

UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

ANNUAL REPORT

of the

SUPERINTENDENT

1 July 1970 - 30 June 1971

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UNITED STATES MILITARY ACADEMY

MISSION



To instruct and train the
Corps of Cadets so that
each graduate will have
the qualities and attributes
essential to his progressive
and continued development
throughout a career as an
officer of the Regular Army



OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

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30 June 1971

SUBJECT: Annual Report of the Superintendent,
1 July 1970 through 30 June 1971

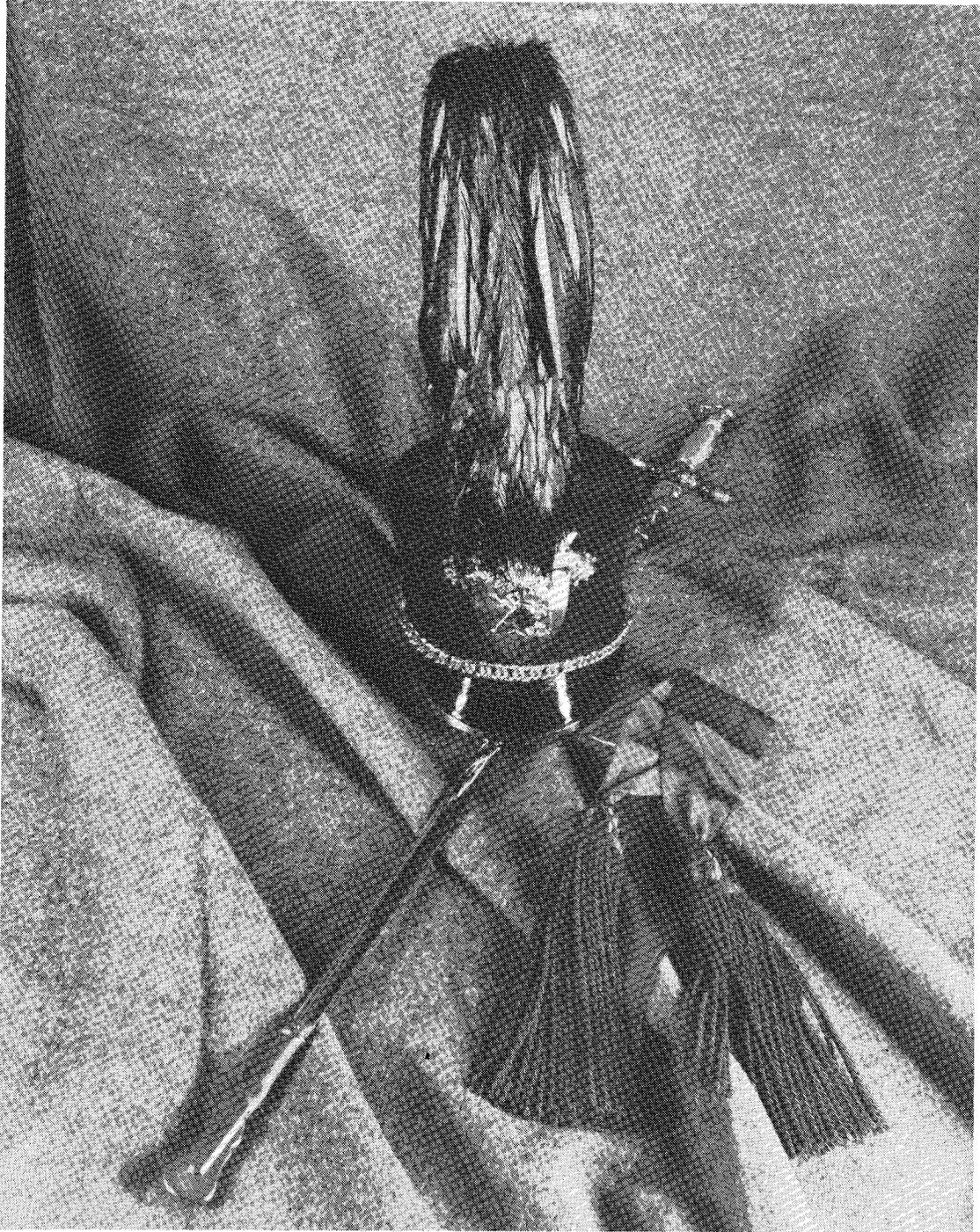
Chief of Staff
Department of the Army
Washington, D. C. 20310

This report provides a record of the United States Military Academy for the period of 1 July 1970 through 30 June 1971.


WILLIAM A. KNOWLTON
Major General, USA
Superintendent

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Major General William A. Knowlton
Superintendent of the United States Military Academy

INTRODUCTION

This year, as in past years, the United States Military Academy continued its proud tradition of service to the nation and its concentration upon evolving optimum methods for educating and training cadets to become career officers in the modern Army. Both of these responsibilities are complicated by revolutionary technological advances which often conflict with moral, ethical, and political ideologies; therefore, carefully considered and continuously revised courses of action rather than radical, dramatic changes and innovations are demanded. During times of social and political flux on national and international levels, the one constant has been -- and will continue to be -- the professional Army officer in the service of his nation. Consequently, while all facets of the Military Academy must remain relevant to the experiential backgrounds of cadets and to their futures as professional soldiers, it is necessary that all considerations and changes be hinged upon enduring historical values. Here at USMA, the values of Duty, Honor, and Country continue to serve as the foundation upon which the academic, athletic, and military training curricula are established and scrupulously re-evaluated.

The pervading influence upon the Corps of Cadets and the USMA community continues to be expansion of the Corps and physical facilities of the Academy. The balance between quality and quantity can be a tenuous one; the problem of achieving that balance is compounded by the fact that during times of social and political turmoil, we must guard against sacrificing traditional standards of professional military excellence while meeting increased demands for career Army officers. Expansion has posed many problems, none of which has proved insurmountable, however, because of the dedication and professionalism of the military and civilian staff and faculty and the constant emphasis upon economy of resources.

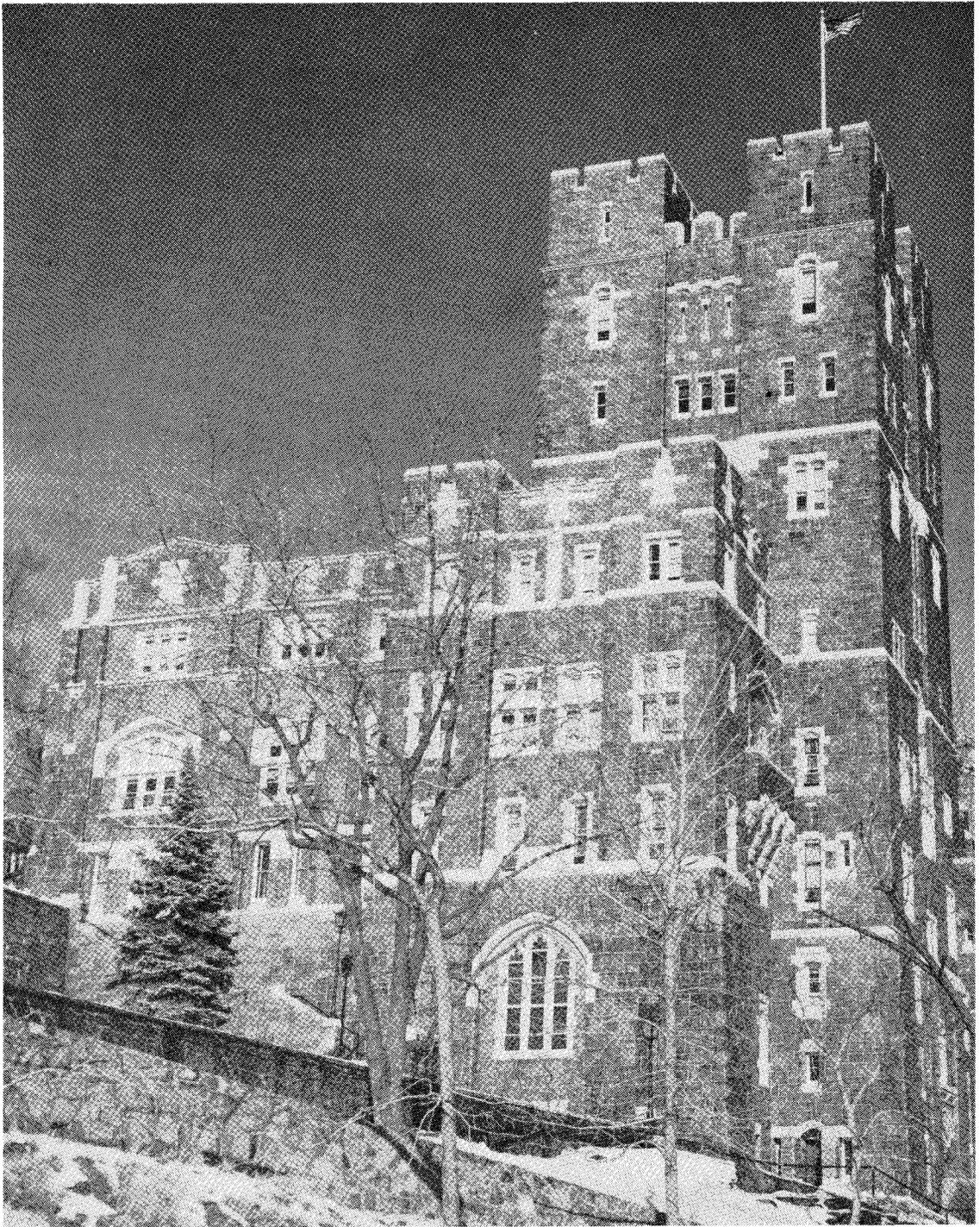
As far as the Corps of Cadets is concerned, all major facilities programmed in the original Gray Book Plan for Expansion are completed or are under construction, with the exception of the hospital. Expansion of the entire physical plant of the Academy -- work completed or under construction -- has reached eighty percent of the work outlined in the Plan for Expansion. Physical expansion continues to be hampered somewhat by the nationwide rise in construction costs, construction delays, and bids exceeding authorizations. We are coping with these problems by such courses of action as readvertising for bids with deletions, diversion of funds, and deficiency requests. Notable physical expansion accomplishments for the year are detailed in the appropriate sections of this report.

The pressures of expansion are still felt in the area of academics where course consolidation, revision and expansion efforts continue as in past years. Definite progress toward reaching the goal of having all tenured professors attain Ph.D. degrees was made this year. At the present time, sixty-eight percent of all professors and permanent associate professors have Doctoral degrees. In addition, ninety-eight percent of the entire faculty have at least one advanced degree, as follows: eleven percent, Doctoral degrees; eighty-seven percent, Masters degrees.

The Office of Admissions continues to improve its public information program in order to compete favorably with the sophisticated recruiting programs of civilian colleges and universities.

Concurrent with Academy expansion, the Military Training Program has made significant accomplishments during the past year. Notable achievements were the evolution of a new Cadet Evaluation System, expansion of career motivation programs, and a major increase in both academic and leadership counseling aimed at lowering USMA attrition and increasing career officer retention. Research programs conducted jointly by the Office of Military Psychology and Leadership, the Office of Institutional Research, and other USMA agencies reached significant and useful conclusions. Studies conducted during the year will not only make valuable contributions to improvement of the Admissions effort, lowering of cadet attrition, and increasing career motivation but will also decrease the possibility of future sensitive situations such as the Donham and Font cases documented in the body of this report.

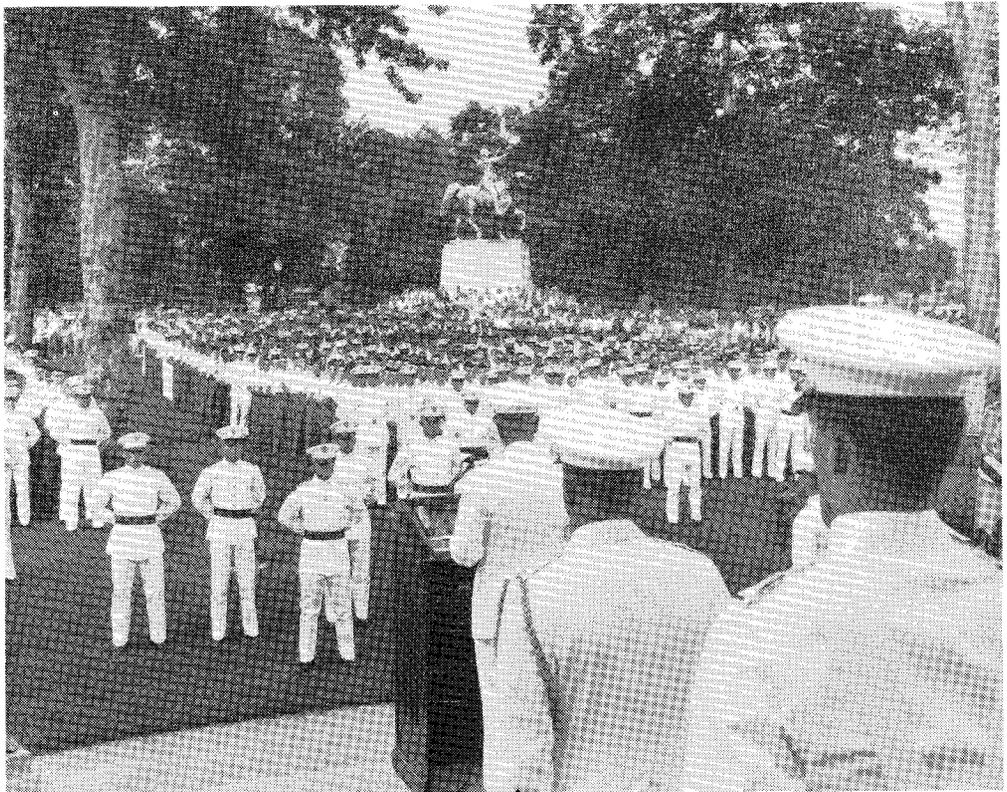
In summary, all activities of USMA during this past year have continued, methodically and resolutely, to insure that as many as possible of only the best qualified young men of our nation will one day join the Long Grey Line whose service to the nation remains admirable.



Headquarters United States Military Academy



Early morning — candidates report



Late afternoon — Swearing-In Ceremony

ADMISSIONS PROGRAM

GENERAL

The competition among colleges and universities for the scholar-leader-athlete (the "whole man") is becoming more keen each year. The Academy continues to present the accurate modern image of West Point through the Educator Visit Program, high school visits, Cadet Public Relations Council programs, the Admissions Participants Program, congressional assistance, and direct mailings to over 26,000 secondary schools throughout the country. As in previous years, the public relations themes were: increased and equal opportunity for admission, expanded facilities, and curriculum changes, as the size of the Corps expanded towards the 4,400 cadet mark. Major emphasis in public relations, however, is upon the approach taken by Admissions publications. Text, format, and design of promotional materials are more immediately attractive and appealing to the generation of students we are seeking. The successful appeal of our combined admissions programs is reflected in the admittance of 1,377 cadets into the Corps on 1 July 1970 - the second largest class to enter West Point in the history of the Academy.

The Congressional Briefing Program resulted in every congressional office being visited by Admissions personnel in May and June of 1971. In addition, each congressional office was provided a special Admissions Notebook with which to consolidate the various Admissions publications applicable to congressmen involved in the Admissions process. This binder included the revised Congressional Briefing Guide. Continued emphasis was placed on the District Representative Program, the Educator Visit Program, and the Cadet Public Relations Council Program which combined to voice the story of West Point while providing personal contact with various District Representatives, educators, and prospective candidates.

ADMISSIONS LIAISON OFFICER PROGRAM

A new Admissions effort, the Liaison Officer Program, uses Reserve officers in a field support role as USMA liaison officers. This program, incorporating the best features of similar programs at the Air Force and Naval Academies, was instituted for three reasons: First, there was a need, in local areas, for a specially trained, highly motivated, ready force of personnel whose primary military-service function would be to act as direct extensions of the USMA Admissions Office. Reserve Officers, the logical answer, were available for assignment from the Individual Ready Reserve into the Liaison Officer Program. Second, the Admissions Office sought field representatives who also had experience in the area of education or were otherwise prominent in their communities. The pool of Individual Ready Reserve Officers (about 20,000) contained men with the necessary background as well as men with other military and civilian oriented qualifications which would advance USMA Admissions' goals. Third, many graduates and former members of the Staff and Faculty of USMA, especially familiar with the Academy, were Reserve Officers and would welcome an opportunity to participate in a program allowing them to serve both the Army Reserves and the Military Academy simultaneously.

The Liaison Officer Program was begun in Fiscal Year 1971 with 80 officers (geographically located according to the need of the Admissions Office for field representation); of the 80 officers selected, six are West Point graduates, two are non-graduates who served on USMA Staff/Faculty, and eight are from minority ethnic groups. The program will be increased to 214 officers in Fiscal Year 1972, 374 officers in Fiscal Year 1973, and a final increase to 414 officers will be made in Fiscal Year 1974. Each officer has responsibility for an assigned geographical area not to exceed a 50-mile radius from his home since these officers will earn retirement points only and will not be reimbursed for expenses incurred such as travel costs or phone calls. In addition, certain officers are assigned responsibility for coordinating the activities of the Liaison Officers in their geographical area and with the Admissions Office of the Military Academy. Liaison Officers will be given seven days Active Duty Training at West Point for orientation during their first year and "refresher" conferences in subsequent years.

A Reserve lieutenant colonel has been assigned to USMA to administer the Liaison Officer Program and to serve as the Reserve Affairs Advisor to the Superintendent, the Director of Admissions, and the Registrar. He also provides liaison with the Chief, Army Reserve, Department of the Army.

The Liaison Officer Program will allow West Point to reach more positively those qualified young men who are considering West Point as a college choice, as well as those who may yet be unfamiliar with its opportunities. The program will also bring West Point closer to parents and high schools whose interest in and support of the United States Military Academy are presently so vital.

ADMISSIONS SUPPORT PROGRAMS

Over the past three years, there has been an intensified Public Relations Program which aims at presenting an accurate picture of West Point to the serious college aspirant through a variety of sources; these sources include USMA Admissions personnel, District Representatives, USMA Liaison Officers, the cadets themselves through the Cadet Public Relations Council Program, high school educators, Academy publications, and the news media.

During Fiscal Year 1971, there were again thirty educator visits; however, the number of educators per visit was reduced slightly because of the aircraft capacity limitation for groups originating west of the Mississippi River. This year, additional emphasis was placed on participation by congressional staff personnel who handle Academy affairs as members of the educator visit program from their states. Similarly, Admissions Participants and news media personnel were encouraged to participate in the Educator Visit Program.

The variety of publications produced about West Point has increased, and they are being redesigned in more appealing and attractive formats as well as being written in fresher, more deliberate language. The Admissions Bulletin, which was initiated in the fall of 1969, presents the complex admissions requirements in a form easily followed by both candidate and counselor. Similar assistance has been furnished to congressional offices in the Congressional Guide for USMA Admissions which also provides both the congressman and his administrative assistants with a ready reference to entrance requirements,

suggested nomination screening techniques, and candidate processing procedures. A contemporarily designed and written pamphlet, Frequently Asked Questions About West Point, has been distributed around the country in the amount of over 65,000 copies.

Mailing of promotional literature to the National Merit Scholarship semi-finalists, the Boys State and Boys Nation delegates, and to the National Achievement Scholarship semi-finalists has also succeeded in bringing West Point to the attention of college-bound students, many of whom had never before considered the Military Academy.

While all the above-mentioned programs were effective in telling the West Point story to high school students, cadet presentations remained most effective. Continued emphasis was placed on the Admissions-directed Cadet Public Relations Council Program allowing cadet volunteers to visit high schools and civic groups in almost every Congressional District during the Christmas, spring, and summer leave periods. During Academic Year 1970-71, cadets made appearances in 2,400 high schools and spoke to nearly five hundred civic organizations. Cadets also participated in approximately one hundred radio and television programs and, in all, reached an estimated audience of more than five million people in three hundred and one Congressional Districts of the United States.

REFERRAL SYSTEM

The Referral System, which was initiated last year and through which Congressmen received lists of all known applicants from their respective districts for use in selecting nominees, proved very successful. The responses from Congressmen and Admissions Participants were highly favorable.

EQUAL OPPORTUNITY

The Equal Admissions Opportunity Officer, a Negro officer on the Director of Admissions' staff, continued to seek qualified candidates from minority ethnic groups. Sustaining the motivation of interested young men is a critical effort since all colleges and universities are intensifying their efforts to attract students from minority ethnic groups. The Admissions Office realized greater assistance this year from our Admissions Participants, educators who have visited West Point, and the cadets themselves.

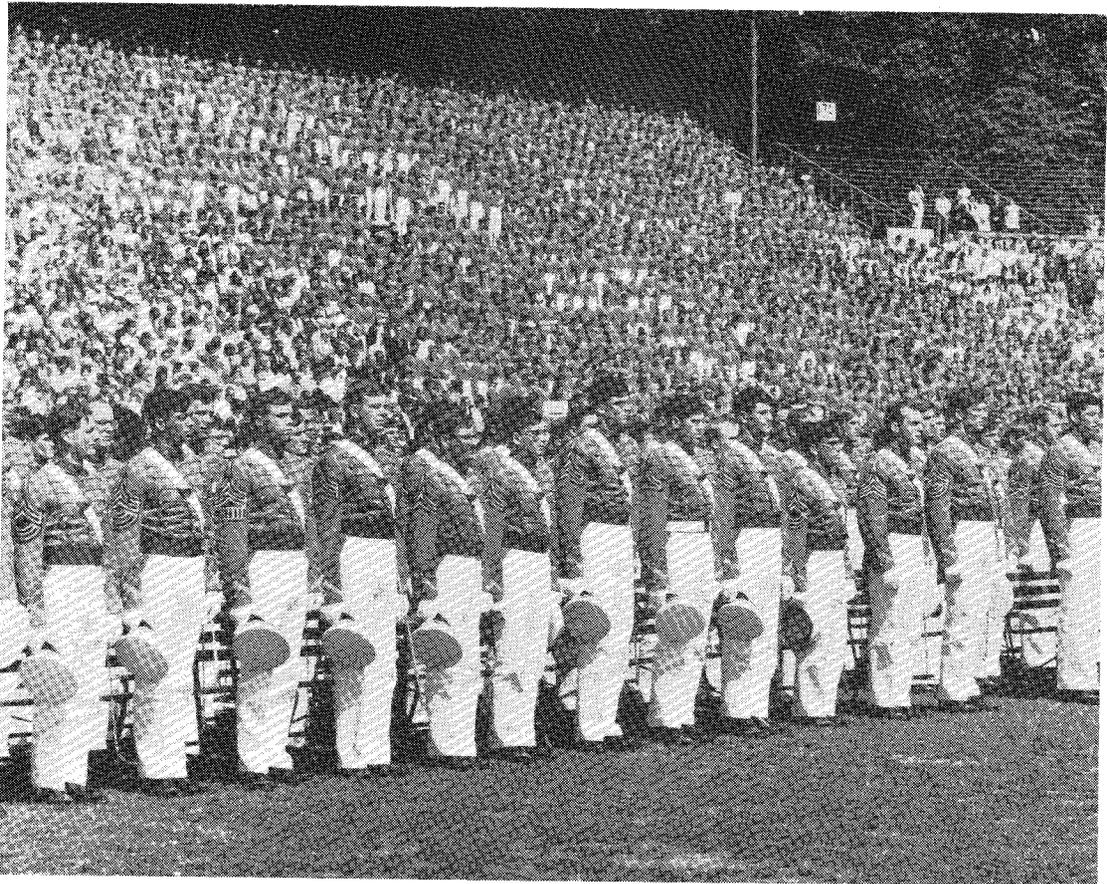
As of 30 June 1971, over eighty minority group candidates were expected to join the Class of 1975 in July.

CLASS OF 1974

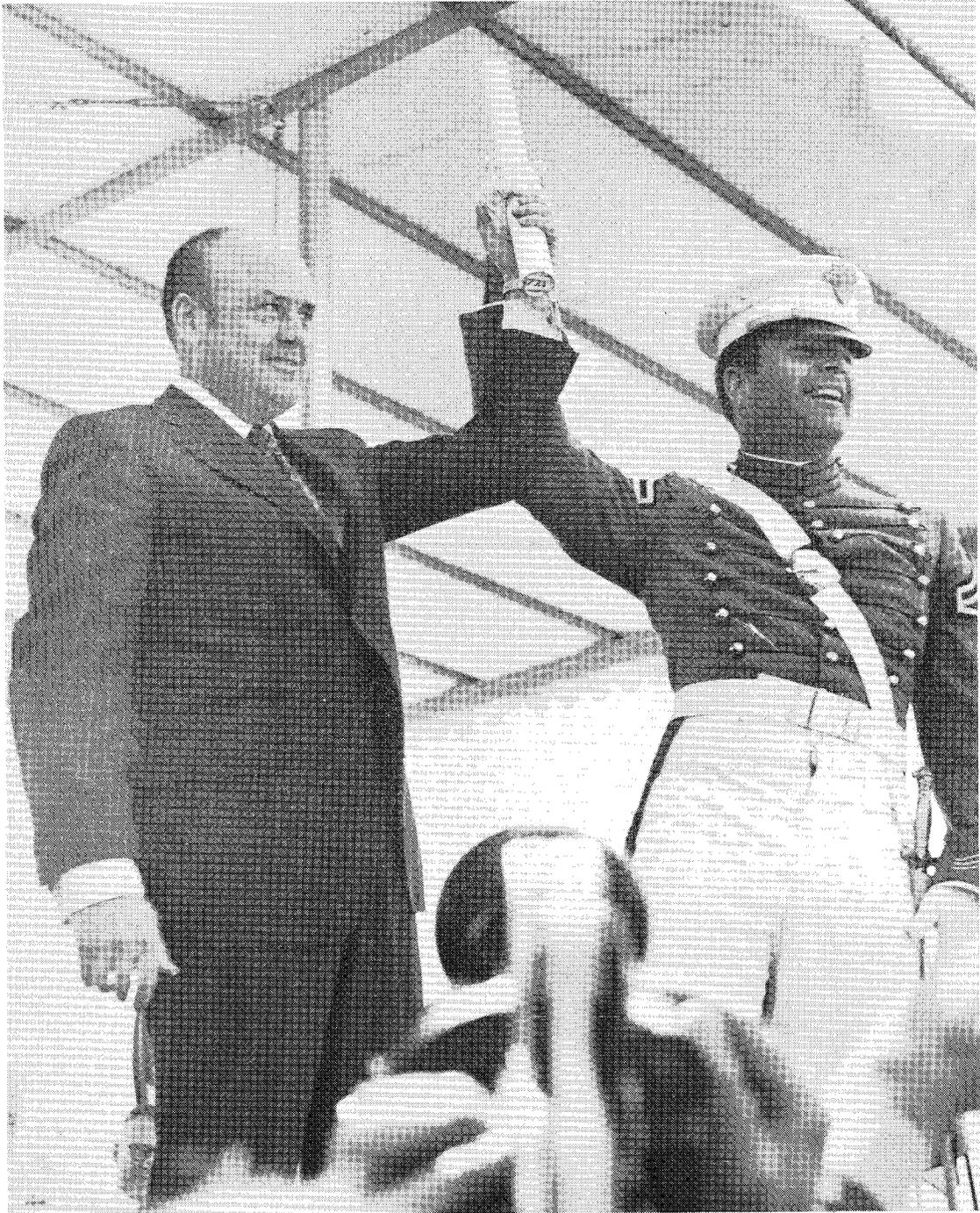
The quality of the young men matriculating at West Point continued to be high. Statistics compiled by the Office of Research, together with the American Council of Education's Annual Survey, which includes the Class of 1974 and other college freshmen, reveal the following facts: the typical new cadet in the Class of 1974 comes from a moderate-size town or city. His father is most likely a businessman or a military careerist and is in the middle income bracket. His mother is a high school graduate. He had a B+

average and ranked in the top quarter of his graduating class. He was elected president of a student organization, won a varsity letter, and was a member of a scholastic honor society.

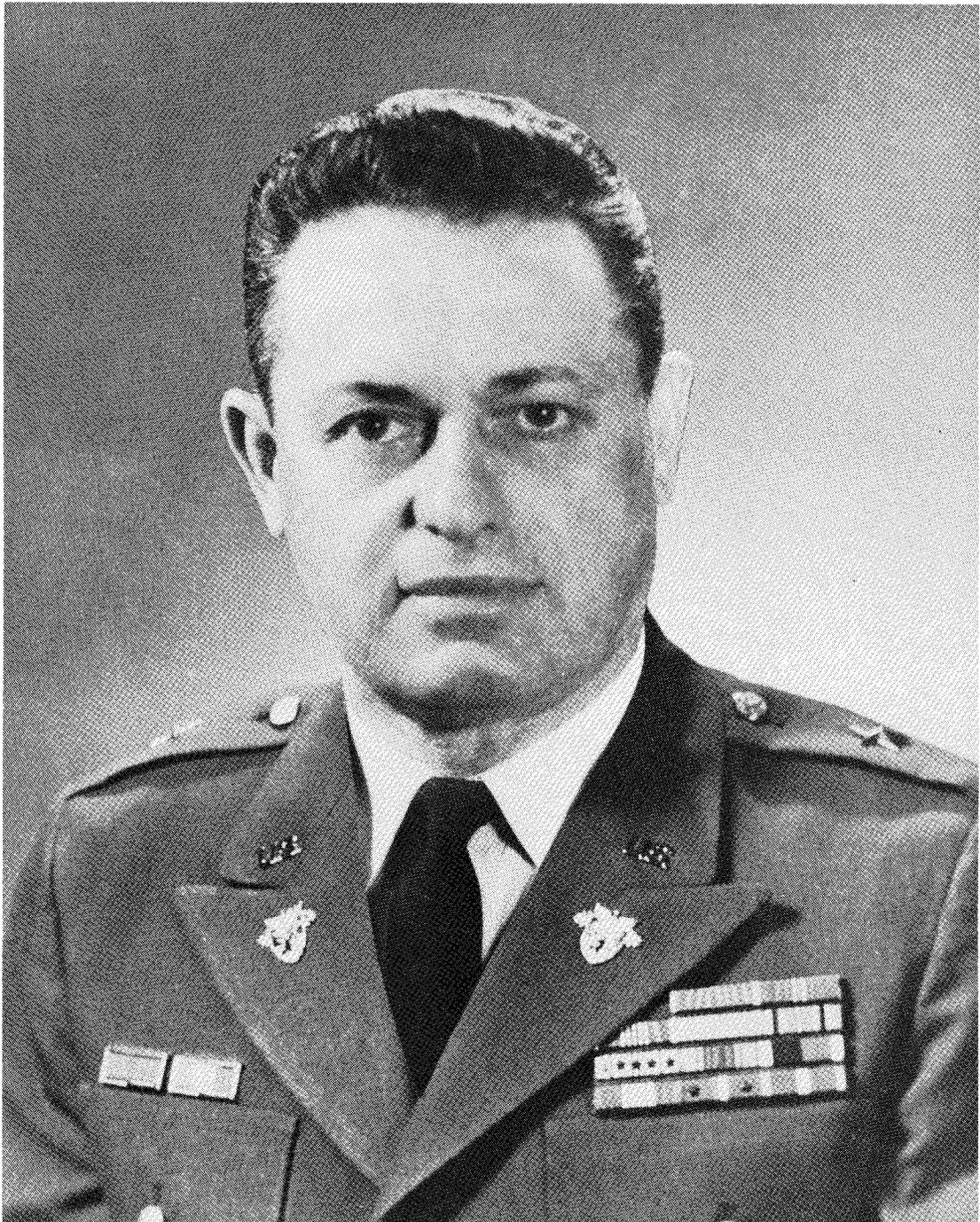
Certain goals, objectives, and opinions dominate the new cadet's lifetime aspirations: He hopes to earn at least a Masters degree, raise a family, have an active social life, be an authority in his field, and keep abreast of political affairs. Developing a philosophy of life is also important to him. Compared with new cadets of previous classes, he is a bit more progressive and is more concerned about college administration and the role of the Federal Government in various affairs. His educational aspirations are slightly higher, and his desire for specialization is significantly greater.



GRADUATION



Secretary of Defense, Melvin Laird, Congratulates last man in Class of 1971



Brigadier General John R. Jannarone, Dean of the Academic Board

ACADEMIC PROGRAM

OVERVIEW

The past academic year has been one of consolidation, a year spent primarily in evaluating and consolidating advances made through the last decade. In many ways, the year marked the fulfillment of curricular and organizational changes initiated a decade ago and provided us with the first opportunity to view the combined effects of these changes. Their success has been apparent. We have attained a well-balanced academic program which combines an evenly divided core of the arts and sciences with an elective program of considerable flexibility. The faculty has grown by more than fifty percent in ten years, with the tenured and nontenured components providing a diversity of academic and military talent.

Today, there is great vitality in the educational program, fostered both by a vigorous curriculum and by high academic and professional competence of a young faculty. Interweaving of numerous disciplines of the elective fields has provided a stimulating academic atmosphere for cadets and officer-instructors alike. That this new flexibility is timely and necessary has been testified to by the cadets themselves who come from a world much changed during the past decade. They are aware of the problems which lie ahead of them and are mindful of the pressing need for solutions. They are eager to seek these solutions, and the Academy must provide them a varied curriculum which affords them that chance. This past academic year has served, in large measure, to assure us that our moves have been successful.

Even though the academic year was one of relative stability, it was not without continuing analysis. Several curricular studies were completed, and more are presently underway. In addition, we have continued to implement gradually the recommendations of the Faculty Review Board.

THE FACULTY

Major strides have been taken in our phased implementation of the recommendations of the Faculty Review Board. During the past year, five additional Permanent Associate Professors were selected and appointed, bringing the number of tenured associate professors to thirty-three. We have been gratified by the extremely high quality of the applicants for these positions, officers whose demonstrated professional and academic accomplishments are outstanding in every respect. Two additional nominations were made to the Department of the Army to fill established requirements.

Colonel William F. Luebbert, the first tenured faculty member to participate in the Fellowship Program with the Army War College, has completed his year there as a student and as a faculty member. The program has proved very rewarding, both for the participant and for the War College. In another area of faculty endeavor, the Faculty Research Program is continuing successfully with nine participants engaged in original research. The Science Research

Laboratory, newly established last year, provides considerable stimulus to this program under its director, Lieutenant Colonel William B. Streett, Jr.

The continuing faculty expansion, programmed in consonance with the expansion of the Corps of Cadets, enters its last phase with the next academic year. The Department of the Army has continued to give us support that is critically necessary during a time of Army-wide strength reductions.

So far, these continuing Army personnel reductions have not had an adverse impact upon the Military Academy faculty strength. The number of our required faculty is based on the concept of one instructor for each small class section of fifteen-sixteen cadets, a pedagogical principle employed at the Academy since before the Civil War. Many educators have cited this principle as the governing factor in the traditional excellence of the Academy's educational program. Small sections allow a classroom emphasis on discussion and cadet participation and insure a high degree of interpersonal daily contact between each cadet and his instructor. The small size of the Academy classes was most recently endorsed by the decennial Accreditation Team of the Middle States Association of Colleges and Secondary Schools, which noted that the practice was a central factor in the Academy's academic program.

This long-standing practice, however, seems now once again imperiled, as it has been on several past occasions during Army strength reductions. Two teams -- one from Department of the Army and one from Department of Defense -- have noted during the past year that the practice may have to be modified should the Army be unable to supply us with the required number of qualified officers. The first, the Department of the Army Manpower Survey Team, did not debate the pedagogical merits of the practice but suggested a careful review. Later, representatives of the Assistant Secretary of Defense (Manpower and Reserve Affairs) visited the Academy and made a critical appraisal of our strength requirements. Their report will be made available to the Committee on Appropriations of the U.S. House of Representatives.

THE CURRICULUM

The Academy has completed the second academic year in which cadets were permitted to concentrate their elective course choices in an area of their particular interest or aptitude. Cadet response has been enthusiastic. Thirteen new elective courses have been approved for the next academic year bringing the number of electives to one hundred and fifty.

Several curricular studies have been completed during the past academic year, some of which were performed by formally constituted ad hoc committees of the Academic Board and others by the standing curricular committees. These actions have been significant in providing the Academy a definitive approach to several curricular concerns.

Early in the academic year, the final report of the committee, chaired by Colonel Donald G. MacWilliams and formed to study the role of foreign languages in the Academy curriculum, was delivered. After an extensive analysis viewing both the future needs of the graduate and the cultural and educational benefits of foreign language study, and including numerous consultations with

distinguished graduates, scholars and cadets alike, the committee concluded that the foreign language courses as presently offered are both fundamental to the cadet's educational requirements and responsive to foreseeable needs.

Implementation of the conclusions of the Management Committee, appointed to review contemporary developments in undergraduate curricula in the fields of operations research, systems analysis, and management science, has proved extremely successful. Several new elective courses were added to the curriculum and placed within a newly constituted interdisciplinary field of Management. These courses comprise both the engineering and the socio-economic approach to study in this discipline and have been quite popular with the cadets. Five percent of the First and Second Classes enrolled in this field during the past year.

Two committee studies are presently underway. One committee is engaged in an analysis of the complete educational and training load carried by cadets and will offer its conclusions during the summer. The second committee is conducting a study complementing the first: the sequence of academic courses in the four-year program, seeking any changes which may prove desirable. This report is also expected in the summer months.

ACADEMIC ORGANIZATION

The departmental reorganization begun two years ago was completed at the beginning of this academic year with the transfer of the history group of the Social Sciences faculty into the Department of History.

CADETS

The Distinguished Graduate Program, which permits those cadets graduating in the top five percent of each class to attend a graduate school of their choice and study any of the disciplines authorized by the Department of the Army, has undergone extensive study this past year. The case of Lieutenant Font, a participant in the program from the Class of 1968 who filed for classification as a conscientious objector while at Harvard, resulted in a great deal of adverse criticism being directed against the entire program. We feel that the merits of such a program easily outweigh the anomalous behavior of one participant. However, in order to decrease the possibility of such action in the future, the Scholarship Committee of the Academic Board has been directed to review the record of each graduate who is qualified to participate in the program and eliminate from immediate schooling any cadet who has any hesitation about serving his full obligation following his schooling. The fine records of the many young officers who have participated in the immediate schooling program, combined with the newly instituted review procedure, should allay any concern remaining in this matter.

ACADEMIC ACTIVITIES

OFFICE OF THE DEAN

Operations Division

As a result of the expanded elective and validation programs, the Operations Division has placed continuing emphasis on academic counseling. The system

of Company Academic Counselors, now in its second year, is proving very effective, with each company having an assigned officer from an academic department who serves as an advisor in such matters as study habits and course selection. In addition, the number of general subject area and specific field counselors within the departments has been increased to allow more counseling opportunities for cadets.

Another development this year was the institution of an on-line computer program allowing cadets to check their course requirements through remote terminals. Thus, a cadet who desires a certain sequence of elective courses can input these to the Academic Computer Center and obtain a reading on the technical adequacy of his planned sequence. The computer program confirms the validity of his sequence in such matters as graduation requirements, prerequisites, and concentration requirements. If his selections are technically adequate, he will obtain a statement to this effect before seeing his academic counselor. This system, known as CORPS (Cadet On-Line Registration Preprocessing System), enables the counselors to concentrate on the substance and suitability of cadet academic choices with confidence that the technical requirements are satisfied.

Plans and Programs

This office has also concentrated on various committee studies and preparation of reports. For example, extensive reviews of various Academy publications concerning academics were made, and several publications were updated to reflect more accurately the current academic program. In addition, several analyses were prepared on certain aspects of the curriculum in order to provide the Academic Program Advisory Council with information during its deliberations.

Instruction Support Division

During Academic Year 1970-71, Lieutenant Colonel H. C. Hannaway assumed the position of Director, ISD, during the sabbatical absence of Colonel W. F. Luebbert as USMA Fellow at the Army War College.

The Instructor Group increased the scope of support to academic departments and achieved considerable results in the research and development of new instructional tools. Among significant efforts were major modifications to the USMA War Game, complete revision of the USMA Library Periodicals program, development of an analog computer simulation, and organization of a comprehensive computer program library which is kept current with developments in other colleges. In the area of teaching, several reading improvement sessions were conducted for cadets and the staff and faculty, as well as fifteen computer and media courses, a revised cadet elective course in Information Processing, and a number of individualized computer science courses for academic departments. In addition, considerable effort was devoted to research and development in computer graphics and in computer-assisted instruction.

The Academic Computer Center completed its first full academic year of operation with the Honeywell 635 computer system, which employs two on-line

independent H-225 computer systems as remote batch processors to the larger H-635 system. Eighty-six new remote computer terminals and associated punched-card equipment were installed, bringing the total of remote computer terminals, which are placed in all academic buildings, the library, and the cadet barracks, to one hundred and twenty-one.

Concurrent with the installation of new remote computer terminals, the capacity of the USMA Time-Sharing System was increased to accommodate seventy individual users simultaneously. Capacity use was first achieved on 29 March 1971 and established USMA as the largest time-share user of Honeywell-developed computer software in the nation.

The Instructional Technology Center supported the academic departments with a professional media staff to co-produce quality instructional programs. The multi-image technique, introduced to USMA only three years ago, has proven so useful that over thirty programs are either completed or in production. Many of these programs have been presented to nationally attended professional meetings and seminars. Two instructional films were created during the year. "Seong Moy, A Print Artist of Today" competed in the finals of the American Film Festival. "Che Guevara," an instructional television program produced in Spanish and English, won second place in the television category of the Keith L. Ware competition sponsored by the Department of the Army.

Science Research Laboratory

The research program of the Science Research Laboratory has grown significantly during the past year. Experimental studies of physical and thermodynamic properties of fluids at low temperatures and high pressures have continued, with experiments now underway at pressures up to 150,000 psi. Research on computer simulation of molecular fluids continues as a joint effort with physicists at the U. S. National Bureau of Standards. A new project to measure sound velocities in fluids at high pressures was initiated, and research was started on a mathematical model for the earth's magnetic field as distorted by the solar wind.

Six scientific papers resulting from research carried out at USMA were published or accepted for publication in leading scientific journals. Among these is one entitled "On the Structure and Motions of Jupiter's Red Spot," which appears in the June 1971 issue of "Icarus," an international journal of planetary science. This paper, co-authored by Lieutenant Colonel W. B. Streett, Specialist Four H. I. Ringermacher of the Science Research Laboratory, and Dr. G. Veronis of the Department of Geophysics, Yale University, proposes a new explanation for Jupiter's Red Spot, one of the oldest puzzles in planetary science.

Lieutenant Colonel Streett, the laboratory Director, presented talks on his research at R.P.I., Princeton University, and the National Bureau of Standards, and at Oxford University, Reading University, and the Rutherford Laboratories in England. He is scheduled to speak, in August 1971, at the Gordon Research Conference, Holderness, New Hampshire, on the physics and chemistry of liquids, and in Washington, D. C., in September 1971, at a meeting of the International Institute of Refrigeration.

Future plans call for the development of a coordinate program of laboratory research in the chemistry and physics of fluids at high pressures designed to provide scientific data relevant to problems of deep atmosphere and interior structures in the outer planets.

THE LIBRARY

Following a study of its internal structure and organization, the Library was reorganized to insure rapid response to new informational needs caused by recent curricular changes. The Reader Services Division was divided into a Public Services Division and a Reference and Resources Utilization Division. The USMA Archives and History Section was placed under the direct supervision of the Office of the Librarian. A special projects librarian was attached to the Administrative Staff, and, reflecting added emphasis on book selection, the Technical Services Division was redesignated the Collection Development and Technical Services Division.

Recent emphasis on independent study brought the Library staff into closer contact with both instructors and cadets. The professional staff worked more closely with instructors on the selection and use of information resources and with the cadets on an individual basis through instruction in library tools and their use.

Mrs. Marilyn Smith published her Bibliography of Philosophy in response to requests from the Department of English for subject-finding aids. She anticipates publishing another bibliography which focuses on religion. Mr. J. Thomas Russell plans a descriptive bibliography of the von Steuben drill manuals in the next year, a monograph which will reflect our strength in this area. This subject will be of particular interest during the approaching bicentennial of the American Revolution.

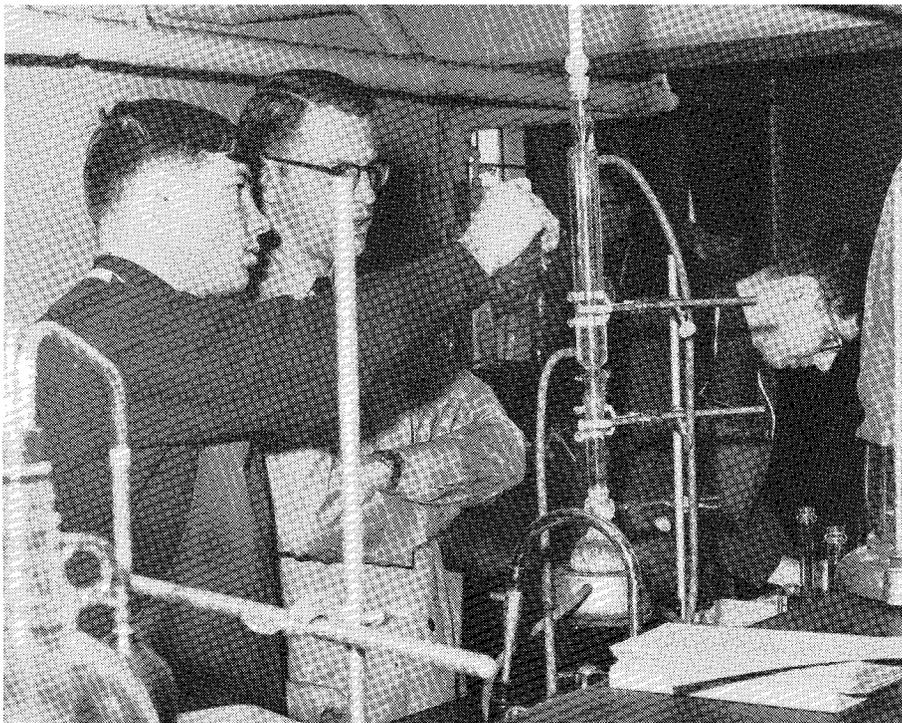
DEPARTMENT OF CHEMISTRY

Extensive revision in the textbook used for the standard and advanced chemistry courses required a major effort to prepare new department support materials. The new study guide, problem pamphlet, laboratory manual, and instructor notes will be introduced next year.

The increase in the number of cadets selected for the advanced general chemistry course necessitated forming a fourth section. This size of the advanced course was satisfactory and will be maintained at four sections.

All chemistry courses revised their laboratory programs to increase emphasis on modern methods of instrumental analysis. This emphasis will continue to increase through the acquisition of several new visible, ultra-violet spectrophotometers and a nuclear magnetic resonance spectroscope. In addition, advanced and elective courses in chemistry increased the use of computers in their laboratory experiments.

This year, the Human Biology elective sequence used a new text which the students found more interesting and challenging. The course placed greater emphasis on the current problems of society, such as population, radiation,



Cadets working in a chemistry laboratory

and pollution. The acquisition of additional microscopes allowed the laboratory program to be expanded.

Based on the increase in elective enrollments in organic chemistry and human biology, it appears that significant interest has been generated in the expanded medical school program for graduating cadets.

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

During AY 1970-71, the principal activities of the department, other than the normal review of instructional methodology and subject matter, centered on the refinement of the four new standard courses developed during the preceding year. The most significant of these refinements was a complete rewrite of the computer segment of EF 102, Engineering Fundamentals II, to include the text, Engineer's Guide to FORTRAN IV Programming, and the introduction of ten lessons on ecology in EV 101, Planetary Science.

The EF 102 course was structured into three segments to meet the demands of subsequent USMA academic offerings and to adjust more satisfactorily to student capabilities. The ten ecology lessons were introduced as a normal extension of the material offered in Planetary Science, and these lessons replaced some of the more advanced lessons in astronomy. A multi-media program, "The Good Earth," was prepared for EV 101 and received wide acceptance both within the academy and outside USMA as well.



An electron microscope is focused by its cadet user in the Engineering Laboratory

One new advanced course, EV 151, Advanced Planetary Science, was introduced; and two new electives, EV 383, Geography of Communist China, and EV 385, Issues Confronting Man and His Environment, were approved for introduction in the next academic year.

A trial validation/placement examination for geography was developed and tested during the year and will be given to the class of 1975.

Research was completed on the Landscape Atlas of the USSR. Only final coordination between the department and USATOPCOM remains prior to publication.

DEPARTMENT OF ELECTRICAL ENGINEERING

The general structure of the electrical engineering courses remained essentially the same. The digital computers elective was divided into two separate courses: Digital Computer Systems, which deals with the composition, logical organization, interconnection, and operation of the primary functional components of a digital computer system; and Computer Engineering, which deals with the basic elements used in all digital computer components, their design, interconnection, sequencing, and future development trends. In addition, three new chapters were added to the second class core course texts.

Several steps were taken to upgrade laboratory equipment. Additions included twenty new oscilloscopes obtained on a long-term loan from DASA, a servo trainer, a new analog computer, several recorders, and other equipment required for the expanded core course enrollment. Of special note was the incorporation of several student design problems into EE 402, the Automatic Controls elective, which uses the above mentioned new equipment. Work was also continued on the solid state laboratory, which can now utilize modern technology in the complete fabrication of solid state diode devices. Considerable savings were realized in this laboratory through the expert machining ability of Mr. Conrad Lautze. Mr. Lautze designed and fabricated much of the solid state laboratory equipment.

The educational trip for the Electromagnetic Energy Conversion course was particularly beneficial this year; a visit was made to Consolidated Edison's "Big Allis" generator while it was disassembled and under repair. Also noteworthy was the special solid state seminar conducted by Dr. Walter Kleinfelder of IBM.

DEPARTMENT OF ENGINEERING

The department made several important changes in all standard and advanced courses. Introductory concepts of systems engineering were incorporated in all courses. Civil Engineering courses were revised to agree with the latest American Institute of Steel Construction specifications published in August, 1970. The Weapon Systems Engineering course was restructured from two separate subcourses, Ballistics and Propulsion, into a comprehensive and integrated one-year course. In addition, emphasis was changed from analysis to the design of weapon systems. Four design projects were very successful, and the department plans to expand this portion of the course next year.



A laboratory session in the Department of Engineering

The General Engineering course was also restructured into an integrated, sequential, two-semester course. Faculty members for this course prepared a department text entitled Introduction to Decision Making and Optimization which was used in several other department courses. The Nuclear Engineering course was revised to incorporate the technology of new fuels and materials. The Civil Engineering and Weapon Systems Engineering honors courses continued to provide a challenge to the gifted cadet.

Two new elective courses were offered: Scientific Management, and Systems Engineering and Decision Making. The first course provided an interdisciplinary approach to the processes and issues of management. The second course was designed to develop cadet understanding of the systems approach for solution of large and complex problems such as those found in the military services. Both courses were well received by the cadets, and projected enrollment for the courses next year is almost twice that for this year.

The department collaborated with the Department of English in preparing a section of The Style Manual designed to offer guidance for writing technical reports such as project proposals, laboratory reports, and engineering reports.

Both analog and digital electronic computers were used extensively as aids for the solution of engineering design and management science problems. Future plans call for increasing this usage, and a long-range project was undertaken

with the Computer Center to develop software and graphic displays associated with the development of computer-assisted engineering design.

Two faculty members were awarded a National Science Foundation Fellowship to study Engineering Systems Optimization at the University of Colorado. Two other faculty members presented papers at professional society meetings at the national level. The department continued to conduct the Professional Engineer Refresher Course and administered the Engineer in Training examination for the State of Pennsylvania. Five officers and one hundred and three cadets took the examination.

DEPARTMENT OF ENGLISH

For the past academic year, the English Department conducted its First and Third Class courses during both semesters for one-half of each class per semester. This rescheduling proved highly advantageous, enabling the department to gain flexibility of scheduling and to capitalize on increased instructor experience. EN 402 was modified to provide greater emphasis on morality and aesthetics as bases from which to investigate philosophical matters. The department offered twelve electives in which one hundred and eighty-three cadets participated. For AY 1971-72, two additional electives will be offered: Aspects of American Culture, a new offering of interdisciplinary and interdepartmental seminars designed to examine major facets of American culture, and the Honors Course, a course allowing the cadet of superior ability to develop an original project through independent study.



Hal Holbrook speaks with cadets after his performance of "Mark Twain Tonight"

Cadet enthusiasm expanded the activities and programs of the Fine Arts Forum considerably, increasing its size from six hundred and sixty-eight to 1,021 members and supporting the first full scale season of major performances, including "Hamlet," "Tartuffe," and Hal Holbrook's "Mark Twain Tonight." The Forum also coordinated the USMA Affiliate Artist activities of Miss Joan Patenaude, lyric soprano, and presented a series of art exhibits, film festivals, and lecturers. A significant result of the Forum's activities was the painting and presentation of the "American Eagle" to USMA by Mr. Ray Harm and the generous donation by him and the Frame House Gallery of \$45,000 to the West Point Fund for Cadet Fine Arts Forum activities. For next year, the Forum plans a full season of performances: Goldsmith's "She Stoops to Conquer," Kafka's "The Trial," a Shakespearean play, the Charlie Byrd Quartet, the "Tamburitzans" dance group, and the musical comedy, "You're a Good Man, Charlie Brown."

During the past year, the Deputy Head of the Department, Colonel Jack Capps, presided over the Organizational Meeting for the Faulkner Concordance at the annual meeting of the Modern Language Association of America where he presented a paper, "The Background and Current State of the Faulkner Concordance Project." As a result of this meeting, Colonel Capps is now heading the Editorial Board, which is composed of internationally recognized Faulkner scholars. Also of special significance in the category of individual achievement was Major Paul C. Hutton III's qualification as a finalist in nationwide competition for a White House Fellowship.

Of particular importance in the area of personnel was the arrival of two additional Permanent Associate Professors -- Colonel Arthur H. Blair, the Fourth Class Course Director, and Lieutenant Colonel Lloyd Matthews, Director of First and Third Class Courses.

DEPARTMENT OF FOREIGN LANGUAGES

During the past year the Department of Foreign Languages added one new course, Accelerated Russian, LR 241-242; initiated plans for a new elective course in Portuguese on military readings; and made significant changes in some of the basic textbooks. A new text, Basic Situations in French was published locally and adopted for use in the Fourth Class Accelerated French course. In Fourth Class Russian, Basic Russian, Book One, by Dr. Micha Fayer, was adopted for use in the basic course. In the Fourth Class Accelerated Russian course, Basic Russian Book One and Book Two, by the same author, were put into use. Greater use was made of the classroom laboratory (CLAB) in the Advanced Fourth Class French course and in both the Fourth and Third Class Portuguese courses. The CLAB is used for speech pattern drills. A prepared tape provides the stimulus, and all cadets respond simultaneously by speaking into a microphone/headset, hearing only their own voices in their earphones. Thus, cadet speaking time is vastly increased, and no cadet hears incorrect responses. The CLAB is used as an adjunct to the language lab. Considerable effort was expended in preparing new placement tests for use in testing new cadets in French, German, Russian, and Spanish to determine their skill in one or more of these languages.

The Cadet exchange programs with foreign military academies continued to be expanded. In French, two cadets from the Ecole Royale Militaire, Brussels,



A Class in the Russian Language

took part in a two-week orientation and training visit. In German, eight exchange cadets visited USMA, four from Heeresoffizierschule III, Munich, and four from Theresianische Militarakademie, Vienna. In Portuguese, two cadets visited the Academia Militar das Agulhas Negras in Brazil. In Russian, fifteen USMA cadets attended the Interservice Russian Language Orientation Course in Garmisch, Germany, along with selected cadets or midshipmen from other U.S. service academies. In Spanish, twenty-eight cadets visited various Spanish-American countries. In particular, four USMA cadets visited the Heroico Colegio Militar, Mexico City. An equal number of Mexican cadets visited USMA. In August, 1970, twenty-eight Latin-American cadets visited the USMA. In addition to the aforementioned official visits by both USMA cadets and their foreign counterparts in equal numbers, two cadets studying Chinese visited, at their own expense and on leave time, the Chinese Military Academy, Taiwan, and other military installations on that island. An official exchange trip to Taiwan involving two USMA cadets will also take place this summer. The trip will be made under the supervision of a U.S. officer who was born in China and who teaches Chinese here.

Major John R. McCormick was awarded the Freedom Foundation Medal for his essay, "Freedom-Privilege or Obligation?". Major John Child won second place in the first annual Keith L. Ware Memorial Award by the Department of Defense for his documentary TV film, "Che Guevara." Colonel James R. Ross, Permanent Associate Professor of Chinese and Russian, departs for Munich at the end of the summer for nine months of study and research connected with his work for the Ph.D degree. Lieutenant Colonel Walter Cremer, the first German Exchange Officer,

departed for duty to CENTAG after five years of service in the Department. He has been replaced by Lieutenant Colonel Hans Gierschik. Lieutenant Colonel Hugo Motta, the Brazilian Exchange Officer, departed for Brazil in December, 1970, and was replaced by Lieutenant Colonel Roberto Mendes. Mr. Michael Solo, the new civilian Assistant Professor of Russian, arrived in July, 1970, to take up his duties, replacing Mr. Nicholas Isotov, who resigned to return to graduate school.

DEPARTMENT OF HISTORY

The department continued to devote considerable effort to improving instructional material in all history courses. In the field of military history, substantial progress was made toward completion of goals in a phased, seven-year course revision. As a part of this program, eight revised lessons were introduced into the standard course in the History of the Military Art. Also, the development of the advanced course concept reached the point at which an entirely separate course of instruction is being planned for next year. As a result of the integration of additional material into the military art standard course, the elective, Evolution of Modern Warfare, was phased out this year to eliminate duplication with the increasingly sophisticated standard course. Significant innovations were planned during the year, to include a program to accelerate seventy Second Classmen into the First Class military art course during AY 1971-72 and the introduction of multi-media presentations of military history subjects. A highlight of the year was the visit and lecture by Dr. Forrest Pogue, biographer and Director of the George C. Marshall Research Foundation in Washington, D. C. In the field of American history, a full-year standard course was taught for the first time in the history of the Academy; in European history, the standard course underwent extensive revision for the next and subsequent years.

On 1 July 1970, the department absorbed the modern history courses from the Social Sciences Department and increased its authorized strength from twenty to forty-five officers. Incident to this expansion, the department received approval for the introduction of three new elective courses, one each in the fields of military, European, and American history.

Several members of the department prepared extensive research and writing projects to include partial revision of material presented to cadets on the military history of the Napoleonic period.

During the summer of 1970, the department presented an intensive Military History Workshop of six weeks for thirty-nine ROTC instructors from schools across the nation.

From March to May, 1971, the department was host to a Department of the Army Committee, chaired by Colonel Thomas E. Griess, Professor and Head of the Department, and formed to study the need for Military History. The report of the committee was completed in May, 1971.

Colonel Roger H. Nye, Deputy Head of the Department, was appointed Professor of History in January, 1971. Majors James L. Abrahamson and Walter S. Barge were approved by the Academic Board for nomination as Permanent Associate Professors in June, 1971.

DEPARTMENT OF LAW

During the past year, the department implemented progressive changes in both curriculum and organization. A new elective seminar, Military Aspects of International Law, was taught during the second term and focused primarily on material concerning military-legal problems resulting from international confrontations. Two non-tenure Associate Professor positions were established to provide increased effectiveness in the supervision of core and elective courses offered by the department.

In recognition of the increasing number and complexity of legal problems which confront the military in current times, all cadet texts written by the department received substantial revision by course committees. Revised texts incorporated the most current judicial opinions and principles pertaining to settled areas of law as well as to areas of particular significance to future junior officers, such as administrative board actions, narcotics prosecutions and rehabilitation, Law of War, and First Amendment rights. The written materials treating the academic and practical aspects of such topical legal areas will receive continuing review and revision.

In addition to revision of all textual materials, significant research projects include an in-depth analysis and oral presentation of a particular international law issue by each cadet in both international law electives and extended revision of statutory and regulatory provisions of direct application to the Army. The latter project was submitted to and approved, in substance, by the Department of the Army. The department was also responsible for presenting two hours of mandatory training to all post military personnel in the Law of War. Increased emphasis in this area resulted in the addition of four one-hour presentations to the Class of 1971. In November, 1970, the Head of the Department participated as a member of an International Law Seminar at the Naval War College.

Considerable time and effort were expended in accomplishing the department's dual function as a major staff agency. Department officers were assigned as counsel for both the Government and respondents before several cadet elimination boards. The normal Staff Judge Advocate responsibilities were extended to include expanded legal assistance for Stewart Field personnel and participation as counsel for Civil Service labor grievance hearings and appeals. The department also published an up-dated legal assistance pamphlet, Handbook of New York Law, and several military justice seminars were conducted for those officers departing West Point enroute to command positions requiring a current knowledge of changes in procedural and substantive criminal law matters.

DEPARTMENT OF MATHEMATICS

Several modifications to existing courses were introduced in order to improve cadet preparation for follow-on courses and to assure that cadets selecting the National Security and Public Affairs and Humanities Areas of concentration will receive sufficient instruction in differential equations and probability and statistics to support core curriculum courses of other departments. The frequent use of vector calculus in core science and engineering courses

pointed to the need for instruction in such concepts, and, as a result, the department presented a trial program based on A. W. Goodman's Modern Calculus with Analytic Geometry to one hundred and sixty-six Fourth Classmen as an alternative to the standard program course. Despite the deeper coverage of this alternative course, cadet performance indicated that the desired aim had been achieved. Accordingly, the course based on Goodman's text will be designated the standard program course in AY 1971-72. Reasonably good results were also achieved in the first-time presentation of a somewhat abbreviated course combining instruction in differential equations and probability and statistics for cadets in the NSPA and Humanities areas of concentration.

A new course in Linear Algebra based on P. C. Shields' text, Elementary Linear Algebra, was presented to Third Classmen for the first time this year. This course was anticipated in the change in course sequences adopted in AY 1969-70, which moved all analytic geometry and calculus instruction into the Fourth Class year and linear algebra from Fourth to Third Class year. The new course has the advantage of incorporating calculus and differential equations concepts which are taught in the preceding courses.

Utilization of the computer to supplement classroom instruction was expanded to include lessons in linear algebra as well as probability and statistics. The new portable remote terminals have greatly facilitated the use of the computer for such instruction and represent a major improvement in support material for classroom instruction.

Three members of the department engaged in significant projects during the summer. One officer received an NSF grant to attend the Summer Institute in Probability and Statistics for College Teachers at the University of Minnesota. Another officer, working with scientists of DASA's Armed Forces Radiobiology Research Institute, made a particularly valuable contribution to that institute's dosimetry capability. The third officer worked at the Sandia Corporation as a research mathematician consulting in numerical analysis.

Colonel Thomas E. Rogers, who was appointed Permanent Associate Professor of Mathematics during this academic year, will begin graduate studies leading to his Ph.D. this fall.

DEPARTMENT OF MECHANICS

Over the past twelve months, the Department of Mechanics continued to search for new ways to improve its course offerings and to modernize its laboratory facilities. Of particular note were the development of two new elective courses -- Aerospace Propulsion and Flight Mechanics -- which will be introduced into the curriculum this coming fall, and the completion of a thorough evaluation of the department's current laboratory facilities and exercises. With the addition of these new courses, a cadet who so desires can develop a sound undergraduate background in either aeronautics or aeronautical engineering. As a result of the laboratory study, that same cadet and any of his associates who pursue electives in the department will be exposed to more meaningful laboratory experiences, each of which will be designed to bring relevance to his activities and to challenge his understanding of mechanics.

The past year also witnessed the department's first extensive experience with individual cadet research projects. Twelve individuals, each supervised by a member of the faculty, spent the entire second semester working on a research effort of their choice. These efforts ranged from an analysis of the Greenhouse Effect to the design of an artificial larynx. This latter project was undertaken by a member of the Class of 1972 and will be continued next year. Assistance and professional advice are provided by the U.S. Army Hospital. Without question, these projects, though time-consuming for the faculty, have proven valuable to the participating cadets and will be continued in the future.

Concurrent with these activities, the department continued to finalize plans for the impending move to Mahan Hall. These preparations included the selection and purchase of nearly \$60,000 of new research and laboratory equipment and the development of a comprehensive plan for its installation and integration into this new facility. Together with the equipment presently on hand, this department should have one of the most modern and complete combinations of undergraduate mechanics laboratories in the United States.

Regarding the faculty, two personnel changes warrant comment. In June, Lieutenant Colonel John D. Daigh, Associate Professor and Acting Deputy Head of the Department, retired after more than twenty years of active service, ten of which were spent at West Point. That same month, the Senate approved the nomination of Colonel Robert M. Wilson as a Professor, USMA. Colonel Wilson is presently a student at the Army War College, and in September he will begin study for his doctorate in Fluid Mechanics at Lehigh University.

DEPARTMENT OF PHYSICS

Substantial effort was devoted during the past year to a rather major revision of the three-semester core curriculum physics sequence. The new courses will be implemented in the fall of 1971. The most important objective of these revisions is to improve student motivation, particularly among those who normally stand in the middle of the class. Two major innovations will be introduced in an attempt to accomplish this: First, two tracks will be offered during the second and third terms, with the last third of each term differing between the groups. One group will concentrate on laboratories and special projects, while the other group will study the history of science and its impact on society. Each of these two tracks will be taught on levels varying with the academic aptitude of the cadets in the various sections. In support of these revisions, Introduction to Physics for Scientists and Engineers, by Frederick Bueche, has been chosen as the new text for the basic content of the first two terms in both tracks.

A system of "hallway" laboratories was developed for use in the standard Third Class course. The equipment for several experiments was emplaced in hallway cubicles which allowed the cadet teams to sign up for time on the equipment at their convenience. This procedure allows a much more efficient utilization of equipment and provides for a more flexible schedule for the cadet. The program was well received by the cadets, and their work was of significantly higher quality than that accomplished in the more conventional laboratories.



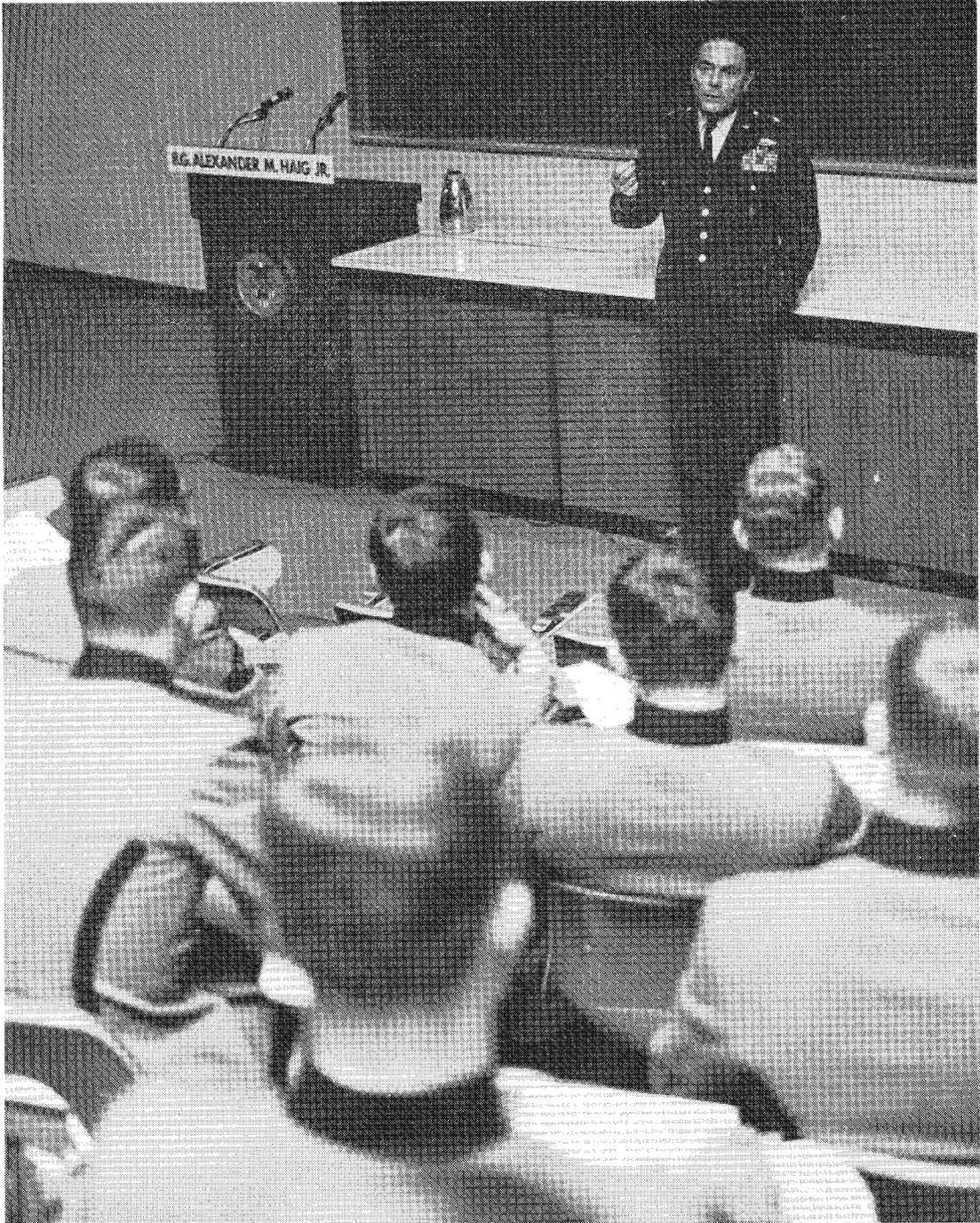
Cadets in a Physics laboratory session employ the Leybold Tube to determine the charge to mass ratio of the electron

Faculty research in electron spin resonance made significant progress. The primary research officer this year was Lieutenant Colonel James A. Chernault, who presented a paper on his work to a group at RPI in December, 1970, and who is scheduled to present another paper to the American Physical Society in late summer, 1971. This research was supported by the Army Research Office, Durham, North Carolina. Cadet research has continued. Cadet Donald T. Wynn, Class of 1971, accomplished a physics special project during this period, and his work was nominated and accepted for presentation at the Eastern College Science Conference. Cadets Arthur J. Brown and William J. Quinn, Class of 1973, completed separate projects which were accepted by the Eastern College Science Conference.

The program of cooperative research with the Army Electronics Command at Fort Monmouth, New Jersey, was continued in the summer of 1970, with two officers making a significant contribution in the area of laser operation and theory to the department laboratory program.

DEPARTMENT OF SOCIAL SCIENCES

During AY 1970-71, the department taught four standard courses, four advanced versions of these courses, and thirteen electives in the disciplines of economics, political science, international affairs, and anthropology. New courses were introduced in Managerial Economics, Macro-economics, and Political and Cultural Anthropology. Cadets enrolled in social sciences



Brigadier General Alexander M. Haig, Jr., Deputy Assistant to the President for National Security, lectures to cadets

courses were addressed by twenty-eight guest lecturers, including such notable visitors as the Supreme Allied Commander in Europe, General Andrew J. Goodpaster; Assistant Secretary of Defense (Administration), Robert Froehlke; Deputy Assistant Secretary of Defense (International Security Affairs), Dennis J. Doolin; and Brigadier General Alexander M. Haig, the Deputy Assistant to the President for National Security Affairs.

During the summer of 1970, eight officers from the department enhanced their political-military expertise while contributing to the missions of various government agencies. Notable among the summer assignments were two officers serving with the National Security Council Staff, two with the Office of Emergency Preparedness, two with the Office of the Assistant Secretary of Defense (International Security Affairs), and one with the Office of the Vice Chief of Staff, United States Army. Eight other officers pursued doctoral research or attended graduate schools.

The twenty-second annual Student Conference on United States Affairs was held on 18-21 November 1970, focusing on "Foreign Policy Problems for the Seventies." One hundred and eighty conferees representing ninety-three colleges and universities participated in three days of roundtable discussions and were addressed by senior of the government and academic community.

The West Point Invitational Debate Tournament was conducted on 29-31 October 1970, with teams participating from twelve universities throughout the nation. Cadets engaged in three hundred and thirty-four intercollegiate debates during the year and met with considerable success against strong competition. Of special note was the success of the USMA team in winning both the Service

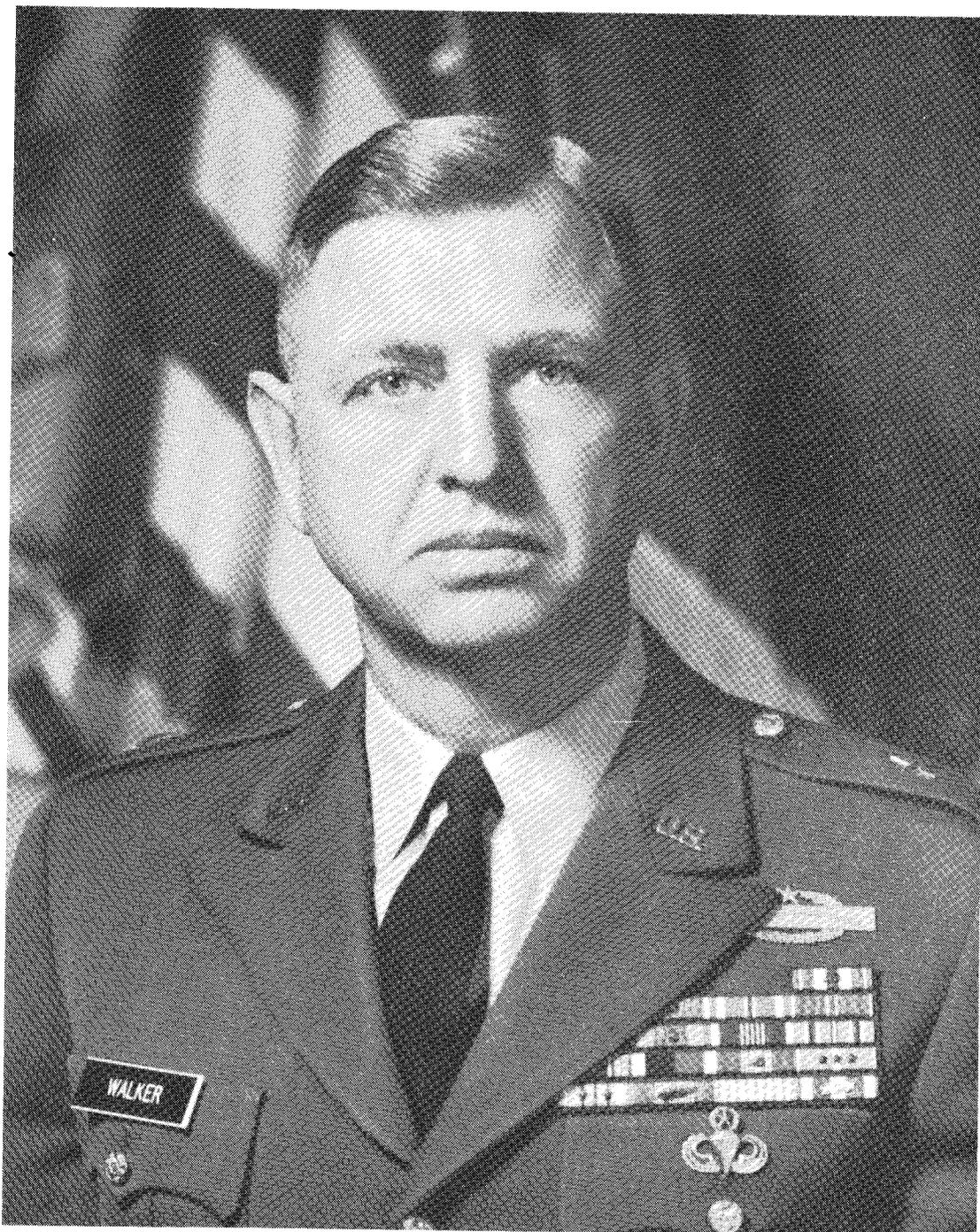


A class in the Department of Social Sciences

Academies' "Golden Gavel" and the Royal Military College Trophy. Members of the Debate Council and Forum attended nine student conferences and visited the United Nations, the New York Stock Exchange, and various government activities in Washington, D. C. During the year, the Debate Council and Forum expanded its activities significantly by initiating a Domestic Policy Forum in which well-known experts in the fields of racial and urban problems were invited to discuss issues of current concern with interested cadets. Mr. Saul Alinsky, "the professional radical," spoke on urban reform at the first meeting of the group, and Mr. Vernon Jordan, the Director of the United Negro College Fund, was the second visitor. The program was well received by cadets and post personnel and shows promise of filling a need for greater cadet involvement in domestic affairs in years to come.

The USMA Senior Conference on "The Nixon Doctrine in Asia: Dilemmas of Policy Implementation" was held on 24-26 June 1971. Fifty distinguished conferees from government, the academic community, and the press exchanged views on this timely topic following a Keynote Address by Admiral Thomas Moorer, Chairman of the Joint Chiefs of Staff.

In sum, Academic Year 1970-71 has been an active period for the department. As the academic and extracurricular responsibilities of the department were consolidated following the transfer of modern history courses to the Department of History, two additional Associate Professors joined the ranks of tenure faculty: Lieutenant Colonel William M. Wix and Lieutenant Colonel William J. Taylor.



Brigadier General Sam S. Walker, Commandant of Cadets

MILITARY TRAINING PROGRAM

OVERVIEW

The Commandant of Cadets is responsible for preparing each cadet for his military duties as a commissioned officer. The Commandant relies essentially on two organizations to assist him: The Corps of Cadets (Appendix N), of which he is the commander, and the Department of Tactics (Appendix O), of which he is the head.

In addition to providing administrative and logistical support for the Corps, the Department of Tactics is responsible for:

Developing high qualities of leadership by emphasizing character as exemplified by integrity, morality, discipline, and a strong sense of duty and responsibility;

Providing a broad, basic military education;

Developing high standards of physical fitness;

Instilling motivation essential to the profession of arms; and

Providing orientation for a career in the United States Army.

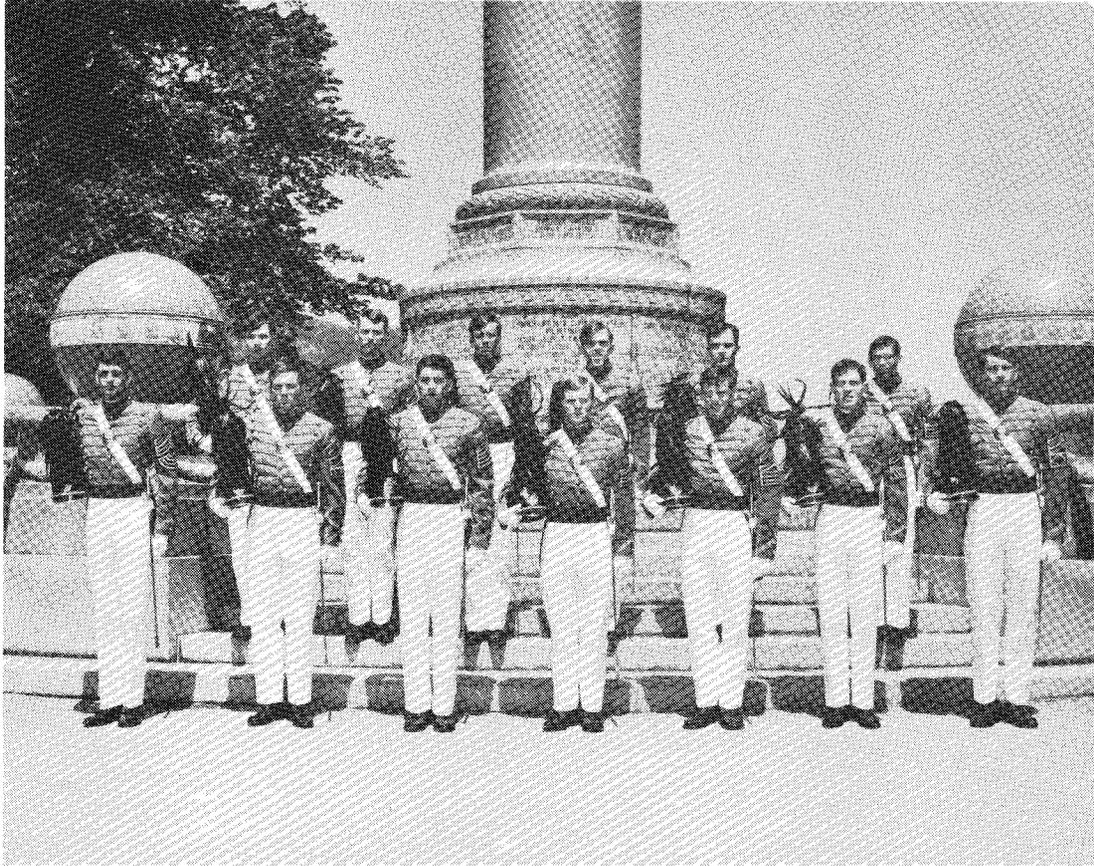
LEADERSHIP DEVELOPMENT

Developing the qualities of leadership necessary for command continued to be the objective of leadership development. This objective was accomplished with informal and formal programs to prepare cadets for the challenges of leadership they will encounter as commissioned officers.

INSTRUCTION

The Office of Military Psychology and Leadership (MP&L) contributes to leadership development through a progressive program of instruction and practice in the behavioral sciences, with emphasis on the study of leadership. A significant change was made in revising the scheduling of General Psychology for the Third Class and of Military Leadership for the First Class. Both courses were taught each semester for one-half of each class, permitting greater flexibility in the selection of elective courses by cadets and more efficient use by instructors. The elective programs of Sociology, Behavioral Science Research, Social Psychology, Managerial Psychology, and American Military Institutions and Manpower continued to increase enrollments. A new elective seminar in Organizational Behavior was enthusiastically received and will be offered again in the coming year.

The new Third Class received one phase of Military Instruction Education at Camp Buckner and the second phase in the academic year, which was conducted



First classmen lead the Corps by serving as officers and noncommissioned officers

by the Company Tactical Officers and MP&L. In addition, a new pragmatic "Leaderquick" course, tailored to provide the cadets a more comprehensive grasp of contemporary leadership problems, was presented to Third Classmen during June Week prior to their entry into the Army Orientation Training Program. MP&L conducted the first Leadership Course for twelve ROTC instructors during the summer. Twenty-four ROTC instructors will attend an expanded three-week program in the summer of 1971. Guest speakers and seminar moderators who participated in this program are listed in Appendix P.

ARMY ORIENTATION TRAINING (AOT)

During AOT, cadets from the Classes of 1971 and 1972 performed those duties in Army units which are normally given to newly assigned second lieutenants. The opportunity to practice leadership with a US Army unit for one month was one of the major components of the leadership development program. During July and August, nine hundred and fifty-nine cadets were assigned to units in CONUS, Germany, Alaska, Hawaii, and Panama.

CADET EVALUATION

The two basic vehicles for assessing a cadet's leadership qualities and potential for the service -- the Leadership and Military Performance Grading System and the Aptitude for the Service System -- remained relatively unchanged during AY 1970-71. Depending on the class, both systems contributed in varying degrees to the General Order of Merit of the individual cadet. The basis for the Leadership and Military Performance Grading System, which was instituted for the First Class in AY 1968 and adapted for use with the under-classes in AY 1969-70, continued to be the evaluation of each cadet's performance in specific duty positions within the cadet chain of command. It was designed to strengthen the role of the cadet chain of command and to reinforce the cadet leader's obligation to observe, evaluate, and report the performance of his subordinates. The Aptitude for the Service System, based on peer evaluations, continued to be the most reliable indicator of future leadership success as well as a valuable tool for the identification and correction of individual weaknesses. In AY 1970-71 efforts were made to combine into one numerical grade the ratings from these two systems in order to provide a more useful indicator to those charged with the responsibility for evaluating and counseling cadet performance. Subsequent studies confirmed the feasibility of the single numerical grade system, and approval was received for the implementation of this system during AY 1971-72. In addition, investigations were initiated to determine other areas where cadet leadership is exercised (such as during field training at Camp Buckner and Airborne Training at Fort Benning) in order to assess the value of this training in the overall system of cadet leadership evaluation.

COUNSELING

Although Company Tactical Officers continued to be primarily responsible for cadet counseling, they were assisted by the formal counseling service established in 1968 under the supervision of the Director of the Office of MP&L. This service continued to be a valuable adjunct to the Company Tactical Officer in assisting cadets who experienced adjustment difficulties and personal problems. With the movement of counseling facilities into the old First Division of Barracks in late 1970, the Cadet Counselors, Army officers trained in psychology and counseling, became more conveniently located and responsive to cadet and Tactical Department needs. During this past year, the Cadet Counselors completed six hundred and sixty contact hours. Besides providing counseling services to cadets referred by their tactical officer, referrals were also acted upon from academic instructors, coaches, and other USMA counseling agencies (e.g., Chaplain, psychiatrist). The service also provided assistance, on a voluntary basis, to cadets from all four classes for any problems or difficulties the cadets wished to resolve. Considerable effort was devoted to cadets considering resignation for motivational reasons, and exit interviews were conducted with all cadets who departed from the Academy. In addition to individual counseling sessions with cadets, the counseling service taught special classes for Company Tactical Officers throughout the academic year, and to the officer and cadet cadre during New Cadet Barracks, to improve their ability to give professional guidance to the cadets of their respective units. Cadet Counselors worked closely with both the Mental Hygiene Consultation Service and the Neuropsychiatric Service at

the USMA Hospital, as well as with other counseling agencies such as the chaplains, cadet hostesses, Legal Assistance officers and the Inspector General. Other counseling services within the Department of Tactics included career counseling in the Office of Military Instruction and guidance counseling by the Office of Physical Education. The Department of Tactics counseling services were closely allied with and complemented those furnished by the Office of the Dean of the Academic Board. Each company was also assigned an academic instructor who worked closely with the Company Tactical Officer in advising cadets on academic matters.

RESEARCH

Research efforts of the Office of MP&L continued to examine human systems falling under the purview of the Commandant. All behavioral science projects involving the Corps of Cadets were staffed and reviewed by the Office of MP&L, and close coordination was maintained with the USMA Office of Institutional Research and other agencies on matters of research. Continuing studies of cadet resignations to establish early indicators and define personality differences progressed during this period, along with a thorough investigation of the cadet disciplinary and privileges system and further evaluation of changes in the Fourth Class System.

Studies also progressed in such areas as drug information, black cadet assimilation, perceived racial problems on AOT, and the effect of candidate expectations before entering USMA on later resignation rates and overall commitment to graduate. Support was also provided to a cadet planning group in the Class of 1972 which was formed to study and make recommendations concerning possible realignment of various cadet activities relating to the responsibilities of the cadet chain of command. The purpose of any realignment would be more efficient operation, including better dissemination of information.

CHARACTER DEVELOPMENT

Cadet Honor Code

The Cadet Honor Code and System continue to serve as a primary means for development of integrity and character. The Code remains unchanged: a cadet does not lie, cheat, or steal, nor does he tolerate those who do. Although the Honor System, which is the means by which the Code is applied to cadet life, is subject to modification, no changes of major significance were made during the past year.

Cadet Disciplinary and Privilege System

The Disciplinary System at the United States Military Academy is correctional and educational rather than legalistic and punitive. This system has a significant impact on developing character and leadership. Underclassmen are required to adhere to rigid standards, and upperclassmen, in addition to adhering to the standards, also play an important role in operating the system. Thus, the cadet progresses from follower to leader, first learning to conduct himself in accordance with prescribed standards and then assuming the role of supervising the conduct of his subordinates.

As a supplement to this system, cadet captain commanders are authorized to impose punishment on upperclassmen who fail to perform properly or who have violated regulations. Commanders are authorized to withhold class privileges for a specific number of days and/or award periods of ordinary confinement. This system is carefully administered since cadets are notified of their punishment in writing and permanent records are maintained by all cadet commanders. Paralleling the Disciplinary System is a system of privileges for all cadets. This system recognizes the interrelation between punishment and reward as a means of influencing behavior, and the system also recognizes the need to motivate the cadet. Privileges are awarded in graduated increments as the cadet progresses from Plebe to First Classman, but with the provision that he takes advantage of his "class privileges" only after meeting required standards of conduct and academic performance.

Religion

The United States Military Academy accepts responsibility for the total development of cadets -- mental, physical, military, and moral. Training essential to development in each of these areas is therefore scheduled on a compulsory basis. Since 1821 compulsory chapel attendance has been a vehicle for the presentation of training essential to the moral development of our cadets. The basis for such training stems from the vast responsibility that a commissioned officer must assume to the men under his command. He must be prepared not only to lead them in battle, but among a myriad of other responsibilities, to understand their religious background and, on occasion, render appropriate spiritual guidance.

A change has been made to the compulsory chapel program at USMA permitting a cadet to request in writing that he be excused from attendance at Chapel where such attendance can be shown to conflict with his sincerely held convictions. In cases approved by the Superintendent, cadets concerned attend on Sunday, in lieu of Chapel, a period of discussion concerning the religious background and beliefs of the United States soldier and the impact of his religious needs upon the responsibility of command.

The Secretary of the Army has recently approved another change effective in September, 1971, which will permit attendance at separate denominational services in lieu of attendance at regular Cadet Chapel service for cadets of the upper three classes if an accredited minister is made available by the denomination concerned to conduct such services on post. There will be no general provision for attendance by cadets at off-post services; however, any exception may be granted by the Superintendent.

A court action to repeal compulsory chapel requirements at the Military Academy is in the Court of Appeals. So far, compulsory chapel has been upheld; should current litigation result in a temporary injunction against compulsory chapel, USMA will comply with the order pending appeal to the Supreme Court. Meanwhile, USMA is studying tentative solutions in the event that a permanent injunction is served.

Donham Case

In June, 1970, Cadet Donham submitted an application for discharge from the Army on the grounds that he was a conscientious objector. His application was forwarded to the Department of the Army where it was disapproved for lack of depth of sincerity. He filed an appeal in the U. S. District Court challenging the Department of the Army's decision. However, on 3 September 1970, the court supported the Department of the Army's decision and further directed that Cadet Donham be offered the opportunity to resign in lieu of being discharged by the Academy for lack of aptitude for leadership. Cadet Donham resigned, and since he had completed three years as a cadet, he was called to active duty as an enlisted man for a period of three years effective 22 September 1970. (As a general rule, cadets who leave the Academy of their own volition after beginning the first day of their third academic year incur a two-year active duty obligation; if they commence the next year, the obligation is for three years). After some additional legal delays, he reported on active duty and submitted an additional appeal to the courts. On 6 January 1971, the U. S. Court of Appeals reversed the U. S. District Court based on technicalities and issued instructions to stay Donham's orders to active military duty pending certain reprocessing which is now being accomplished by the Army.

Puckett Case

In November 1970, during a regular inspection formation, Cadet Puckett (Class of 1974) was asked by an upperclassman when he had last shined his shoes. Cadet Puckett replied that he had shined his shoes the day before when, in fact, he had last shined them four days earlier, on the previous Sunday. Approximately four hours later, Cadet Puckett reported himself to his squad leader for a violation of the Cadet Honor Code. Although Cadet Puckett had received thorough indoctrination on the Cadet Honor System, he indicated that he had intentionally lied to avoid punishment for the failure to shine his shoes. He stated that he knew that the penalty for violation of the Cadet Honor Code was separation.

Based upon these facts, the Cadet Honor Committee, comprised entirely of cadets, found that Cadet Puckett had violated the Cadet Honor Code, and that he acted deliberately, with dishonorable intent, and with full understanding of his act. He was advised by the Deputy Commandant of Cadets of his right to request a Board of Officers to review his case and to make completely independent findings. He was also advised that he could not be dismissed for such a violation unless a Board of Officers found him guilty. Finally, he was advised of his option to resign instead of requesting such a Board, and that legal counsel was available to help him in his decision and to defend him if he requested an Officers' Board. Cadet Puckett declined legal counsel, and elected to resign.

Cadet Puckett was not expelled, as some news accounts have implied. Nor was it a failure to shine his shoes that led to Cadet Puckett's resignation; rather, it was a lie that was made in connection with this incident that led to his resignation.

TACTICS AND MILITARY SCIENCE

The Department of Tactics' four-year Military Training Program provided each cadet the broad base of military skills and knowledge which should enable him to begin his commissioned career with confidence and competence and should provide a basis upon which to continue his professional development. The major portion of this program was accomplished during intensive summer training for all four classes. The four-year program is graphically illustrated in Appendix Q.

SUMMER TRAINING

FOURTH CLASS SUMMER

A Fourth Classman enters USMA through New Cadet Barracks where the overall training objective is to indoctrinate, orient, and train members of the incoming class so they are properly prepared to join the Corps at the beginning of the academic year. An important concomitant mission is to further the leadership development of upperclassmen assigned to the New Cadet Detail command and staff positions.

The Class of 1974 entered on 1 July 1970 with a strength of 1,374. Separations during New Cadet Barracks for all reasons amounted to one hundred and ten, or 7.98 percent of the incoming class.

While the primary purpose of New Cadet Barracks embraces subjects which focus upon the unique duties and responsibilities of the USMA cadet, the trend toward tactical field training in basic Army skills continues, and the New Cadet Detail members of the Classes of 1971 and 1972 stressed positive leadership techniques in motivating and training the new cadets.

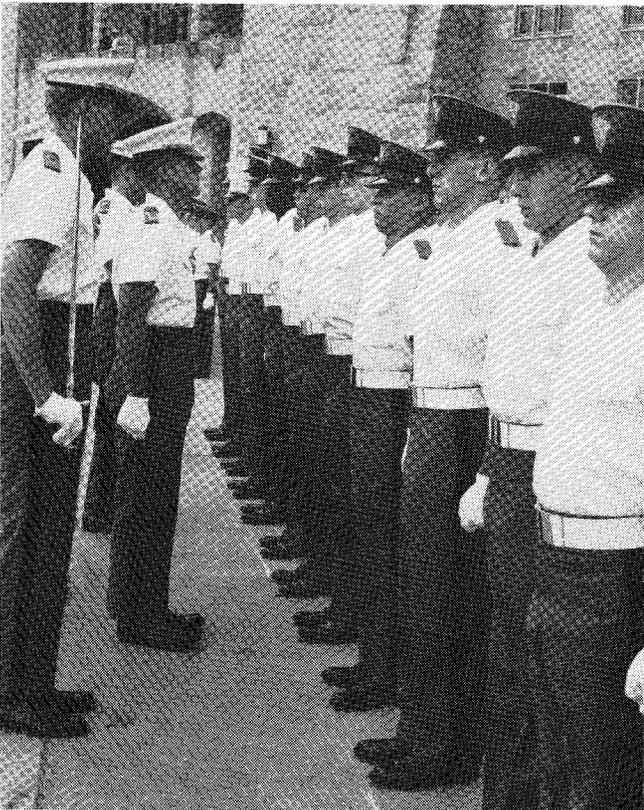
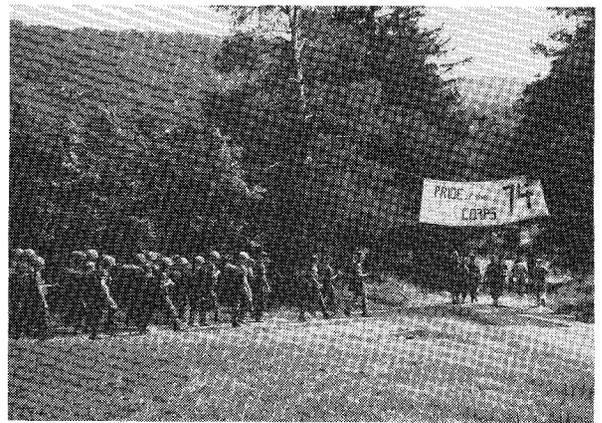
The tactical training program can be generally categorized as basic individual training. The New Cadet received training in battle drill, squad tactics, marches and field craft, as well as qualification firing with the M14 Rifle. The new cadets learned their lessons well since over twenty-five percent of the class qualified as Expert. In squad tactics, each New Cadet learned the teamwork required in a rifle squad and became exposed to leadership training by serving at least once as a fire team leader or squad leader.

New Cadet Barracks culminated in the traditional bivouac at Lake Frederick and foot march to West Point. The esprit, cooperation, and enthusiasm exhibited by the Class of 1974 during the bivouac and hike attests to the overall success of the program.

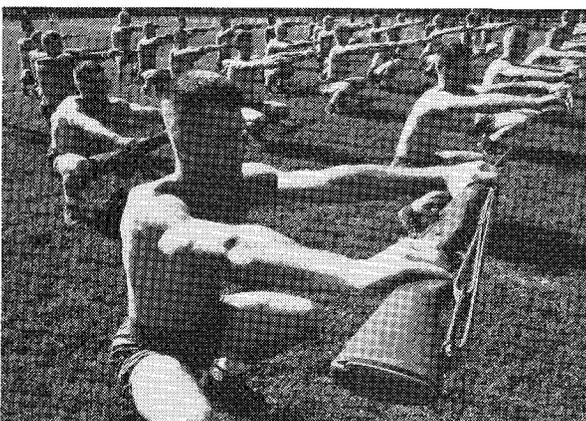
By the end of the summer, the Class of 1974 selected as its class motto, "Pride of the Corps."

THIRD CLASS SUMMER

Following a month's leave, the Third Class began eight weeks of training at Camp Buckner. They received advanced individual training and squad and platoon tactical training; they also fired selected individual and

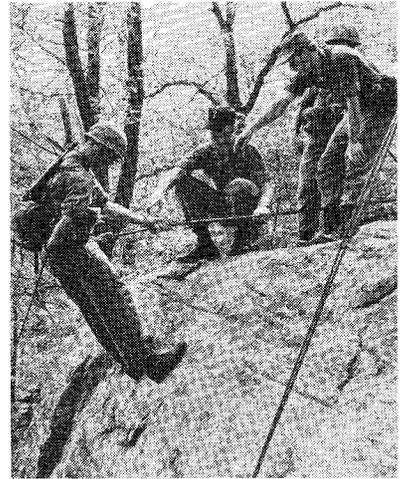


NEW CADET BARRACKS





UPPERCLASS TRAINING



crew-served weapons and participated in practical exercises involving the tactics and techniques of the combat and combat support arms. The training was presented principally by the senior branch instructors from the Office of Military Instruction, assisted by officers from the academic departments and by troops drawn from Regular Army units throughout the United States. In 1970, forty-seven officers from the academic departments, and 1,400 troops, primarily from the 82d Airborne Division, assisted in Third Class Summer Training at Camp Buckner. In addition, forty-eight lieutenants of the combat arms completed their service obligation by assisting in cadet training. This program was an unqualified success. These young officers, many of whom were recently returned from Vietnam, provided the cadets a unique and valuable insight into leadership challenges faced by the junior officer.

Third Classmen were also required to complete field exercises in Artillery, Engineer, and Infantry training. Map reading, radio-telephone operation, tactical movement, and correct troop leading procedures were required and emphasized during all tactical training. Platoon tactics instruction included practical field exercises under simulated combat conditions in daylight and night attacks, defense, and airmobile problems. Night operations were given additional emphasis. At the Armor Center, Third Classmen trained as members of mechanized rifle platoons and tank crews in tank-infantry team day and night attack exercises.

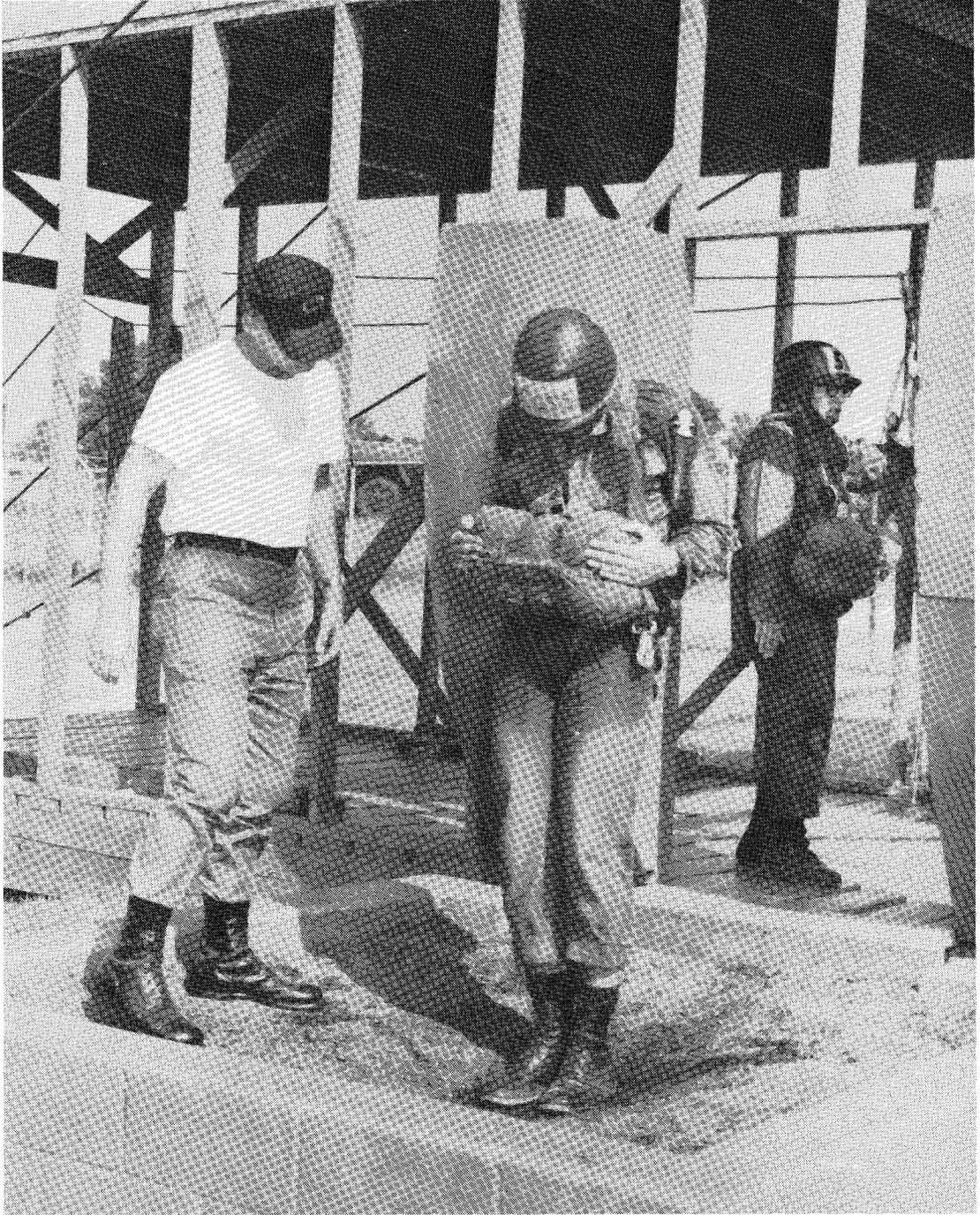
RECONDO training, a week resembling an abbreviated Ranger Course, remained one of the high points of Third Class summer. RECONDO included hand-to-hand combatives, mountaineering, survival, and long-range patrolling. In the patrolling phases, the cadets were required to use almost all skills and techniques of individual soldiering and small unit tactics, as well as to demonstrate leadership under extremely adverse physical, mental, and psychological conditions.

Throughout the summer, continued emphasis was placed on formal physical training to include reveille runs and calisthenics, obstacle and confidence courses, the Physical Combat Proficiency Test, and practical work in conducting PT.

SECOND CLASS SUMMER

During the summer of 1970, Second Classmen were permitted to attend Airborne Training during summer leave. During the summer of 1971, in July and August, Airborne Training was included in the Second Class Summer Schedule. Cadet Airborne Training is a motivational program intended to build pride and confidence in the cadet. The experience, coupled with AOT and branch orientation trips, will significantly increase the cadet's knowledge and perspective of the Army.

Second Classmen again visited Forts Belvoir and Monmouth immediately following the graduation exercises. The training is an extension of the First Class Trip which is designed to provide the cadets with a better insight into the Army, its capabilities, and the various aspects of individual branches.



AIRBORNE TRAINING

The joint services orientation program, a program of briefings presented by representatives of the other services, which in the past took place each June, has been inserted into the academic year's military instruction to alleviate the busy summer schedule.

ARMY ORIENTATION TRAINING (AOT)

Members of the Classes of 1971 and 1972 participated in Army Orientation Training during the months of July and August. Cadets performed those duties given to new lieutenants. The objective of AOT is to give the cadets first-hand knowledge through practical experience of the duties, responsibilities, and living conditions of the junior officer. The AOT program provides each cadet with an unmatched opportunity to put to the test the knowledge and theories he has been taught in the classroom. We expect that he will make mistakes; however, performance reports indicated that each cadet has carried his responsibilities well.

FIRST CLASS TRIP

The First Class Trip, beginning on graduation afternoon, took the Class of 1972 to the four US Army combat arms centers. The purpose of the trip was to provide the cadets with more significant data concerning the roles, tactics, techniques, current equipment, and new developments in combat arms, and to provide additional insight into Army life at major US Army installations.

SANDHURST TROPHY

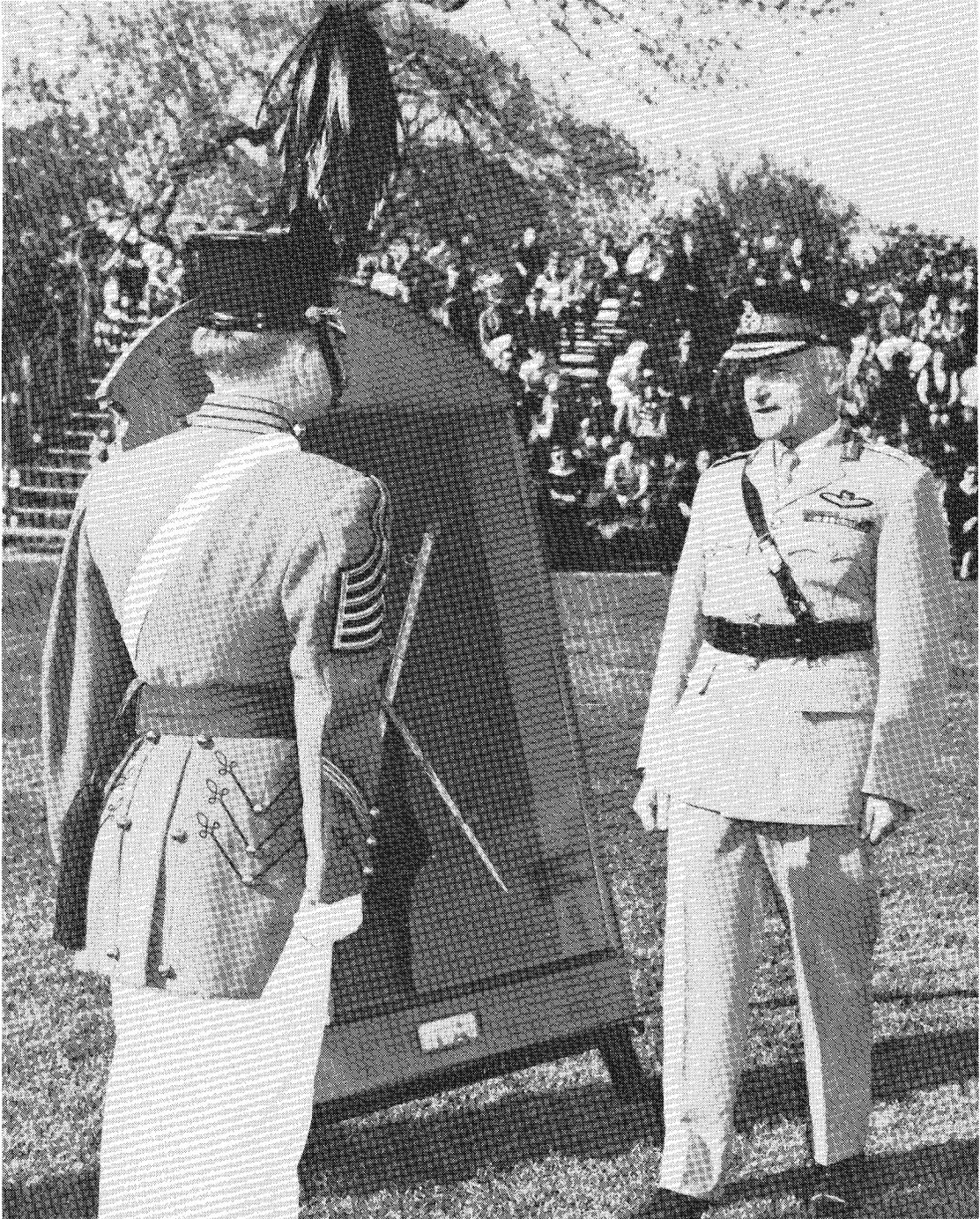
The Sandhurst Trophy, an encased "Sword of Honor," is a replica of the sword presented at Sandhurst to the cadet adjudged by the Commandant to be the best in his class. Presented to the United States Military Academy in 1967, the trophy is awarded to the regiment which excels in summer training at both New Cadet Barracks and Camp Buckner. This past year, academic year military training was also included as a criterion in determining the winner, and the trophy was presented to the 4th Regiment, United States Corps of Cadets. A reciprocal award is presented by USMA to the best RMA "college" (nearest equivalent to our cadet regiments).

ACADEMIC YEAR INSTRUCTION

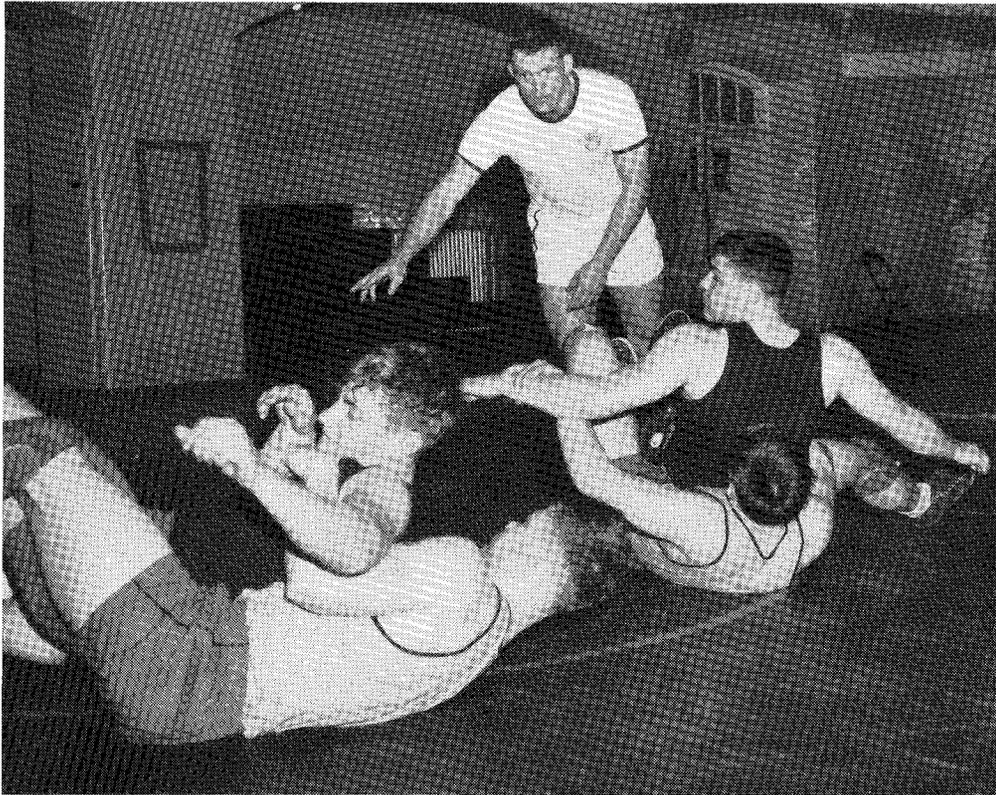
The academic year military science curriculum for all four classes is designed to give the cadet a basic understanding of the fundamentals of military operations and to teach him fundamental basic skills in preparation for subsequent summer training. The curriculum for the graduating cadet is planned to prepare him for active duty.

FOURTH CLASS

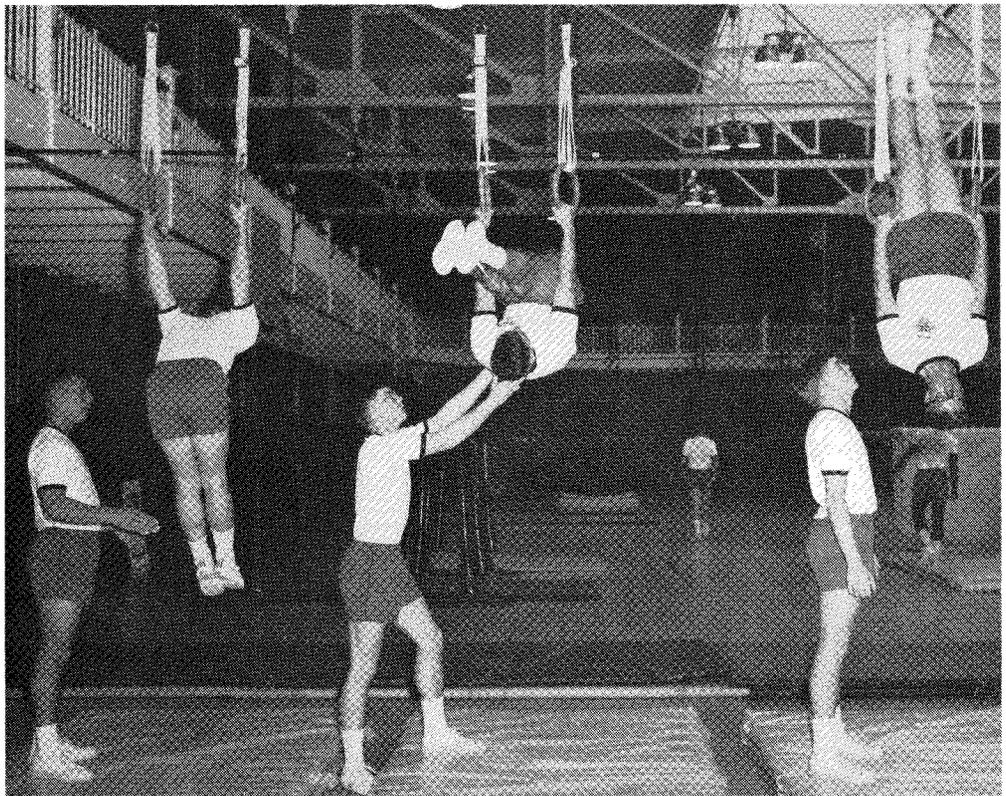
Fourth Class military instruction began with a revised seventeen-hour subcourse in the military heritage and traditions of the United States Army. This subcourse was followed by two others in basic and advanced map reading totalling twenty-three hours. Plebe year instruction was culminated in a twenty-hour subcourse covering the principles and procedures employed in the



**Cadet Regimental Commander A. Jeff Rock receives the Sandhurst Trophy
on behalf of the Fourth Regiment, USCC, from Lieutenant General Sir Napier
Crookenden, Kermit Roosevelt Lecturer**



PHYSICAL EDUCATION



conduct of military operations with applications at the squad and platoon level, leading to the training at Camp Buckner the following summer.

THIRD CLASS

Military Science instruction for the Third Class consisted of a new twenty-five-hour course entitled Command Functions which is designed to teach cadets the basic tactical considerations and resources available to the commander in the application of military power. The course explores the command and staff relationship and the functional staff areas with an application phase on the estimate of the situation, the operations order, and the employment of combat, combat support, and combat service support units.

SECOND CLASS

Second Classmen received instruction in a two-semester course of fifty-hours duration designed to familiarize them with the organization and basic combat principles employed by the combined arms at the maneuver battalion level. The scope of this course included offensive and defensive operations, airborne and airmobile operations, river crossing operations, the impact of nuclear weapons, command and staff procedures, and the logistical support applicable to a battalion combined arms task force. Since a majority of the Second Classmen had attended Army Orientation Training the preceding summer, valuable personal experiences were contributed to classroom discussion.

FIRST CLASS

The capstone of the four-year military science curriculum was a twenty-four-hour course in Stability Operations designed to provide First Classmen with a basic understanding of the operational and tactical environment present during stability operations and operations of the combat arms in stability operations with emphasis on counter-guerrilla tactics and techniques of an infantry company. All instructors in this course have combat experience in stability operations.

PHYSICAL EDUCATION

The Office of Physical Education (OPE) prepares each cadet to meet the physical performance challenges of a military career. The Physical Education curriculum consists of the instructional program, athletic participation, specialized instruction, and examinations.

The Director of Physical Education is responsible to the Commandant of Cadets for planning, organizing, and implementing the PE Program. This program is primarily devoted to building basic physical ability, maintaining physical condition, teaching athletic skills, and developing leadership.

INSTRUCTIONAL PROGRAM

Preceded by participation in a variety of physical activities in New Cadet Barracks, the standard Fourth Class physical education program continued to emphasize progressive development of physical ability. The standard

course - apparatus, boxing, swimming, and wrestling - required three attendances weekly and was scheduled in blocks of twenty attendances each. Guided by results of Diagnostic Profile Tests, non-swimmers and those weak in arm strength were not scheduled into swimming or apparatus courses until second term. Conversely, cadets who achieved the required skill level after twelve attendances in each standard course validated the remaining instruction and were accelerated into handball, squash, or SCUBA for the remaining eight attendances. In all, four hundred and thirty-one Fourth Classmen validated one or more of the standard courses in AY 1970-71. Concurrently, OPE administered special and remedial programs in swimming, weight control, conditioning, reconditioning, and posture for all deficient cadets as well as for volunteers. All proficient cadets who completed the standard courses and required tests were scheduled into one of two graded spring sports courses, golf or tennis, for eleven attendances. Cadets failing to complete the standard course requirements were scheduled for make-up attendance in those activities missed.

The upperclass program of instruction was conducted during six instructional blocks of eight to ten hours each which emphasized further development of sports skills and sports leadership. Third Class instruction especially stressed acquisition of basic skills in carryover sports. All Third Classmen were required to pass a course entitled, "Personal Conditioning" (Basic Physiology of Exercise and Conditioning Programs). First and Second Class instruction focused on advanced skills and maintenance of physical condition. Third Classmen who missed instruction in swimming, boxing, or wrestling during Fourth Class Year due to injuries were given an opportunity to make up these classes. The Second Class was given an experimental class in aerobics in which cadets accumulate points through participation in a variety of conditioning drills and sports skills.

A variety of tests were used to measure physical ability and physical fitness. Fourth Classmen took the Physical Ability Test, Indoor Obstacle Course, and Mile Run. The Third Class took the Physical Combat Proficiency Test, Physical Ability Test, Indoor Obstacle Course, Airborne Physical Fitness Test, and Mile Run. Second Classmen took the Physical Fitness Test and Mile Run, while the First Classmen took the Physical Combat Proficiency Test. First Classmen going airborne also took the Airborne Physical Fitness Test.

SPECIALIZED INSTRUCTION

The Special Instruction Program continued to provide cadets with individual instruction and assistance in posture, corrective and developmental exercise, physical reconditioning, weight control, and injury care and prevention. One thousand and seventy-four cadets spent 8,157 periods in physical reconditioning in lieu of regular attendance in activity class and/or intramurals. The training room administered 5,206 individual treatments - first aid, therapy, protective taping, and consultations; 1,679 previously injured cadets were screened, and four hundred and nineteen were restricted from selected contact activities. The posture program enrolled one hundred and eighty-five cadets and one hundred and thirty-nine participated in the developmental program. A special knee and shoulder conditioning program was conducted during New Cadet Barracks for New Cadets with previous injuries. Forty-eight Fourth Classmen participated on the knee squad, and fifteen participated on the

shoulder squad. Voluntary conditioning ("Happy Hour") was offered regularly during the winter months with an average attendance of one hundred and fifty cadets.

INTRAMURAL ATHLETICS

Each cadet who did not participate directly in an intercollegiate sport or a competitive club squad was required to engage in the intramural athletic program each season. In addition to developing sports skills, the intramural program helps to foster a sense of team play, maintain a high level of physical fitness, and give cadets an opportunity to further develop their leadership potential by acting as coaches, officials, and cadets-in-charge of various teams.



**A vigorous Intramural Sports Program insures that every Cadet is an
Active participant in Competitive Athletics**

The 1970-1971 Program consisted of:

Fall

Flickerball
Football
Orienteering
Soccer
Tennis
Track

Winter

Basketball
Boxing
Handball
Squash
Volleyball
Swimming
Wrestling

Spring

Boat Racing
Cross Country
Lacrosse
Touch Football
Water Polo

In the spring, team handball was tested on an experimental basis. It was well received by the cadets and may become the sixth sport for the spring season next year. Flickerball replaced Triathlon in the fall schedule.

STAFF DEVELOPMENT

Development of the physical education instructor staff increased the professional qualifications of instructors and enhanced the effectiveness of instruction. This program included the Personal Conditioning Course for all new instructors, a cross-training course in new sports skills, a review of each standard Fourth Class course, and attendance at civilian institutions to complete advanced degree requirements.

CAREER MOTIVATION

CAREER COUNSELING PROGRAM

Although the informal approach is most effective, we do not rely on it completely. The Career Counseling Program conducted by the Office of Military Instruction provided cadets accurate information on all branches. Career oriented discussions were conducted for all four classes. During the First and Second Class Branch Training Trips, cadets received an orientation on Army life at the various branch centers. In December, the Director, Officer Personnel Directorate, Brigadier General Richard A. Edwards, addressed the First Class on officer assignment policies and career patterns. Prior to branch drawings in February, the Office of Military Instruction conducted a branch orientation panel, and additionally furnished each First Classman extensive information on all branches. Following the branch drawing, Senior Branch Instructors provided detailed information from which the First Classmen based the selection of initial assignments. The First Classmen also received informal orientation on Basic Officer, Airborne, and Ranger Courses by representatives of the branch service schools.

GRADUATE RETURNEEE PROGRAM

A cadet's understanding of his immediate duties as a junior officer has been expanded by our Recent Graduate Returnee Program. Under this program, young officers of all combat and combat support branches who have graduated from the Military Academy within the last few years have been invited to return to USMA and conduct informal discussions with members of the First Class.

During these discussions, they have described the duties, responsibilities, and challenges faced on a daily basis by junior officers. Because of the enthusiasm and professionalism displayed by returnees, the program continues to be an unqualified success.

SENIOR OFFICER SEMINARS

Senior members of the Department of the Army Staff were invited to meet informally on Saturday mornings with small groups of selected First Classmen for the purpose of discussing matters of career interest. The speakers were General William C. Westmoreland, Chief of Staff, U. S. Army; Lieutenant General William E. DePuy, Assistant Vice Chief of Staff; Lieutenant General John M. Wright, Jr., Comptroller of the Army; Lieutenant General Walter T. Kerwin, Jr., Deputy Chief of Staff for Personnel; Lieutenant General Richard G. Stilwell, Deputy Chief of Staff for Military Operations; and Lieutenant General Joseph M. Heiser, Jr., Deputy Chief of Staff for Logistics.

INFORMAL CONTACTS WITH CAREER OFFICERS

This past year we continued to encourage open discussion between cadets and officers assigned to West Point, most of whom have played an active role in the nation's recent military activities at all levels. These officers meet with cadets daily on both a personal and professional basis. Through classroom discussions, informal counseling sessions, and social gatherings in officers' homes, cadets gain an understanding of Army life for career officers. This past year the Third Class Sponsor Program continued to provide an opportunity for Yearlings to be entertained in the homes of officers and to be included in their family activities.

CAREER IN THE CLASSROOM

Ten minutes of most military instruction classes during the academic year were set aside for discussion of career matters. Panel discussions were conducted for Second Classmen by recent USMA graduates and senior branch instructors from the Office of Military Instruction. In addition, the Second Class received a lecture by the Superintendent on The Challenge of the Military Profession. The Third Class received a seven-hour Service Orientation Course during the academic year in which a series of conferences, lectures, and seminars were used to discuss the junior officer's career progress and educational development prospects, his initial assignment, relationships with enlisted personnel, family life, and challenges of combat. Fourth Class military instruction included the military heritage and traditions of the United States Army. This course is designed to instill in each Fourth Classman a feeling of pride in being a part of an organization with a proud past and a challenging future.



ARMY versus NAVY

EXTRACURRICULAR ACTIVITIES

INTERCOLLEGIATE ATHLETICS

PURPOSE

The Army Athletic Association (AAA), a self-supporting organization first formed in 1892 as an outgrowth of early efforts to promote intercollegiate athletics at the Military Academy, administers the athletic program under the supervision of the Director of Athletics. The AAA has two basic objectives: to produce intercollegiate teams whose play will represent the traditions of the Military Academy, and to provide the means to support the intercollegiate program. The first of these objectives is accomplished through a busy twenty-sport program. Through cadet participation, both as players and spectators, this program promotes the development of leadership, develops esprit within the Corps, instills the will to win, and enhances the reputation and traditions of the Military Academy by the quality of performances in practice and competition.

PARTICIPATION

Almost one-half of the Corps participated in the intercollegiate program, which consists of fifty-two squads competing in twenty different sports over the course of the year. On the varsity level, Army teams competed in two hundred and fifty-six contests, winning more than half of those while concluding the athletic season with a victory percentage just under sixty percent. It is the competing athlete - the cadet - who has provided the impetus to make the program a success. He gives freely of his time and energy without the hope of attaining the individual glory so frequently a part of being an athlete at other colleges and universities. The cadet athlete, like all cadets, has little free time, yet he willingly sacrifices this time to ensure that when an Army team enters into competition, it will be the best team possible. He expects, and receives, no special consideration or compensation; his only reward is the knowledge that he has done his best.

THE STAFF

An effective intercollegiate program is greatly dependent upon its coaching staff. USMA coaches are not only experts in their particular sports, but they are also dedicated to the Military Academy and its ideals. Many hold high national positions among their peers, while others serve on governing boards. Football coach, Tom Cahill, was honored as "Coach of the Year" in 1966; hockey mentor, Jack Riley, guided the U.S. hockey team to the gold medal in the 1960 Olympics; and baseball and 150-pound football coach, Eric Tipton, a former major league baseball player, is a member of the National Football Hall of Fame. Currently, swimming coach, Jack Ryan, a nominee for the 1971 Pan American Games and the 1972 Olympics, is a member of the Executive Board of the Swimming Hall of Fame; wrestling coach, LeRoy Alitz, is chairman of the highly responsible Rules Committee; and Frank Wells is

ARMY VARSITY SPORTS SUMMARY
1970-71 SEASON

SPORTS	CONTESTS	WON	LOST	TIED	PCT	NAVY	1971-72 CAPTAINS
150-LB FOOTBALL	6	6	0	0	1.000	WON	MIKE SCISCO
SKIING	4	4	0	0	1.000	----	STEVE MAIN
LACROSSE	13	11	2	0	.846	WON	FRANK EICH
SWIMMING	13	11	2	0	.846	WON	JOHN FERGUSON
RIFLE	12	10	2	0	.833	WON	BOB STRONG
TRACK (INDOOR)	11	9	2	0	.818	WON	TONY DEDMOND
SOCCER	12	9	3	0	.750	LOST	JIM MORAN
PISTOL	12	9	3	0	.750	LOST	JIM RITTER
CROSS COUNTRY	10	7	3	0	.700	WON	BOB CURRAN
GYMNASTICS	9	6	3	0	.667	WON	TED LEGER
WRESTLING	14	9	5	0	.643	LOST	LARRY BALTEZORE
FENCING	11	7	4	0	.636	LOST	JIM LYON
GOLF	15	8	7	0	.533	LOST	TO BE ANNOUNCED
TRACK (OUTDOOR)	4	2	2	0	.500	WON	STEVE HANNAN
BASKETBALL	24	11	13	0	.458	WON	ED MUELLER
BASEBALL	24	10	14	0	.417	LOST	STEVE ETHERIDGE
HOCKEY	23	8	14	1	.370	----	GEOF CHAMPION
SQUASH	12	4	8	0	.333	LOST	BILL JAMES
TENNIS	16	5	11	0	.313	LOST	RAY FEDERICI
FOOTBALL	<u>11</u> 256	<u>1</u> 147	<u>9</u> 107	<u>1</u> 2	<u>.136</u> .578	LOST (9-9)	JOHN ROTH

past president of the International Gymnastics Hall of Fame. Others, such as soccer coach, Joe Palone, and track coach, Carleton Crowell, have served faithfully for two decades. Ron Holmberg, former tennis professional, joined the coaching staff last winter as tennis and squash coach. Bob Knight, who guided Army basketball teams to unprecedented national honors, left to accept a position at Indiana University and was replaced by Villanova aide, Dan Dougherty.

SPECTATOR PARTICIPATION

Army athletic teams continue to be popular, regardless of whether they are playing at home or away. Despite a disappointing record, the football squad played before record crowds and compiled the best season average to date for home attendance. The Military Academy was chosen as the site for two playoff games in the first annual national lacrosse championships, while the tennis squad hosted the ECAC's fall tournament. The Eastern Fencing Championships were held here in March, and next winter the Military Academy will host the NCAA Swimming and Diving Championships.

A RESUME

Honors, for both teams and individuals, filled the 1970-71 athletic calendar. The 150-pound football team, which finished the season with a perfect 6-0 record, won the Eastern Lightweight Championship and had six members named to the league's all-star squad. The skiing team, in its second year of inter-collegiate competition, enjoyed an unbeaten season, winning all four dual meets on its schedule. The skiers also won invitational titles at Buffalo, West Point, and Utica before going on to finish second in the Division II Championship.

Four other varsity squads finished above the .800 level. Both lacrosse (which went as far as the semi-final round in the NCAA tournament only to lose to eventual champion Cornell) and swimming compiled impressive 11-2 marks. The riflemen were not far behind at 10-2, followed by the indoor track squad at 9-2.

Despite its disappointing record, football still produced several highlights. Foremost among those were the record-setting efforts by kicking specialist, Arden Jensen, who completed his career third on the all-time NCAA lists with thirty-five field goals, and wide receiver, Joe Albano, who shattered Army standards on game, season, and career levels. The pistol and rifle squads both set team records enroute to winning campaigns, while record individual marks were plentiful in track, swimming, and lacrosse.

The varsity sports summary for 1970-71 is shown on the opposite page.

CADET ACTIVITIES

SCOPE

Participation in the Cadet Extracurricular Activities Program again increased significantly. Seventy-one cadet activities, with a total of 8,954

active cadet memberships, functioned during the year. These activities with attendant participation are listed in Appendix S. The activities program provided intellectual, physical, and moral improvement for the cadets and representation of the Corps and Military Academy to the public.

FUNDS

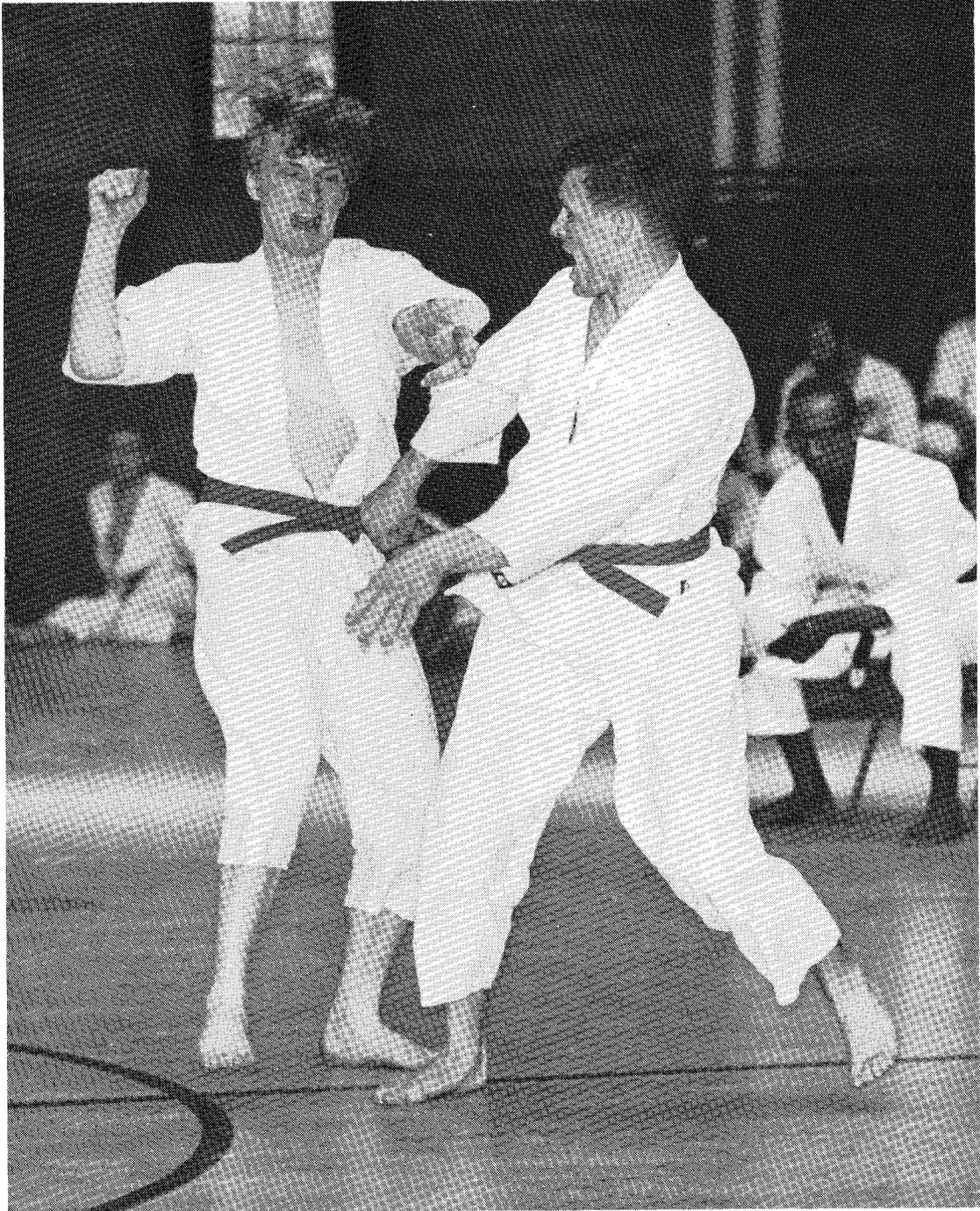
In addition to grants from the West Point Fund, the financial support of Cadet Extracurricular Activities depended upon profits from the sale of used cadet clothing, the booklet, West Point - A Way of Life, Glee Club records, the annual Cadet Activity Fee assessed each cadet, and the United States Corps of Cadets Unit Fund. A selected group of First Classmen served as members of the Cadet Activities Trust Fund Council which made recommendations to the Commandant of Cadets for expenditure of welfare funds. Thus, the Corps of Cadets participated directly in the control of these funds.

FACILITIES

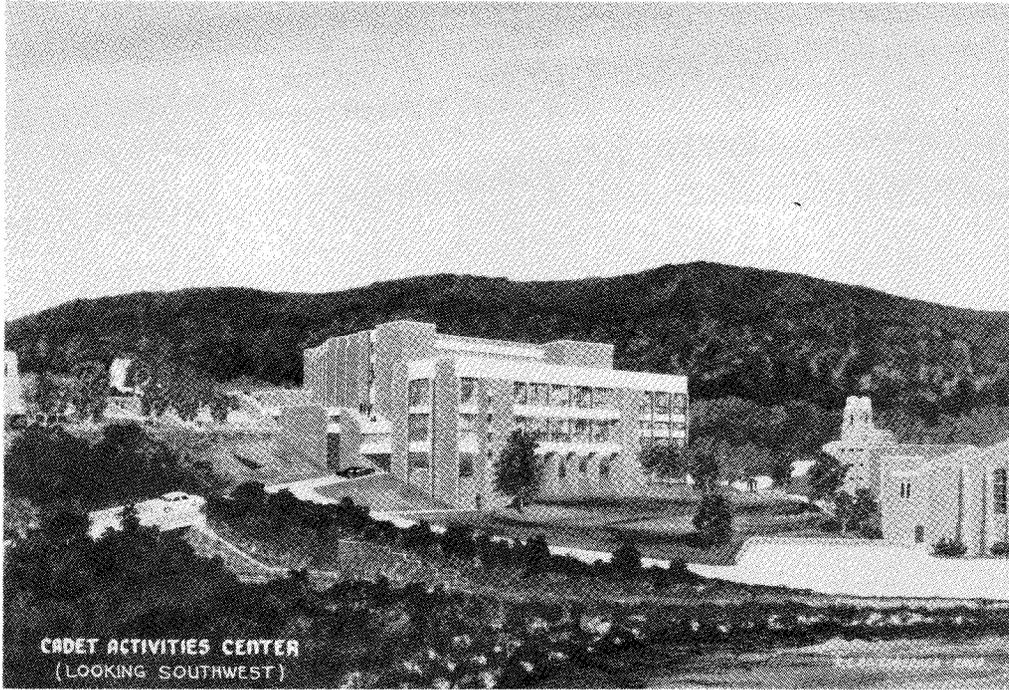
The lack of adequate facilities for cadet activities still remains a problem. Construction of the Cadet Activities Building is underway, and it is to be operational in 1974. Completion of this center will ease the space problem created by the increasing size of the Corps of Cadets. The Academy has had for one year a one hundred and fifty-five-man capacity ferry boat which has been used very successfully on the Hudson River for cadet weekend excursions and visits to Constitution Island.



CADET ACTIVITIES SKI CLUB

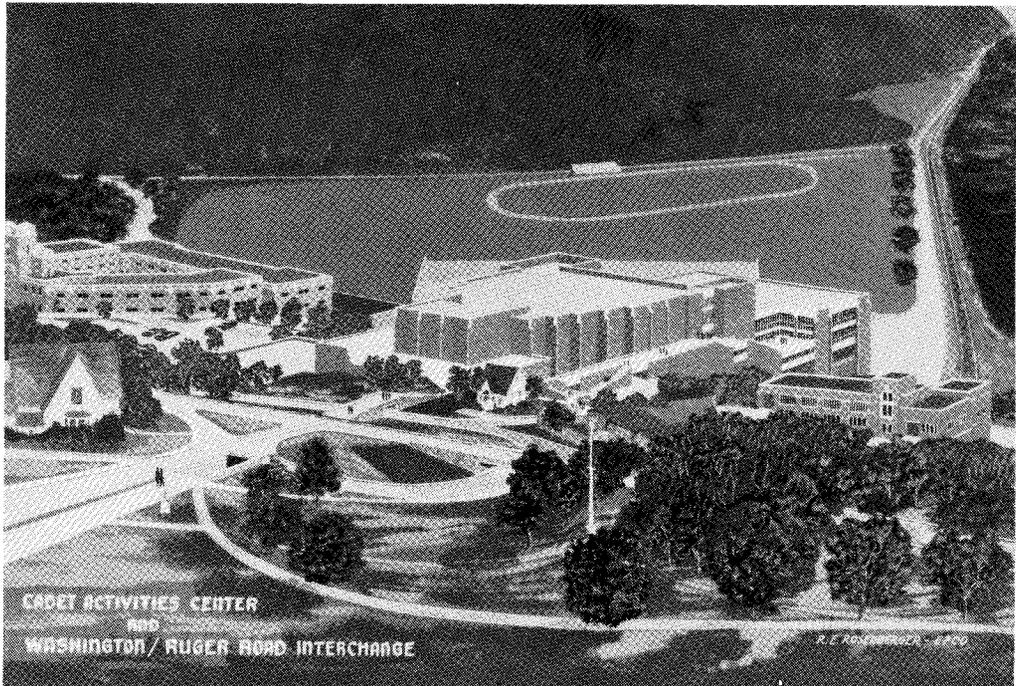


KARATE CLUB



CADET ACTIVITIES CENTER
(LOOKING SOUTHWEST)

R. E. ADAMS & ASSOCIATES - 1988

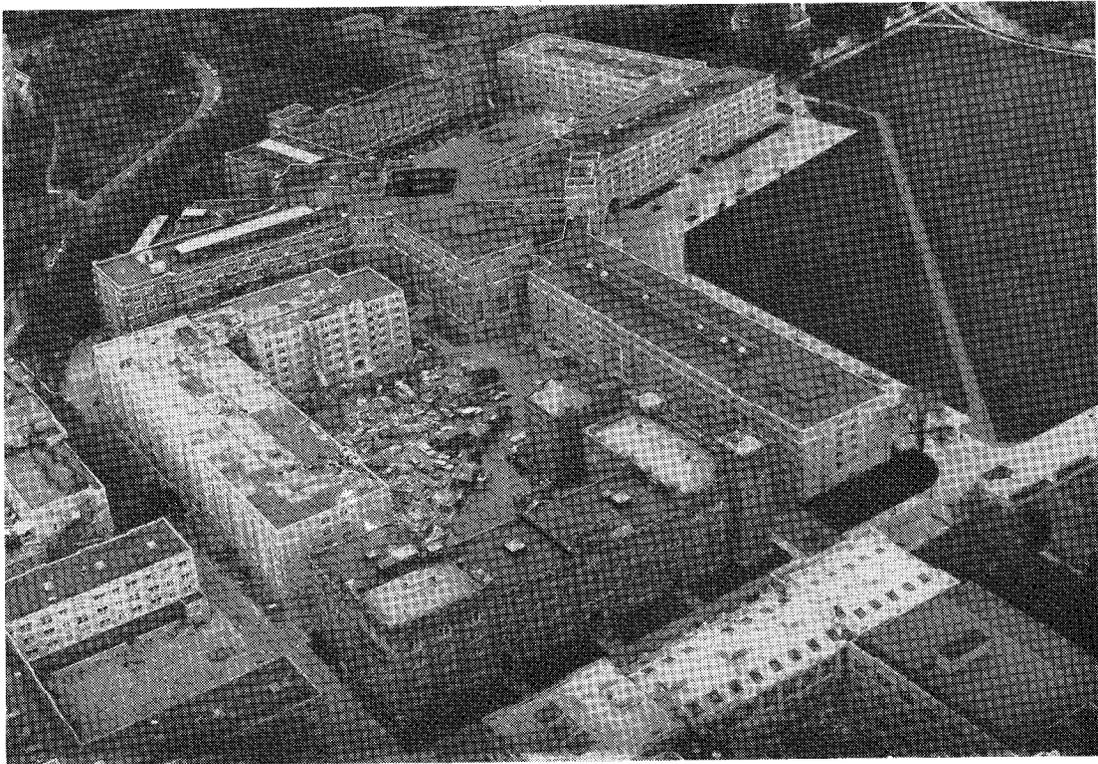


CADET ACTIVITIES CENTER
AND
WASHINGTON/RUGER ROAD INTERCHANGE

R. E. ADAMS & ASSOCIATES - 1988

GENERAL

During the past year, construction of the long-awaited Cadet Activities Center was initiated and the second increment of barracks as well as the new Academic Building rapidly approached completion. With portions of the vitally-needed barracks and academic building scheduled for occupancy this summer, the severe overcrowding in the barracks and academic areas experienced this past year will be partially alleviated and full expansion attained by the end of 1971. All major cadet facilities programmed in the original Gray Book Plan for Expansion are now complete or under construction, with the exception of the new hospital.



Construction of New Barracks surrounding Washington Hall Complex

USMA PLANNING ADVISORY BOARD

In December, at the suggestion of Congress, Department of the Army established the USMA Planning Advisory Board to provide advice and recommendations to the Secretary of the Army concerning construction of expansion requirements at the Military Academy. The general attitude of the Board has been a desire to expedite construction of facilities which the Board determines to be valid requirements and to foster a closer relationship between the Congress and the agencies responsible for West Point construction. The present eleven-member Board provides expertise in construction, labor, architecture, and government and military construction and budgetary procedures. The Board has strongly urged the construction of the new hospital (or West Point Community Health Center) now reprogrammed for FY 74; it has approved construction of secondary sewage treatment facilities and the widening of Cullum Road around the Plain, for which funds have been authorized; and it has indorsed the FY 73 program to construct consolidated service facilities, a BOQ, and a major utilities project.

CADET ACTIVITIES CENTER

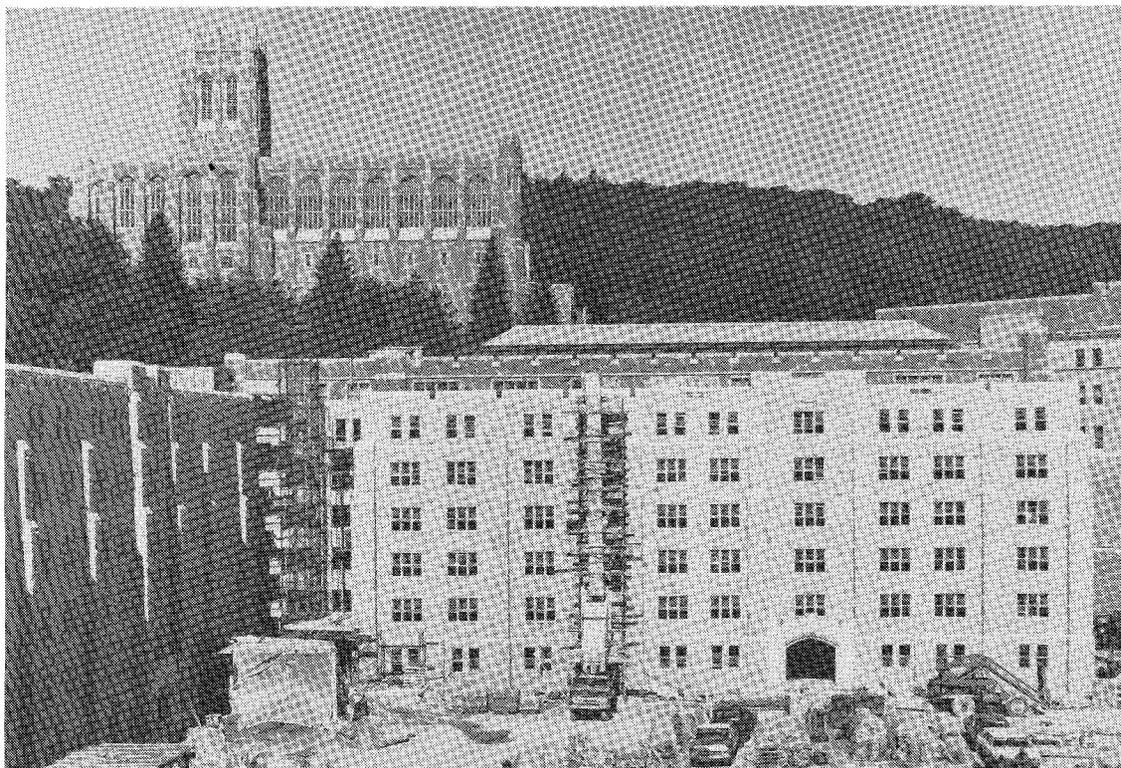
Bids for the Cadet Activities Center were opened in May, 1970, as scheduled. However, the low proposal considerably exceeded the authorized amount of \$16.8 million. Subsequently, Department of the Army received Congressional approval to divert \$10.7 million from other funds as part of the FY 71 authorization. A contract for construction of the Activities Center was awarded in December, 1970, culminating a thirty-year struggle to obtain funds for this vital facility. Work began in January, 1971, and the facility is scheduled for completion in March, 1974. This recreational and social center will consist of a 4,500-seat auditorium, a 1,000-seat snack bar, a 1,000-person ballroom, a large lobby which will double as a cadet guest reception area, some game areas, and a lounge and office area for the Cadet Hostess.

SECOND INCREMENT OF BARRACKS

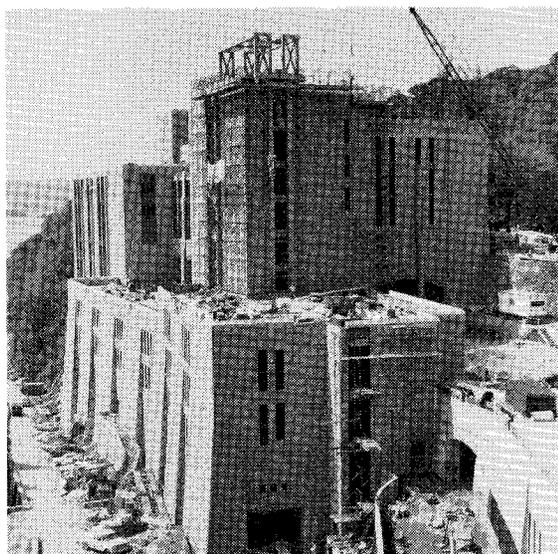
Construction of the second increment of barracks has proceeded on schedule, with initial occupancy of the new wing of MacArthur Barracks planned for Reorganization Week this fall and occupancy of the two new wings in Central Area later in the academic year. When these 670 cadet rooms are completed, almost the entire Corps will be housed in two-man rooms. These dormitory-style barracks are similar in design and construction to the new Washington Hall Barracks, containing six floors with cadet rooms on the outer perimeter of each floor encircling a center core of latrines, showers, athletic lockers, and orderly rooms.

ACADEMIC BUILDING

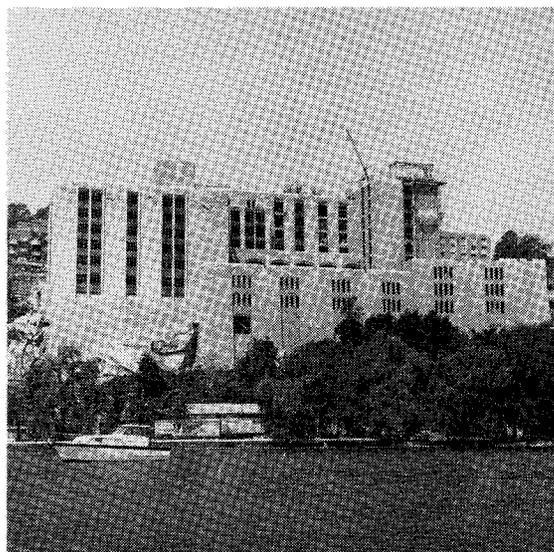
The \$2.6 million deficiency for the new Academic Building, Mahan Hall, was approved by Congress in December, 1970. The time delay caused by foundation difficulties (which resulted in this deficiency and the severe overcrowding of academic facilities experienced during the past year) has made it necessary to accept occupancy of about half the section rooms this fall, prior to



New Central Barracks under Construction



Mahan Hall from Thayer Hall



Mahan Hall from the River

completion of the entire structure. Remaining classrooms, administrative areas, laboratories, and auditoriums are programmed for completion by the end of the calendar year. Once the Engineering, English, and Mechanics Departments move into the new building, those vacated portions of Bartlett Hall and Thayer Hall will be reorganized, permitting the remaining departments to expand in place. Mahan Hall bridges an elevated roadway, also under construction, which is to become the main vehicular thoroughfare, thus moving traffic around the periphery of the Plain rather than through the cadet area.

ATHLETIC FACILITIES

Conversion of the roads and grounds garage to a modern, electrically controlled indoor rifle and pistol range was completed, and the new range was first used for matches in January. The old ranges were demolished to make way for the Cadet Activities Center.

POST FACILITIES

All 200 units of family quarters at Stony Lonesome were completed and occupied by the end of 1970. Because many important items had to be deleted in order to build the quarters within authorized funds, a special request has been submitted to Department of the Army to reinstate these items as an emergency requirement. Among the most important of these items are overall site improvements, storage enclosures, street lighting, and sidewalks.

Bids received for the construction of secondary sewage treatment facilities and construction concomitant with the widening of Cullum Road exceeded authorized funds. The USMA Planning Advisory Board proposed that Department of the Army seek Congressional approval to divert funds from the Cullum Road project in order to begin construction of the secondary sewage treatment facilities at the earliest possible date. The widening of Cullum Road around the Plain will be readvertised for bids without the two intersections so that a usable bypass of the cadet area can be completed. An FY 73 deficiency request will then be submitted to permit construction of the two intersections. The Washington Hall/Ruger Road interchange is urgently required prior to completion of the Cadet Activities Center to provide pedestrian access from the cadet area to the Activities Center, as well as to provide for an orderly flow of traffic around it.

New York State has a new interchange under construction connecting Highway 9-W to the Stony Lonesome Road. When the interchange is completed in 1972, a major new access to West Point will be provided. This new road and interchange should also help to reduce traffic congestion in the main cadet area.

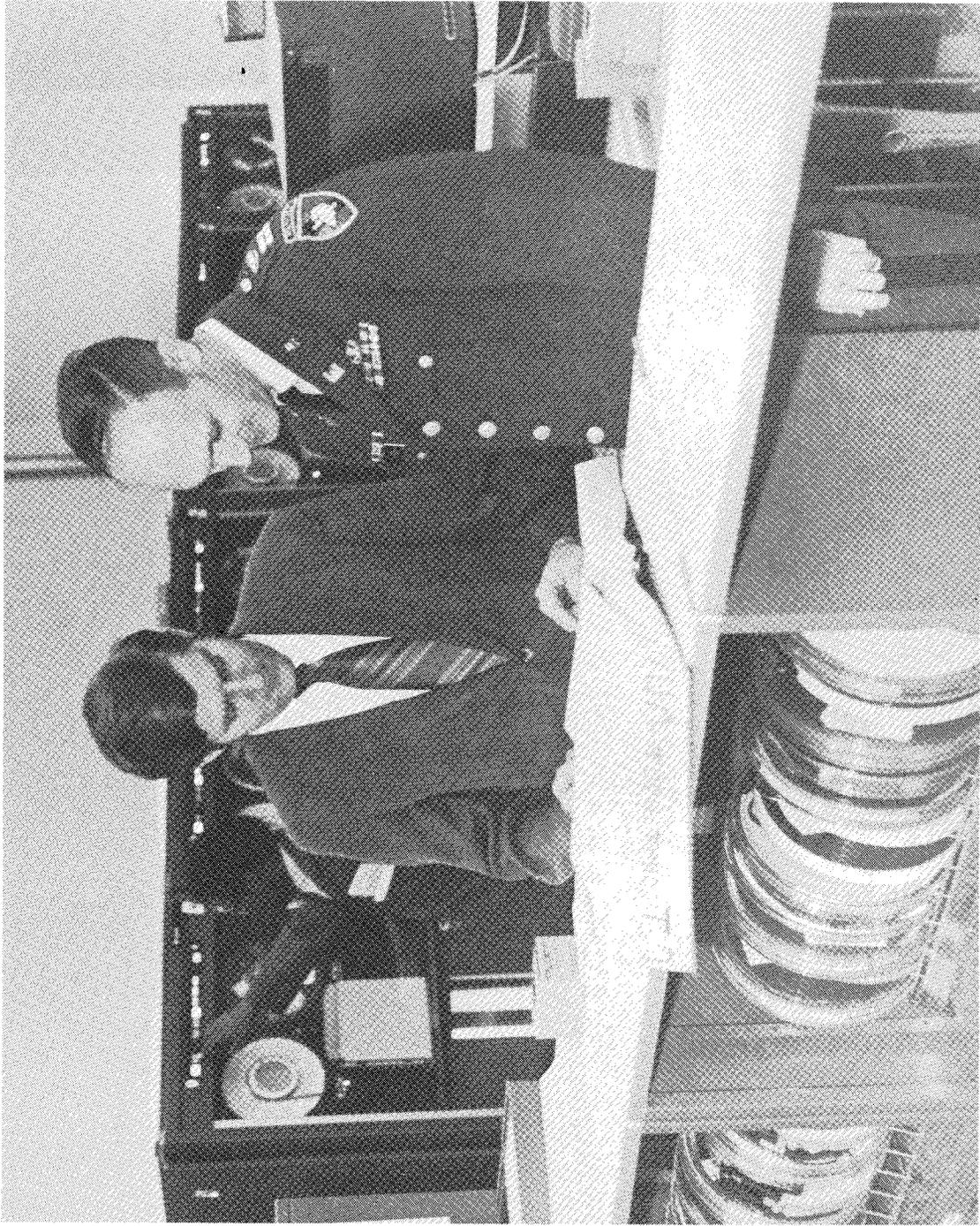
CURRENT STATUS

Based on present estimated costs, the overall status of expansion facilities shows \$118 million in projects completed or under construction, representing about eighty percent of the work outlined in the Plan for Expansion. The construction program at West Point continues to be hampered by the nationwide rise in construction costs, as evidenced by bids exceeding authorized funds for every major project advertised in FY 71, reductions in earlier year

project scopes both before and after awarding of contracts, and the delay in construction of some essential projects, in particular the hospital. A summary of the Expansion Program to date and the Five-year Future Construction Program is included as Appendices T and U respectively.



Stony Lonesome Housing Area



Institutional Research Personnel Utilizing USMA Computer Facilities.

INSTITUTIONAL RESEARCH PROGRAM

OFFICE OF INSTITUTIONAL RESEARCH

GENERAL

As the result of a study conducted by a committee chaired by Colonel Thomas E. Griess, the Office of Research was redesignated the Office of Institutional Research to clearly distinguish its role from purely scientific endeavors. This office advises the Superintendent on institutional research, conducts a portion of such research while monitoring all such projects, and coordinates pertinent staff actions.

In the performance of this mission, the office conducts research and studies designed to achieve a better understanding of USMA candidates, cadets, and graduates, provides professional consulting services to other USMA agencies engaged in institutional research, and maintains central statistical information files on USMA candidates, cadets, and graduates.

RESEARCH ACTIVITIES

In Fiscal Year 1971, renewed interest was developed in relationships between high school population, applicant population, the accepted applicant, the graduate, officers, and the needs of the Army (Product Appraisal Project). In all, forty-nine reports were completed and distributed during FY 71 (Appendix V). In addition to its normal research activities, the office provided professional consultation and data support services for many local activities and to the Department of the Army study on military history. A time survey of the entire Corps of Cadets was performed at the request of the Cutler Committee studying cadet workloads.

PRODUCT APPRAISAL PROJECT

In carrying on the Product Appraisal Project, the Office of Institutional Research conducted four major surveys. The first survey dealt with the responses to a questionnaire sent to over 2,200 graduates of the Classes of 1963 through 1967. The major purpose of the survey was to gain an understanding of how recent graduates felt toward various sources of satisfaction-dissatisfaction with Army life and then to relate these sources to the strength of military commitment and retention. The second survey was completed in the spring of 1970 and consisted of the responses of over three hundred graduates from the Class of 1950. This project was conducted in conjunction with the Center for the Study of Education at UCLA, which also surveyed over eighty other colleges and universities. The responses from USMA graduates will be compared to those from other schools in eight major areas. The third and fourth surveys were completed on graduates who are no longer on active duty from the Classes of 1920 through 1949, and 1950 through 1965, respectively. The aim of these surveys was to gain a better understanding of the situation in which graduates found themselves when they left

active duty and also to enable them to express their viewpoints on the training and education that they received while at USMA and in the Army. The results of these surveys are now being analyzed.

MINORITY GROUP RESEARCH

Since 1969, USMA has been conducting long-range research on minority group cadets. Rapid advances in minority enrollment at USMA are reflected by the three hundred percent increase in the number of Negro cadets in attendance in only two years. The Minority Group Research Program is designed to provide USMA with increased knowledge and understanding of the Negro minority group in order to assist in recruiting, selecting, and retaining Negro candidates of high potential. In addition to providing continuous information concerning the characteristics and progress of Negro cadets, the program has generated several studies which are of a more lasting nature. Chief among these studies are reports describing the one hundred-year history of Negroes at West Point. These studies were compiled with the assistance of many Negro graduates together with a comparative study of minority recruitment at USMA and several other Eastern colleges.

RESEARCH IN SUPPORT OF ADMISSIONS

As a result of preliminary studies concerning the validity of the American College Testing Program's battery of tests in predicting academic success at USMA, the Academic Board has approved the use of this battery as an alternative to the College Entrance Examination Board tests currently in use at USMA.

A study of the current Leadership Potential Score used in the admissions process has led to a greater understanding of the components of that score and has suggested possible revisions. In addition, a set of military attitude and association scales was found to be a valid predictor of cadet resignation. Follow-up studies are underway.

Responses to a questionnaire sent to all parents of cadets in the Class of 1974 indicated that many would have liked more information about several aspects of cadet life and USMA administration. Accordingly, a comprehensive booklet which provides this desired information was prepared for parents of the entering Class of 1975.

A study on the effects of a cadet's socio-economic background on his success or failure as an Army officer was initiated during the past year. In addition, research expanded into areas of reference group theory and Maslow's theory of hierarchial need structure and the usefulness of these theories as research tools within a military setting.

OTHER RESEARCH

During the past year, the Medical Research Unit at USMA shifted its emphasis from ongoing research and analysis to that of data collection for long-range medical research projects concerning cadet injuries.

The Department of Military Psychology and Leadership is conducting a study of the Third Class Sponsor Program. Initial surveys were conducted of a sample cross section of the Class of 1973 and officers participating in the voluntary program.

CONSULTATION AND DATA SUPPORT SERVICES

In addition to its own studies, the Office of Institutional Research provided professional and data support services to other agencies at West Point and elsewhere. A major example of this support was the Department of the Army Military History Survey. This office provided professional consultation, mailing of over 3,500 questionnaires, and complete statistical analyses of the results.

There is a definite need within the Office of Institutional Research for some form of a management information system incorporating a research data base of information, both historical and current, on candidates, cadets, and graduates, together with standard statistical computer program routines which can interact readily with the data; existing processing data procedures are outdated and inadequate. Much preliminary work has been accomplished toward development of such a system only because of the availability of qualified military personnel assigned on an overstrength basis. Work has slipped considerably because of the loss of programming effort due to higher priority work and because of the unexpected difficulty in converting existing files and programs into a form compatible with the new GE 635 computer system at the Academic Computer Center. The upgrading of the Data Processing Branch's computer can be expected to cause further delays.

The DA Manpower Survey Team recognized these problems and, as a result, an increase of two personnel spaces was authorized for the office to provide for continued work on the information system. However, this office has not yet been authorized to requisition or hire the personnel.

COST REDUCTION

The reduction in the number of pages in the Class Characteristics Inventory (from six pages to four) led to a reduction of printing costs of \$400. The use of a preprinted marker in place of a letter to transmit reports to other institutions resulted in a saving of \$100. Two other cost reduction items of \$100 and \$200, respectively, were also submitted and approved. The total Fiscal Year 1971 savings were \$800.

MANAGEMENT OF FACILITIES

RESOURCES MANAGEMENT

FUNDING

Total Funding provided by Department of the Army amounted to \$34,048,475 (Operations and Maintenance, Army, \$32,540,000; Family Housing, \$1,508,475) for the operation and maintenance of USMA, support of family housing facilities, and USMA support of Headquarters, 1st Region, ARADCOM, and U.S. Army facilities at Stewart Field. Funds were used to support mission and expansion-related requirements and the one-time purchase of furnishings and equipment for the new academic building (\$600,000) and Phase II of the Cadet Barracks (\$1,300,000).

The chart on page 70 depicts the distribution of USMA FY 1971 dollar resources.

MANPOWER

Manpower spaces authorized USMA as of 30 June 1971 totaled 4,696, with 25% assigned to the mission area and 75% to support activities. A more specific breakdown of the USMA workforce is shown by the table below:

DISTRIBUTION OF MANPOWER
by MAJOR ACTIVITY DIRECTOR
as of 30 June 1971

	TOTAL		OFFICER		ENLISTED		FULL TIME PERMANENT CIVILIAN	
	DA		DA		DA		DA	
	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>
Total	4,696	4,938	826	911	1,021	1,398	2,849	2,629
<u>MISSION</u>	1,163	1,199	634	668	110	136	419	395
Commandant	420	478	139	185	62	83	219	210
Dean	743	721	495	483	48	53	200	185
<u>SUPPORT</u>	3,533	3,739	192	243	911	1,262	2,430	2,234
DCSLOG*	2,528	2,541	105	113	437	554	1,986	1,874
DCSP&A**	900	1,097	81	124	471	704	348	269
Comptroller	105	101	6	6	3	4	96	91

*Includes 50th Engineer Company and Detachments 1, 2, and 3, United States Army Hospital.

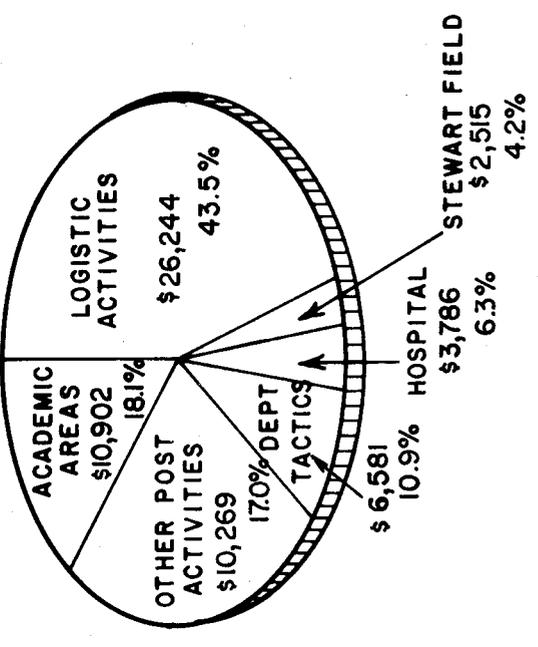
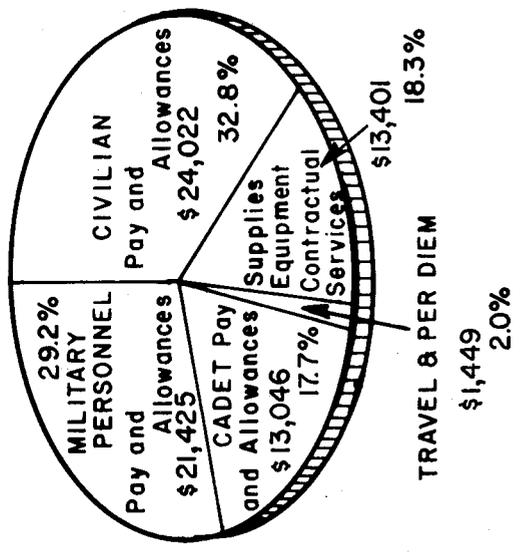
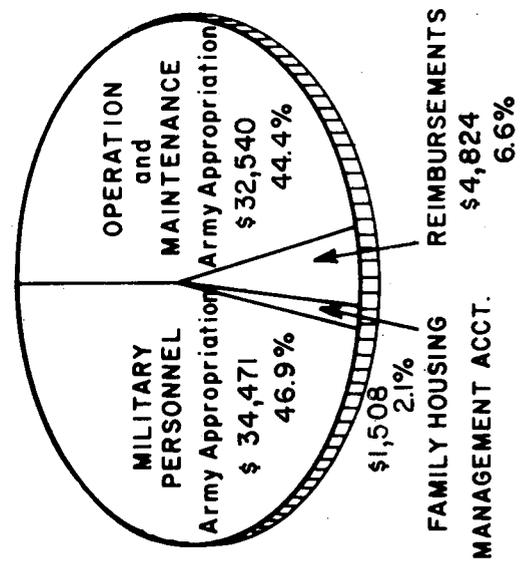
**Includes USMA Band, 2nd Aviation Detachment, 57th MP Company, and Detachment 5, Stewart Field.

DISTRIBUTION OF USMA FY 1971 DOLLAR RESOURCES

(in thousands)

WHERE IT COMES FROM WHERE IT GOES WHERE IT GOES
 (By Expense Category) (By Functional Category)

\$ 73,343 \$ 73,343 \$ 60,297
 (EXCLUDES CADET PAY AND ALLOWANCES)



NOTE: AMOUNTS SHOWN ARE BASED ON THE OBLIGATIONS SYSTEM OF ACCOUNTING (i.e. excludes net change in undelivered orders & inventory)

USMA RESOURCES CONSERVATION PROGRAM
30 JUNE 71

<u>RECON AREA</u>	<u>FY 1971 DA GOALS</u>	<u>USMA GOALS</u>	<u>REALIZED SAVINGS</u>	<u>FY 71-73 ESTIMATED SAVINGS</u>
SUPPLY MANAGEMENT	\$ 19,000	\$ 21,800	\$ 23,200	\$ 40,000
PROCUREMENT MANAGEMENT	2,000	2,500	1,700	5,700
SCHOOLS, EDUCATION AND TRAINING	158,000	200,000	547,100	648,300
TELECOMMUNICATIONS MANAGEMENT	3,000	3,000	5,900	5,900
TRANSPORTATION AND TRAFFIC MANAGEMENT	5,000	6,000	10,700	20,300
EQUIPMENT MAINTENANCE MANAGEMENT	2,500	2,500	5,100	16,100
REAL PROPERTY MANAGEMENT	40,000	40,000	31,200	216,000
GENERAL MANAGEMENT IMPROVEMENTS	28,500	34,600	32,000	99,200
VALUE ENGINEERING	<u>0</u>	<u>0</u>	<u>668,000</u>	<u>668,000</u>
TOTAL	\$258,000	\$310,400	\$1,324,900	\$1,720,000

The Academy's manpower requirements were reviewed by a DA Manpower Team during an on-site survey, 18 January - 17 February 1971. The recommendations of the team were favorable since they recognized an additional requirement for 57 officer, 112 enlisted, and 68 civilian spaces. Twenty-nine of the military spaces were allocated in the third quarter, based on prior programming action, while late in the fourth quarter DA authorized the additional 68 civilian spaces. The balance of the recognized military spaces have been included on the DA Priority Requirements List; authorization to USMA will depend on availability of Army-wide military manpower resources.

MANNING COMPARISON OF THE SERVICE ACADEMIES

During its budget hearings early in FY 1971, the House Appropriations Committee directed the Secretary of Defense to make a comprehensive evaluation of the staffing requirements of the United States Military, Naval, and Air Force Academies. The implications were that a 1:1 staff/cadet ratio might be possible. The Office of Assistant Secretary of Defense (Manpower and Reserve Affairs) Committee appointed to conduct the study concluded that the United States Military Academy's staffing level as of 1 December 1970 was adequate for the effective discharge of current responsibilities and that additional staffing to support the Corps and facilities expansion program was not justified. If the restrictions on our manpower requirements - which these conclusions imply - are adopted, USMA would be in an unfavorable position relative to the staffing ratios of the Naval and Air Force Academies. The incremental buildup of the Corps of Cadets, completion of new and enlarged physical facilities, and expansion of the military community make it necessary that USMA be afforded the opportunity to update its manpower requirements periodically.

RESOURCES CONSERVATION PROGRAM (RECON)

Validated savings reported by USMA activities in FY 71 totalled \$1,324,900 more than a million dollars over the assigned Department of the Army goal. The savings effected reflect the results of 87 management actions submitted by activities. Included was a Value Engineering action in the amount of \$660,000 validated by the Department of the Army. The FY 71 savings exceeded the million dollar mark - a "first" for USMA since the program was initiated. The successful conclusion of the FY 71 program was in part directly attributable to the outstanding efforts of the Treasurer, Dean, Commandant of Cadets, and the Engineer. Excluding the Value Engineering action, largest dollar savings were realized in the Treasurer's area through increased productivity of employees. The table on page 71 depicts an analysis of this program.

LOGISTICS PERFORMANCE AND EVALUATION

ENGINEER DIVISION

Normal recurring maintenance together with expansion requirements continue to outstrip resources made available for Facilities Engineering in spite of some increases in manpower. To serve all customers better, to utilize scarce resources most efficiently, and to establish a coordinated and systematic means of determining priorities for accomplishment of job requests, a Real Property Construction and Maintenance Review (COMAR) Board was formed, and

the Customer Work Priority Program was revitalized. Both techniques are proving beneficial. A revised Snow Operation Plan together with its Centralized Control Center was implemented, resulting in improved service and better use of resources and equipment. More facilities were reactivated at Stewart Field for housing station units, summer TDY troops, and reserve units.

Considerable administrative effort was devoted to scheduling, managing, and staffing the results of the first three meetings of the United States Military Academy Planning Advisory Board. This board, formed in December, 1970, reviews the Academy's Construction Program for the Secretary of the Army. The Board's first report to the Secretary was approved 3 May 1971 and was forwarded to the Congress.

MAINTENANCE DIVISION

A new, more positive production control procedure was devised and implemented during FY 1971. A system for organizational level maintenance of administrative fleet vehicles was established to insure a concurrent flow of this service and repair in conjunction with support (direct and general) level repair. A 36,000-pound capacity adjustable twin-post hydraulic lift was installed to ease undercarriage repair, and existing shop space was reconfigured to provide an expanded body shop area and to group all elements of Equipment Maintenance Branch in one building for better supervision.

SUPPLY AND SERVICES DIVISION

Commissary sales were \$7.1 million in FY 71, a 31.6% increase over sales in FY 70. This increase is directly related to the December, 1969, closing of the Air Force-operated commissary at Stewart Field. In September, 1970, the USMA Commissary opened a branch at Stewart. The 24-employee operation provided service Tuesday through Saturday, 30 hours per week. Cost of equipment to support the operation was negligible since the same equipment used to operate the former Stewart Air Force Base Commissary was transferred to the Army upon closure of the base. Administration to support the branch was provided and staffed at the main commissary at USMA. The opening of the branch also increased overall commissary sales to a level higher than that originally experienced from the closing of SAFB and the interim period during which only the main store at USMA was in operation. At the main store (USMA), a renovation and improvement project financed by surcharge monies was completed. The project included lowering the ceiling in the check-out area and color code (food category) painting of interior perimeter walls of the sales store. A program for redemption of merchandise coupons was put into effect 1 February 1971 at both the main and branch commissary stores. Effective 1 July 1970, the commissary implemented necessary procedures to participate in the Department of Agriculture Food Stamp Program. In addition, additional material handling equipment was acquired to accelerate processing of commissary line items. Other management improvements included the purchase of a computer scale and labeling device to provide commissary patrons and management with a more accurate and informative means of computing costs and selling prices. A car loading service was initiated to provide improved service to the patron and to offset the loss of parking facilities created by the construction of the Activities Center.

The Army Laundry Plant installed a new marking-identification system using thermo-seal tags which replace black ink laundry marks. The new system is considerably neater and cleaner, and although the thermo-seals are temporary, the new system has resulted in fewer claims for lost or misplaced clothing items. Efficiency in the Marking and Assembly Sections has improved to the extent that yearly personnel savings will offset the acquisition cost of the new tag system. Other equipment purchased during FY 71 to modernize and improve efficiency in the Laundry and Dry Cleaning Plant include: a 400-pound capacity drying tumbler, a steam finishing tunnel, and two 400-pound washer extractors.

Significant accomplishments in the Consolidated Supply area include the following: The repair parts supply account and the consolidated supply account were integrated effective 1 July 1970. Furnishings valued at \$1 million were procured for new E, F, and G Wings, along with \$600,000 of furnishings for the new Academic Building. Equipment and supplies required to support the Cadet Summer Training Program, in the amount of \$4.2 million, were procured on a temporary loan basis. Finally, material and equipment totalling 153 line items and valued at \$399,851 were obtained from government excesses and/or from Defense Industrial Plant Equipment Center resources in lieu of new procurement to fill command and modernization requirements.

COMMUNICATIONS-ELECTRONICS DIVISION

Growing needs for communications by expanding facilities and academic programs are being met by local resources within limits of fiscal constraints. The telephone cable plant in the vicinity of Washington Gate was expanded to serve facilities relocated in that area. A contract was awarded to replace a defective cable and to provide expanded capacity serving Camp Buckner and intermediate locations outside the main post consistent with post planning. The increased quantity of telephone key systems improved the efficiency and economy of existing central office dial equipment. Critical modifications to central office switches were completed in preparation for installation of expanded AUTOVON access and activation of Network In-Out Dial (NIOD) capability scheduled for mid-FY 72. West Point no longer has a COMSEC account. Unclassified messages are transmitted and received by TELEX connected to AUTODIN at Griffiss Air Force Base. Classified messages are handled by the AUTODIN terminal at Stewart Field operated by USASTRATCOM. Communications economy and discipline received continual management attention and may be credited with holding the volume of traffic to levels commensurate with the Academy's growth. Initial results of communications management monitoring are favorable.

Design changes in the public address system installed in Michie Stadium were made throughout the 1970 football season to achieve acceptable quality performance. The CATV cable system was expanded southward and now makes commercial TV programs available to the CCTV studio, hospital, and Central Apartments. The coordinated efforts of the Training Devices Section, Graphic Aids Section, and Photographic Laboratory produced a remarkable USMA historical display for the National Convention of AUSA. Similarly, a three-dimensional terrain model of West Point, capable of depicting historical developments since the early 1800's, was also built and used in presentations to the President's Advisory Board on Historical Landmarks.

FAMILY HOUSING DIVISION

Essentially all units added to our inventory in FY 1970, attributable to the takeover of housing at Stewart Field (591 units) and new construction at Stony Lonesome (200 units), are now occupied.

A DD Form 1391 (Military Line Item Construction Data) was forwarded to Department of the Army for consideration and approval to provide additional improvements to the recently constructed Stony Lonesome housing area. Scope of work includes: providing storage sheds; general site improvements to include safety fencing, curbs, landscaping, painting of cement building foundations and foundation planting; attic exhaust fans; sidewalks along main road and within clusters; eighty-five 8' x 14' patios; wearing course on existing base course pavement; correction of 54 dryer vent outlets; and installation of electric outlets and wall sleeves for air conditioners. Additionally, the installation of 24 trash compactors on an experimental basis has been funded (\$4,078) and installation completed. Installation of gutters and downspouts (\$23,232) and providing 17 street light standards (\$4,700) along the main road were included in the original scope of work. Both projects have been funded, bids awarded, and work has started. The total projected cost working estimate has been established at \$1.3 million.

Two major rehabilitation projects were completed during FY 71. One project was to increase the exterior electrical distribution system to 56 units of 500-series family quarters (cost working estimate: \$52,300, including \$1,400 for design); the other project called for the modernization of 39 units of family quarters (total project cost working estimate, including design: \$408,332). Both of these projects were awarded from FY 70 funds toward the end of the fiscal year.

TREASURER

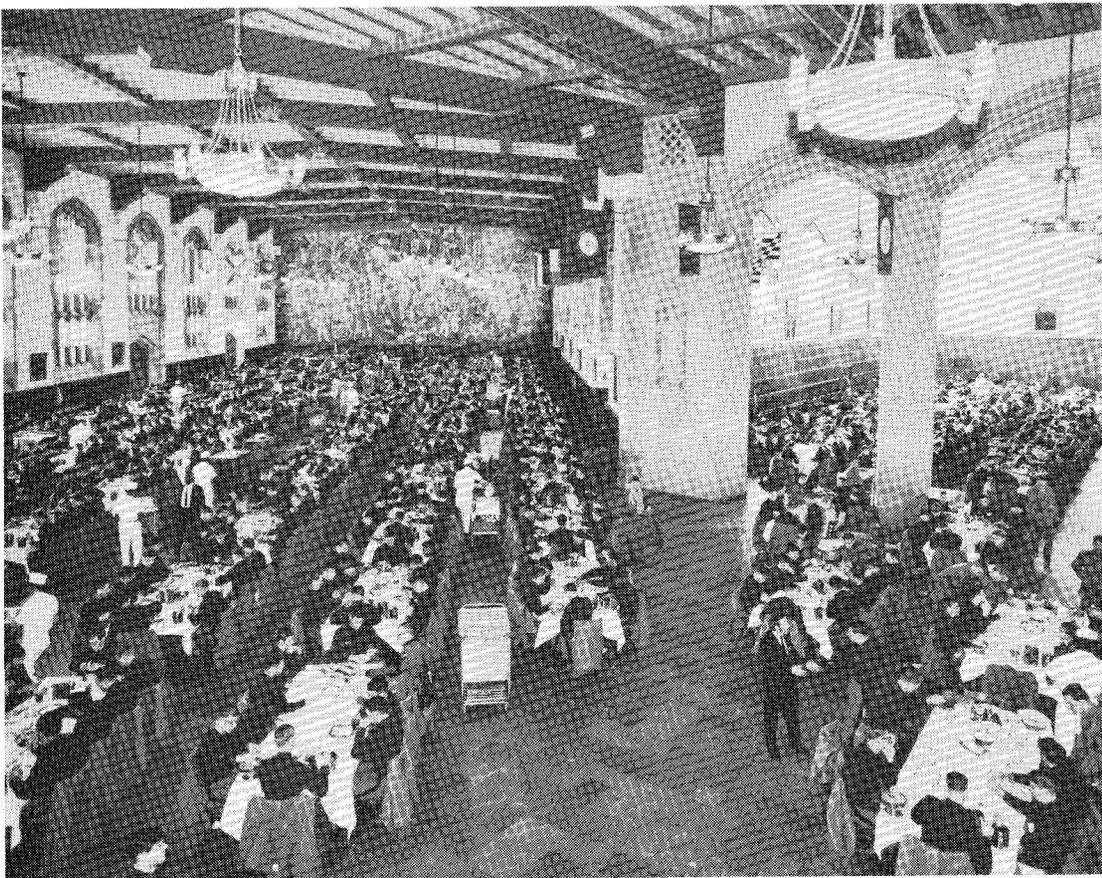
The Cadet Mess began operating with its fully expanded kitchen and supporting facilities in the early fall of 1970 and subsequently realized a major reduction of overtime labor costs. The new kitchen layout proved highly efficient, and the enlarged Corps continues to be served and to finish meals in about 30 minutes. For the first time, the Mess closed completely for five days at Christmas, which resulted in substantial savings and which also gave employees an excellent Christmas Leave opportunity. The large waiter force turnover was reduced to 25% of the previous year. Improvement of the waiter dormitory at West Point, provision of English language classes, and careful attention to personnel management were all contributing factors. The cadet ration allowance was increased to \$1.66 per day on 1 January 1971.

The Cadet Restaurant sales at six locations totalled \$362,700 as compared with \$357,000 in 1970. Grant Hall Boodler (snack bar) was redecorated and air conditioned, thus completing planned renovation. The renovation of the Confectionary Boodler in Washington Hall was completed with air conditioning and new refrigerated storage equipment.

The Cadet Store, Barber Shop, and Uniform Factory met the demands of the larger Corps without an increase in personnel. Savings of \$13,500 in costs of green uniforms and the blazer uniform were secured through competitive

bidding. Cadet Retail Store renovation was started in the summer of 1971 to provide for effective use of the increasingly crowded space as the Corps expands.

The Hotel Thayer weathered the recession with an occupancy rate which rose to 63% in 1970. Gross revenue was \$1,700,000, \$21,000 above 1970. A major renovation program was initiated which includes redecoration of all rooms, the lobby, dining room, ballroom, and front entrance, renovation of the plumbing system, and completion of the renovation of the air conditioning system for the lower two floors.



The Corps at a Noon Meal — Cadet Mess

MEDICAL DEPARTMENT ACTIVITIES (MEDDAC)

MEDDAC's mission is to provide health services for the United States Corps of Cadets and all other USMA-area military and civilian personnel authorized medical care. In addition to West Point, the USMA area includes a ten-county area adjacent to the Academy reservation. The Commanding Officer, Medical Department Activities, USMA, also serves as Surgeon, Commanding Officer, United States Army Hospital, and Professor of Military Hygiene.

In the area of reorganization, a study was undertaken during early FY 71 to determine the feasibility of implementing the medical organization concept described in Army Regulation 40-4. The study resulted in the establishment of MEDDAC, effective 16 December 1970. Essentially, the reorganization involved a realignment of the Dental Activities, requiring that the Deputy for Dental Activities (formerly the Dental Surgeon) be responsible to the Commanding Officer, MEDDAC, who in turn is responsible to the Deputy Chief of Staff for Logistics.

The Department of the Army Manpower Team surveyed MEDDAC during the period 18-22 January 1971. The result of the survey was a recommendation to increase the current authorization by 16 officers, 45 enlisted men, and five civilians, for a total of 66 additional spaces. Thus far, the Office of the Surgeon General, Department of the Army, has supported 28 of the additional required spaces (5 officers, 18 enlisted and 5 civilians) which will be reflected as authorized on the First Quarter, FY 72 voucher.

The health of the command was very satisfactory during FY 71. The USMA hospitalization rate (average daily percent of assigned Army active duty military strength occupying hospital beds) was .43%, slightly higher than the .37% of FY 70, but comparing favorably with the FY 70 CONUS rate of .91%. The noneffective rate (average daily number of Army active duty military personnel noneffective for medical reasons per one thousand average strength) was 8.33 versus 6.12 last year. The CONUS noneffective rate for FY 70 was 14.4.

From a medical standpoint, New Cadet Barracks, 1970, was very satisfying, successful, and encouraging. The patient load generated in the Emergency Room by the Class of 1974 during the period 1 July - 29 August 1970 was less than that of the new classes of the two previous years. The hospitalization rate for the Class of 1974 during New Cadet Barracks -- less than the rate for the Class of 1972, but greater than the rate for the Class of 1973 -- was within normal limits. In retrospect, it appears that the hospitalization rate for New Cadet Barracks, Class of 1973, was below normal.

During early FY 71, six Medical Corps officers reported directly from civilian life to their first military assignment at USAH, USMA. Each of these officers was given a local orientation program which satisfied minimum training requirements of the Officer Basic Course offered at the Medical Field Service School, Fort Sam Houston, Texas. This new policy of direct assignment especially benefited the hospital operation since these critically needed physicians were functioning on the staff approximately six weeks earlier than if they had attended the Officers Basic Course.

New and improved medical services realized during the past year are as follows: The Dental Clinic at Stewart Field became operational 1 June 1971 for routine outpatient service. The clinic is an extension of the dental facilities, USMA. Several items of technologically advanced equipment were made available during FY 71 to replace, modernize, and add to the patient care capability of the hospital. The items included a blood cell counter (Coulter Counter), fetal heart monitor, gas aerator, diagnostic audiometer, infant incubator/transporter, and a cardiac monitor. An engineer project to renovate the Mental Hygiene Consultation Service was completed in January, 1971, resulting in an ideal complex for consolidation of the Psychiatric Service and Mental Hygiene Service in a pleasant, somewhat isolated area of the hospital. A fully operational aid station was established for the first time at Michie Stadium. The aid station, staffed with a physician, nurses, and corpsmen provides an effective and comfortable arrangement for medical support at home football games. The USMA Transportation Division initiated a shuttle bus service between the hospital and Cavalry Plain during 1971. This service removed much of the traffic congestion and parking problems in the hospital areas and was favorably received by the patients. As many as 125 patients were transported in a single day. Following a survey by the U.S. Army Environmental Hygiene Agency, the Hearing Conservation Program at USMA was strengthened. Personnel working in high intensity noise areas now receive pre-placement and periodic audiometer testing, as well as hearing protective devices. Sound intensity survey equipment was acquired by the Safety Officer.

POST ACTIVITIES

ADJUTANT GENERAL DIVISION

Automatic Data Processing (ADP)

In terms of line entries processed, the data processing workload increased for the fourth consecutive year. This year's increase amounted to 8% with an accompanying increase of 12.6% in per capita productivity.

The Director of Admissions' computer supported candidate processing system was redesigned to provide more definitive data for use in the evaluation of the larger candidate population. The system was redesigned for processing on a GE-635 computer system which has far greater capacity and capability than the second generation computer used in previous years.

Equipment Modernization

Acquisition of a third generation computer system, approved by Department of the Army in FY 69, progressed. An RCA Spectra 70/35 was selected and all actions prerequisite to the installation of this new computer, e.g., training, systems redesign and pre-installation testing, are presently in progress to meet a tentative installation date of September 1971. Total conversion of all existing ADP systems and implementation of new systems are scheduled for the third quarter, FY 72, at which time the presently installed GE-215 computer system will be released.

Further progress was made in the equipment modernization program with the installation, in May, 1971, of three new IBM, Model 029 Card Punches and three IBM, Model 059 Card Verifiers to replace earlier models. This upgrading will result in improved efficiency, increased capability, and total compatibility with the RCA Spectra 70/35.

Cost Reduction

Redesign and implementation of the candidate processing system on the GE-635 computer permitted renegotiation of the GE-215 maintenance contract. These actions resulted in a cost savings of \$760 for the final two months of FY 71 and an estimated savings of \$3,000 for FY 72.

Printing Branch

During FY 71, the Printing Branch accomplished another record production year. Restrictions on expanding the capabilities of the plant are definite now that a Regional Contracting Office has been officially opened in the New York area. The only obstacle in complying with the Joint Committee on Printing directive to secure more printing by contractual services is the lack of funds.

Comparative studies on Printing Plant production for fiscal years 1970 and 1971 are shown below:

	<u>FY 1970</u>	<u>FY 1971</u>	
Jobs Processed	6,687	6,100*	-9.6% Decrease
Plates Processed	32,216	33,160	+2.8% Increase
Units Produced	65,343,721	68,883,827	+5.1% Increase
Operating Cost	\$346,466	\$394,615**	+12.2% Increase

*Decrease in jobs can be attributed to elimination of Special Orders, General Orders and other small-run duplicator jobs produced on ITEK. Many of these jobs are now run on Xerox.

**Major contributing factor in this increase was the overall wage board increase in June 1970 and the grade structure survey in July, 1970.

During the past year, there has been an increased number of academic publications as the result of more elective courses. In addition, there were major projects such as: Senior Conference, SCUSA, Plebe Parent Weekend, NCB, Buckner Summer Training, and support printing for Stewart Field.

Personnel Branch

The chart below compares actual distribution of enlisted personnel assigned to USMA with grades authorized:

	E9	E8	E7	E6	E5	E4	E3	E2	TOTAL
Authorized	24	46	131	157	282	309	66	6	1,021
Actual	20	41	92	138	295	349	323	121	1,379
Promotions Effectuated in FY 71	2	3	2	2	144	221			374

The reenlistment objective for FY 71 was one percent of the operating strength per month. The average monthly strength for the year was 1,262 for a total objective of 153 reenlistments. Eighty-eight EM were reenlisted for 57%. Promotions during FY 71 totaled 374 as compared to 850 in FY 70.

There were 535 EM levied for overseas assignments, 423 less than last year. Of the 535 levied, 309 departed and 226 were deleted for valid reasons.

Army Community Services Program

The Army Community Services Staff, with the aid of 80 volunteers from West Point and Stewart Field, continued to render assistance to the approximately 330 unaccompanied service wives and 300 widows and retirees who reside in the local area. Service was provided in response to 1,635 individual requests for assistance of various types during the past year (an average of 136 per month). The Army Community Service office at Stewart now operates full-time with the ACS Coordinator available each Wednesday.

Assistance was given in 66 cases under the Army Emergency Relief Program. Personal notification was made and assistance given in 59 Survivor Assistance cases.

ALUMNI ACTIVITIES

The Alumni Secretary continued to maintain historical records, now numbering approximately 30,000, concerning USMA graduates. Besides maintaining files on over 21,000 Association members, the Secretary keeps records current about non-member graduates and former cadets. Subscriptions to Assembly, the alumni magazine, and the Register of Graduates numbered over 14,800.

In addition to its administrative functions, the Association planned, implemented and supported a myriad of alumni functions. Foremost among these were the 1970 Homecoming activities, award of the 1971 Thayer Award, Founders Day for 1971, and reunions held during recent June Week activities.

BOOK DEPARTMENT

The USMA Bookstore experienced many important changes. The first phases of the Bookstore expansion plan were completed. Remodeling resulted in a 68% inventory increase. Plans for the second phase of expansion were approved. Sales and profits increased as a result of continued liaison with the academic departments insuring pertinent useful recommendations to the bookstore for merchandise. A 1971 net profit of \$15,000 was realized compared to \$7,500 for 1970. The USMA Bookstore continues to improve its function as a necessary and useful stimulant to the cadets' academic development.

DEPENDENT SCHOOLS

General

The 1970-71 school year began on 24 August 1970 with an enrollment of 1,025 pupils. Thirteen exceptional children attended special schools. As of 28 May 1971, 74 pupils had been transferred and 115 new entrants recorded. Cumulative enrollment for the year was 1,140 while the highest membership on any one day was 1,078. On 28 May 1971, 61 eighth graders were graduated and 31 pupils in grades kindergarten through eight were retained in grade.

Professional Staff

Sixty-five professional personnel, including a full-time psychologist and a nurse, serviced the school. Part-time service of a speech correction teacher was also provided, but the services of a reading specialist and a curriculum coordinator were still unavailable.

The functions of the professional staff was enriched in various ways throughout the school year. The first sabbatical leave was granted for school year 1970-71, and eight teachers were engaged in graduate study. Twelve members of staff and faculty attended ten conferences in the areas of psychology, administration, school law, health, science, speech and hearing, and physical education. Three teachers visited a school to observe a full Open Plan in action; three members attended a Scott-Foresman meeting on reading; and Silver Burdett workshop on a newly published seventh grade text, Probing the Natural World I, was attended by two teachers. Three additional teachers traveled to school districts to view educational displays.

Facets of the school programs were also enriched by 16 West Point residents who gave willingly of their talent, time, and energy. Finally, such subjects as Forts along the Hudson River, History of Football, West Point History, Fire Prevention, Dental Health, Space, Psychological Aspects of Drug Abuse, Taiwan and Chinese Calligraphy, Russia, Mexico, Brazil, China, Saudi Arabia, Hawaii, Thailand, and India were expanded.

Testing Results

Mental Ability

The Lorge Thorndike Test of Mental Ability was administered to 591 pupils in grades three through eight with the following results:

<u>Category</u>	<u>Range</u>	<u>% of Total Population</u>	<u>% of WPES Population</u>
Genius Level	140+	0.01	2.88
Very Superior	130-139	0.13	13.37
Superior	120-129	2.14	25.72
Bright Normal	110-119	13.59	27.92
Normal	90-109	68.26	27.41
Dull-Normal	80-89	13.59	2.19
Borderline Defective	70-79	2.14	0.51
Defective	60-69	0.13	0.00
Very Defective	50-59	0.01	0.00

The Iowa Test of Basic Skills was administered to 589 pupils in grades three through eight in November, 1970. The test includes skills testing in vocabulary, reading, language, work study and arithmetic. System averages with percentile ranks were reported by the Iowa Machine Scoring Center as follows:

<u>Grade</u>	<u>Composite Grade Equivalent</u>	<u>Percentile</u>
Third	4.1	99
Fourth	5.1	97
Fifth	6.1	96
Sixth	7.2	96
Seventh	8.6	99
Eighth	9.3	94

The West Point Elementary School far exceeded the national averages when results were compared with pupils in 160 school systems from 46 states.

Readiness

The Metropolitan Readiness Test was administered to 134 kindergarten pupils in May, 1971, with these results:

	<u>Number</u>	<u>Percent</u>
Superior	61	46
High Normal	56	42
Average	15	11
Low Average	2	1

The Youth Fitness Test established by the American Association for Health, Physical Education and Recreation and designed to give a measure of physical fitness for both girls and boys in grades five through twelve was administered to 327 pupils in the fall of 1970 and 332 pupils in the spring of 1971. The test consists of seven items and is the only one of its type for which national standards of achievement have been determined. Official Standard Achievement Certificates were presented to pupils attaining percentile scores of 50 through 79 on the AAHPER Youth Fitness Test. Pupils who attained scores of 80 through 84% were awarded Merit Emblems. Presidential Emblems, the highest award, were presented to the students who scored at or above the 85th percentile on all seven items of the test. The number of recipients of each of the awards are as follows:

<u>Award</u>	<u>Number of Recipients</u>
Presidential Emblem	52
Merit Emblem	25
Achievement Certificate	109

Of the 52 Presidential Award winners, 40 won the award for the first time, 11 for the second time, and one for the third time.

Pupil Services

Pupils in need of psychological, special reading, or speech services were tested by the school psychologist, the reading tutor, or the speech teacher. During the school year 1970-71, psychological services included individual evaluation, counseling with children, parents and teachers, supervision of group testing, and consultations with administrators, teachers, and specialists. Fifty-one referrals were made to the school psychologist who worked on a regular basis with two children who had visual perceptual problems. To meet the needs of pupils who were unable to profit from regular classroom reading instruction, small group tutoring was continued during school year 1970-71.

The speech correction teacher worked cooperatively with classroom teachers, specialists, and parents to assist 63 pupils who required speech instruction. Thirty-one pupils were recommended for continued speech correction during AY 1971-72.

Changes and Innovations

An extremely effective multimedia in-service program was implemented for teachers at the Primary Level. Five categories of teaching skills were reviewed: Response Repertoire, Questioning, Creating Student Involvement, Increasing Student Participation, and Presentation. Incorporation of improved techniques was evident during supervisory visits. The multimedia in-service program will be presented to intermediate level and all new teachers during the 1971-72 school year.

A study for the establishment of an intermediate instructional media center was completed. Plans included book, magazine, newspaper, hardware, software, supply, and furniture needs. A \$4,000 book order has already been processed.

An intensive "How to Study" course for selected seventh and eighth grade pupils was expanded.

Preparations were completed to include a separate health class for seventh and eighth grade pupils during school year 1971-72. The area of Family Living was expanded to include a film, Puberty in Boys, for the male pupils in the seventh and eighth grades. Eighth graders prepared independent papers, gave oral reports, received instruction, viewed one film, and had a guest speaker in the area of drugs. While the problem of drug abuse was extensively investigated in the eighth grade, limited coverage was also extended through the intermediate and primary levels.

A unit on Black History, covering the periods from the Black African empires through the Black Reconstruction Period following the Civil War, was introduced into one eighth grade course in social studies. The unit was received enthusiastically and will be refined for inclusion in all eighth grade classes.

The fourth quarter in seventh grade science was devoted to a combined science-art unit on city planning wherein students had the opportunity to identify and solve the problems inherent in designing an ideal city in 1971. Each class worked on one ideal city with pupils divided into several small committees to solve the problems involved. Problems identified and studied included: adequate and comfortable housing, water supply, food supply, avoidance of air pollution, sewage treatment, refuse collection and disposal, electrical generation, mass transportation, private transportation, attractive and efficient general lay-out of city, industry and commerce, recreation areas, educational facilities, protection (police and fire), and medical facilities.

WEST POINT MUSEUM

Academic Support

Three new display cases were installed in the north rotunda and one in the south rotunda, Thayer Hall, in support of the academic curriculum. The four cases, of a type affording maximum security, helped to enhance the quality of academic exhibitions. The Museum's staff prepared 47 exhibits and gave a total of 53 special lectures on the Museum's collections, including a series for the Department of History on the evolution of weapons from the Fourteenth to the Twentieth Century. Twenty-seven cadet classes were conducted at the Museum by the Departments of History and Foreign Languages.

Public Museum

Renovations to the Museum's galleries on the second floor were continued in FY 1971, with the completion of a Medals and Decorations Room. Restoration and reframing of all of the American paintings of the Alexander McCook Craighead Collection has improved the appearance of this popular collection.

The nighttime security of the Museum's collections was increased by the installation of an electronic burglar alarm system.

Visitor attendance has remained at a high level with 338,790 visitors.

Acquisitions

A total number of 317 objects were catalogued, including a number of artifacts and memorabilia relating to the Manhattan Project, presented by General Leslie Groves, Jr.; a portrait of Colonel Frank Borman, presented by the Class of 1950; a rare Hanes Patent Civil War hand grenade; a landscape of West Point by Victor DeGrailly, circa 1840, a gift of the Class of 1916; a rare Colt machine gun with complete accessories, presented by the New York State National Guard; and a number of uniforms and accouterments.

Reference and Research

The Museum galleries were used by the Signal Division, Fort Dix, to photograph a special training film on the subject of American Military Heritage. The weapons study collection was used by students from the Fort Gordon Crime Laboratory for a weapons orientation.

The Museum's staff answered 676 letters on the subject of arms and military history. A number of publishers have made use of the Craighead Collection of military paintings for inclusion in their textbooks.

Loans

The Museum continues to make its collections available to many off-post organizations. This year loans were made to the South Carolina Tri-Centennial Commission; the New Market Battlefield Memorial; United States Soldier's Home, Washington, D. C.; 6th U.S. Cavalry Museum, Fort George G. Meade, Maryland; the Museum of History and Technology, Smithsonian Institution, Washington, D. C.; U.S. Army Special Warfare School, Fort Bragg, North Carolina; Corps of Engineers Museum, Fort Belvoir, Virginia; U.S. Army Field Artillery Museum, Fort Sill, Oklahoma; U.S. Army Military Prep School, Fort Belvoir, Virginia; Military Research Library, Army War College, Carlisle Barracks, Pennsylvania; and the Concord Art Association, Concord, Massachusetts.

In addition, a total of 2,876 objects were loaned to officers and cadets for purposes of lectures and study. An overall total of 5,309 loans was recorded.

OFFICE OF INFORMATION

Community Relations Division (CRD)

The Community Relations Division supervised and coordinated details relative to the Orientation Program for parents of the Class of 1974 held on 1 July 1970 and made preliminary plans for a similar program for the parents of the Class of 1975. The division also supervised the overall USMA Community Relations Program including liaison with local area business and civic officials, orientation visits to USMA and Camp Buckner by local area officials, and operation of the USMA Speakers Bureau. Details relative to all quasi-official and unofficial visits to USMA were also supervised and coordinated and included the preparation of itineraries, the issuance of bus permits, the preparation and dissemination of information packets for prospective visitors, and the rehabilitation and operation (from 15 April-15 November 1970 and again from 15 April-30 June 1971) of the Visitors' Information Center on the post.

Below is a brief statistical summary of the division's major activities:

Bus Permits Issued.....	2,060
Information Packets Sent Out.....	2,604
Visitors' Queries Answered by Letters.....	200
Tours Coordinated (quasi-official visits/ceremonies).....	116
Speaking Engagements Coordinated.....	40
Speeches Prepared for Superintendent, USMA.....	13
Visitors Served by Visitors' Information Center Personnel... (15 April-15 November 1970; 15 April-30 June 1971)	195,740

Class of 1974 Plebe Parent Orientation, 1 July 1970:

Approximately 1,500 participated in Post Tours

Approximately 2,270 registered at Cullum Hall

Approximately 2,150 attended presentations in Thayer Hall.

News Media Division (NMD)

In addition to supervising the preparation, publication, and distribution of Pointer View, the post weekly newspaper, the News Media Division also prepared and disseminated editorial and publicity material concerning the USMA Expansion Program and material in support of the USMA Admissions Program, which included publicity covering visits to the Academy of guidance counselors and educators, the appointment of USMA District Representatives in Congressional districts throughout the country, cadet awards, and feature spreads for cadet and civilian employee hometown news releases.

General news releases, special features, magazine articles, and captioned photos concerning the history and mission of USMA, cadet training and education, and special events at the Academy were also prepared and disseminated on local, regional, and national levels. Special events covered by the division during the year were the entry of the Class of 1974, New Cadet Barracks and Camp Buckner training, Founders Day, Plebe-Parent Weekend, the Thayer Award, and June Week activities including the commencement address by the Honorable Melvin Laird, Secretary of Defense.

Certain notable incidents during the year involving cadets and graduates (both individuals and groups) received nationwide notice and required responses prepared by the division. Particulars of these cases have been set forth earlier in this report, however, News Media Division actions are summarized below:

The Puckett Case - Because press reports of Congressman William Anderson's (D-Tenn) letter released to news media were largely incomplete, and because

several letters to USMA indicated that the facts were either not known or were misunderstood, the Information Office compiled a comprehensive fact sheet containing the circumstances of Mr. Puckett's Honor Code violation and subsequent resignation from the Academy, as well as an explanation of the Cadet Honor Code and System. This fact sheet was sent to members of the news media who had previously published incomplete or inaccurate reports of the Puckett case, and it was also inclosed in replies to public inquiries concerning the case. Approximately 40 inquiries from concerned civilians, retired Armed Forces personnel, and USMA graduates were answered. In addition to the fact sheet, an information kit was compiled for use by three USMA graduates who defended the Cadet Honor Code and System on the 22 February broadcast of the "Barry Farber Show" on WOR Radio in New York City.

The Font Case - During the period of First Lieutenant Louis P. Font's application for discharge and subsequent appeal, the Information Office compiled a fact sheet concerning Lieutenant Font's record as a USMA cadet. All press and public inquiries about the Font case were deferred to DA level since the Academy does not keep postgraduate records on its alumni; however, the Information Office did answer inquiries of a general nature from within USMA headquarters, and the office also maintained a file of reports published by the news media.

The Donham Case - Information Office action relative to this case included the preparation of a statement to the press concerning the case, preparation of numerous replies to queries about Mr. Donham's status, and maintenance of a file of newspaper articles on the Donham case.

The "Concerned Academy Graduates" Case - During the year, when a group of service academy graduates published magazine and newspaper articles and letters in support of antiwar and antidraft dissenters in and out of the services, this office responded to more than two dozen letters from readers of the articles and letters published by the group calling themselves the "Concerned Academy Graduates." Direct effort to confront or discredit this group was avoided, however, since it was believed that such a confrontation would lead to the type of publicity upon which groups of this sort depend.

The following statistical summary depicts the scope and volume of News Media Division activities during the past year:

Major News Releases (non-sports).....	2,507
Media Serviced.....	10,194
Pictorial Releases.....	1,317
Hometown Releases from USMA, IO.....	1,457
Hometown Releases (News) through USAHTNC.....	1,601
Hometown Releases (Pictorial) through USAHTNC.....	1,273
Replies to Press Queries.....	268

Press Representatives Assisted.....	133
Foreign Media Representatives.....	4
(This was the first year the Information Office assisted representatives of foreign media)	

Pointer View (Post newspaper) published and distributed
(41 editions, 4 pages weekly).

Special Projects Division (SPD)

During the first half of FY 71, the Special Projects Division supervised all coverage by representatives of local, regional and national motion picture, radio, and television media and of general (non-sports) special events and activities concerning USMA and the Corps of Cadets. The division also coordinated all details of half-time activities (except Homecoming) for home football games and all details for USMA Band, troop, and cadet participation in civic and patriotic events held on-post and in civilian communities. The division supervised the production and filming of a 16mm sound-color television presentation for use by ABC-TV during the Army-Navy football game on 28 November 1970 and assisted representatives of the Army "Big Picture" TV series in the planning and filming of the USMA Band for a new film entitled "Army Music Men." Other activities included the preparation of speeches for delivery by the Superintendent to civic, educational, and military groups and the preparation of "official" messages for use by the Superintendent in conjunction with national holidays and special occasions involving USMA.

After 1 January 1971, the Special Projects Division became principally an administrative unit functioning in the capacity of coordinator for all Information Office divisions. Several positions were realigned to insure more efficient performance of the IO mission. This realignment of positions involved the shifting of certain Special Projects Division personnel to other divisions and the assignment of the NCOIC to Special Projects Division to assist with the administrative duties. However, the division continued to act as coordinator for the USMA Band civilian ceremony performances, color guard participation, and sundry special events, such as: United Fund Campaign, football season group visits, POW/MIA campaign, the opening of the JFK Memorial Center for the Performing Arts, the MacArthur Medallion presentation, and other annual projects such as holiday ceremonies (Armed Forces Day, Loyalty Day, etc.).

Statistical data on Special Projects Division activities during FY 71 are shown below:

Radio Projects Supervised.....	14
Television Projects Supervised.....	30
Motion Picture Projects Supervised.....	2
Educator Visits (assistance rendered TV media).....	3

Foreign Media assisted.....	5
(This was the first year the Information Office assisted representatives of foreign media)	
USMA Band Appearances Coordinated.....	60
Coordination for Support to Civilian Groups.....	44
Parachute Team (6) Honor Guards (3) Glee Club (15 - in conjunction with CAO) Color Guards (8) Marching Units (9) Choirs (3 in conjunction with CAO)	
Speeches Composed for Superintendent.....	24
Holiday Messages Composed for Superintendent.....	2

Sports Information Division (SID)

The Sports Information Division prepared and distributed brochures and programs for 1971 varsity sports and supervised the preparation and periodic publication and distribution of the Army Sportsletter. The division also supervised the production of the 1970 Army Football Highlights film which was distributed worldwide. In addition, the division prepared and disseminated local, regional, and national news releases, special features to hometown areas, magazine articles, and captioned photos on varsity sports events, cadet athletes, and team records. In conjunction with media sports coverage, the division arranged for radio coverage of football and basketball games and assisted in the TV coverage of football and basketball games and the Eastern Fencing Tournament hosted by USMA. Media coverage assistance consisted of the preparation of statistical information and speed cards for pressbox use and the preparation of radio tapes with coaches and cadets for distribution to those stations desiring information about a particular sports event.

This year, the division worked closely with Trans National Communications (TNC) on radio coverage of the 1970 Army football season and made preliminary arrangements for similar broadcasts during the 1971 season. This year was the first in which TNC aired football games, and current plans call for more stations on the network for FY 72. In conjunction with promotion of Army football by TNC, the Sports Information Division organized an Affiliate's Day at West Point for those stations carrying the games. Promotion consisted, in part, of a day at West Point, lunch with the squad, picture-taking, and a practice session. Present plans call for an Affiliate's Day during the coming year as well.

Just as the News Media Division was involved in certain notable cases during the year, so also was the Sports Information Division. The one case in which the division participated involved Cadet Ken Wyrick, Class of 1971, and captain of the Army football team. Details of the Wyrick case and Sports Information Division action are as follows:

Cadet Wyrick was interviewed by Marty Ralbovsky of the Newspaper Enterprises Association in order to provide advance publicity for the 1970 Army-Navy

football game. A representative of the Sports Information Division was present during the first twenty-five minutes of the interview, during which time nothing controversial was said. For a few moments, however, the Sports Information representative was called across the hall to look over some page proofs and, during this time, Mr. Wyrick told the reporter that he thought the Academy was asking too much of its football players and, generally, he questioned the Academy's cadet system and football system.

None of Mr. Wyrick's comments were made known until Mr. Ralbovsky's story was published. The story precipitated telephonic and mail inquiries from military and Congressional personnel, alumni, and the public, all asking for explanations.

More than 20 inquiries were answered by the Information Office. The office explained that Mr. Wyrick did not think he would be so interpreted and that several of his comments were taken out of context. The Information Office did explain, however, that the Academy was disappointed with Mr. Wyrick's disloyalty toward his teammates and the Academy.

Statistical data on Sports Information Division activities during FY 71 are shown below:

Major News Releases (including Hometown Program).....	566
Media Serviced (approximate)..(ea).....	350
Athletic Brochures Prepared.....	5
<u>Army Sportsletters</u> Prepared.....	18
Speaking Engagements or Public Appearances by Sports Information Officer and Assistant Sports Information Officer.....	27
Sports Press Representatives Assisted.....	617
Individual Game Programs Prepared.....	186
Radio Tapes on Army Sports Events.....	63
Phoned News Stories on Army Sports Events.....	147

The Office of Information was involved this year in two major events which necessitated the coordinated effort of all four divisions of the Information Office. These two events were the Bob Hope Christmas Show at USMA and the visit of President Nixon to West Point on 29 May 1971. Specific details of Information Office activities in conjunction with these events are contained in Appendix W.

POST CHAPLAIN DIVISION

The entire altar area of the Post Chapel was refurnished with new dossal curtains, new altar hangings, fresh paint, and a rearrangement of the locations of the altar, pulpit, and lectern. The Stewart Field Chapel has been made completely operational, and the increase in attendance at worship services there has been remarkable.

A new spirit of ecumenism was evidenced by several unusual programs throughout the year. The Christian communities of West Point united in several choral concerts and in organ concerts featuring religious music. The Christian clergy shared a Christmas Eve candlelighting service and a daily Vacation Bible School. The Roman Catholic, Protestant, and Jewish clergy of West Point also united in a joint memorial service for a beloved employee of the hospital. Each clergyman offered a prayer from the liturgy of his own church.

The emphasis this year has been on family unity, and numerous professionals in the field of marriage counseling have presented lectures and led discussion groups at the Post Chapel.

The first Post Chaplain's Prayer Breakfast was observed at West Point this year, and all of the clergy who serve the post personnel and the cadets united in this observation.

PROVOST MARSHAL DIVISION

Operations Branch

The Military Police continued to provide extensive and varied support for numerous recurring events and sundry special events throughout the year. Casket bearers, color guards, and firing parties were furnished for 80 on-post and 53 off-post funerals. Three color guards were provided upon request of nearby communities, and 16 military police honor guards represented West Point for visiting civilian and military dignitaries.

Extensive operation orders were formulated and implemented for a variety of major events. Prominent among these events were five home football games. The total number of cars parked for all games was 39,632. The 511th MP Company arrived on 28 May as support for the 57th MP Company in order to provide security for President Nixon during his visit here. The Military Police expended approximately 1,800 manhours in support of June Week. One of the Provost Marshal's major concerns during June Week was the security of the Secretary of Defense, Melvin Laird, on Graduation Day. Lines of communication with federal, state, and local law enforcement agencies regarding intelligence data concerning any possible demonstration were excellent.

Registration Branch

During FY 1971, over 5,000 privately owned vehicles were registered - approximately 1,000 officers, 1,600 enlisted and 2,500 civilians. Temporary registrations were issued to approximately 800 summer troops.

Investigations Branch

There were 479 criminal type incidents investigated. This was an increase of 38% over FY 1970. The increase is attributable, in part, to the increase in population at USMA and more accurate recording procedures. Nine crime prevention surveys were completed, and branch personnel participated in 19 personal security missions for visiting dignitaries. There were 1,146 requests for investigative assistance completed, including criminal records checks and assistance rendered to federal, state, and local police authorities. Stolen property valued at \$24,385.00 was recovered.

Safety Branch

In anticipation of the enactment of the "Occupational Safety and Health Act of 1970," with its increased emphasis on noise control, the Safety Officer requested assistance in establishing a hearing conservation program at USMA. In addition to reducing the danger of hearing loss to all personnel, this program is intended to provide the installation with the necessary records to preclude unjust compensation claims for hearing loss. Sound level measurements were taken at selected work sites by a team from the U.S. Army Environmental Hygiene Agency, and noise hazardous areas were identified. Employees working in these areas were given audiometric evaluations, and ear protection devices were fitted and issued. The Safety Officer has procured a sound level meter and has received training in conducting noise level surveys.

SPECIAL SERVICES DIVISION

Expanded and improved Special Services activities stimulated increased participation in nearly every area of interest, both winter and summer. The multi-purpose Crafts Shop was relocated, expanded, and modernized and a multi-purpose Crafts Shop was opened at Stewart Field.

Several outdoor recreation sites were improved. The two cabins at Round Pond Recreation Area were completely renovated and the beach area was extended 50 feet. The Boy Scouts of America National Scout Camping Area was also extended to accommodate 150 Scouts at four separate sites. The Special Services water ski operation was relocated to Lake Frederick Recreation Area. Six house trailers were obtained from the U.S. Air Force and temporarily located at Lake Frederick. Preparations are presently being made for siting and rehabilitation. When completed, these trailers will be made available on a weekly basis for rental as camping accommodations. Five "A" frame cottages were constructed at the West Point Youth Camp and following the camp season will be made available for rental along with the house trailers during the fall and spring seasons.

Siting preparations have begun for a ski lodge to be constructed at the Victor Constant Ski Slope. The West Point Golf Clubhouse and storage area underwent extensive renovation during FY 1971.

Special Services continued to improve youth activities. A Youth Activities Football and Basketball Training Program was initiated for boys six to ten years of age and 240 participants found the program challenging and enjoyable.

A Girls Basketball League was formed for the seventh and eighth grades. Previously established programs were very successful in competition. For example, the USMA Juvenile Hockey Team placed third in the New York State Championships and the USMA Youth Swim Team with 79 members placed second in the Hudson Valley Swim League championships. The team also placed third in the All-Service Meet held at Annapolis, Maryland. Youth Activities at Stewart Field initiated bowling, basketball, ballet, judo, and girls' basketball programs.

Attendance at Special Services sponsored activities during FY 71 amounted to 851,582, as compared to 615,961 in FY 70. Specific attendance figures are:

Sports	341,888
Theater	139,155
Youth	137,236
Service Club	81,508
Round Pond	40,170
Library	45,924
Crafts Shop	7,620
Stewart Field	58,081

TROOP SUPPORT

The 1st Battalion, 1st Infantry is assigned to USMA and has the mission of serving as the command element for all enlisted personnel assigned or attached to USMA and supporting the Academy's operation, maintenance, and administration. Detachment 5 was activated on 1 August 1970 with the mission to provide command, billeting, messing, and administration for assigned personnel and tenant units at Stewart Field.

During FY 71, Battalion strength increased from 31 officers and 999 enlisted men to 38 officers and 1,021 enlisted men, increases of 22.6% and 2.2% respectively.

Due to the additional troop strength mentioned above, the Battalion also experienced an increase of 25.4% in its total operating expenses for the fiscal year. Funded costs (supplies, equipment, and services) increased by 286% while expenditures for military personnel costs showed an increase of 11%.

Battalion enlisted personnel continued to take advantage of the several education programs available to them. In all, 130 individuals participated in 196 courses in the Tuition Assistance Off-Duty Program, approximately 206 enrolled in the High School and College Education Development Program, and 96 registered with the Education Center for correspondence courses.

The Battalion provided support in military justice, administration, and messing to approximately 1,500 personnel attached in support of the training of the U.S. Corps of Cadets. It also provided 4,517 enlisted man days to requesting agencies (a decrease of 1,014 man days from the FY 70 figure), and, during the period December through March, the Battalion hosted four cadet testing sessions and provided administrative, billeting, and messing facilities for 190 candidates. Approximately 3,900 man hours of troop labor were expended for self-help projects during FY 71. The major self-help projects were the renovation of the Headquarters Company Mess Hall and the construction of a Battalion Conference Room.

The Airborne Detachment conducted 422 military proficiency jumps during the year, assisted in the training of approximately 64 cadets who made 3,744 jumps, and trained 17 other post personnel in sport parachuting in the Battalion Sport Parachute Club. The club conducted 396 jumps.

OFFICE OF ASSISTANT TO THE SUPERINTENDENT (GIFTS PROGRAM)

The Office of Assistant to the Superintendent (Gifts Program) administers the Academy's gifts and memorials program, which involves the establishing of policies and procedures, administering the reception of donations, implementing programs, and insuring the completion of projects financed by donated monies. The Gifts Program Office is designed for central administration of donations and gifts to the Academy, most of which are channeled through the West Point Fund of the West Point Alumni Foundation, Inc. Pending at present is a reorganization and consolidation of the West Point Alumni Foundation and the Association of Graduates.

Since its inception in 1961, the West Point Fund has received \$1,953,924.00 to support a variety of projects of benefit to the Academy and the Corps of Cadets. Since March, 1969, \$813,045.18 has been received, of which \$264,035.18 was donated in FY 71, with disbursements for this period totaling \$247,774.57. A breakdown of FY 71 disbursements is given below:

\$48,453.19

Cadet Academic Facilities

\$90,000.00

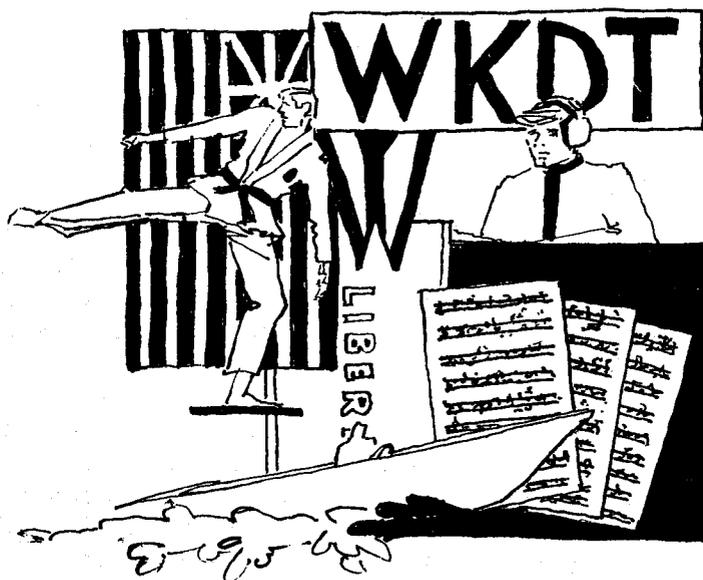
Cadet Extracurricular Activities

\$104,193.40

Cadet & Academy Facilities

\$5,127.98

Operating Expenses



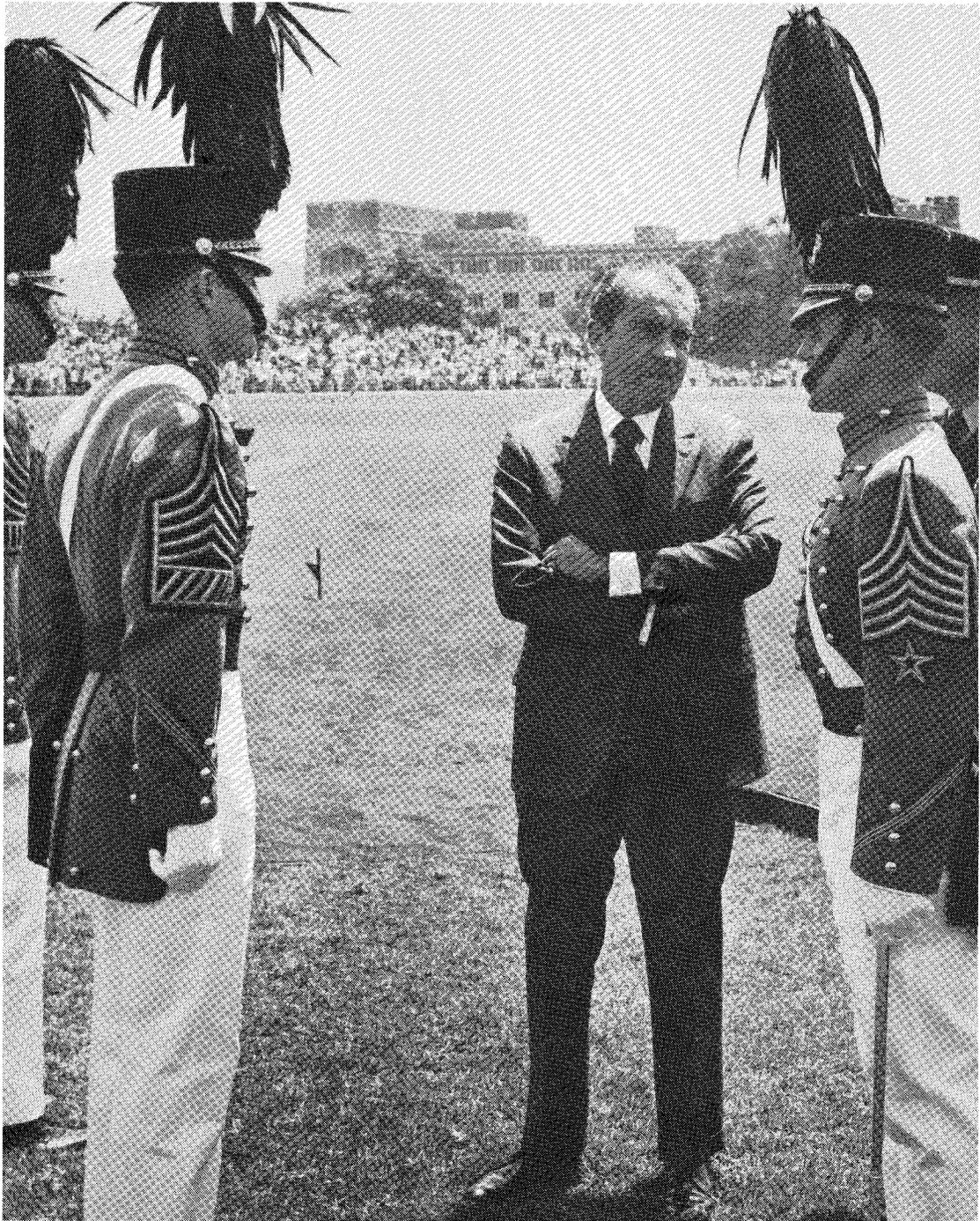
CONCLUSION

On 9 June 1971, the successful completion of the arduous and intensive USMA training program was marked by the graduation and commissioning of 727 of the nation's finest young men. The responsibility that these young officers now face is extraordinary and, in many respects, awesome. That they will discharge this responsibility fully and faithfully is certain; their having coped successfully with four years of demanding academic and military training -- along with the past record of Academy graduates -- makes it so. We of the Academy take justifiable pride in having served to equip the Class of 1971 for their entry into the Long Grey Line.

Already the challenges of a new fiscal and academic year are being met by the staff and faculty of USMA. The dedication and professional competence of the staff and faculty, coupled with continued support by Department of the Army, insures that USMA will continue to discharge successfully its mission of training cadets for professional Army careers. This we will do in the face of Corps and plant expansion -- both nearing completion -- and in the face of recent and anticipated criticism directed at the military man and at the military service as a whole.

USMA is a conspicuous target for the critic -- as it should be. Any institution with a mission so integral to our national well-being deserves close scrutiny. Moreover, we of the Academy welcome such scrutiny because we realize that the discriminating and objective critic will decide -- upon careful examination of the academic, athletic, and military training curricula -- that USMA does indeed produce the "whole man," the scholar-athlete-soldier. The distinguished record of USMA and its graduates will continue to speak for itself and win the admiration of all but the most biased critic.

The hallmark of the professional soldier is his flexibility in any given situation; therefore, our methods will undoubtedly undergo further changes, but our goal and our values will remain the same: we will, by the most effective means, continue to contribute to the defense of our nation by producing career Army officers who recognize and uphold the traditionally viable values of Duty, Honor, Country.



**President Nixon with First Captain Pyrz and the Brigade Staff after Reviewing
the Corps — 29 May 1971**

ACADEMIC CALENDAR
(AY 1970 - 1971)

1970

1 July	Wednesday	New Fourth Class enters (Class of 1974)
4 July	Saturday	Independence Day (Duties suspended)
30 August	Sunday	Beginning of Reorganization Week
5 September	Saturday	End of Reorganization Week
7 September	Monday	Labor Day (Duties suspended)
8 September	Tuesday	First Term begins
23 October - 24 October	Friday - Sunday	Homecoming Weekend
11 November	Wednesday	Veterans Day (Classes suspended)
26 November	Thursday	Thanksgiving Day (Classes suspended)
19 December	Saturday	Christmas leave begins at 1200 hours

1971

3 January	Sunday	Christmas leave ends at 1730 hours
23 January	Saturday	First Academic Term ends at 1200 hours
25 January	Monday	Second Academic Term begins
15 February	Monday	Washington's Birthday (Classes suspended)
7 April	Wednesday	Spring leave for three upper classes begins at 1515 hours
12 April	Monday	Spring leave for upper classes ends at 1800 hours
29 May	Saturday	Second Academic Term ends for First Class at 1200 hours
31 May	Monday	Memorial Day (Duties suspended)
3 June	Thursday	Second Academic Term ends for under classes at 1515 hours
6 June	Sunday	Baccalaureate Sunday
9 June	Wednesday	Graduation Day, Class of 1971
1 July	Thursday	Class of 1975 enters

Appendix B

THE ACADEMIC PROGRAM
(AY 1970 - 1971)

4th Class (Freshman) Year	<u>Credit Hours</u>	2nd Class (Junior) Year	<u>Credit Hours</u>
Mathematics	15	Mechanics	8
Engineering Fundamentals	5	Electrical Engineering	8
Environment	5	Physics	4
English	5	Social Sciences	5
Foreign Language	5	Law	5
	<u>35</u>	Electives (3)	<u>7.5</u>
			<u>37.5</u>

3rd Class (Sophomore) Year	1st Class (Senior) Year
Mathematics	Engineering
4	8
Chemistry	History of the Military Art
8	8
Physics	Social Sciences
8	8
Foreign Language	Elective (4)
8	10
History, Europe or American	English
5	2.5
English	Leadership*
2.5	2.5
Psychology*	
2.5	
Electives (1)	
2.5	
<u>40.5</u>	<u>39.0</u>

*Conducted by the Office of Military Psychology and Leadership

ELECTIVE COURSES
(AY 1970 - 1971)

The Elective Program offers the cadet a number of courses in each of the four broad areas which have a substantial basis in the core curriculum. These are the Basic Sciences, the Applied Sciences and Engineering, the Humanities, and National Security and Public Affairs. Within each of these areas, the elective courses have been further categorized into associated fields. One field, Management, is not associated with a particular area. The cadet may choose his electives from the complete roster of elective courses, from the courses in an area, or from within a single field.

The areas and their associated fields are as follows:

Applied Sciences and Engineering

Civil Engineering
Electrical Engineering
Engineering Mechanics
Nuclear Engineering
Weapon Systems Engineering

Humanities

American Studies
Literature
Chinese
French
German
Portuguese
Russian
Spanish

Basic Sciences

Chemistry
Mathematics
Physics

National Security and Public Affairs

Economics
History
International Affairs
Military Studies
Political Science

Interdisciplinary

Management

ELECTIVE COURSES - Cont

BASIC SCIENCES

Organic Chemistry I
Organic Chemistry II
Physical Chemistry I
Physical Chemistry II
Human Biology I
Human Biology II
Chemistry Research
Physical Geology
Individual Research Project (Environment)
Vector Calculus and Differential Equations
Vector Calculus and Complex Analysis
Complex Analysis and Differential Equations
Linear Programming
Abstract Algebra
Vector Calculus
Differential Equations (Intermediate)
Complex Analysis
Numerical Analysis with Digital Computation
*Data Control and Processing with COBOL
Real Variable Theory
Introduction to Theoretical Physics I
Introduction to Theoretical Physics II
Solid State Physics
Quantum Mechanics
Experimental Physics
Nuclear Physics
Special Topics in Physics

*Added in Academic Year 1970 - 1971

ELECTIVE COURSES - Cont

APPLIED SCIENCE AND ENGINEERING

Soil Mechanics
Design of Concrete Structures
Advanced Structural Analysis
Individual Engineering Project
Computer Science Fundamentals
Individual Computer Science Projects
Principles of Surveying
Space Sciences
Electromechanical Energy Conversion
Electromagnetic Fields
Digital Computer Systems
Communication Systems
*Computer Engineering
Solid State Electronics
Advanced Topics in Electrical Engineering
*Scientific Management
*Systems Engineering and Decision Making
Mechanics of Materials
Gas Dynamics
Heat, Mass and Momentum Transfer
Space Mechanics
Aerospace Structures
Continuum Mechanics
Mechanical Vibrations
Introduction to Applied Aerodynamics
Individual Mechanics Project
Management Engineering
Automotive Engineering
Individual Ordnance Project
Engineering Materials
Operations Research
Nuclear Reactor Theory

*Added in Academic Year 1970 - 1971

ELECTIVE COURSES - Cont

HUMANITIES

The Novel
Shakespeare
Contemporary Literature
American Literature of the 19th Century
Seminar in Major British Authors
Seminar in Major American Authors
English Literature from the Beginnings to 1660
English Literature from 1660 to 1900
American Studies: Expositors of 19th Century
American Thought
American Studies: Social Criticism of 20th Century
American Prose
Introduction to Music
Introduction to Fine Arts
Chinese Literature and Culture I
Chinese Literature and Culture II
Readings in Modern Chinese
Readings on Chinese Culture
French Language through Literature
Military and Scientific Readings in French
History of French Civilization I
History of French Civilization II
Survey of French Literature
Modern French Literature
Directed Studies in French I
Directed Studies in French II
German Language through Literature
Military and Scientific Readings in German
History of German Civilization
Contemporary Germany
Survey of German Literature
Modern German Literature
Directed Studies in German I
Directed Studies in German II
Portuguese Language through Literature
Survey of Brazilian Literature
Directed Studies in Portuguese I
Directed Studies in Portuguese II

ELECTIVE COURSES - Cont

HUMANITIES - Cont

Russian Language through Literature I
Russian Language through Literature II
Military and Scientific Readings in Russian
Russian Civilization
Soviet Russian Literature
Soviet Expository Writings
Spanish Language through Literature
Military Readings in Spanish
Survey of Spanish-American Literature
Modern Spanish-American Literature
Survey of Spanish Literature
Modern Spanish Literature

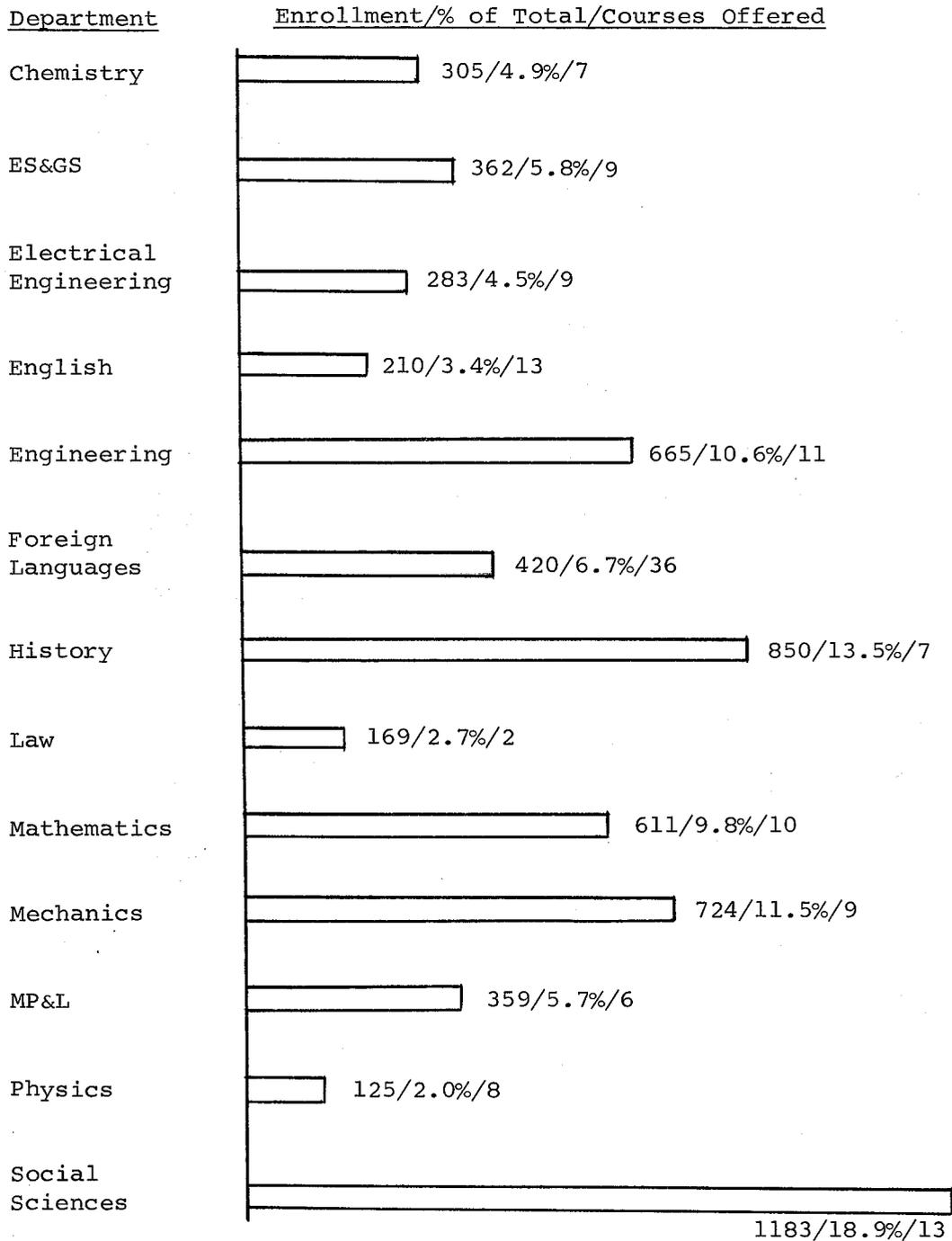
ELECTIVE COURSES - Cont

NATIONAL SECURITY & PUBLIC AFFAIRS

Geography of the USSR
Regional Geography of the U. S.
International Law
*Seminar on Military Aspects of International Law
Revolutionary Warfare
Evolution of Modern Warfare
Twentieth Century Warfare
History of Russia
History of U.S. Foreign Relations
*Revolutionary Warfare
Individual History Project
Middle Eastern Studies
Latin American Studies
*Macroeconomics
*Managerial Economics
Political Philosophy
Seminar in Public Policy
Seminar in History
Economic Analysis: Theory and Defense
Applications
National Security Seminar
International Economics and Economic
Development
Problems of the Developing Nations
Political and Cultural Anthropology
Seminar in Public Policy (Honors - Research)
Managerial Psychology
Sociology: Society and Culture
Social Psychology
Military Institutions of the U.S.
Behavioral Science Research
*Organization Theory

*Added in Academic Year 1970 - 1971

ELECTIVE ENROLLMENTS
(AY 1970 - 1971)



OVERLOAD AND VALIDATION STATISTICS
(AY 1960 - 1961 through AY 1970 - 1971)

<u>Academic Year</u>	<u>Number of Overload Electives</u>	<u>Semester Courses Validated</u>
1960 - 1961	0	47
1961 - 1962	0	161
1962 - 1963	75	161
1963 - 1964	156	365
1964 - 1965	198	431
1965 - 1966	177	352
1966 - 1967	158	506
1967 - 1968	168	525
1968 - 1969	152	658
1969 - 1970	143	917
1970 - 1971	137	1145

TENURE FACULTY APPOINTMENTS
(AY 1970 - 1971)

Colonel Roger H. Nye, Ph.D.
as Professor of History, in May 1971.

Colonel Robert M. Wilson, M.S.
as Professor of Mechanics, in June 1971.

Lieutenant Colonel John B. Garver, M.A.
as Associate Professor of Earth, Space & Graphic Sciences,
in June 1970.

Lieutenant Colonel William M. Wix, M.S.
as Associate Professor of Social Sciences, in July 1970.

Lieutenant Colonel William J. Taylor, Ph.D.
as Associate Professor of Social Sciences, in September
1970.

Lieutenant Colonel Allen F. Grum, M.S.
as Associate Professor of Engineering, December 1970

GRADUATE SCHOOLS ATTENDED BY
FACULTY MEMBERS

Alliance Française	Iowa State University
Air Force Institute of Technology	John Carroll University
American University	John Hopkins University
American University of Beirut	LaSalle College
American University of England	Mainz University
Austin Peay State University	Massachusetts Institute of Technology
Arizona State University	Michigan State University
Brooklyn Law School	Middlebury College
Brown University	Monterey Peninsula College
Bonn University	New Mexico State University
Boston College	New York University
Boston University	Niagra University
California Institute of Technology	North Carolina State University
Canisino College	Northeastern University
Case Western Reserve	Northwestern University
Catholic University of America	Oklahoma State University
College of William and Mary	Ohio State University
Columbia Teachers College	Oregon State University
Columbia University	Oxford University
Cornell University	Pennsylvania State University
Dartmouth College	Pontificia Universilade Catolica
Davidson College	Pratt Institute
Detroit University	Princeton University
Dickinson University	Purdue University
Drake University	Rensselaer Polytechnic Institute
Drexel Institute of Technology	Rice University
Duke University	Rutgers University
Duquesne University	San Francisco State University
Emory University	Seton Hall University
Fairleigh Dickinson University	South Dakota School of Mines and Technology
Fletcher School of Law and Diplomacy	South Dakota State University
Florida State University	St. John's University
Fordham University	Stanford University
Free University of Berlin	State University of New York, Albany
Friedrich Wilhelm University	State University of New York, Buffalo
Georgetown University	State University of New York, New Paltz
George Washington University	Stetson University
Georgia Institute of Technology	Stevens Institute of Technology
Harvard University	
Hebrew University of Jerusalem	
Indiana University	

GRADUATE SCHOOLS - Cont

Syracuse University	University of Maryland
Texas A&M University	University of Mexico
Texas Western University	University of Michigan
Temple University	University of Minnesota
Tulane University	University of Missouri
U.S. Naval Postgraduate School	University of Nebraska
Universidad de los Andes	University of North Carolina
University of Alabama	University of Notre Dame
University of Arizona	University of Oregon
University of Brazil	University of Omaha
University of Brussels	University of Paris
University of California, Berkeley	University of Pennsylvania
University of California, Davis	University of Pittsburgh
University of California, Los Angeles	University of Rhode Island
University of Coara	University of Scranton
University of Coimbra, Portugal	University of South Carolina
University of Colorado	University of South Dakota
University of Connecticut	University of Southern California
University of Denver	University of Texas
University of Erlangen	University of Virginia
University of Florida	University of Washington
University of Frankfurt	University of Wisconsin
University of Geneva	University of Wyoming
University of Hawaii	Utah State University
University of Illinois	Vanderbilt University
University of Kansas	Washington State University
University of Kentucky	Worcester Polytechnic Institute
	Western Reserve
	Yale University

HIGHEST DEGREES EARNED
(AY 1970 - 1971)

Department	Bachelors			Masters			Doctorate			Total										
	P	AS	T	P	AS	T	P	AS	T	P	AS	T								
Office of the Dean	0	0	1	1	3	8	6	18	0	2	2	0	4	1	5	11	6	23		
Chemistry	0	0	0	0	1	7	11	19	1	1	1	1	4	1	2	8	12	23		
ES&GS	0	0	0	2	6	26	22	56	0	0	0	0	0	2	6	26	22	56		
Elec Engrg	0	0	0	0	1	9	9	19	1	2	0	0	3	1	3	9	9	22		
Engineering	0	0	0	0	1	15	8	24	1	2	2	1	6	1	3	17	9	30		
English	0	0	1	0	4	12	27	43	2	2	0	1	5	2	6	12	29	49		
Foreign Languages	0	0	4	10	14	0	3	25	16	44	2	0	1	1	4	3	30	62		
History	0	0	1	1	0	2	19	18	39	2	1	1	2	6	3	20	21	46		
Law	0	0	0	0	0	1	2	4	1	2	3	12	18	1	3	5	13	22		
Mathematics	0	0	1	1	1	3	30	37	71	1	1	0	1	3	4	30	39	75		
Mechanics	0	0	0	0	0	15	13	28	1	4	1	0	6	1	4	16	13	34		
Physics	0	0	0	0	0	3	12	17	32	1	2	0	3	1	5	12	17	35		
Social Sciences	0	0	0	0	0	2	21	14	37	2	2	7	11	2	4	28	14	48		
Total	0	0	5	13	18	4	30	201	199	434	15	21	18	19	73	19	51	224	231	525

P: Professor
AS: Associate Professor
AT: Assistant Professor
IN: Instructor
T: Total

DOCTORATES EARNED BY
FACULTY MEMBERS
(AY 1970 - 1971)

<u>Name</u>	<u>Institution</u>	<u>Field</u>	<u>Dissertation</u>
Archdeacon, T.J.	Columbia University	American History	"The Age of Leisler, New York City, 1689-1710: A Demographic and Social Interpretation."
Gordon, D.J.	Oregon State	Physical Chemistry	"Infrared Spectrum of Isotopic Cyanate Ion in Potassium Chloride and Potassium Bromide"
Moore, D.W.	Ohio State University	Political Science	"Governmental and Societal Influences on Foreign Policy: A Partial Examination of Rosenau's Adaptation Model."
Samz, R.W.	Arizona State University	Operations Research	"Toward a Science of War Through Some Mathematical Concepts of Macrocombat."

FACULTY PUBLICATIONS
(AY 1970 - 1971)

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Amrine, R.M.	"Reusable Bunker"	<u>Military Engineer</u> Jan-Feb 1971
Associates in the Social Sciences, USMA, West Point	<u>Officers Manual of</u> <u>Personal Finance and</u> <u>Insurance</u>	Stackpole Co., 1971
Bell, R.E. Jr.	"To Cross a Stream" "Sampan Shuttle" "Two Anniversaries" "Would They Come Tonight" "Air Defense 20mm Style" "Angels with Whirling Blades"	<u>Armor</u> <u>Infantry</u> <u>Defense Transportation</u> <u>Journal</u> <u>Armor</u> <u>Army</u> <u>Infantry</u>
Bratz, G.T.	"Review of Kenny J. William's <u>They Also</u> <u>Spoke: An Essay on</u> <u>Negro Literature in</u> <u>America, 1787-1930.</u> "	<u>American Quarterly</u> (Summer 1971)
Briggs, L.C.	"Soldier's Book on Finances"	<u>Army Times</u> March 10, 1971
Bullard, M.R.	"Political Warfare- Qualified Application"	<u>Military Review</u> June 1971
Capps, J.L. (contributing bibliographer)	"John William DeForest: A Critical Bibliography of Secondary Comment" "Sarah Orne Jewett: A Critical Bibliography of Secondary Comment" "Edgar Watson Howe: A Critical Bibliography of Secondary Comment" "Joseph Kirkland: A Critical Bibliography of Secondary Comment" "David Graham Phillips: A Critical Bibliography of Secondary Comment" "Ambrose Bierce: A Critical Bibliography of Secondary Comment"	<u>American Literary</u> <u>Realism</u> (Fall, 1968) <u>American Literary</u> <u>Realism</u> (Fall, 1969) <u>American Literary</u> <u>Realism</u> (Winter, 1970) <u>American Literary</u> <u>Realism</u> (Winter, 1971)

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Collier, D.M. (with Abdul A. Said)	<u>Revolutionism</u> "The Impact of American Subcultures on the Polity as a Model for Development" <u>Protagonists of Change</u>	Allyn and Bacon, Inc. 1971 Prentice-Hall, 1971
Dill, C.F. Jr.	"A Graphical Search for Numerical Methods for Ordinary Differential Equations"	Journal of the Associ- ation for Computing Machinery, January 1971
Dunmyer, J.W.	"Ice Runways"	<u>Military Engineer</u> May-June 1964
Ellis, J.J. III	"The Puritan Mind in Transition" "Anglicans in Connecticut: The Conversion of the Missionaries"	<u>William and Mary</u> <u>Quarterly</u> New England Quarterly
Farmer, B.M.	"Human Inputs and Emerging Technologies." Chapter 4 in G.S. Tolley (ed.) <u>Study of Agricultural Adjustment.</u>	(API Series 48, Agri- cultural Policy Insti- tute, Dept of Economics, North Carolina State University at Raleigh, 1970.)
Harrison, J.C.	"Buckling in Thin Cracked Sheets"	<u>Proceedings, USAF</u> Conference on Fracture and Fatigue, Sept 1970.
Lawson, B.R.	"Instructional Technology Training Programs for new and Present Faculty" "Motivating with Multi- Image at the United States Academy" "The Other Side of Communi- cations: The Technological Revolution in Military Education" "Systems and Standards for Bibliographic Control of Media"	Audiovisual Instruction Jun-Jul 1971 Audiovisual Instruction May 1971 Signal Magazine July 1970 Audiovisual Instruction June-July 1970

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Lawson, B.R.	"No Significant Difference"	Educational Television January 1970; and in ERM magazine, March 1970
	"Sights & Sounds of the 70's"	Media Manpower, Feb 1970
	"Click-Whirr"	Audiovisual Instruction 1969
Lowry, M. II	"Race and Socioeconomic well-being; a geographical analysis of the Mississippi Case"	<u>The Geographical Review</u> , Vol LX, Nbr 4, 1970 American Geographical Society, New York, NY
Jordan, A.A.	"Officer Education" and "Troop Information and Indoctrination" (Two chapters in <u>Handbook of Military Institutions</u> , Roger W. Little ed.) "International Relations Research and Defense Policy" <u>A Design for International Relations Research: Scope, Theory, Methods, and Relevance.</u>	Sage Pub. Inc. May 1971 (Monograph No. 10, The American Academy of Political and Social Sciences, October 1970.)
Merrick, R.L.	"The Cadet Fine Arts Forum Proudly Presents..."	<u>Assembly</u> (Winter, 1971)
Miller, J.R.C. and Wheeler, D.E.	"For West Point's Nuclear Engineers: [Reactor=Computer]"	American Nuclear Society Transaction, Vol. 13, No. 2.
Mlakar, P.F. (co-author)	"Rotating Pendulum Under Disturbance"	<u>ZAMM</u> Volume, 49, No 6, 1969
Murphy, P.T.	"Users Guide for a Program for the Computation of First Order General Per- turbations Based on Fourier Series"	<u>Jet Propulsion Labora- tory</u> , Technical Manual No 95
Myers, D.J.	"Caracas Under Accion Democratica," <u>Cases in Venezuelan Administration.</u>	University of California July 1971

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Schumacher, W.J.	"An Investigation of the Trailing Vortex System Generated by a Jet-Flapped Wing Operating at High Wing Lift Coefficients"	Technical Report AFFDL-TR-70-90, Air Force Flight Dynamics Laboratory, Air Systems Command, Wright-Patterson Air Force Base, Ohio 45433.
Smith, F.A. Jr. (co-author)	"Torsion Analysis of Heavy Box Beams in Structures"	<u>Journal of the Structural Division, Proceedings, ASCE, March 1970</u>
Streett, W.B. and Hill, J.L.E.	Phase Equilibria in Fluid Mixtures at High Pressures: The Neon-Argon System	The Journal of Chemical Physics, April 1971
	Phase Equilibria in Fluid Mixtures at High Pressures: Experimental	Proceedings of the 1970 Army Science Conference
	Phase Equilibria in Fluid Mixtures at High Pressures: The Helium+Argon System	Transactions of the Faraday Society
Streett, W.B. and Ringermacher, H.I. (with Veronis, G)	On the Structure and Motions of Jupiter's Red Spot	Icarus, June 1971
Tate, C.P.	"Moving the Klanzo"	<u>Military Engineer, July-August 1967</u>
Wilson, J.W.	"Testimony on the Matter of the U.S. vs. American Electric Power Company" Antitrust Proceedings (File No 3-1476)	(Security and Exchange Commission, 1971)
Wilson, J.W. (with John Landon of Case-Western Reserve University)	"Residential Demand for Electricity"	<u>Quarterly Review of Economics and Business</u> Spring, 1971

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH
FACULTY MEMBERS ARE ACTIVE

Air Force Association
Alabama Bar Association
Alpha Pi Mu
Alpha Phi Omega
Alpha Sigma Lambda
American Academy of Mechanics
American Academy of Political &
Social Sciences
American Association for Advance-
ment of Science
American Association for the Advance-
ment of Slavic Studies
American Association of Physics
Teachers
American Association of Teachers
of French
American Association of Teachers
of German
American Association of Teachers of
Slavic & East European Languages
American Association of Teachers of
Spanish and Portuguese
American Association of University
Professors
American Astronomical Society
American Bar Association
American Chemical Society
American Concrete Institute
American Council for Geographic
Education
American Economic Association
American Federation of Arts
American Folklore Society
American Foreign Service Association
American Geographical Society
American Geological Society
American Historical Association
American Institute of Aeronautics
and Astronautics
American Institute of Chemists
American Institute of Industrial
Engineers
American Library Association
American Mathematical Association
American Men of Science
American Military Institute
American Nuclear Society
American Ordnance Association
American Philatelic Society
American Political Science
Association
American Society for Engineering
Education
American Society of Information
Sciences
American Society of Physics
Teachers
American Society for Testing of
Materials
American Society of Civil Engineers
American Society of Mechanical
Engineers
American Society of Traffic &
Transportation
American Studies Association
American Water Resources
Association
Archaeological Institute of America
Archons of Colophon
Armed Forces Communications &
Electronics Association
Army Aviation Association of
America
Asia Society
Association for Asian Studies
Association of American Geographers
Association of American Rhodes
Scholars
Association of Chairmen of Depart-
ments of Mechanics
Association for Computing Machinery
Association for Educational Communi-
cations & Technology, NEA
Association of French Veteran Liaison
Officers & Military Interpreters
in the United States
Association of U.S. Armor
Association of the U.S. Army
Beta Kappa Xi
Chi Epsilon

PROFESSIONAL/EDUCATIONAL SOCIETIES - Cont

Conference on College Composition & Communication	National Speleological Society
Connecticut Bar Association	New York Academy of Sciences
Council on Foreign Relations	New York Library Association
Court of Military Appeals	New York State Bar Association
Defense Supply Association	New York State English Council
Epsilon Tau Sigma	New York State Personnel Guidance Association
Eta Kappa Nu	Northeast Conference of Slavic Studies
Faraday Society	Omicron Delta Kappa
Federal Bar Association	Operations Research Society of America
Institute for International Studies	Organization of American Historians
Institute of Early American Historians	Phi Alpha Delta
Institute of Electrical and Electronics Engineers	Phi Alpha Theta
Institute of Management Sciences	Phi Beta Kappa
Institute of Strategic Studies	Phi Delta Kappa
International Arthurian Society	Phi Delta Phi
International Geophysical Union	Phi Eta Sigma
International Studies Institute	Phi Kappa Phi
Kappa Delta Rho	Phi Lambda Upsilon
Latin American History Association	Phi Mu Epsilon
Latin American Studies Association	Popular Culture Association
Linguistic Society of America	Practicing Law Institute
Los Angeles County Bar Association	Renaissance Society of America
Mathematical Association of America	Reserve Officers Association
Middle East Institute	Sigma Pi Sigma
Middle States Association of College Registrars & Officers of Admissions	Sigma Tau
Military Government Association	Sigma Xi
Modern Language Association of America	Société des Professeurs Française en Amérique
Monmouth College Library Association	Society for History of Geographical Discoveries
National Association of Educational Broadcasters	Society of Automotive Engineers
National Council of Teachers of English	Society of American Military Engineers
National Council of Teachers of Mathematics	Society of Industrial & Applied Mathematics
National Defense Transportation Association	Society of the Cincinnati
National Geographic Society	Society for the Study of Southern Literature
National Geologic Society	South Carolina State Bar Association
National Historical Society	Southern Historical Association
National Rifle Association	Special Librarian Association
National Society for Professional Engineers	Supreme Court of the United States
	Tau Beta Pi
	United States Naval Institute
	Virginia Historical Society
	Woodrow Wilson Association
	Western Historical Association

EDUCATIONAL TRIPS
(AY 1970 - 1971)

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
ES&GS	26 April	25	Aerial Observation of New York City
	27, 28 April	20	Vicinity of West Point, N.Y.
Electrical Engineering	17 April	35	Consolidated Edison Long Island, N.Y.
Engineering	22-23 October	78	Hopewell Junction, N.Y.
	1 December	4	Bell Laboratory Whippany, N.J.
	12 March	48	IBM Plant East Fishkill, N.Y.
	17 March	1	Picatinny Arsenal, N.J.
	16-18 April	28	Aberdeen Proving Grounds Maryland
	21 April	46	Bethlehem Steel Corporation Bethlehem, Penna.
	6, 7 May	28	Indian Point Power Plant Indian Point, N.Y.
	6 May	15	Paul D. Mercia Research Laboratory, N.Y.
English	25-27 September	107	Tahawus and North Creek, N.Y.
	21 November	11	Hunter College, New York City
	4 December	14	Art Museums, New York City
	27 February	107	Metropolitan Museum New York City
	13, 14 March	8	Lincoln Center, New York City
	20-21 March	7	Playhouse Theatre, New York City

PROFESSIONAL/EDUCATIONAL SOCIETIES - Cont

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Faraday Society	Omicron Delta Kappa
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Institute for International Studies	Organization of American Historians
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Institute of Electrical and Electronics Engineers	Phi Alpha Theta
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Institute of Strategic Studies	Phi Delta Kappa
International Arthurian Society	Phi Delta Phi
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National Association of Educational Broadcasters	Society of Automotive Engineers
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National Geographic Society	Society for the Study of Southern Literature
National Geologic Society	South Carolina State Bar Association
National Historical Society	Southern Historical Association
National Rifle Association	Special Librarian Association
National Society for Professional Engineers	Supreme Court of the United States
	Tau Beta Pi
	United States Naval Institute
	Virginia Historical Society
	Woodrow Wilson Association
	Western Historical Association

EDUCATIONAL TRIPS - Cont

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
Physics (Cont)	4 May	40	Brookhaven National Labs. Brookhaven, N.Y.
Social Sciences	4 May	53	State Capitol, Albany, N.Y.
Chemistry	24 February	4	Texaco Research Laboratory Beacon, N.Y.

LECTURE PROGRAM
(AY 1970 - 1971)

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

- BG Richard H. Groves, Deputy Director of Civil Works,
"Role of Corps of Engineers in Preserving the Environment"
- Dr. George Kish, Professor of Geography at the University
of Michigan, "Geography of Western Europe"
- BG R. Fair, Department of the Army, "Role of the Computer
in the Army"
- Mr. Charles C. Cunningham, Vice President, North Carolina
National Bank, "Role of the Computer in the Business"
- Mr. Ray Harm, American naturalist artist, "Issues Confronting
Man and His Environment"

DEPARTMENT OF ELECTRICAL ENGINEERING

- BG Richard C. Horne III, Commanding General, Signal Center
and School, Ft. Monmouth, N.J., "Communications and
Electronics in the Army"

DEPARTMENT OF ENGINEERING

- Dr. Donald F. Heany, Management Consultant, General Electric
Company, "Management Information Systems in Industry"
- Dr. Richard G. Rhoades, Director, Army Rocket Propulsion
Technology and Management Center, Redstone Arsenal,
"Recent Developments in Rocket Propulsion"
- Mr. Richard C. Maguire, R&E Directorate, U.S. Army Weapons
Command, "Small Arms Lecture"
- Dr. John S. Foster, Director, Defense Research and Engineering,
"Engineering and Defense"

LECTURE PROGRAM - Cont

LTC Robert L. La Frenze, Director, U.S. Army Engineer Nuclear Cratering Group, "Nuclear Cratering, the Army's Role in Peaceful Uses in Atomic Energy"

Mr. Donald N. Frey, Chairman of the Board, Bell and Howell Corporation, "Management Techniques"

Mr. John Meyer, Head Architect, Sverdrup & Parcel Architects and Engineers, "Architectural-Engineering Interaction"

DEPARTMENT OF ENGLISH

Mr. Ray Harm, American naturalist artist, "Wild Life Art"

Dr. William T. H. Jackson, member of the Columbia University Department of Germanic Languages, "Dante and the System"

Dr. Charles H. Monson, Jr., Assistant Vice President for Academic Affairs, University of Utah, "Philosophy"

Dr. Edward W. Tayler, Professor of English Literature, Columbia University, "Milton's Sampson: The Form of Christian Tragedy"

Mr. Gene Feist, Director, Roundabout Theater, New York City, "George Bernard Shaw as a Director"

Mr. John Ciardi, poet and author, "The Art and Craft of Poetry"

Mrs. Ina Connaway, painter and sculptor, "Past into Present: Painting and Sculpture of Ina Connaway"

Dr. Gilbert Highet, Professor of Latin, Chairman of the Department of Greek and Latin, Columbia University, "Modern Oratory: Or How to Make Wars and Influence People"

Dr. Arthur Mizener, Professor of English, Cornell University, "Fitzgerald and the Great Gatsby"

LECTURE PROGRAM - Cont

- Dr. C. Hugh Holman, Professor of English, University of North Carolina, "William Faulkner"
- Dr. Edgar V. Roberts, Professor of Literature, Herbert H. Lehman College, "Writing Themes About Literature"
- Dr. Ernest Nagel, Professor, Columbia University, "Philosophy of Science"
- Dr. Howard M. Jones, Professor Emeritus, Harvard University, "American Literature"
- Dr. Virginia Raad, Resident Artist, Salem College, "Impressionism in Music"
- Mr. Willie Morris, writer, "Modern Culture"
- Mr. Arthur Miller, playwright, "Drama"
- Dr. Louise Rosenblatt, Professor of English Education, New York University, "Literature as Experienced"
- Mr. John Seelye, Associate Professor of English, University of Connecticut, "Moby Dick"

DEPARTMENT OF FOREIGN LANGUAGES

- Professor Fred Wang, Research Professor, Seton Hall University, "Chinese Calligraphy and Character Writing"
- Dr. Rafael Bosch, Associate Professor of Spanish, New York University, "los Paralelismos en la Poestra de Garcia Lorca"
- MAJ (GS) Hartmut Pohlman, Assistant Army Attache of the Federal Republic of Germany, "The Bundeswehr in NATO"
- Mr. Nicholas Maltzoff, Professor of Russian Language, Vassar College, "Geography of the Soviet Union"
- Mr. Jean-Claude Martin, Assistant Professor, Department of Modern Languages, Brooklyn College, "L'Enseignement Francais"

LECTURE PROGRAM - Cont

MAJ John Waglestein, ROTC Instructor, Cornell University,
"Che Guevara en Bolivia"

Professor Francis M. Rogers, Professor of Romance Languages,
Harvard University, "Cabo Verde"

DEPARTMENT OF HISTORY

Dr. Frank E. Vandiver, Chairman of the Department of History,
Rice University, "The Civil War"

Professor L. Jay Oliva, Assistant Dean and Professor of
Russian History, New York University, "The Doldrums
in Russia, 1725-61"

LTG William R. Peers, Chief, Reserve Components, Department
of the Army, "OSS Operations in World War II"

Professor Neill Macaulay, Associate Professor of History,
University of Florida, "The Cuban Insurgency"

Dr. Arthur S. Link, Editor of the Wilson Papers, Firestone
Library, Princeton University, "Wilsonian Diplomacy"

Dr. Forrest Pogue, Director, George C. Marshall Research
Foundation and Director of the George C. Marshall
Library, "Marshall, the Man and Strategist"

COL Napoleon Valeriano, author, "Huk Insurgency"

Professor Hans A. Schmitt, Professor of History, New York
University, "International Diplomacy Between the Wars"

Dr. Theodore Ropp, Professor of History, Duke University,
"Application of Military Power in the Nuclear Area"

COL Albert S. Rakas, The Judge Advocate General's School,
"International Law"

LECTURE PROGRAM - Cont

DEPARTMENT OF MATHEMATICS

Dr. J. Stuart Hunter, Professor of Civil and Geological Engineering, Princeton University, "Design of Experiments"

DEPARTMENT OF MECHANICS

Mr. Michael Kornitzky, Research Chemical Engineer, "Modern Structural Materials"

Mr. Richard Gottron, Chief, Fluidic Systems Development Branch, Harry Diamond Laboratories, "Thinking with Air"

Mr. Richard L. Kline, Engineering Manager, Grumman Aerospace Corporation, "Space Shuttle Structures"

Professor J. P. Den Hartog, Professor Emeritus, MIT, "Mechanical Vibrations"

Dr. Arthur E. Bergles, Professor of Mechanical Engineering, Georgia Institute of Technology, "Boiling Heat Transfer"

Dr. Verne L. Roberts, Head, Department of Biomechanics, University of Michigan, "Biomechanics"

Dr. Dirse W. Sallet, Associate Professor of Mechanical Engineering, University of Maryland, "Theory and Proposed Applications of Ring Vortices"

Mr. Ralph Papino, Research Mechanical Engineer, "Modern Structural Materials"

Mr. John Ingraham, Physical Metallurgist, "Modern Structural Materials"

COL Frank Borman, (USAF, Ret) Vice President, Eastern Air Lines, "Applications of Mechanics in Space"

LECTURE PROGRAM - Cont

DEPARTMENT OF SOCIAL SCIENCES

BG Alexander Haig, Deputy Assistant to the President for National Security, "Decision Making in the Nixon Administration"

Professor Stewart Fagan, Professor of Political Science, Columbia University, "Role of Organized Labor in Latin America"

The Honorable Robert F. Froehlke, Assistant Secretary of Defense for Administration, "Department of Defense Management in the Nixon Administration"

Mr. Issac Hunt, staff member, RAND, "Decay in the Ghetto"

Mr. Harry Schwartz, Editorial Board, New York Times, "Soviet Economy"

Dr. William W. Whitson, Senior Staff Member, RAND Corporation, "Chinese Military Policies and Strategies for the 1970's"

Dr. John Plank, Professor of Political Science, University of Connecticut, "American Policy Towards Communist Regimes in Latin America"

Dr. Donn V. Hart, Professor of Anthropology, University of Syracuse, "The Philippines' Vital Center: The Rural Filipino"

CPT Eric Hanushek, Assistant Professor of Economics, USAFA, "The Development and Use of Macroeconomics Models"

Honorable David Pryor, Representative, Arkansas, "Problems of Congressional Leadership"

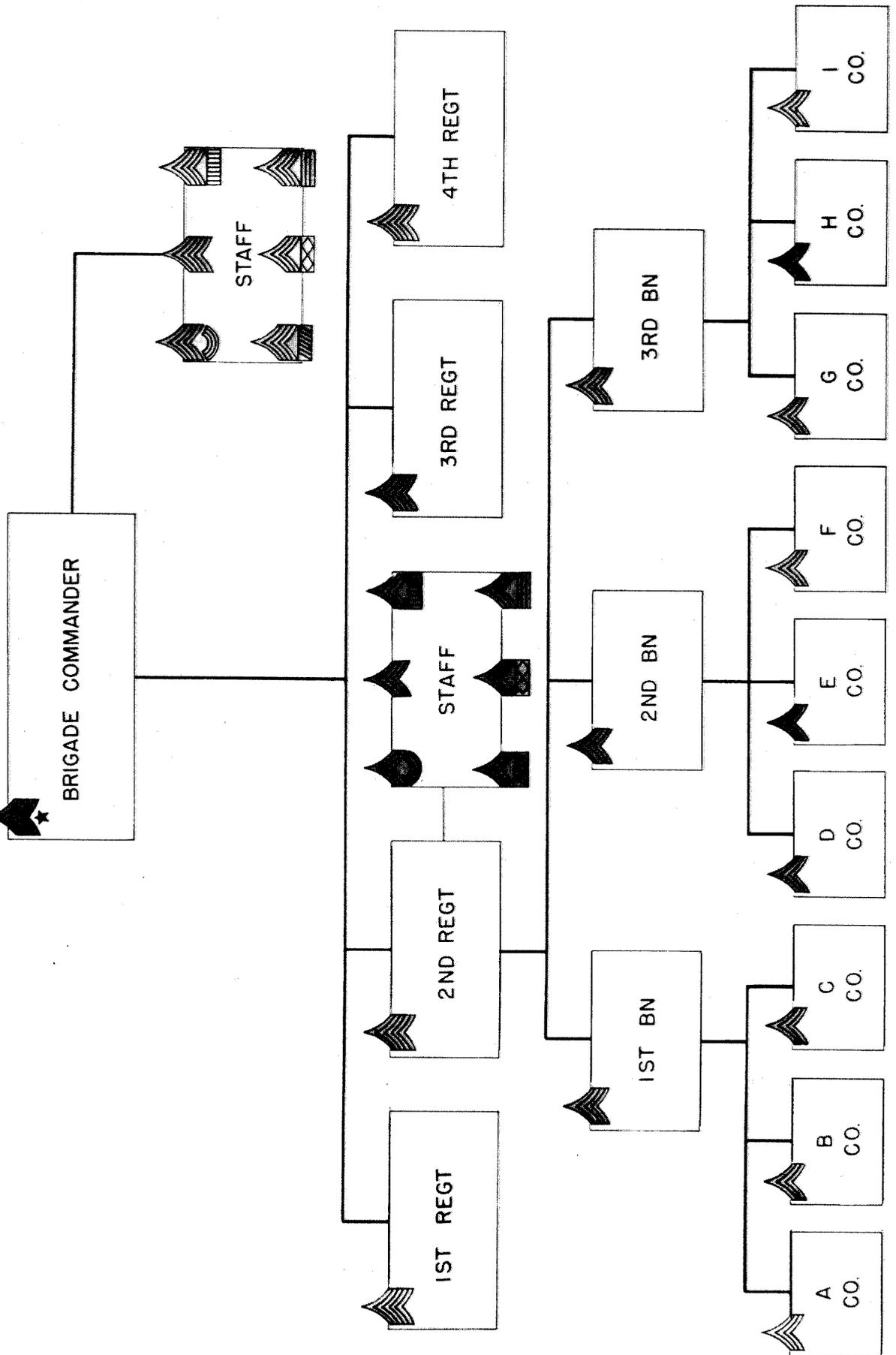
Mr. William C. Sullivan, Assistant Director, FBI, "Internal Security of the U.S."

Mr. Wayne Smith, Director of Program Analysis, National Security Council, "Formulation of Foreign Policy in the Nixon Administration"

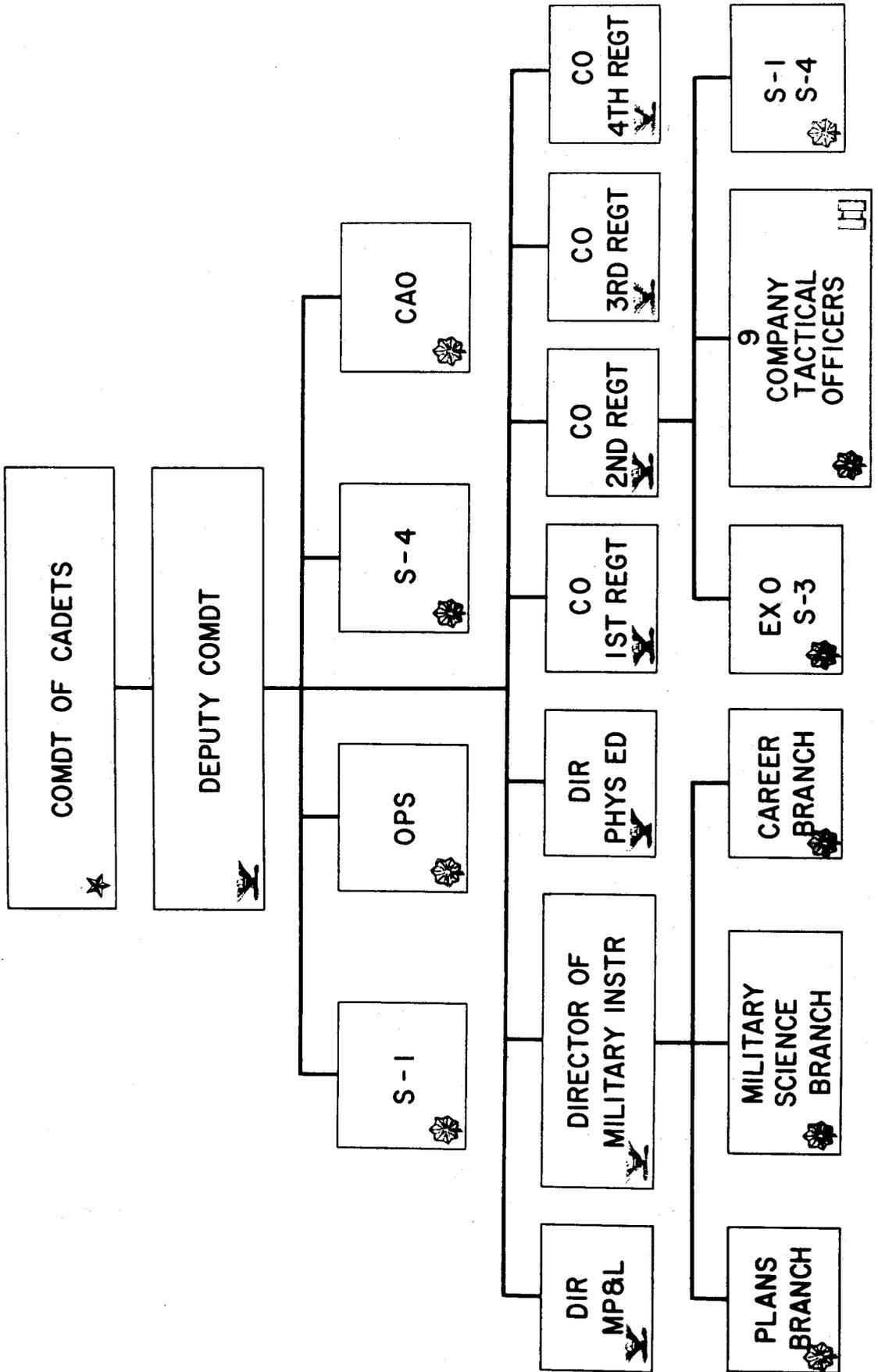
LECTURE PROGRAM - Cont

- MAJ C. Powell Hutton, School of Naval Command and Staff,
"Oil in the Middle East"
- Dr. Paul H. Ylvisaker, Professor of Urban Affairs, Princeton
University, "Current Urban Problems"
- Mr. Seth Tillman, Consultant, Senate Committee on Foreign
Relations, "The Evolving International System"
- Dr. Phillip Taylor, Professor, University of Houston,
"Development of Democracy in Latin America"
- Professor John S. Badeau, Director of the Middle East
Institute, Columbia University, "Egypt in the 1970's"
- Mr. Dennis Doolin, Deputy Assistant Secretary of Defense,
ISA, "Chinese Foreign Policy"
- Dr. Samuel P. Huntington, Professor, Harvard University,
"Political Development"
- Professor A. A. Said, Professor of International Relations,
American University, "The Relevance of Theory in
International Relations"
- Dr. William Kaufmann, Professor of Political Science,
Massachusetts Institute of Technology, "The Economics
of National Security"
- Mr. Clay McManaway, "Pacification and Development"
- Dr. J. C. Hurewitz, Professor, Columbia University, "Arab
Guerrillas"
- MG Raymond Bell (Ret), Former Commander of the United States
Military Mission in Brazil, "Role of the Military in
Latin America"

ORGANIZATION U S CORPS OF CADETS



ORGANIZATION DEPARTMENT OF TACTICS



MILITARY PSYCHOLOGY AND LEADERSHIP GUEST LECTURERS

General William C. Westmoreland, Chief of Staff, United States Army,
"The Leadership Challenge"

Dr. George Z. F. Bereday, Professor, Columbia University,
"Social Stratification"

Mr. Tom Leo, Personnel Department, General Motors Assembly Division,
"Social Responsibilities of Industry"

Mr. Frank Natale, Deputy Director, Phoenix House Programs, New York City,
"Drugs and You"

Dr. Reuben S. Nathan, Director of Fairfield Institute for Political
Psychology and International Communications,
"Psychological Warfare"

Dr. Bruce Ogilive, San Jose State College,
"The Emotional Price of Success"

Mr. Lewis C. Olive, Jr., Director, Veterans Affairs, National Urban
League, Inc.,
"Race Relations"

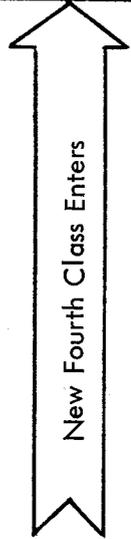
CW3 William J. Scheve, Jr., Military Police Corps, Fort Gordon, Georgia,
"Drug Orientation"

Mr. Gus Tyler, Assistant President, International Ladies' Garment
Workers' Union,
"Current Issues in Labor Management Relations"

APPENDIX Q

MILITARY TRAINING PROGRAM - 4 YEARS

SUMMER		ACADEMIC YEAR
June	July-August	September-May



Fundamentals of Military Operations
Basic Map Reading

NEW CADET BARRACKS
Basic Indiv Training
Weapons Qualification

Maneuver Unit Operations

CAMP BUCKNER
Small Unit Tactics
Recondo

Leave

Combined Arms and Special Operations

Army Orientation
Tour or NCB Detail
Leave

JUNE ENCAMPMENT
General Military Instruction

U.S. Army in Stability Operations

Leave
AOT or NCB
or Camp Buckner
Detail

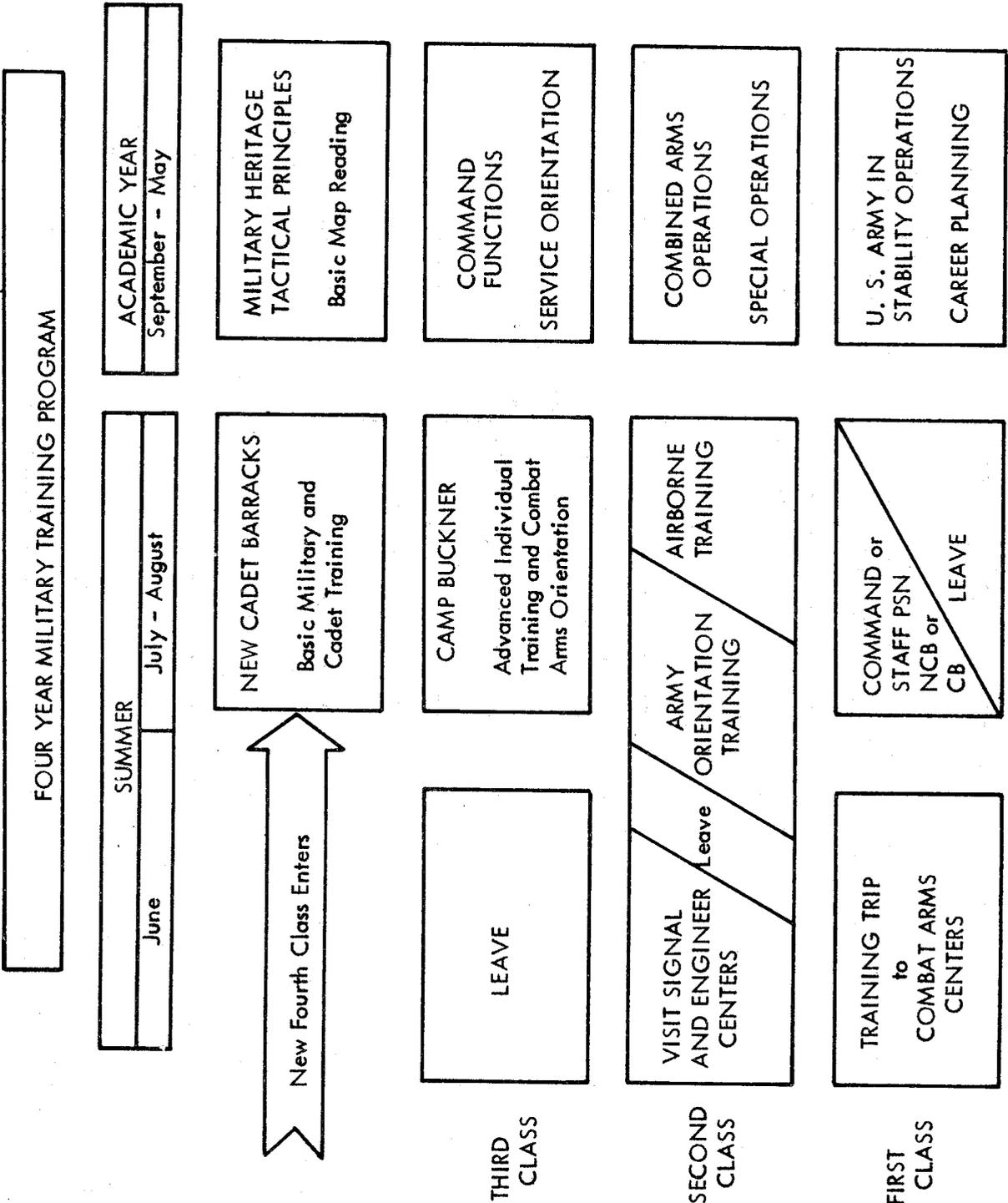
Branch Training Trip
Service School
Orientation Tour

THIRD CLASS

SECOND CLASS

FIRST CLASS

Graduate



MILITARY INSTRUCTION GUEST LECTURERS

Lieutenant General George I. Forsythe, Special Assistant for the Modern Volunteer Army, 20 April 1971	"The Modern Volunteer Army"
Major General Frederick E. Davison, Director of Enlisted Personnel, DA, 31 March 1971	"Enlisted Personnel Management for the Platoon Leader and Company Commander"
Brigadier General Richard A. Edwards, Jr., Officer Personnel Directorate, DA, 9 December 1970	"Officer Assignment Policies and Career Patterns"
Colonel John J. McCuen, U.S. Army War College, 11 January 1971	"Stability Operations Worldwide"
Colonel John Geraci Captain Douglas MacFarlane Captain Erin Audrain, U.S. Army Infantry School, 27 and 28 April 1971	"Ranger and Airborne Orientation"
Lieutenant Colonel Harry B. Stroudemeire Major Thomas J. Leclair Major Francis C. Collins, Fort Bliss, Texas, 26 August 1971	Air Defense Artillery Briefing
Major Edward G. Walker, U.S. Army Field Artillery School, 23 and 24 March 1971	"Impact of Nuclear Weapons"
Major Paul C. Hutton, III, Department of English, USMA 8 and 11 January 1971	"Special Forces in Vietnam"
The following officers presented an orientation on the Basic Officer's Course for their respective branches on 5 and 6 May 1971:	
Captain William Mulvey Captain William Ervin	Infantry School
Major Robert E. Brown	Field Artillery School
Captain Milford Hutchison	Signal School
Lieutenant Colonel Richard Hoy	Armor School
Captain James Carr	Engineer School
Captain Richard Black	Air Defense Artillery School

APPENDIX R

The following officers participated in the Recent Graduate Returnee Program, 18-22 April 1971:

Air Defense Artillery

Captain D.A. Johnson
Btry C, 4th Bn, 4th Arty (HERC)
Kingston, Washington

Captain R.J. Wiedenbeck
8th Bn, 60th Arty (C/V)
Fort Bliss, Texas

Corps of Engineers

Captain T.D. Hand
U.S. Army Engineer School
Fort Belvoir, Virginia

Captain C.D. Lynes
U.S. Army Engineer School
Fort Belvoir, Virginia

Infantry

Captain D. Hale
Infantry Officer Advance Course
Fort Benning, Georgia

First Lieutenant M.F. McGovern
S1, Committee Group
U.S. Army Training Center
Fort Dix, New Jersey

First Lieutenant W.A. Illingworth
West Point, New York

Military Intelligence

Captain D.R. Taylor
U.S. Army Courier School
Washington, D. C.

Captain S.W. Williams
U.S. Army Intelligence School
Fort Holabird, Maryland

Armor

Captain C.C. Cole
1-17 Cav, 82d Airborne Division
Fort Bragg, North Carolina

Captain D.J. Kaufman
Trp E, 6th ACR
Fort Meade, Maryland

Field Artillery

First Lieutenant V. Corica
1st Bn, 319th Arty
82d Airborne Division
Fort Bragg, North Carolina

First Lieutenant J. Landrum
Btry B, 1st Bn, 78th Arty
2d Armored Division
Fort Hood, Texas

Military Police

First Lieutenant T. Young
MP Branch, OPD-OPO
Department of the Army
Washington, D. C.

Signal

First Lieutenant J.E. Oristian
HHC, 50th Signal Bn
Fort Bragg, North Carolina

Captain C.L. Steel
HHC, STRATCOM
Fort Detrick, Maryland

CADET ACTIVITIES

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Amateur Radio Club	29	0	0	
Astronomy Club	103	0	3	Visited Hayden Planetarium, New York City and Barnes Engineering Company, Stamford, Connecticut.
Audio Club	28	2	2	Sponsored a full-line stereo display at Fall and Spring clothing displays. Visited RCA Institute and NBC Radio and TV Studios.
Behavioral Science	180	0	2	Visited Moreno Institute, Bellevue Hospital, Odyssey House, and American Management Association.
Chinese Language Club	69	2	3	Visited CIA, State Department, Pentagon, Washington, D.C. Chinese Public School, China Institute, and Museum of Natural History at Chinatown.
Computer Forum	40	*	0	*A three-month sequence of seminars on large scale computer systems was presented. Assisted several Boy Scouts in earning Computer Merit Badges.
Debate Council & Forum				
Debate Council	30	2	33	Sponsored Extemporaneous Speaking Contest with 35 cadets participating and the West Point Invitational Debate Tournament with 12 participating universities. Participated in 334

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
				rounds of Debate at 35 Intercollegiate Debate Tournaments.
Student Conference United States Affairs	90	1	0	Attended by 180 students representing 93 colleges and universities, including 54 cadet participants.
West Point Forum	349	0	12	Participated in one International Student Conference, six intercollegiate Student Conferences, two Model UN's.
Engineering Forum	142	3	2	Toured IBM in Fishkill, New York and U.S. Steel, Fairless Works, Morrisville, Pennsylvania.
Fine Arts Forum	1,021	10	50	Sponsored a full schedule of plays, concerts, lectures, exhibits and seminars. Major events included musical play, Stop the World, I Want to Get Off; Hamlet; Trinidad-Tripoli Steel Band; Jose Greco and his Flamenco Dancers; Carlos Montoya; Tartuffe; Hal Holbrook in "Mark Twain Tonight." Co-sponsored three USMA Band concerts with guest artists/conductor; also 12 lectures in archaeology, drama, anthropology, photography, painting, sculpture and film-making. One combined trip (Archaeology and Painting Seminars) was made to Washington, D.C.
French Language Club	163	0	3	Visited the Royal Military College of St. Jean at Montreal, Canada.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Geology Club	109	0	8	Visited Magnetite-Ilmenite Mines at Tahawus, New York; New Jersey Zinc Mines in Ogdensburg, New Jersey and toured Lamont-Doherty Geological Observatory.
German Language Club	115	4	3	Visited German Embassy and Military Representative at Washington, D.C. and sponsored lecture by Lieutenant Colonel Gierschik, German Army.
Mathematics Forum	176	0	2	Attended lectures on Mathematical subjects at Mt. St. Mary's and Ladycliff Colleges.
Military Affairs Club	251	1	4	Visited old Harbour Defenses and Weapons Display at Governor's Island, New York. Sponsored a War Games Convention.
Portuguese Language Club	99	0	0	
Rocket Society	159	0	0	Members formed study groups to plan and design a rocket system.
Russian Language Club	179	0	3	Visited CIA, Pentagon, State Department at Washington, D.C. Observed production by Siberian Dancers in New York City.
Spanish Language Club	139	0	1	
				Academy Support Group
Cadet Chapel Sunday School Teachers	167	0	1	

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Cadet Glee Club	142	6	12	Sang in concert at 20 locations away from West Point. These trips included three National Telecasts and concerts as far away as Texas, California, Mississippi as well as local engagements in New York, New Jersey and Pennsylvania. The "Headliners" performed for President Nixon at the White House.
Catholic Chapel Sunday School Teachers	23	0	1	
Fourth Class Glee Club	123	2	8	Presented concert for parents during Plebe Parent Weekend.
Information Detail	65	N/A	12	Covered all Varsity Sporting Events and most "B" and "C" Squad events. Generated approximately 400 Hometown News Releases on cadets. Participated in POW campaign.
Public Relations Council	29	N/A	N/A	Six hundred and sixty-eight presentations were made in the Thanksgiving, Christmas, Spring and Special CPRC Programs.
Scoutmasters' Council	197	1	1	Hosted Ninth Annual West Point Invitational Camporee. Some 3,700 Scouters from Northeastern States, Maine to North Carolina, attended.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Bowling Club and Team	46	8	11	Team placed first in Worcester, Massachusetts competition and first in Providence, Rhode Island in the tournament portion of the competition.
Handball Club and Team	78	7	6	Team placed third at the Intercollegiate tournament.
Judo Club and Team	68	2	5	Presented Judo and Self-Defense demonstrations for Homecoming and Plebe Parent Weekend.
Karate Club and Team	88	3	3	Held Third Annual West Point Intercollegiate Tournament.
Rugby Football Club and Team	236	5	5	Finished third in the tournament in Virginia out of eight teams. Scored 27-3 against Toronto and 9-3 against Notre Dame.
Sailing Club and Team	133	4	3	Participated in six regattas and hosted the Middle Atlantic Amateur Woman's Sailing Championship.
SCUBA Diving	84	2	4	Qualified over 130 individuals as YMCA Certified Basic SCUBA Divers. Four received Leader-Examiner Qualifications and 11 received Instructor ratings. Held a Fall SCUBA display and a Spring demonstration.
Volleyball Club and Team	49	5	5	Placed second in Eastern Volleyball League, Eastern Collegiate Championships and USVBA National Championships Collegiate Division.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Water Polo Club and Team	84.	6	3	First place finish in Eastern Championships.
Corps Support Group				
<u>Bugle Notes</u>	27	0	7	Updated and republished <u>Bugle Notes</u> for Academic Year 1971-72.
Cadet Band	100	52	7	Presented a concert at Trophy Point. Supported rallies and played at home 150-1b football, basketball and lacrosse games.
Cadet Chapel Choir, Acolytes & Chimers	140	0	4	Sang in Protestant Chapel in support of weekly services. Combined with other Chapel Choirs for Homecoming, June Week. Sang at National Cathedral and Pentagon Veteran's Day Services.
Catholic Chapel Choir and Acolytes	144	1	4	Participated in joint Mass at USMA with Rosemont College.
Class Committees (4)	144	N/A	N/A	
Dialectic Society	130	7	25	Five trips to study show production, lighting and staging techniques. Sponsored six special programs: "Greenlight Sunday," "Ideas of March," "Guess Who," "Clarence Carter," "Four Seasons," "Lettermen." Total attendance of these six programs exceeded 19,000 cadets and guests. Sponsored the Annual 100th Night Show.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Hop Committees (4) & Hop Bands	121 41	N/A	5	Approximately 100 hops were scheduled during the year. Presented a Rock Concert in South Auditorium during Ring Weekend. Bands played in Philadelphia, Pennsylvania for the Army/Navy Football Weekend festivities; in Boston, Massachusetts for Army/Boston College festivities; for Away Mixers at New Rochelle and Ladycliff Colleges and played in VA Hospital, East Orange, New Jersey.
<u>Howitzer</u>	81	0	43	Published and distributed 1970 Howitzer. Prepared 1971 edition for publication.
S - N Jewish Chapel Choir and Sunday School Teachers	39	0	5	
"Pointer"	171	N/A	9	Published nine issues of "The Pointer" magazine.
Rabble Rousers	32	32	12	Planned and conducted rallies, team send-offs, and cheerleading for athletic contests.
Ring and Crest Committees (4)	144	N/A	N/A	Administered Class Crest and Class Ring selection. Arranged for and sponsored Class Banquets during the year.
"Slum & Gravy"	84	N/A	50	Provided sports coverage of Corps Squad, intramural and competitive club competitions. Published 16 issues of "Slum & Gravy" averaging 22 pages per issue.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
WKDT RADIO Staff	50	*	33	Ten cadets received commercial broadcast licenses. *Furnished live coverage of more than 60 athletic contests. Taped and rebroadcast Bob Hope Christmas Show and the final lecture of SCUSA XXIII. Produced sound tracks for Rabble Rouser's skit.
Military Skills Group				
Mountaineering Club	38	0	4	Participated in climbing trips to Shawangunk Mountains, New Paltz, New York.
Pistol Club and Pistol Team	40	0	2	Won intercollegiate individual service pistol match at Camp Perry. Participated in matches with Nassau County Police Department and Ridgefield, New Jersey Police Department.
Riding Club and Riding Team	115	3	8	Cadet Riding Team placed in top quarter of the 26 IHSA member colleges for 1970/71 total team points.
Rifle Club and Rifle Team	66	3	0	The USMA Invitational Service Rifle Match was sponsored by club.
Skeet & Trap Club and Skeet & Trap Team	64	5	5	First place in American Skeet National Intercollegiate Championship.
Sport Parachute Club and Sport Parachute Team	71	3	8	First place in Regional Intercollegiate meet, first place in Eastern Collegiate Parachuting Championships and second place in National Collegiate Parachuting Championships. Four cadets successfully completed Instructor's Certification Course.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Triathlon Club and Triathlon Team	88	1	2	Participated in three formal competitions - Dupont Foxcatcher Farms at West Point, USMPT at Fort Sam Houston, Texas and National Triathlon Championships at Newton Square, Pennsylvania.
Recreational Group				
Chess Club	60	6	5	Three cadets entered the New York City Quadrangular and all three took first place in their division.
Outdoor Sportsmen's Club	147	0	3	
Ski Club	345	N/A	6	Provided two days a week ski instruction to approximately 100 post children. Six cadets qualified as U.S. Eastern Amateur Ski Association Instructors; provided daily patrolling of Victor Constant Ski Slope; sponsored Red Cross First Aid Classes; four cadets qualified as Patrolmen in National Ski Patrol System and one as a Senior Patrolman.
Ski Patrol	56		3	
Ski Instructors	51		6	
Religious Participation				
Cardinal Newman Forum	70	N/A	7	
Protestant Discussion Group	275	N/A	2	
Fellowship of Christian Athletes	139	N/A	1	
Other Protestant Religious Groups	118	N/A	6	

EXPANSION PROGRAM

<u>COMPLETED/IN USE</u>	<u>UNDER CONSTRUCTION</u>	<u>SCHEDULED COMPLETION</u>
COMPUTER CENTER		
BARILETT HALL REHABILITATION		
ADMIN BLDG REHABILITATION		
POWER PLANT REHABILITATION		
BAND FACILITY ALTERATION		
ATHLETIC FIELDS		
FAMILY QUARTERS REHABILITATION		
CAMP BUCKNER MODERNIZATION		
GREY GHOST HOUSING REHAB		
ELECTRICAL DISTRIBUTION		
GYMNASIUM CONVERSION		
NORTH SHORE RESTORATION		
BOILER PLANT		
QM REFRIGERATION		
CAMP BUCKNER MESS HALL		
GYM ADDITION (POOL)		
WATER SUPPLY		
STONY LONESOME UTILITIES		
ROAD		
HOUSING (200 UNITS)		
WASHINGTON HALL COMPLEX		
INDOOR RANGES		
	<u>FY 68</u>	
	<u>AUTH(\$M)</u>	
	16.943	AUG 71
		DEC 71
	2.537	SEP 71
	<u>FY 69</u>	
	16.800	JUL 71
		SEP 71
	<u>FY 70</u>	
	27.552	MAR 74
	<u>FY 71</u>	
	.472	JUN 73
	<u>FUNDS AVAILABLE (\$M)</u>	
	<u>AUTH</u>	
	.740	
	<u>FY 71</u>	
	1.040	
	3.299	
	3.708	

USMA INSTITUTIONAL RESEARCH REPORTS, FY 1971

Office of Institutional Research

1. Expression of Grades from a Three-Point Scale in Terms of a Four-Point Scale.
2. Preliminary Study of the Validity of ACT Data for Predicting the 4^o Academic Average.
3. A Comparison of USMA Prep School Graduates with Other Cadets, Class of 1973.
4. A Multidimensional Analysis of High School Varsity Athletics: Class of 1972
5. First Class Questionnaire, Class of 1970.
6. Survey of Opinion.
7. USMA Parking Spaces Allocation Feasibility Study.
8. Sources of Influence to Seek a Nomination to USMA for the Class of 1973.
9. Characteristics of the Class of 1974.
10. Summary of Faculty and Staff Research for FY 1970.
11. A Multidimensional View of a Cadet's Decision to Seek a USMA Nomination.
12. A Multidimensional Analysis of Non-Varsity Sports and Physical Activities, Class of 1972.
13. Predicting Academic and Grade Point Averages for the Class of 1973.
14. Evaluation of the High School Motor Performance Test and Athletic Factors for the Classes of 1972 and 1973.
15. Minority Applicants to the Class of 1974.
16. What Do Parents Know About West Point?
17. Some Implications of "SCOPE, Grade Eleven Profile," 1968 Questionnaire, Selected Items.
18. The USMA and the Issue of Race in Higher Education: A Perspective.
19. Comparison of the USMA Class of 1974 with National Norms for College-Bound Men from Data on the ACTP.
20. Analysis of Academic Board Selected Cadets (Risk Cases).
21. Predicting Performance at USMA from Admissions Variables, (FOUO).
22. Report of NCB Questionnaire Results, Class of 1974.
23. Report of 1970 Reorganization Week Questionnaire, Class of 1971, 1972, and 1973.

24. A Comparison of New Cadets at USMA with Entering Freshmen at Other Colleges, Class of 1974.
25. A Comparison of Graduate Perceptions of Cadet Facilities with Cadet Perception.
26. The Background and Interests of the Typical Cadet -- A Summary of Responses to the Environment and Interest Inventory, Class of 1968.
27. The U.S. Military Academy and the Issue of Race in Higher Education: A Perspective (Revised).
28. Validation of ACT for Predicting First Term Academic Average.
29. A Note on the Reflection of a Measure into a Previously Determined Common Factor Space.
30. A Methodological Note on Unbiased Estimates of Category Scores for Assumed Continuous Distributions.
31. Perceived Importance of Various Job Characteristics by West Point Graduates.
32. Survey of Careerists and Non-Careerists from the USMA Classes of 1963 through 1967.
33. Trends in Admissions Variables (Classes of 1966-1974).
34. Officers' Resignation and Early Promotion as a Function of Available Socio-Economic Background Information.
35. Use of High School Faculty Ratings to Predict USMA Fourth Class Performance.
36. Research Note: Summary of Research Implications Related to Length of Active Duty Service Obligation.
37. End of Term Status of Cadets Selected by the Academic Board (Class of 1974) (Risk Cases).
38. Performance and Predicted Performance of USMAPS Cadets at USMA: Class of 1971-1974.
39. Summary Report of Admissions Scores of the Candidates and Cadets of the USMA Class of 1974 (FOUO).
40. The Validity of the Military Attitude and Association Scales.
41. A Note on the Validity of Two Measures of High School Rank (A Research Memorandum).
42. The Prediction of 4⁰ Aptitude for the Service Rating.
43. The Development of Academic, Leadership, and Separation Scores from the Environment and Interest Inventory.
44. A Multidimensional Analysis of Biographical Information.
45. The Validity of Six Models of Job Satisfaction in Predicting Military Commitment and Retention.

46. Dimensions of Job Satisfaction, Dissatisfaction and Their Relationships to Military Commitment and Retention Among U.S. Military Academy Graduates.
47. The Prediction of Performance in Humanities and Social Science Courses by Standard Admissions Test Scores.
48. Comparison of Attitudes and Suggestions of Separating Cadets with Those of Successful Cadets.
49. Report of 1970 Reorganization Week Questionnaire.

Medical Research Unit

Mumps Study

Office of Military Psychology and Leadership*

1. Racial Problems Encountered on AOT, 1970.
2. Differences in Cadet Perceptions of Race Problems on AOT.
3. AOT Assignments and Resignations from West Point.
4. Cadet Airborne Training: Summer Leave 1970.
5. Evaluation of the Fourth Class System.
6. The Effect of Varying the Frequency of Written Psychology Examinations on Student Performance.
7. Cadet Perceptions of Race Problems on Army Orientation Training.
8. The Effect of the Differences Between Expected Performance and Reported Performance on Satisfaction as a Function of the Level of Reported Performance.
9. A Comparative Personality Study of Resignees at USMA.
10. Human Relations Training and Leadership Development.

*Reports 6 through 10 were presented at the 2nd Annual Psychology in the Air Force Symposium.

Office of Physical Education

1. Comparison of High School Motor Performance Test and PAE.
2. Evaluation of Alternatives to Present PAE Procedures.
3. A Profile of Psycho-Physio Factors by PAE Performance Group Class of 1974.
4. PAE Reliability for Class of 1973.

INFORMATION OFFICE ACTIVITIES

Bob Hope Christmas Show at USMA

The Information Office worked directly with Bob Hope's Staff to prepare advance publicity and to arrange press coverage of the troupe's arrival at Stewart Airport, a press conference at the Hotel Thayer, the show in the Field House, and the troupe's departure from Stewart Airport. This effort was coordinated among all four divisions of the Information Office.

The Information Office provided public relations and press assistance to the Bob Hope organization; prepared and released advance publicity; prepared and released photographs and stories after the event; invited, accredited, and serviced press representatives from the wire services, the New York City newspapers, the Hudson Valley media and radio and television crews from the networks and the local stations in New York City; provided work area and assigned space for media representatives at the arrival, the press conference, the show, and the departure of the Hope troupe; coordinated photographic coverage with the Communications-Electronics Division; and coordinated crowd control measures with the Provost Marshal.

Time expended on the Hope Christmas Show included two weeks of intensive pre-show activities and several days of post-show work.

Visit of President Nixon to West Point

When President Nixon visited West Point on 29 May 1971, the Information Office assisted the press in its coverage of the event. This effort was coordinated among all divisions of the Information Office.

The Information Office set up telex facilities in Cullum Hall, telephones and audio pickups behind the bleacher stands on the Plain, a Press Tent for accreditation purposes, and individual press packets which contained background information on the Corps of Cadets, the Superintendent, the Commandant of Cadets, the Ceremony Sequence, and Information about West Point in general.

The Information Office set up tables in the Press Tent with telephones for the White House Press Corps, accredited members of the Press, assisted members of the press in answering their questions about USMA, and delivered film to New York City by auto for the press.

The event was also covered by the Information Office for publication in The Pointer View and for general release to national media.

Copies of the President's speech were mailed to the parents of cadets here on that day and to parents of the incoming Class of 1975.

OFFICIAL VISITORS TO USMA

1970

JULY

- 10 Lieutenant Colonel Giora Navon, Permanent Mission of Israel to the United Nations
- 16 Colonel V. Marquet, Director of Instruction, Ecole Royale Militaire Belgium
- 19 Officers from the British Imperial Defence College
- 27 Colonel De Castiglione, Chief of the Italian Army Historical Office
- 27 Allied Officer students from various Air University Schools

AUGUST

- 3-7 Colonel Rodriguez, Director of the Ecuadorian Military Academy
- 4 Latin American Officers from the United States Army School of the Americas
- 17-18 Senior Japanese Cadets from the Japan Defense Academy
- 20 General Yu Hao-chang, Commander in Chief, Republic of China Army

SEPTEMBER

- 10 Minister Sadou Daoudo, Minister of Armed Forces, Cameroon Army
- 29 Latin American Cadets representing the United States Army School of the Americas

OCTOBER

- 3 General Gauthier, Chief of Staff, French Air Force
- 12 General Tem Homsettee and CISM delegation from Thailand
- 23 His Excellency Sangoule Lamizana, President of the Republic of Upper Volta
- 29 General Minbashian, Commanding General, Imperial Iranian Ground Forces

APPENDIX X

NOVEMBER

- 9-11 Superintendent, Dean and Commandant of the Vietnamese Military Academy
- 15-16 Nguyen Cao Ky, Vice President of the Republic of Vietnam
- 19 Foreign Officers of the United States Army Intelligence School Senior Officer Course
- 24 Mr. Jesus Vargas, Secretary General of SEATO

DECEMBER

- 8-10 Colonel Gardin, Commandant of the Swedish Military Academy
- 9 General Kinugasa, Chief of Staff, Japan Ground Self Defense Force
- 15 Bob Hope Christmas Show

1971

JANUARY

- 7-8 Colonel Victor Gonzales, Commandant of the Bolivian Military Academy
- 13-15 USMA Planning Advisory Board
- 21 General Francesco Mereu, Chief of Staff, Italian Army
- 25-26 Colonel Renson, Director of Studies, Belgian Royal Military Academy

FEBRUARY

- 10 Members of a United States Army South Tour Group
- 19 Mr. Uchida, Counsel General of Japan in New York

MARCH

- 5-7 Royal Military College of Canada weekend at West Point
- 10 Foreign Officers from the United States Army Intelligence School, Senior Officer Course
- 12 Mr. Maurice N. Brearley, Professor of Mathematics, Royal Australian Air Force Academy
- 22 General Yar-Mohamed Saleh, Commandant, Imperial Iranian Military Academy
- 23 Captain Tengku Abdullah, Junior Sultan from Malaysia
- 29-31 Department of the Army General Staff Team

APRIL

- 1 General Umar Wirahadikusumah, Chief of Staff, Army of the Republic of Indonesia
- 9 Air Marshal Malse from India
- 15 The Honorable Allen H. Williams, Secretary of National Defense, Republic of Liberia
- 22 Colonel S.D. Catalani, Military Attache, Royal Netherlands Army
- 23 Officers from the countries of Dahomey, Niger, Ivory Coast and Upper Volta
- 28 Major General Suwanpim, Superintendent, Armed Forces Academies Preparatory School, Thailand
- 29 April
thru
1 May Board of Visitors:
Honorable Howard W. Cannon, Nevada
Honorable Hiram L. Fong, Hawaii
Honorable Glen R. Davis, Wisconsin
Honorable Alexander Pirnie, New York
Honorable Olin E. Teague, Texas
Dr. D. Halladay, President, East Texas State University
General A.C. Wedemeyer, USA Retired
- 30 Rear Admiral Alan B. Shepard, USN, Astronaut, NASA

MAY

- 4 Sylvanus Thayer Award Recipient: Mr. Neil A. Armstrong
- 8 Major General John G. McLaughlin, Commanding General, Fort Lee, Virginia
- 17 1971 Kermit Roosevelt Lecturer: Lieutenant General Sir Napier Crookenden, KCB, DSO, OBE
- 17 Brigadier General Roberto Alves de Carvalho Filho and 119 officers from the Brazilian Command and General Staff College
- 19 Major General George A. Carver, USA Retired, Director, Army Emergency Relief
- 21-22 The Honorable Thaddeus R. Beal, The Under Secretary of the Army
- 27 Lieutenant General Juan Castanon de Mena, Minister of the Army, Spain
- 29 Richard M. Nixon, President of the United States

JUNE

2-9

JUNE WEEK

Graduation Speaker: The Honorable Melvin R. Laird, The
Secretary of Defense

General of the Army Omar N. Bradley

General William C. Westmoreland, Chief of Staff, US Army

Mr. Douglas Collins, Minister Counselor of Jamaica

Colonel Florencio F. Magsino, Defense and Army Armed
Forces Attache, Embassy of Philippines

Major General Seok Chu Pail, Defense and Military Attache
of Embassy of Korea

Colonel Parmote Thavornchan, Military Attache of Royal Thai
Army

Honorable Payong Chutikul, Charge D'Affaires of Embassy
of Thailand

His Excellency Anastasio Somoza D., President of the
Republic of Nicaragua

Honorable Peter A. Peyser, United States House of
Representatives

14-18

Seventh Annual US Army/Federal Republic of Germany Army
Tactical Concepts Symposium

23-24

Lieutenant General Pavel A. Zhilin, Director of the
Institute of Military History, USSR

