, N. Y.*

(Through the Commandant of Cadets.)

[First indorsement.]

HEADQUARTERS UNITED STATES CORPS OF CADETS,  
*West Point, N. Y., May 23, 1907.*

Respectfully forwarded to the adjutant, United States Military Academy.

The necessity for the increase is urgent, and the matter should be given immediate consideration. The increase in the artillery equipment here, and the completion of the new detachment barracks and stables, which are at considerable distance from the place of instruction of cadets, increases materially the work imposed upon this detachment.

ROBT. L. HOWZE,  
*Lieutenant-Colonel, United States Army,*  
*Commandant of Cadets.*

[Second indorsement.]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 29, 1907.*

Respectfully forwarded to Brig. Gen. Thomas Ward, United States Army, retired, president of the Board of Visitors, with the recommendation that the Board give consideration to the question of increasing the strength of the detachment of artillery. The present

strength is 75 men, which is entirely inadequate to meet the demands made upon this detachment in connection with the instruction of the Corps of Cadets in practical artillery work. I believe that the detachment should have the same organization as that of a field battery of the regular service, and that in addition there should be provided an electrician sergeant and a master gunner to assist in caring for the coast artillery material and the instruction of cadets in its use.

H. L. SCOTT,  
*Colonel, United States Army, Superintendent.*

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#### APPENDIX G.

#### HEADQUARTERS UNITED STATES CORPS OF CADETS, *West Point, N. Y., May 23, 1907.*

MEMORANDUM FOR THE ADJUTANT, UNITED STATES MILITARY ACADEMY.

(Subject: *Target practice for cadets. Competitions.*)

In giving instruction to cadets in target practice, the object set forth in the firing regulations, viz, "to produce uniformity rather than develop expertness in particular men," is kept constantly in view. We strive to give them, as far as possible in the limited amount of time we have, such theoretical and practical knowledge of the work that they will be able, when they join their commands as second lieutenants, to intelligently instruct the men under them.

The importance of developing expert shots is not lost sight of. However, the limited amount of time and the facilities and capacity of the range at this post are such that individuals can not be made experts without serious loss in instruction and development to the remainder of the Corps of Cadets.

We endeavor to prepare every graduate with a working knowledge of target practice, range work, and the rifle. We prefer fair proficiency for all rather than a few experts who can only be made experts at the certain and serious expense of the many. We instill into the minds of cadets that the officer who can so instruct and train the individual man in his company as to obtain a higher general figure of merit than any other organization in the regiment is of much greater value to the service than one who devotes his entire time to developing himself for winning medals at competitions. With these ends in view, a progressive scheme is followed.

The courses are limited, because of the want of time and because of the facilities and capacity of the range, but within these limitations every effort is made to get the best for the cadets out of the work. Both officers and cadets put their best efforts into the work, and after two years' trial the scheme must be pronounced a success.

The scheme carried out now is as follows:

*Fourth class (first year).*—1. Nomenclature of the rifle; care and preservation of the rifle; preliminary instructions upon the principles governing the motion of projectiles. 2. Tripod-setting drills. 3. Position and aiming drills. 4. Gallery practice. 5. Subtarget machine practice.

Careful and extended instructions are given the fourth class in this preliminary work in order that they shall have proper ground work before the actual shooting on the range.

*Third class (second year).*—1. Limited amount of estimating distance drills. 2. Individual range and skirmish firing, instruction practice. 3. Individual range and skirmish firing, record practice. 4. Subtarget machine practice.

This class takes Special Course A in rifle practice. For the reasons already stated, the instruction of this class is limited, but it is thorough within the limits.

*Second class (third year).*—1. Serve as assistant instructors, under the supervision of officers, for the fourth class. 2. Preliminary course in revolver practice.

This class is away on furlough during the summer months, the only time when range practice can be held.

*First class (fourth year).*—1. Subtarget machine practice. 2. The regular course prescribed in the firing regulations. 3. Serve as assistant instructors for the third class. 4. Full course, with preliminary and supplementary practice in revolver firing, both mounted and dismounted. 5. A study of general principles governing the motion of projectiles (ordnance and gunnery).

The range practice is limited to the summer months; that is, from June 15 till August 18. It can not be held during the academic term because of the limited time—one hour—allowed daily for military instruction. An attempt has heretofore been made to do range work during that hour, but because of the distance to the range (nearly half of the hour being required to go to and from the range) the hour is now devoted, with marked success, to preliminary instruction, gallery practice, and subtarget machine practice. The attempt to have range practice during the academic term resulted, unquestionably, in an absolute waste of time.

An inspection of the range will show how unsuited it is in facility and capacity. During the spring and fall months it is constantly used by enlisted men stationed here. On or about August 18 the whole corps goes on the annual practice march. Soon after returning therefrom the academic term begins.

The scheme as outlined is progressive, and with the main objects constantly in view, it has proven highly successful.

The improvement in the figure of merit of the class which takes the

full course is marked and the interest taken is satisfactory. The number qualifying as marksmen and better has been largely increased under the progressive scheme.

All available time within the capacity of the range has been devoted to target practice.

For the reasons already stated, and because of the following disadvantages, cadets should not enter into competitions.

In 1905 we attempted to prepare a team to compete as such and individually in the national match at Sea Girt, with more or less disastrous results. We economized every moment of time consistent with the requirements of the local regulations, and at the expense of the whole Corps of Cadets, for the benefit of the team. With all that could be done, the members were able to get but about 800 or 1,000 shots each in extra practice, as against tens of thousands fired by the individuals of other teams. There could be but one result—failure. No one here was surprised, except possibly because the team made a better showing than we had any right to expect, everything considered.

Disadvantages incident to preparing the team—and they can not be overcome—were as follows: 1. The whole corps, excepting the team, was deprived of valuable practical instruction which should have been given and which each cadet had a right to receive. 2. The team itself missed the annual practice march and practical field instruction, which is of much more value to the cadet than taking part in a contest which could only result in discouraging failure. 3. Any team entering the national contest must necessarily be absent several days at the beginning of the academic duties. This loss will certainly prove a serious one to every member of such a team.

There can be no doubt as to the correctness of the main objects of the scheme of instruction followed here, and there can be no doubt as to the impracticability, even impossibility, of properly preparing a team here for competitions, and it should not be demanded or required.

Expert shooting is, and properly so, post-graduate work. We encourage the good shots, and really keep up a very commendable interest in target work, but we can not be expected to train a few to become expert at the certain expense of the whole, and with serious loss in other equally important matters to the experts.

To repeat, our progressive system is working well. We have given the subject our best attention, and under the conditions which govern here it is a fact that no better system can be followed or devised. We train cadets to know how to shoot and how to instruct quite satisfactorily, and better than ever before. Anything beyond this is out of the question, impossible, and should be avoided.

Very respectfully,

ROBT. L. HOWZE,  
*Lieutenant-Colonel, United States Army,*  
*Commandant of Cadets.*

[Indorsement.]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,  
*West Point, N. Y., May 31, 1907.*

Respectfully forwarded to Brig. Gen. Thomas Ward, United States Army, retired, president of the Board of Visitors, in compliance with the request made for information on this subject by the members of the Board. I concur in the views of the commandant of cadets expressed within. The present course of instruction in target practice gives satisfactory results and awakens the interest of all cadets in rifle shooting, giving to every individual a good foundation for future work of this kind and giving to each the chance to acquire the distinguished mark of expert rifleman, the highest individual trophy for expertness in this line awarded in the Army. The developing of a team among cadets to enter competitions would involve the sacrifice of the general interest now aroused and prevent the proper instruction of the many for the benefit of more complete instruction of a few. It would also be at a sacrifice of other most important instruction for the team selected.

H. L. SCOTT,  
*Colonel, United States Army, Superintendent.*

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