

UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

ANNUAL REPORT

of the

SUPERINTENDENT

1 July 1971 — 30 June 1972

DUTY-HONOR-COUNTRY

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

MAAS

30 June 1972

SUBJECT: Annual Report of the Superintendent, 1 July 1971
through 30 June 1972

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

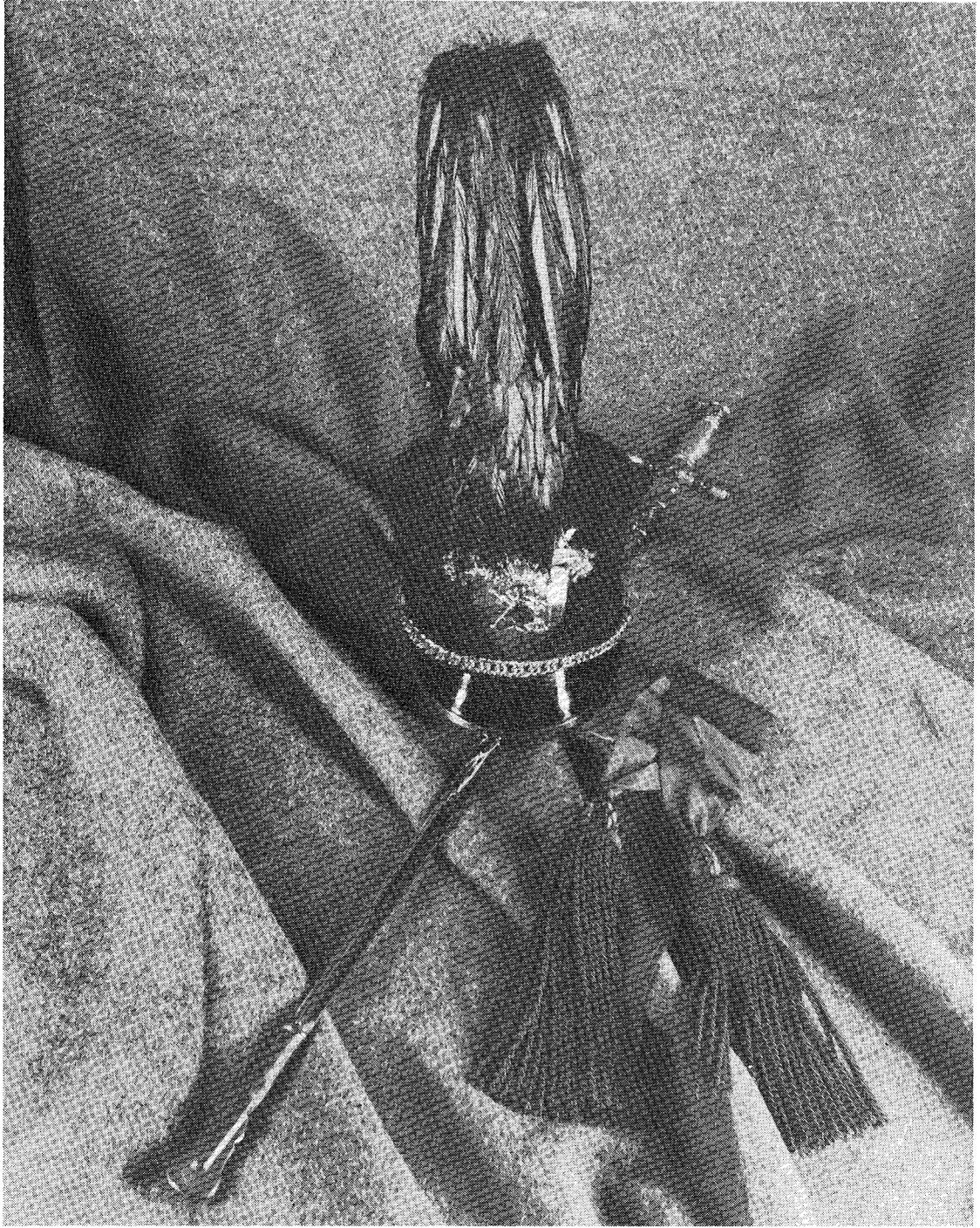
This report provides a record of the United States Military Academy
for the period of 1 July 1971 through 30 June 1972.

A handwritten signature in black ink, reading "William A. Knowlton".

WILLIAM A. KNOWLTON
Lieutenant General, USA
Superintendent

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

INTRODUCTION

The United States Military Academy is an institution which draws its students from all over the country. Thus, the Military Academy has always reflected national trends in American society. If there is a national search for new values and a challenging of old values, it will be reflected here. And so, West Point has always been marked by both change and consistency.

In the past year, a number of changes have been made in the substance and methodology of the academic and military training programs; details are in the appropriate sections of this report. More changes are in process at the present time. Still others are anticipated or are under consideration. Nevertheless, while innovation is continuous, certain things do not change. One such constant is West Point's proud tradition of service to the nation. Still another immutable aspect of West Point is a goal sought by all agencies and individuals who work to refine our academic and military training procedures. All effort is directed toward the evolution of optimum methods for educating and training cadets to become career officers in the modern Army. And, finally, while this past year has been yet another period of social and political flux on national and international levels, these trends only serve to underscore the necessity that all our changes and innovations be firmly anchored upon the enduring historical values of Duty, Honor, and Country--values which have served for so many decades as the foundation for all United States Military Academy activity.

In anticipation of the Army's increasingly complex role in the 1970's and 1980's, refinements are being made in almost all areas of endeavor--from admissions procedures to management of facilities. Admissions procedures have been streamlined, and steps are being taken to improve even more our already efficient Equal Opportunity Admissions Program. In the area of resources management, constant emphasis upon economy of resources and continuing improvement of the cost reduction program have resulted once again in validated savings surpassing the assigned Department of the Army goal.

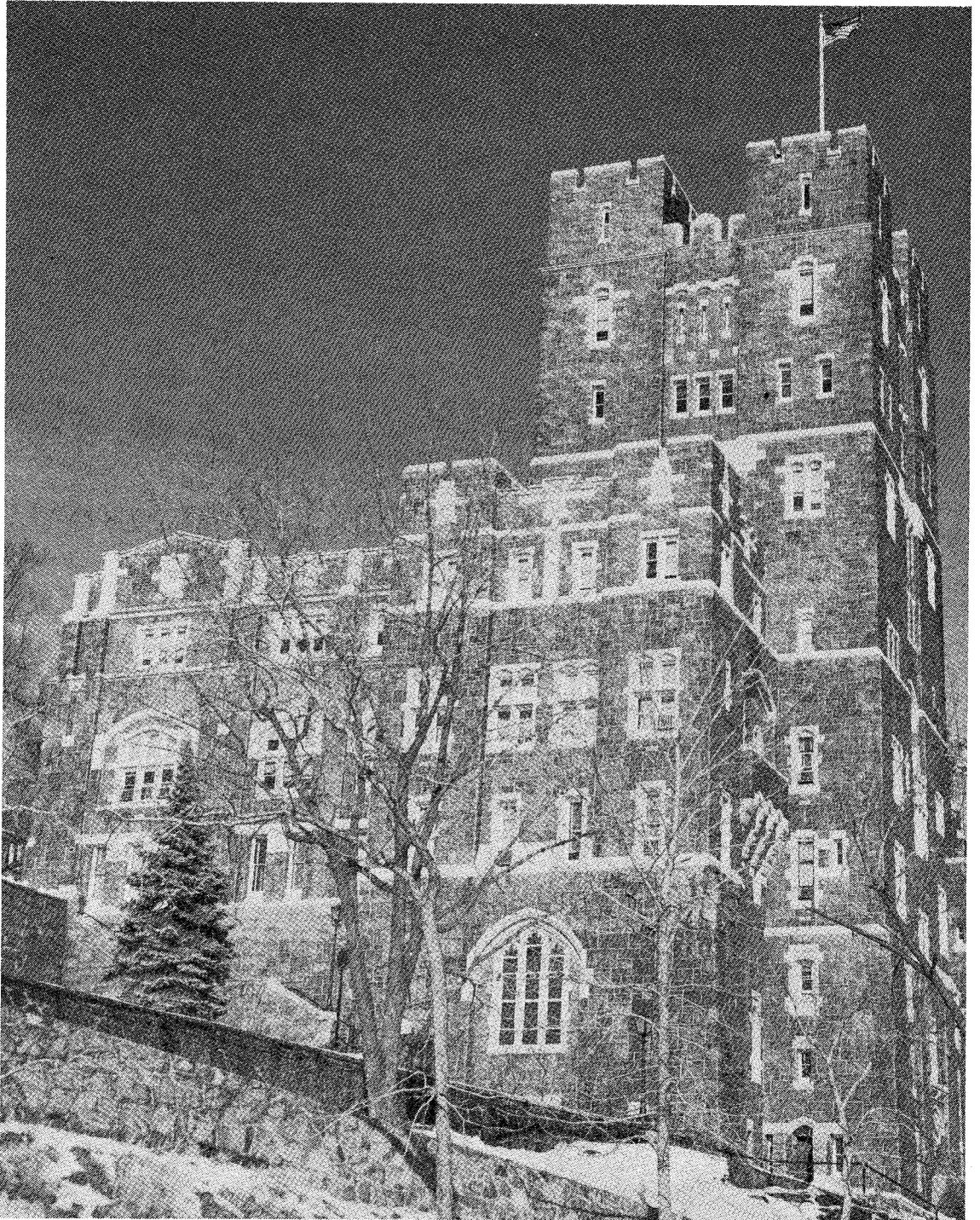
Education has always been recognized as a cardinal component of West Point's total program. The propriety of a general education encompassing both the arts and the sciences has also been long accepted as the best preparation for a Regular Army career. The specific content of the Academic Program, however, is constantly scrutinized and modified as appropriate to take into account advances in man's knowledge, improvements in instructional technology, and changes in the mission and requirements of the Army. The increasingly important role assumed by the Academic Management Information Center, the enhancement of the Elective Program, and plans for the impending conversion of USMA's instructional television system to full color are illustrative of the organizational, curricular, and technological development of the Academic Program during the year. Several curricular studies conducted by committees

of the Academic Board contributed to the process of continuing review which insures that the education afforded to the cadet will give him the best possible preparation and background for the challenges he will face.

USMA's military training program contributes to the development of the "whole man" through continued refinement and improvement of the methods employed to prepare cadets for a career in the United States Army. The military training program seeks to provide a broad, basic military education, to develop high standards of physical fitness, to instill motivation essential to the profession of arms, and to develop the highest qualities of character and leadership. Such past innovations as the improved Cadet Evaluation System, refined career motivation programs, and increased academic and leadership counseling aimed at lowering USMA attrition and increasing career officer retention have met with gratifying results during this past year.

During FY 1970-71, the physical expansion of the USMA plant was hampered by the nationwide rise in construction costs, construction delays, and bids exceeding authorizations. Expansion of facilities has progressed satisfactorily this year, however, through adoption of such courses of action as readvertising for bids with deletions, diversion of funds, and deficiency requests. All physical expansion accomplishments for the year are detailed in the appropriate section of this report; however, some accomplishments deserve mention here. By June, 1972, Eisenhower Hall, the Cadet Activities Center scheduled for completion in March, 1974, was fifty percent complete. The second increment of barracks was completed and made ready for occupancy in Reorganization Week of 1972; and Mahan Hall, the new academic building, was also completed and made ready for occupancy and classroom instruction by the beginning of the 1972-73 academic year. It is anticipated that present and projected physical expansion of the USMA plant will continue to progress satisfactorily. But there is one major construction problem which still remains unsettled at this time--the siting of the much-needed new hospital. At present, USMA is opting for construction of the new hospital in the Washington Gate area, while the USMA Planning Advisory Board has shown interest in a Stony Lonesome location for this facility. The very nature of expansion has given rise to problems, but none of these problems has proved insurmountable.

In summary, all activities of USMA during this past year have been channeled, methodically and resolutely, toward the attainment of the goal of ensuring 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 ever admirable.



Headquarters United States Military Academy

ADMISSIONS PROGRAM

GENERAL

The West Point Admissions effort has continued to grow and revitalize as we admitted the Class of 1975 and began our work on the United States' 200th Anniversary Class, the Class of 1976.

CLASS OF 1975

The 1,339 newest members of the Corps arrived at West Point on 1 July 1971. There were 5,517 applicants for this class, out of which 2,102 were ultimately found qualified. The quality of the young men matriculating at West Point continues to be high. A summary of statistical research conducted upon the Class of 1975 reveals the following facts: the typical new cadet in the Class of 1975 is 18 years old, and his home is over 500 miles from West Point. His father has had some college, is a businessman, military careerist, or a skilled worker, and earns a total yearly income between \$12,500 and \$15,000. His mother is a high school graduate. In secondary school he had a B+ average and ranked in the top quarter of his graduating class. He was elected president of one or more student organizations, won a varsity letter, and became a member of a scholastic honor society. Other experiences in high school typically included: voting in a student election, tutoring another student, reading poetry not required in a course, visiting an art gallery or museum, playing chess, and attending religious services. He has discussed sports, read about civil rights, and discussed his future with his parents. He drinks beer but does not smoke. The educational and career aspirations of the typical new cadet include the earning of at least a Master's degree. The reasons noted as very important in his decision to go to college were to get a better job, to gain a general education, and to learn more about his interests. Reasons noted as very important in his selection of the United States Military Academy were the good reputation of the college and the special educational program offered.

His current political stance is "middle-of-the-road," although he is more conservative than other college freshmen. His feelings on a number of current issues are as follows: the government is not doing enough to control pollution or to protect the consumer; there is too much concern in the courts for the rights of criminals; parents should be discouraged from having large families; and women should have job equality. Furthermore, in his opinion, colleges are too lax on student protests; the same performance standards should be used in awarding degrees to all students; the chief benefit of college is an increase in earning power; and students should help evaluate faculty performance. Typically, he hopes to be an authority in his field, to keep up with political affairs, to raise a family, and to have an active social life. Developing a philosophy of life is important, as is helping others in difficulty. In self-rating of personal

traits, he rates himself above average in academic, athletic, and leadership ability. He also rates himself above average in the drive to achieve and in the understanding of others.

EQUAL ADMISSIONS OPPORTUNITY

The continuing effectiveness of the Equal Admissions Opportunity efforts at West Point resulted in the entrance of eighty-three ethnic minority group cadets with the Class of 1975. In the interest of increasing attention to this program, an additional officer is being assigned to the Admissions office to work in this area.

ADMISSIONS PROCEDURES INNOVATIONS

Several ambitious new efforts were launched in the field of Candidate Testing. The normal four-period testing cycle was augmented with the use of USAR hospitals for medical examinations. This was precipitated by the establishment of the Service Academies Central Medical Review Board (SACMRB) which is intended to enable the services to utilize more effectively existing medical testing facilities in the processing of candidates and to make the medical phase of candidate testing easier for all academy candidates by (1) requiring a candidate to take only one examination for any academy and (2) allowing him to take that examination at the installation nearest his home.

Agreement has been reached for standardization of service academy candidate applications and file forms. Implementation is expected to take place within the year.

Department of the Army and Continental Army Command have approved a program under which the National Guard will assist the Admissions process nationwide by administering Physical Aptitude Examinations and Motor Performance Tests at 231 sites in the continental United States beginning next year.

For the first time we are accepting American College Testing (ACT) program test scores in lieu of College Entrance Examination Board examinations. The Class of 1976 is the first class to have this option and, though final tallies are not in at this writing, the percentage of the total class opting for ACT's will be significant.

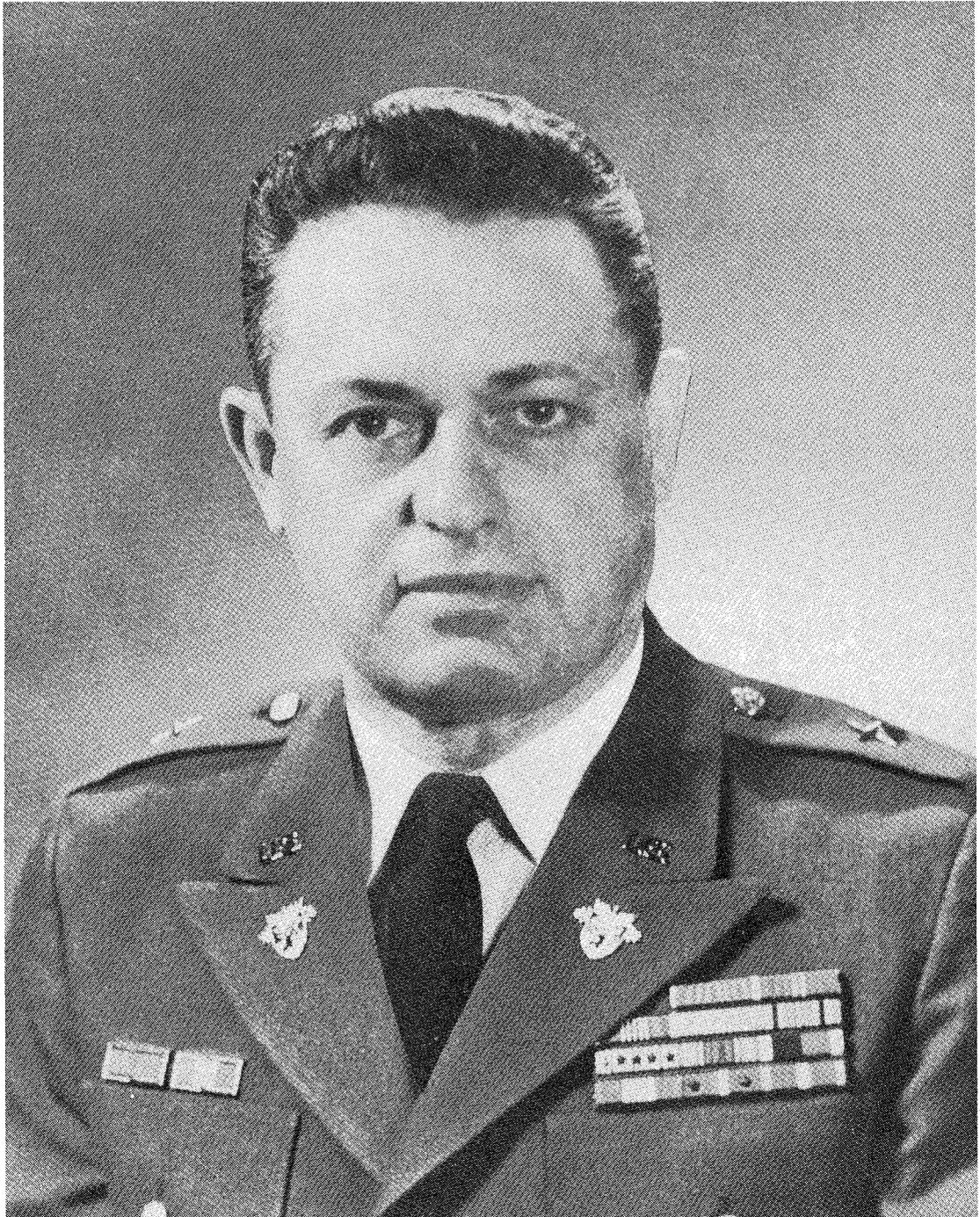
ADMISSIONS PARTICIPANTS

The entire program for area assignments has been restructured changing the orientation from Congressional Districts to one based on Zip Code sectional centers, thus facilitating computerized matching of candidates with field representatives for referral purposes. The Liaison Officer (LO) element has been expanded by the addition of 139 officers in the second increment. The Second Annual LO Conference was held at West Point 18-24 June 1972 and was attended by 185 officers. The program has proved to be an extremely effective addition to the total Admissions effort.

ADMISSIONS SUPPORT PROGRAMS

One of the most effective of our support programs, Educator Visits, brought educators, Congressional Staff members, and Admissions Participants to West Point for three-day orientation tours of the Academy and its facilities.

The Cadet Public Relations Council (CPRC) operated Thanksgiving, pre-Christmas, Spring (before and after), and Boys' State and Boys' Nation programs in AY 71-72. More than 675 cadets made appearances nationwide in connection with these programs. A major reorganization of the CPRC procedures is underway involving the shift of responsibility for itinerary quality control, and more thorough preparation and training of CPRC cadet speakers. In particular, more participation will be sought from minority cadets in CPRC trips.



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

ACADEMIC PROGRAM

OVERVIEW

The 1971-1972 academic year was characterized by continued consolidation and evaluation of the many changes effected during the decade of the sixties. These changes include the introduction of a more flexible curriculum, a larger tenured and nontenured faculty, and a modest research program. The past year has confirmed the success of these measures. USMA's curriculum and faculty are demonstrably effective in providing a broad, basic education to the cadet while still assuming an increasing capacity to respond to his individual interests and needs with a diversity of elective course offerings. Although we take pride in these accomplishments, we continue to strive to perfect our programs. In this regard, several curricular studies were continued and others inaugurated by the Academic Board during the year.

In addition, the Academy's evaluation and analysis assumed a new dimension as an effort was initiated to review the overall Academy program in light of the changes anticipated for the Army in the 1980's. The accelerating pace of change in contemporary society demands that increased attention be paid to future requirements if the Academy is to continue to discharge its mission successfully in the decade ahead. To meet this need, the Superintendent convened a Curriculum Review Board which has begun a wide-ranging investigation to insure the continuing responsiveness of the USMA curriculum.

THE FACULTY

The Academy's efforts to enhance educational continuity and faculty stability were furthered by the selection and appointment of two Permanent Associate Professors, bringing the number of tenured Associate Professors to thirty-two. Committees have been established and are currently meeting to nominate two additional Permanent Associate Professors. The exceptional academic and professional qualifications of the officers applying for tenured positions continues to insure that these appointments make a positive and significant contribution to the stature of the USMA faculty.

The appointment of Dr. Jay Luvaas, a distinguished military historian, as Visiting Professor of Military History for the coming academic year was an experimental innovation that should introduce cadets and faculty alike to new perspectives and viewpoints, thereby enriching our presentation of this important subject.

Following up the initial success of the Fellowship Program established with the Army War College, Colonel Stanley E. Reinhart, Jr., Permanent Associate Professor of Electrical Engineering, has been designated as the USMA participant for the coming year.

Faculty research activities received added impetus from the Science Research Laboratory, established in 1969. During the year eleven officers were formally engaged in work supporting the Faculty Research Program,

which is proving to be beneficial to the Corps of Cadets as well as to the faculty and is contributing significantly to the Academy's relations with other educational institutions.

THE CURRICULUM

No major change was made to the overall curriculum, although several innovations and minor changes were effected. The initiation of a dual track option in the Physics core program (discussed in detail under Department of Physics) was representative of the continuing process of innovation and curriculum refinement. A net increase of eight new elective course offerings, approved for presentation with the next academic year, expands the total spectrum of elective offerings to 158 courses.

Curricular studies accomplished by ad hoc committees of the Academic Board continue to provide the institution with a mechanism for self-analysis and improvement of the academic program. One such study consisted of an analysis of the complete educational and training load carried by cadets. As a result, several minor adjustments to the curriculum were implemented. These included a redesignation of the credit hours assigned to some courses and the establishment of uniform guidelines on the amount of homework and study time that each course may require of a cadet.

Committees have also completed two additional curriculum studies. One of these was an inquiry into the optimum organization for behavioral science instruction at the Academy. The other study dealt with the sequence of courses within the four-year academic program. Final reports of both committees are currently being prepared for submission to the Academic Board.

Externally conducted studies provide the important advantage of a fresh perspective. Such a perspective was deemed most appropriate for the Superintendent's long-range analysis of the USMA curriculum in light of the Army's projected requirements and role in the 1980's. Four distinguished consultants have agreed to serve on the Superintendent's Curriculum Review Board: Mr. Frederick R. Kappel, former Chairman of the Board, American Telephone and Telegraph Corporation; Professor Roy H. Lamson, Department of Humanities, Massachusetts Institute of Technology; Dr. Frank A. Rose, University Associates, Inc., and former President of the University of Alabama; and General C. H. Bonesteel, USA (Ret). The knowledge, experience and insight that these individuals bring to bear on their new task presage an important contribution to the continuing development of the USMA academic program.

CADETS

The top five percent of a graduating class are permitted to continue their education at civilian graduate schools of their choice under the Distinguished Graduate Program. Of the forty-one Distinguished Graduates of the Class of 1972 who were commissioned in the Army, a substantial majority elected to defer their graduate study in favor of acquiring recommended initial troop experience as junior officers. Twenty-nine Distinguished Graduates postponed their civil graduate schooling, five decided to attend graduate school immediately, and seven elected to attend medical school under the Army-subsidized Medical School Program. The high quality of the institutions in which the Distinguished Graduates will enroll in

graduate programs, and the diversity of their chosen fields of study are indicative of the success of the Academy's broad-based curriculum. Two Olmsted Scholarships and one National Science Foundation Fellowship Honorable Mention were awarded to graduates, and a member of the Class of 1970 became the 50th West Point graduate to win the coveted Rhodes Scholarship.

ACADEMIC ACTIVITIES

OFFICE OF THE DEAN

Operations Division

The Operations Division continued to emphasize academic counseling and scheduling. Each member of the Third Class, and many members of the other three classes, received individual guidance concerning the academic program from the counselors in the Operations Division.

During the academic year, under the supervision of the Operations Division, all of the grade keeping and related data processing activities were transferred from the Data Processing Branch of the Adjutant General Division to the newly formed Academic Management Information Center (AMIC) of the Instruction Support Division, Office of the Dean. The transfer of functions involved translation of data files on current classes which had accumulated on the AG computer system and their storage in the Honeywell 635 System of the Academic Computer Center, as well as programming the entire system for the 635. The resulting system will be significantly more responsive and extensive than the old.

The offices of the Operations Division and other sections of the Dean's Office have been remodeled, including the addition of a new office and file room for the Cadet Records Branch.

Plans and Programs

This office participated in a number of curricular studies, primarily in support of the various standing and ad hoc curricular committees of the Academic Board. In addition, a comprehensive review of the Small Class System at West Point was accomplished. The review analyzed the historical dimensions of class size at the Military Academy, presenting many of the advantages and disadvantages of various alternatives.

Visual training aids and publications were updated to reflect more accurately the current academic program. The office participated in the review by this Command of a number of key Department of the Army studies pertaining to the need to study Military History, the Officer Personnel Management System, and Army Officer Education. Additionally, staff support was provided for the Army War College study investigating "Army Tasks for the 70's."

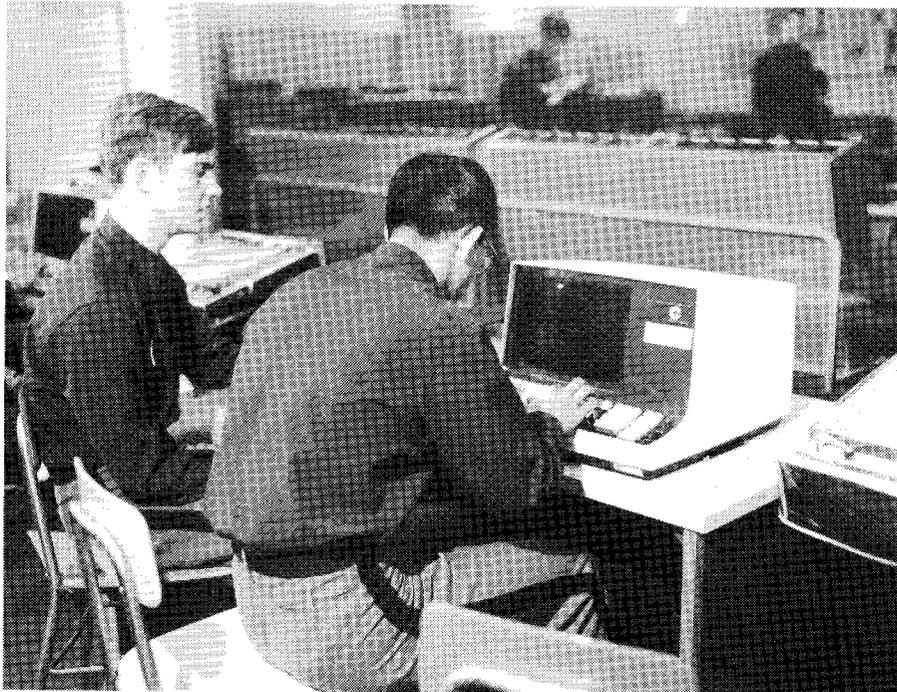
In November, 1971, General Harold K. Johnson (Ret) delivered the inaugural lecture for the Sol Feinstone Lecture Series entitled "The Meaning of Freedom" to the Third Class. The lecture series will continue on an annual basis with future speakers addressing the same topic.

Instruction Support Division

Colonel W. F. Luebert assumed the position of Director, ISD, for AY 71-72 following a sabbatical absence as USMA Fellow at the Army War College.

ISD assumed systems design and data processing operational responsibility for all cadet-oriented reports except those pertaining to pay and other financial transactions which had formerly been processed by the Adjutant General's Data Processing Branch. A new academic activity was formed, the Academic Management Information Center (AMIC), and under the leadership of Major Robert Kaiser, this activity transformed a second-generation reports-oriented system into a highly sophisticated third-generation data-base information retrieval system on the Honeywell 635 computer system. A "textbook" systems rewrite was accomplished; a common Academy-wide cadet data-base was designed; many reports were streamlined or consolidated and improved; and academic management procedures were developed. AMIC will develop an on-line cadet data-base inquiry system pertaining to academic reports and cadet administration which may some day eliminate most paper reports.

ISD developed concepts in conjunction with the Army Materiel Command for a series of Computer-Assisted Design for Engineering seminars to be held at USMA in August, 1972. AMC's laboratory directors and senior scientists will receive "hands-on" experience in the new technologies of computer graphics and will learn from USMA faculty how these technologies can be applied to solve the design, engineering, systems, and developmental problems of AMC managers. AMC upgraded the Academy's H-635 computer system and loaned ten TEKTRONIX and two IMLAC computer graphics terminals for both seminar and cadet instruction during the rest of the year.



The Academic Computer Center aids cadets in problem solving

The U.S. Army Computer System Command detailed a Liaison Officer, Captain Richard Puk, to the Academy. Based at ISD, Captain Puk acts as an interface between the two commands on computer-related matters, furnishing information on the Academy's instructional computer activities to CSC and providing the Academy's curriculum developers with current information on the Army's current computer systems.

The Academic Computer Center continues to support an expanding instructional, research, and academic management workload which increased 110 percent over the previous academic year. This new workload was absorbed without additional personnel by the use of a responsive batch-processing system which cadets operate themselves and by one of the largest time-sharing systems in the country, a system which employs 121 remote computer terminals located in every academic building and most cadet barracks. The Academy continues to be a national innovator in the fields of computer graphics, the display of computer-generated output over closed-circuit television, and the use of computers in the undergraduate educational process.

Eleven computer and media courses were offered to faculty members by the Instructor Group under the Dean's Program in Special Skills. The cadet/faculty consulting function was transferred from the Academic Computer Center to the Instructor Group. Department of the Army converted six enlisted positions to Enlisted Scientific and Engineering Assistant Program positions, with the minimum requirement for an Academy assignment being a Bachelor of Science degree in Computer Science. This group participated in several major computer projects with academic department curriculum planners. Two projects--DRILL, a computer-assisted instruction program for cadet tutorial work on slide rule problems; and PROFESSOR, a program by which the computer externally examines a cadet's computer program for logic errors and informs the cadet of his mistake--have been loaned to the U.S. Naval Academy, Dartmouth College, and Kansas State University for use on their Honeywell computers. The Dean's Reading Improvement Program for cadets expanded its tutorial approach with several new methodologies, all resulting in notable success.

The Instructional Technology Center supported instructional activities with a staff of media professionals to co-produce instructional programs in television, film, and multi-image formats. Television productions increased twenty-two percent; film, eighty-seven percent; and multi-image production increased by 220 percent. Many instructional media programs were used to carry the Academy's story as an innovator in educational techniques to college and high school campuses, national conventions, and service schools. Second place was won again in the television category of the Keith L. Ware competition at Department of the Army, with USMA's entry of "The Professor's Amazing Assistant." The ITC staff members were employed as consultants to the Department of the Army's Board of Dynamic Training, as seminar hosts in February to their counterparts from the U.S. Naval Academy and the U.S. Air Force Academy, and, in June, to the Combined Army Training Board. A contract to convert USMA's black and white closed-circuit television facility to full color was awarded to RCA in May with completion of the conversion scheduled for November, 1972.

Science Research Laboratory

The activities of the Science Research Laboratory have continued to expand, providing added depth to programs of pure and applied science at the Academy. A renewal grant of \$45,030 for the three-year period, September, 1971, through September, 1974, was received from the Army Research Office, Durham, N.C., to continue the basic research in materials science which ARO-D has supported at USMA since 1967. New projects in low temperature, high pressure calorimetry and in infrared spectroscopy have been added to the program under this grant. A two-year grant of \$27,800 from NASA, to support laboratory research in the chemistry and physics of planetary atmospheres, has been extended into AY 72-73; and a research project on the chemistry and thermodynamics of bubble chamber fluids, supported by an AEC grant of \$15,900, has been completed. Cooperative research efforts have been carried out with scientists at the U. S. National Bureau of Standards, the U. S. Army Explosives Laboratory at Picatinny Arsenal, N.J., and Oxford University.

Six scientific papers resulting from research carried out by the staff of the Science Research Laboratory have been published in leading scientific journals, and three additional articles are being processed for publication. Lieutenant Colonel Streett, the Laboratory Director, presented talks on his research at St. Johns University, Pennsylvania State University, Yale University, the University of Delaware, Harvard University, Rice University, and Massachusetts Institute of Technology. Several staff members participated in national and international scientific conferences. These activities have increased awareness within the academic community that original research of outstanding quality is a part of the Academy's academic program.

Officers assigned to the laboratory have provided significant support to several academic departments. Captain Donald Gordon and Captain Lawrence Sagan have taught elective courses in Physical and Organic Chemistry for the Chemistry Department, while four officers have served as advisors to cadet research projects sponsored by the Departments of Chemistry, Engineering, and Mechanics.

THE LIBRARY

An increase in the use of Library resources and services was experienced, with a total circulation of 101,847 volumes for AY 71-72. Responding to the demands of a broadened curriculum, a total of 19,246 selections were added to the collection, and 1,600 periodical and serial titles were received. A second updated computer-based serials listing was published, and a revised edition of the Bibliography of Philosophy will be ready for fall classes. The bimonthly New Acquisitions Listing was expanded to include audio-visual materials.

Major reference acquisitions include Nuclear Science Abstracts 1948-68; British Parliamentary Papers on USA, 60 vols.; FDR's press conferences; and U.N. documents, 1959-67. The Special Collections Division received a

collection of thirty-six pre-Revolutionary War books and the papers of Colonel H. B. Hayden, USMA, 1907; Major General C. B. Hodges, USMA, 1903; Major General J. E. Kuhn, USMA, 1885; Colonel David "Mickey" Marcus, USMA, 1924; Lieutenant General Daniel Noce, USMA, April, 1917; and Major General C. G. Stevenson, USMA, 1924.

A staff reorganization was accomplished establishing the Reference and Resource Utilization and the Public Services Divisions. The USMA Archives and History Section was transferred from the Special Collections Division to the Office of the Librarian to conform with Department of the Army and National Archives and Records Service directives. The USMA Library Gift Fund Council was established and became operational.



A Library-sponsored display by the Institute of Heraldry

Membership in the Southeastern New York Library Resources Council proved to be of inestimable value in obtaining needed materials through inter-library loan channels. This organization, made up of libraries in the Mid-Hudson Valley, also provides for the operation of a bibliographic center and a semiweekly interinstitutional delivery service. Interlibrary cooperation is a necessity for the expeditious supply of critically needed materials for supporting the curriculum as well as for teaching and research needs; it also obviates the necessity for duplicating resources that are regionally available.

Staff activities included participation in the Federal Executive Program and the Personnel Management for Executives Workshop. The Post's first Federal Woman's Program coordinator was appointed from the Library staff. Several educational, historical, and civic groups were addressed by staff members during the year, and a paper was presented at the national American Society for Information Science meeting. The Library also presented a bibliography exercise to the ROTC Military History Workshop.

DEPARTMENT OF CHEMISTRY

The department continued to devote considerable effort to improving the instructional material and laboratory programs of all chemistry courses. The revisions incorporated into the new edition of the text for the standard and advanced Third Class courses were based in large part on suggestions from the department, thus facilitating a more coherent course presentation. The sequence of presentation in the advanced course was altered to improve the teaching approach to chemical thermodynamics and to increase emphasis placed on organic chemistry and modern instrumental techniques of analysis. The Organic and Physical Chemistry electives underwent scheduling changes resulting in increased emphasis on more modern trends in these fields. The Human Biology elective continued to develop a more functional approach to understanding basic biological concepts and their application to the human organism. The procurement of additional spectrophotometers and a nuclear magnetic resonance spectrometer enabled all courses to increase emphasis on instrumental methods of analysis in laboratory programs. Continued emphasis was directed to improving the use of audio-visual aids and computer applications in all courses. In an effort to reduce a peak workload on instructors, to reduce summer printing requirements, and to reduce the cost of course material prepared by the department, the cadet problem pamphlet was published in two parts and issued by semester, instead of as one volume. This measure proved successful and will be applied to the cadet study guide and laboratory manual for AY 72-73.

As previously noted, the cooperation between the department and the USMA Science Research Laboratory continued to provide outstanding support to department courses and cadet research projects. The subjects of cadet research covered physical, inorganic and organic chemistry, biochemistry, and parasitology. One of the research projects was established in conjunction with the U.S. Army Explosives Laboratory at Picatinny Arsenal, New Jersey. The research project conducted by Cadet John A. Baker, Class of 1973, was nominated and accepted for presentation at the Eastern College Science

Conference.

Lieutenant Colonel George W. Chancellor, selected as Permanent Associate Professor on 8 April 1970, has completed his second year of study for his Ph.D in chemistry at Arizona State University and will be returning to the department for AY 72-73. Majors James H. Shegog and Timothy R. Young were accepted into the Army Medical School Program and will begin their medical training this summer.

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

A number of refinements were introduced in the standard and advanced courses during the academic year. In Engineering Fundamentals, increased emphasis was placed on graphics as a communications skill in the design process. In Advanced Engineering Fundamentals, emphasis was placed on architectural problems; and, in view of the increased USMA interest in computer graphics, a segment on this topic was included with considerable success and cadet interest. One new elective, EF 385--Cartography, was approved for introduction during AY 72-73. Emphasis will be placed on computer and thematic mapping in addition to the more traditional techniques. As an aid to slide rule instruction, a computer-aided instruction program was developed in coordination with the Instruction Support Division and used with considerable success.

Two new Environment electives, "Geography of the People's Republic of China" and "Issues Confronting Man and His Environment," attracted substantial enrollments and were highly successful; they will be continued during the coming academic year. Publication of the 197-paged Landscape Atlas of the USSR was completed, and initial distribution was made to government agencies as well as to selected scholars for comment. Initial coordination has been made with interested publishers regarding a possible commercial edition. Research was started on a second edition of the Atlas of Landforms, prepared by department faculty and commercially published by John Wiley and Sons, Inc., in 1965. It is anticipated that the revision will be submitted to the publisher by January, 1973.

Efforts were continued towards improving placement examinations for both EV 101--Planetary Science, and EV 102--World Regional Geography. Statistical tests and correlations with performance have been made to increase the validity of the examinations.

Continued success of the multi-media program, "The Good Earth," used in the Environment sequence, led to the development of a similar program "Engineering and West Point," which is used as an introductory vehicle for the Engineering Fundamentals sequence.

Several faculty members had professional papers published and attended and chaired sessions at professional meetings.



The Department of Earth, Space and Graphic Sciences teaches survey techniques

DEPARTMENT OF ELECTRICAL ENGINEERING

While the general structure of the electrical engineering courses remained the same, a number of evolutionary changes were introduced this year. A seven-lesson block on electrical power systems was added to the Second Class core course. Material on diodes and semiconductor physics was moved into a lecture and laboratory sequence which was presented as supplemental material in the Saturday lecture/laboratory program. An experimental upper section program was introduced to take advantage of the greater ability of these cadets. Emphasis was placed on the cadet applying classroom theory to the design of two practical electronic systems which required use of sound engineering design techniques and procedures. Other Second Class core course revisions included reordering the presentation sequence of parts of the second semester material, and increasing emphasis on transistors with a concurrent decrease in emphasis on vacuum tubes.

In the elective courses, emphasis continued on closer integration of course material and laboratory exercises to show practical applications of classroom theory. Use of the analog computer to solve difficult differential equations was introduced into the Electromechanical Energy Conversion course. Also introduced into this course was a cadet special project



Cadets and instructor at work in an Electrical Engineering laboratory

requiring application of classroom theory to a practical system and a verbal presentation of the results by each cadet. This was integrated into the regular course structure to avoid imposing an extra load on the students.

Modern laboratory equipment was purchased this year for use in both digital computer electives. This makes available to cadets completely solid-state equipment which is consistent with the latest design concepts for modern computers.

The Advanced Topics course this year was particularly productive. Cadet Peter Slade designed and built a completely transistorized ignition system for use with the Wankel engine. Application for a patent has been made, and a paper on the system, written by Cadet Slade and his faculty advisor, Captain Longcor, was accepted for presentation at the National Electronics Conference.

DEPARTMENT OF ENGINEERING

The general structure of the department's standard and advanced courses remained essentially the same. In all courses, continued emphasis was placed on introductory concepts of systems engineering. The Civil Engineering course was updated to keep abreast of currently accepted civil engineering practices, with emphasis on computer applications. Particular success was gained from the addition of interactive computer graphics applications. The concept of the civil engineer as a decision-maker was further reinforced, and integration of modern optimization techniques with structural design procedures was introduced.

The Weapons Systems Engineering course increased its emphasis on design, introducing three additional design problems that bring the course total to seven. The use of analog simulation on the digital computer was also introduced in the course, greatly expanding design capabilities. The automotive portion of the course was reoriented with emphasis on performance characteristics as they relate to design.

The Nuclear Engineering course was updated to keep it current with advances in technology. Additional emphasis was placed on the ecological aspects of nuclear energy production. The Civil Engineering and Weapons Systems Engineering honors courses continued to provide a challenge to the gifted cadet.

Two new elective courses were developed. Engineering of Environmental Systems will teach cadets to apply the systems approach to the engineering solution of problems involving the environment. It will be introduced during the second term of AY 72-73. Helicopter Engineering will be introduced in AY 73-74 and will provide cadets an opportunity to extend their study of aeronautics to the the design of a helicopter.

Design of Concrete Structures elective was revised, retaining its emphasis on design but focusing new emphasis on the fundamental behavior

of reinforced concrete members. The Automotive Engineering elective was restructured to include coverage of exhaust emissions and their control, and the Engineering Materials elective was revised to provide more emphasis on design.

The digital electronic computer was used extensively in elective courses for classroom and course-related solutions of engineering design and management problems. Emphasis was given to the computer-produced graphic displays of results. Future plans envision continued increases in computer-assisted instruction.

The department was responsible for the overall coordination and supervision of the Twenty-Sixth Annual Eastern Colleges Science Conference which was hosted this year by the United States Military Academy. The department continued to conduct the Professional Engineer Refresher Course and administer the Engineer-in-Training examination for the Commonwealth of Pennsylvania. Four officers and 120 cadets took the examination.

DEPARTMENT OF ENGLISH

The Class of 1975 achieved significantly poorer scores than the Class of 1974 on the Grammar Inventory Test, with nearly three times the number of failures remanded to Special Grammar. Paradoxically, the incoming class demonstrated greater overall writing and speaking ability in EN 101 and EN 102. Clarity of expression and coherence of thought appeared much better than in the previous year. It would seem, therefore, that while grammatical ability and knowledge of the "rules" continue to decline, USMA is admitting cadets with greater overall facility in written and oral expression.

This was the second year in which EN 201 and EN 402 were each taught both semesters, with each course having its own slate of instructors. Experience has now confirmed the superiority of this schedule over the former one, which required the entire instructor group to teach EN 201 the first semester and EN 402 the second. Because instructors now concentrate on a single syllabus, their facility in the course material has improved. The attractiveness of EN 201 and EN 402 has been enhanced without compromising course objectives. Broadened audio-visual support, particularly in EN 201, was made available to instructors. The EN 201 syllabus was modified to assure its relevance to the sensibility of today's cadet. Some philosophical novels were added to the EN 402 syllabus, not only to provide a change of pace from the heavy regimen of philosophical readings, but more particularly to enable cadets to examine ethical and religious problems in "real life" situations. Finally, in both EN 201 and EN 402, a comprehensive program for cadets marginal in English was implemented. This program, which included provision for early identification, monitoring, and continued remedial instruction, proved successful and will be continued.

The Cadet Fine Arts Forum consisted of 1,130 cadets belonging to thirteen seminars. All seminars were enthusiastically received; and some, notably American Culture, Archaeology, Drama, Film, Photography, and Poetry, presented programs comparable to college credit courses. The Forum con-

ducted fifty trips in support of seminar programs and organized ten major cultural performances during the academic year. In addition, the Forum conducted ten art exhibits in the USMA Library, three sponsored jointly with the Library staff. Artists and scholars in fields related to the visual and plastic arts presented seven lectures, and Bruce Yarnell, premier baritone of the San Francisco Opera, participated in a performing artist program consisting of eight visits to West Point. In addition to the major programs series, the Forum sponsored two film festivals (conducted by the Film Seminar) and cooperated with the Dialectic Society, West Point Players, and the 100th Night Show.

Thirteen electives were offered last year, five of which were repeated each semester. These included the overload electives, EN 391--History of Art, taught by Mrs. E. M. Lewis; and EN 392--Introduction to Music, taught by Dr. John Davis, Cadet Chapel Organist. EN 482--Aspects of American Culture: The Influence of Science on Nineteenth-Century American Thought, conducted in conjunction with the Physics Department, proved the usefulness of the interdisciplinary approach to learning. Although only a small pilot course (five students), EN 482 provided information that will prove valuable in future interdisciplinary endeavors. Four cadets were enrolled in honors courses. Essentially, the same electives will be offered next year. EN 483 will continue the interdisciplinary approach. The topics selected for study will be "The Black American," conducted in conjunction with the Departments of History and Social Sciences in the fall, and "Sense of the Sixties," conducted with the Department of History in the spring. Notably, EN 483 in the fall will be the English Department's first Black Studies offering. Eight cadets, twice last year's total, have been approved for honors courses for next fall alone. In excess of 220 cadets enrolled in English electives in AY 71-72.

The department's lecture program brought to the Academy such distinguished lecturers as William T. H. Jackson, Professor of Germanic Languages at Columbia University; Arthur H. Scouten, Professor of English at the University of Pennsylvania; Kurt Vonnegut, Jr., best-selling and critically acclaimed author of contemporary fiction; Gene Feist, director of the Roundabout Theater in New York City; John Ciardi, critic and poetry editor of the Saturday Review; John Seelye, novelist and Professor of English at the University of Connecticut; Arthur C. Danto, Professor of Philosophy at Columbia University; Charles Frankel, Old Dominion Professor of Philosophy and Public Affairs at Columbia University and former Assistant Secretary of State for Educational and Cultural Affairs; Robert H. Gurland, Assistant Professor of Philosophy at New York University; Terence Martin, Professor of English at Indiana University; James B. Meriwether, Professor of English at the University of South Carolina and one of the foremost American scholars of William Faulkner; and Leo Marx, Professor of English and American Studies at Amherst College.

Colonel Jack L. Capps, the Deputy Head of the Department, on sabbatical leave, served as Visiting Professor of English at the American University of Beirut (Lebanon) for the 1971-72 academic year.

DEPARTMENT OF FOREIGN LANGUAGES

In AY 71-72, the Department of Foreign Languages received approval for a new course, LS 487-488, which will be offered beginning in the coming fall term. This is a directed studies course, in either the Latin-American or Spanish areas, open to the top cadets in Spanish. A new elective course, LP 383--Military Readings in Portuguese, introduced in September, 1971, was offered again in the spring term, 1972.

A number of new textbooks were adopted which enhanced considerably the instruction in their respective courses. In French, Basic Conversational French, by Haris and Leveque (LF 101-102) was adopted, along with Intermediate Conversational French (same authors), for use in both the accelerated course, LF 141-142, and the basic Third Class course, LF 201-202. These books are supplemented by a complete set of commercial tapes expressly designed for them. In Portuguese, several changes in textbooks were made. A new, locally produced text, Breve Historia do Brasil, was introduced in the fall term of LP 201. Another such text, Leituras Militares, newly revised by the Portuguese group, was also introduced in the fall term of 1971. For use in LP 202, the department received approval for Cronicas Brasileiras (University of Florida Press). This book was first used in the spring of 1972. In Russian, Basic Russian: Book Two by M. H. Fayer was used for the first time as the basic text in LR 201-202. A Soviet text, Russian As We Speak It (Khavronina), was adopted for the accelerated (LR 241-242) and advanced (LR 251-252) Third Class courses. A revised and updated version of the evening pronunciation classes in basic French was video-taped in March for use in September, 1972.

The cadet exchange programs with foreign military academies continued. Four cadets studying Chinese visited Taiwan on leave status under the direction of a USMA officer instructor of Chinese. Four cadets studying French visited the Ecole Royale Militaire, Brussels; and they, in turn, escorted four Belgium cadets on a similar two-week orientation and training visit to USMA. Four cadets from the Heeresoffizierschule III, Munich, visited USMA, escorted by an equal number of our German-speaking cadets who had been to the Munich Military Academy. In Portuguese, a number of cadets, two of whom were on official orders, visited the Academia Militar das Agulhas Negras in Brazil. In Russian, fifteen cadets attended the Interservice Russian Language Orientation Course in Garmisch, Germany, along with selected cadets and midshipmen from the other U.S. service academies. In Spanish, a total of twenty-eight cadets visited the military academies of various Latin-American countries, two to each academy. Four of our cadets visited the Heroico Colegio Militar in Mexico City, and an equal number of Mexican cadets visited USMA.

Captain Millard A. Peck, French Instructor, received the 1972 Commander William S. Stuhr Award as the outstanding junior officer of the five armed services in the New York City area. Dr. Frederick C. H. Garcia, civilian Assistant Professor of Portuguese and adviser on Portuguese courses, won the Fernando Chinaglia Prize, sponsored by the Uniao Brasileira de Escritores, for his doctoral dissertation at New York University.

The department was called on throughout the year to provide escorts and briefings for official foreign visitors, including the Cambodian Prime Ministerial Delegate.

Colonel Walter J. Renfroe, Jr., Professor and Head of the Department, will depart in July, 1972, for a year's sabbatical leave in Germany. Colonel James R. Ross, Permanent Associate Professor of Chinese and Russian, returned from nine months' study and research in connection with his work for the doctorate at Middlebury College. Dr. Frederick C. H. Garcia was invited during the year to read four papers before various learned societies, including the Modern Language Association of America, at its annual meeting in New York City.

DEPARTMENT OF HISTORY

During the past year, the department implemented progressive changes in both organization and curriculum. Standard and elective courses were organized under three fields: American, European, and Military. An Associate Professor was designated for the supervision of courses associated with each field. The department also incorporated in its elective program topical offerings in each of the three fields. These offerings were well received and afforded a flexible and efficient way for scheduling and employing personnel resources.

In the field of American history, several modifications were made in the Third Class core course. A number of new monographs and articles were assigned to cadets to take advantage of the most recent historiographical



Gaming techniques bring a battle situation to life in a History class

contributions to the study of American history. In addition, an experimental advanced section was established for the more able cadets. Two topics courses, "The Black in American History" and "The City in American History," were offered for the first time.

In European history, revisions begun last year continued in the Third Class core course. The primary focus during the past year was on the development of cadet critical and analytical writing skills. The two topics courses in European history were "Tudor and Stuart England" and "European Diplomatic History Since 1870."

In addition to revisions in the modern history courses, military history made substantial progress toward completion of goals in a phased, seven-year revision of the First Class core course. During the year, an advanced course in "The History of Military Art" was introduced as a separately numbered course. By all indications, this course, which enrolled 129 cadets, was successful and will be continued in future years. The introduction of multi-media techniques in presenting military history was also well received and enhanced instructional pedagogy. Cadets enrolled in history courses were addressed by several guest lecturers, one of the most stimulating being Martin Blumenson (author of The Patton Papers) who compared Field Marshall Montgomery and General Patton as individuals and as military commanders.

Considerable time and effort were expended in two extensive research and writing projects. One project was directed toward expanding the scope of the pre-Modern era (4th through 16th centuries) of the First Class core course. The second project was a revision of a twelve-lesson block on the Wars of Napoleon, which includes an assessment of Napoleon's military brilliance as well as an analysis of the social, political, and economic revolution which caused the dramatic changes in the warfare of his era.

Preparations for the 1972 ROTC Summer workshop in Military History began in January, 1972. The Workshop staff of five officers developed a six-week program of instruction for forty ROTC instructors from schools representing each Army Area and including Alaska and Hawaii.

A highlight of the year was the appointment of Dr. Jay Luvaas, Allegheny College as Visiting Professor of Military History for AY 72-73. The visiting professor will assist USMA by: (1) providing tested and pertinent teaching expertise by a distinguished military historian, (2) exposing cadets and faculty to new concepts and viewpoints in the field of Military History, (3) improving the ties between West Point and civilian academic circles, (4) providing a fresh insight to the Military History portion of the USMA curriculum, and (5) assisting the USMA Library in improving its holdings.

Many faculty members were involved in cadet and post extracurricular responsibilities. One faculty member worked closely and effectively with minority cadets and made a great contribution to cadet understanding of the Equal Opportunity Program. In addition, several faculty members devoted extensive time in assisting the Academy to develop an interdisciplinary approach to teaching undergraduates in the humanities. Four officers gave

presentations on military history at service schools and war colleges. Others delivered lectures for groups in communities near West Point.

DEPARTMENT OF LAW

The Department of Law experienced a progressive and demanding period during AY 71-72.

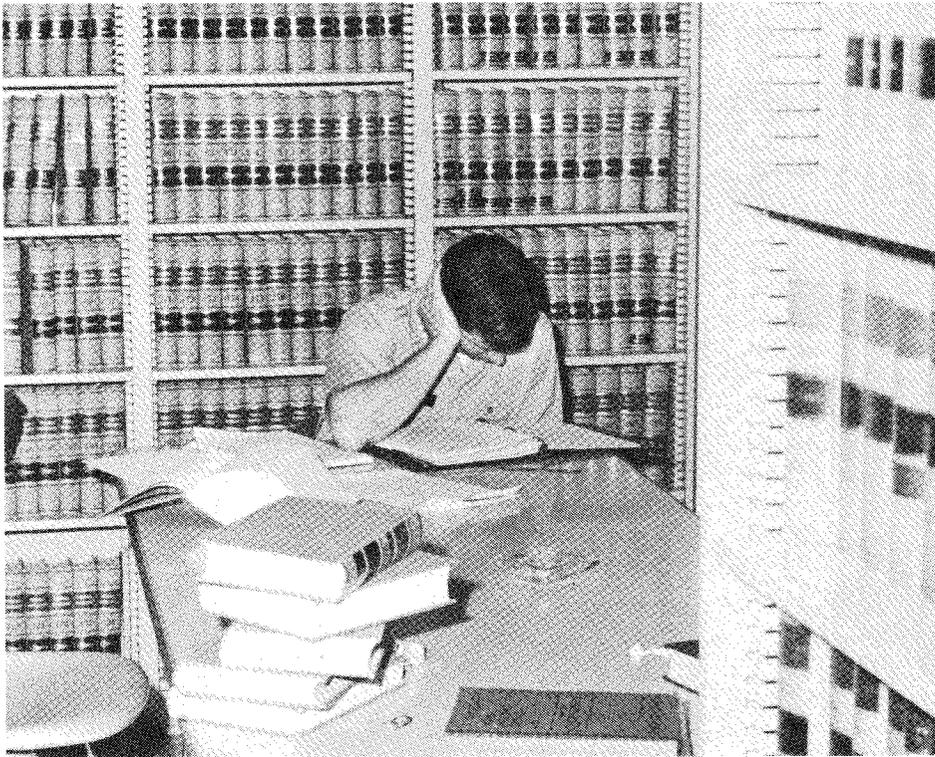
Substantial revisions and updating were made of the cadet texts written by the department. The Legal Methods of Proof subcourse was materially changed to incorporate increased instruction in the most common subjects of military administrative law procedures. The Constitutional Law and Military Law texts received specific attention to keep them current with recent federal court decisions and to emphasize the practical aspects of the study of law by future commissioned officers. Additional course materials were researched and prepared for distribution to the cadets in the seminar, Military Aspects of International Law. These materials supplemented the commercial text used in that course to provide more detailed treatment of prominent international confrontations such as the Cuban Missile Crisis and the Arab-Israeli conflict.

Significant additional research projects included: written and oral presentations by cadets studying international law; the updating of a Handbook on New York Law; and the compilation and printing of a pamphlet outlining the critical legal problems facing small-unit commanders. The latter pamphlet, Junior Officer's Handbook on Legal Aspects of Command, was distributed to all cadets participating in Army Orientation Training and to the entire graduating class. The department also was responsible for presenting mandatory training to all post personnel in the Geneva Conventions and the Law of War. In addition, department personnel gave classes of instruction to post units in the Code of Conduct and to departing officers going to a command assignment on the subject of Military Justice. In November, 1971, 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 activity. Department officers were assigned as counsel for both the government and the individual accused or respondents before courts-martial and cadet elimination boards. Significant actions accomplished by the attorneys assigned to the various branches are shown below:

Administrative Law. Approximately 300 written opinions were rendered involving Line of Duty Investigations, Reports of Survey, discharge cases, Fidelity Bonds, copyrights and patents, civilian personnel grievances, military reservations, release of information, taxation of private associations, gifts to trust funds, statutes pertaining to Professors, USMA, and numerous cadet-related issues (for example, tax exemptions for foreign cadets and VA benefits).

Military Justice. Article 15 appeals and courts-martial were processed. In addition, 481 cases were brought before the U.S. Magistrates Courts, and fifteen individuals were administratively barred from the military reservation.



The library of the Department of Law provides reference material for cadet and instructor study

Legal Assistance. Legal advise was provided to active duty and retired military personnel and dependents in approximately 5,900 cases involving adoption, citizenship, civil rights, domestic relations, nonsupport, personal finances, personal, and real property, powers of attorney, taxation, torts, wills and estates, and other matters.

Claims. Military Claims, Personnel Claims and Federal Tort Claims Acts-- 907 claims, \$103,067.45 paid; Carrier Recoveries--279 claims, \$22,398.79 recovered; Third Party Liability--seventy-six claims, \$36,208.16 recovered.

Procurement Law. Approximately 250 actions were handled involving research and review of construction and procurement contracts, contract appeals and procurement award boards.

Several articles were published in issues of The Pointer View newspaper highlighting common legal assistance problem areas of general interest to all military personnel.

DEPARTMENT OF MATHEMATICS

The continuing effort to provide improved and more meaningful mathematics instruction resulted in several major developments during the past twelve months. Specific measures included course revision, new instruction techniques, and the centralization of responsibility for related course offerings.

Based upon the results of a trial program conducted during AY 70-71, A. W. Goodman's Modern Calculus with Analytic Geometry was introduced as the text for the Fourth Class Standard Mathematics Program and Advanced Program I in AY 71-72. As a result of experience gained in the use of the text, it has been determined that all cadets in Fourth Class mathematics programs during AY 72-73 will study Volume II of Goodman's text so that they will all receive the same treatment of vector calculus.

When the cadets enrolled in Advanced Program III commenced their study of subject areas normally presented in Third Class courses, responsibility for Fourth Class Advanced III mathematics instruction was transferred from the Fourth Class Group to the Third Class Group. This shift exposed the cadets to instruction presented by the officers who normally teach the related courses and eliminated duplication of administrative effort required to support the course.

Computer utilization related to Third Class courses was expanded. Installation of outlets in the Third Class section rooms facilitated the use of remote terminals and resulted in more frequent use of computer routines to supplement instruction in Probability and Statistics courses. Differential Equations and Linear Programming exercises assigned as out-of-class work were expanded in scope. Compensatory time was given to the cadets for this extra effort.

The Numerical Analysis elective course was augmented this year by the use of sixty-four lectures recorded on video tape. The tapes were prepared by the eminent applied mathematician, Dr. Ben Noble of the Army Mathematics Research Center. On request, a playback machine located in a computer laboratory was set to play any of the lectures for viewing on an associated television set. This system provided cadets enrolled in the course with additional instruction and a method of review for examinations, and provided the instructor with the single most valuable reference available for this subject.

An especially successful lecture was presented in April by Dr. Seth Bonder, Associate Professor of Industrial Engineering at the University of Michigan. All Third Class and Fourth Class Advanced III mathematics students, as well as cadets and instructors from several Department of Engineering courses, attended his presentation, "Mathematical Modeling of Conflict," and gained an appreciation of the application of basic mathematics to modeling techniques.

One member of the department engaged in a significant project during the summer. He participated in the Defense Atomic Support Agency's summer

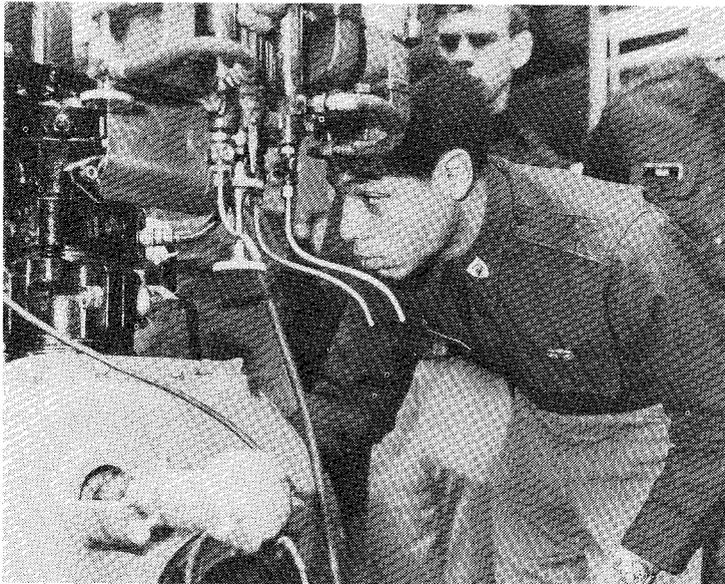
consultant program at Sandia Corporation where he performed analysis, documented and published test results, and briefed Atomic Energy Commission and Department of Defense personnel on Artillery Fired Atomic Projectiles.

DEPARTMENT OF MECHANICS

Three new electives; Direct Energy Conversion, Experimental Mechanics, and Aerodynamics of V/STOL Flight were introduced, augmenting the department's programs in Civil, Mechanical, and Aeronautical Engineering, Aeronautics, Astronautics, and Engineering Mechanics. Three of the department's efforts were particularly significant. One was a continuing in-depth study of its laboratory facilities aimed at the development of a Ten-Year Modernization Plan. Another was the department's involvement in the Urban Vehicle Design Competition (UVDC), a follow-on student project to the 1970 Clean Air Car Race. UVDC's object is development of a pollution-free car for use in urban areas. Finally, the department upgraded its instructional program by the development of MECHAIDS. These are audio-visual devices which are proving of great value in assisting the self-study of a cadet who has missed a class or who is falling behind in his work. Changes have also been effected in the content and coverage of course material. Examples are the introduction of student workshops to showcase the practical applications of theory and the improvement of the hallway displays.

Another significant department accomplishment is the organization of the Cadet Aeronautics and Astronautics Club to promote the aviation and space interests of cadets. This club is already one of the most active extracurricular activities at West Point. Mechanics officers monitor the club's program, which includes the instruction required for a FAA Pilot's License.

During the year, stress was placed on a sound, active research program.



A Mechanics laboratory demonstrates practical applications of classroom theory

Major Peter D. Heimdahl performed research on reinforced concrete beams and columns under an Army Research Office grant of \$5,100. His results will be published in the Proceedings of the American Concrete Institute. His research also stimulated new ideas for cadet special projects, such as an experimental and analytical study of field-expedient concrete reinforced beams. Captain Paul F. Mlakar has also been involved in research and has received an ARO contract in the amount of \$4,700 to study the dynamic, nondestructive stability testing of elastic systems.

Lieutenant Colonel James K. Strozier (Ph.D., University of Michigan) was appointed Permanent Associate Professor of Mechanics. The faculty devoted considerable time to self-improvement by attending numerous engineering conferences and lectures. In addition, the Head of the Department, Colonel Frederick A. Smith, Jr., attended a summer program in Nonlinear Vibrations for College Teachers at Syracuse University under a National Science Foundation grant.

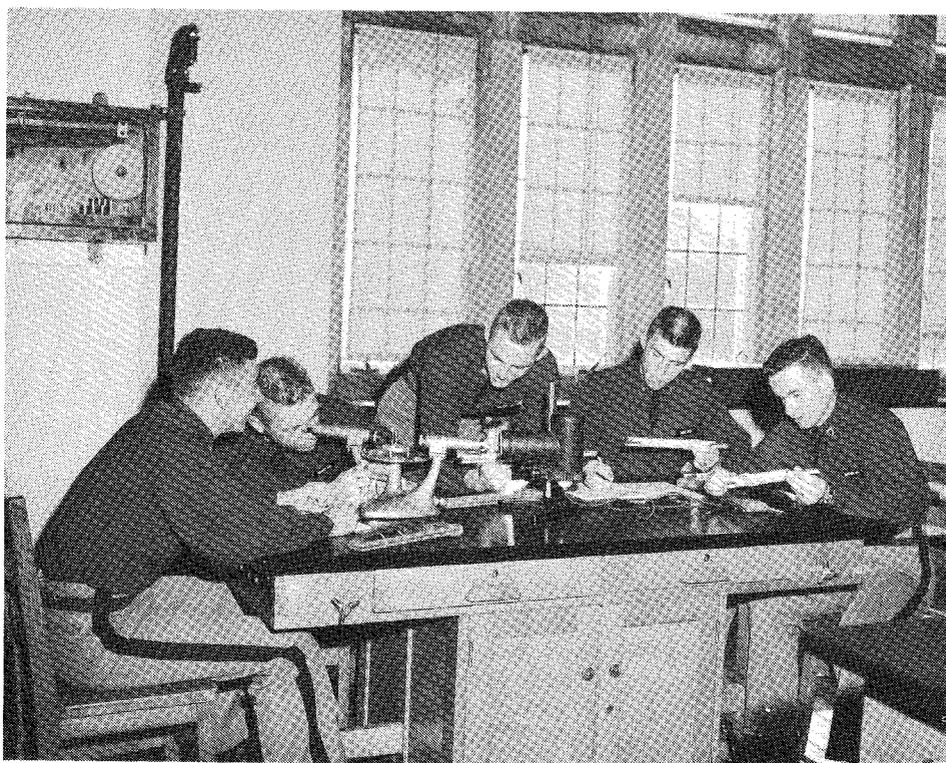
DEPARTMENT OF PHYSICS

A major revision of the three-semester core curriculum physics sequence was introduced. The new courses were implemented in the fall of 1971. The most important objective of these revisions was to improve student motivation, particularly among those who normally stand in the middle of the class. Two major innovations were introduced in an attempt to accomplish this. In the first, each cadet was offered his choice between two tracks during the summer and third terms of the three-term sequence. Approximately two-thirds of the work is common to both tracks. The other third is designed to improve the motivational aspects of each track by appealing to the diverse interests of the group of students concerned. One group studied the history of science and its impact on society. In the second innovation, each course was divided into as many as four subgroups by ability with each subgroup progressing at its own rate. Time saved by the higher subgroups was devoted to projects of the cadet's choice, thereby providing a motivational objective for every student, irrespective of his standing. In support of these revisions, Introduction to Physics for Scientists and Engineers by Frederick Bueche was chosen as the new text for the basic content of the first two terms of both tracks. Statistics on comparative performance are still being analyzed, but there are preliminary indications of a high degree of success, particularly from the dual track innovation. This concept will be extended to the third term portion of the core sequence in AY 72-73.

Two department officers participated in cooperative research with the Army Electronics Command in the summer of 1971. This work, on the subject of the design and development of very small laser ranging devices, was presented at the Army Science Conference in June, 1972. Faculty research in electron spin resonance continued under Colonel Radford and Lieutenant Colonel Chernault. The latter presented a paper in San Francisco in the winter and another to the faculty at Rensselaer Polytechnic Institute in May, 1972. Cryogenic equipment was procured and installed, providing the capability for research at liquid helium temperatures.

The year closed with the move to new department offices and the initia-

tion of a construction contract for a major expansion of the department's laboratory facilities.



Physics students perform a spectroscopy experiment

DEPARTMENT OF SOCIAL SCIENCES

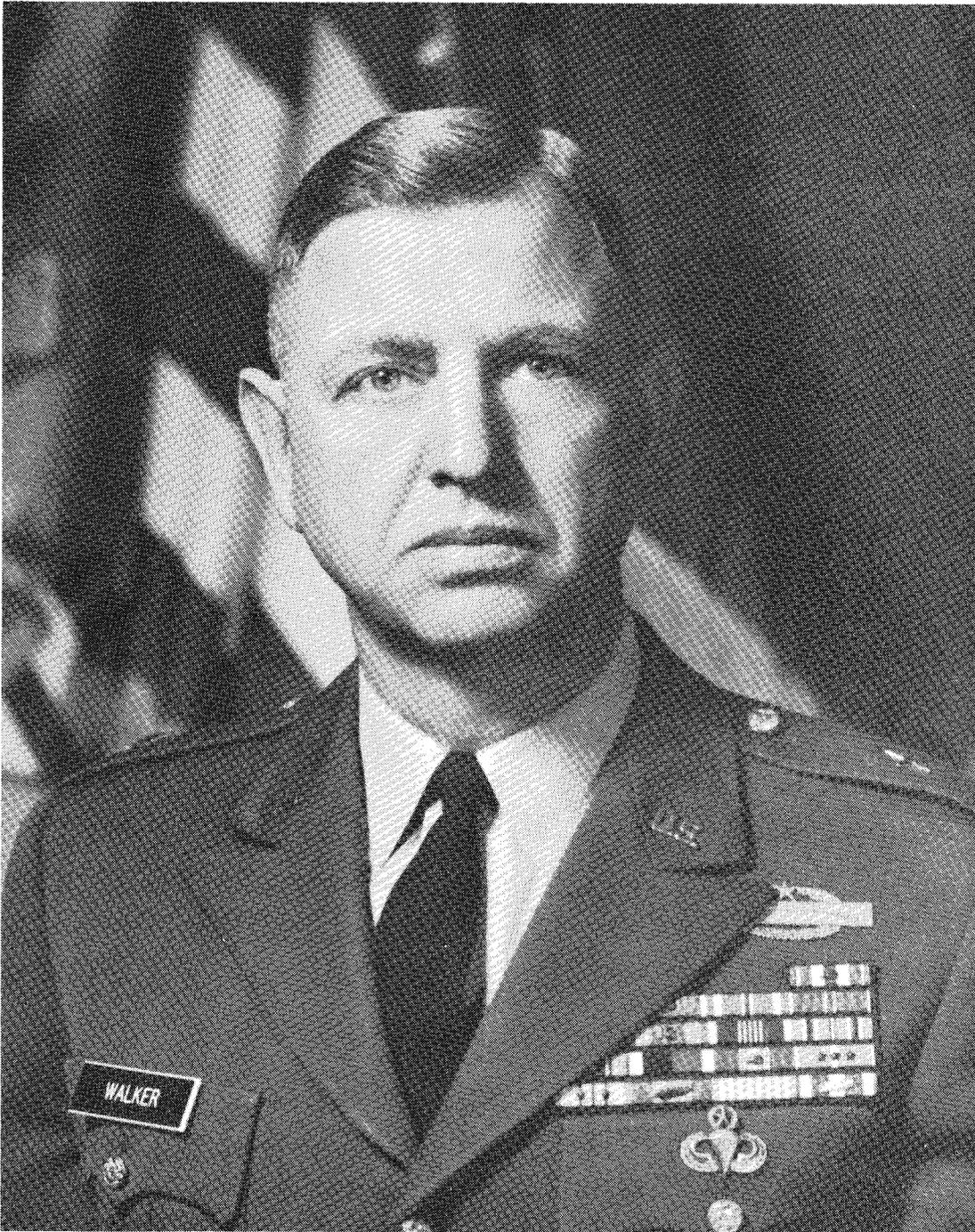
During AY 71-72, the department taught four standard courses, four advanced versions of these courses, and sixteen electives in the disciplines of economics, political science, international affairs, and anthropology. New courses were introduced in Policy and Administration, Political and Economic Applications of Quantitative Analysis, and Major Political Systems of East Asia. Cadets enrolled in social sciences courses were addressed by twenty-one guest lecturers, including such notable visitors as the late John Paul Vann, Director of the United States Second Regional Assistance Group in the Republic of Vietnam; Professor Warner Schilling of Columbia University; Professor Graham Allison of Harvard University; and Major General Alexander M. Haig, Deputy Assistant to the President for National Security Affairs.

During the summer of 1971, eight officers enhanced their political and military expertise through service with various government agencies. Summer assignments worthy of note included one officer serving with the Office of Emergency Preparedness, two with the Assistant Secretary of Defense (International Security Affairs), two with the Special Assistant for the Modern Volunteer Army, and two with the Director of Drug Abuse and Discipline.

The twenty-third annual Student Conference on United States Affairs was conducted 17-20 November 1971. Focusing on "United States Role in World Affairs: Changing Patterns of Power," 186 conferees representing seventy-eight colleges and universities participated in three days of round table discussions and were addressed by senior members of the government and academic community.

The West Point Invitational Debate Tournament was conducted 28-30 October 1971, with teams from sixteen universities throughout the nation participating. The Cadet Debate Council compiled its second-best year on record. In 319 intercollegiate debates during the year, the USMA teams gathered twenty team awards and eighteen speaker awards. Of special note was their success in winning both the Service Academies Golden Gavel Tournament and the Eastern Forensics Association championship. The majority of this year's team returns next year. Members of the Debate Council and Forum attended nine student conferences and visited the New York Stock Exchange as well as various government activities and embassies in Washington, D.C. The Domestic Policy Forum continued to present seminars led by experts in the fields of racial and urban problems. Guests this year included Mr. Philip A. Lacovara of the New York City Police Department and Mr. Federico Souflee, Jr. and Mrs. Graciela Schmitt of the Chicano Training Center in Houston, Texas.

The USMA Senior Conference on "The U.S. and European Security: A Reappraisal of the Future of NATO" was conducted 15-17 June 1972. Sixty distinguished conferees from government and the academic community exchanged views on this germane issue. Speakers during the conference included former U.S. Ambassador to NATO Robert F. Ellsworth; Lieutenant General Edward L. Rowny, Deputy Chairman of the NATO Military Committee; and Professor Charles Burton Marshall of the School of Advanced International Studies, the John Hopkins University.



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. The General Psychology course is taught during both semesters for Third Classmen, and Military Leadership is offered to First Classmen on the same basis. Roughly one-half of each class enrolls each semester. This permits flexibility in the selection of elective courses by cadets and more efficient utilization of instructors. The elective programs in Managerial Psychology, Social Psychology, Sociology, American Military Institutions, Behavioral Science Research, and Seminar in Organizational Behavior are offered each semester to a growing number of interested cadets.

The new Third Class received one phase of Military Instructor Education at Camp Buckner and the second phase in the academic year, which was conducted by Company Tactical Officers and MP&L. In addition, a 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 twenty-four ROTC instructors during the summer. Fifty-three ROTC instructors will attend an expanded three-week program in the summer of 1972. Guest speakers and seminar moderators who participated in the MP&L program are listed in Appendix P.

ARMY ORIENTATION TRAINING (AOT)

During AOT, cadets from the Classes of 1973 and 1974 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. A total of 286 cadets participated in a seven-week extended AOT program. During June, July, and August, 998 cadets were assigned to units in CONUS, Germany, Alaska, Hawaii, and Panama.

CADET EVALUATION

The Leadership Evaluation System (LES) provides the best available measure of the leadership potential of each cadet and assists in the realization of that potential. The LES aims specifically to (1) collect information upon which to base counseling for Leadership Development, (2) emphasize and develop those professional attitudes and values considered critical to a successful Army officer, (3) identify those cadets who possess outstanding Leadership ability, and (4) provide for the elimination of any cadet, who after receiving assistance over a reasonable period of time, is unable to meet the standards of the Corps of Cadets. The System is implemented by both rating and review processes. The ratings consist of peer ratings wherein each cadet rates, within his own company, cadets of his own class and one class below him; by a series of superior-subordinate ratings by cadet superiors; and by ratings from the Company Tactical Officer. The review consists of a series of record checks, interviews, counseling sessions and committee hearings designed to consider all facets of a cadet's performance and potential. The LES develops a class-wise leadership index for each cadet and an order of merit showing the relative position of each cadet.

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 660 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, Mental Health Consultation Service). 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 Health 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, minority 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 1973 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 continues 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. As in previous years, minor modifications were incorporated in the Honor System, the means by which the Code is applied to cadet life. However, 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; 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. During the past year, the privilege system was realigned to delineate more clearly Second Class authorizations vis-a-vis those of Third Class. This realignment added greater emphasis to and recognition of the increased responsibility for leadership of the Corps and the military service commitment assumed by the Second Class.

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.

Two years ago a change was 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.

Based on a decision of the Secretary of the Army, a program was begun in September, 1971, which permits cadets of the upper three classes to attend separate denominational services in lieu of attendance at regular Cadet Chapel service. In accordance with this policy, seven denominational chapel squads were formed for cadets desiring to attend denominational chapel services throughout the academic year. Such services were conducted on post by accredited ministers made available by the denomination concerned. No general provisions are made for attendance by cadets at off-post services; however, any exception may be granted by the Superintendent.

On 30 June 1972 the United States Court of Appeals for the District of Columbia circuit reversed the District Court's decision to uphold compulsory chapel. This case was remanded to the District Court for the entry of an appropriate order. No such order has been issued, and USMA, with authority of the Department of Defense, will continue compulsory chapel until further notice. Meanwhile, USMA is studying tentative solutions in the event that a permanent injunction is served.

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

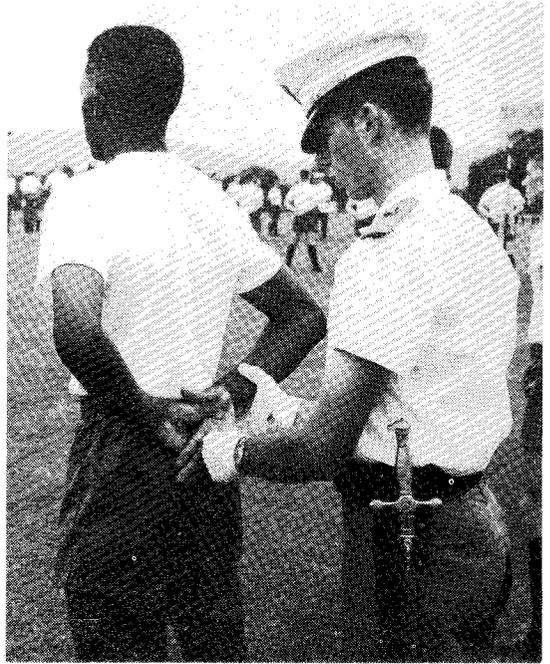
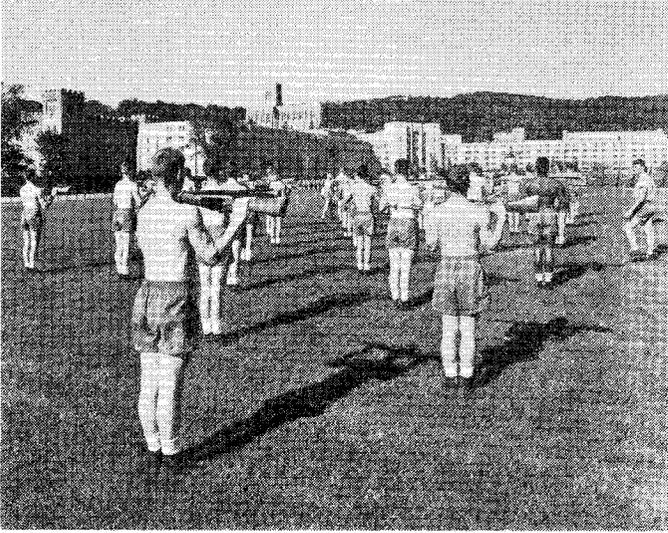
FOURTH CLASS SUMMER

Fourth Classmen enter 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 leadership development of upperclassmen assigned to the New Cadet Detail command and staff positions.

The Class of 1975 entered on 1 July 1971 with a strength of 1,339. Separations during New Cadet Barracks for all reasons amounted to 126 or 9.41 percent of the incoming class.

While the primary purpose of New Cadet Barracks embraces subjects which

NEW CADET BARRACKS



UPPERCLASS TRAINING



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 1972 and 1973 stresses positive leadership techniques in motivating and training new cadets.

The tactical training program can be generally categorized as basic individual training. New Cadets 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 forty-four percent of the class qualified as Expert, exceeding all previous NCB records. 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 1975 during the bivouac and hike attests to the overall success of the program.

By the end of the summer, the Class of 1975 selected as its class motto, "Courage and Drive."

THIRD CLASS SUMMER

Following a month's leave, the Third Class began seven weeks of training at Camp Buckner. They received advanced individual training and squad and platoon tactical training; they also fired selected individual and 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 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 1971, forty-six officers from the academic departments and 1,450 troops, primarily from the 82d Airborne Division, assisted in Third Class Summer Training at Camp Buckner. In addition, forty-two 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 day 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 soldiery 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 1971, Second Classmen attended Airborne Training and performed duties as Assistant Instructors and Staff Members at Camp Buckner. With the Superintendent's approval, a summer program for 1972 will offer the cadets the option to participate in Airborne, Ranger, Flight, Northern, and Jungle Warfare training. The experience combined with AOT and branch orientation trips will significantly increase the cadets' knowledge and perspective of the Army. The Fort Belvoir and Fort Monmouth trip visits will be dropped from the Second Class summer training and scheduled into the First Class Trip, summer of 1973.

FIRST CLASS TRIP

The First Class Trip, beginning on graduation afternoon, took the Class of 1973 to four US Army posts. The cadets participated in a 2 1/2-day field training exercise with the 1st Cavalry Division (TRICAP) at Fort Hood, Texas. Command positions in all the tactical units were occupied by cadets. 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, and in academic year military training. 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 cadets a basic understanding of the fundamentals of military operations and to teach them 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 totaling twenty-three hours. Plebe year instruction was culminated in a twenty-hour subcourse covering principles and procedures employed in the conduct of military operations with applications at 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 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-three hours duration designed to familiarize them with the organization and basic combat principles employed by the combined arms at 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 speciality schools and 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-guerilla 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.

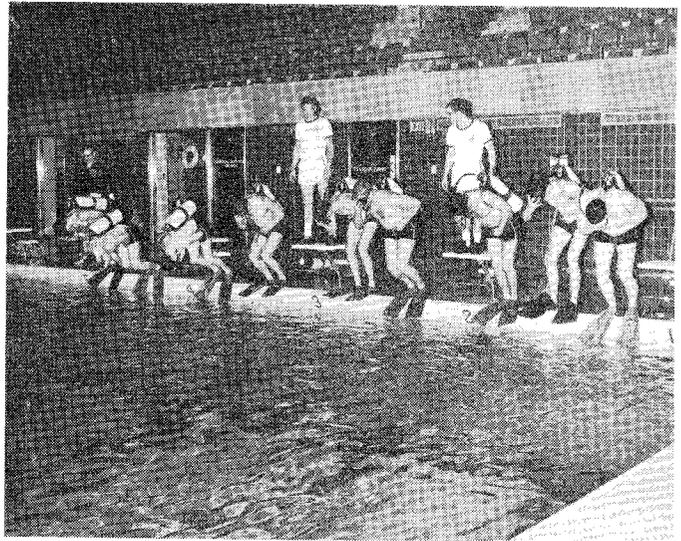
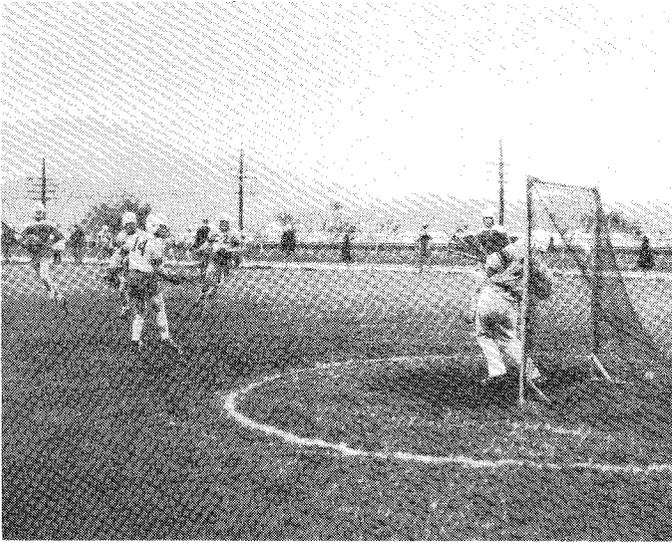
The Director of Physical Education is responsible to the Commandant of Cadets for planning, organizing, and implementing the PE Program. This program is primarily devoted to building basic physical ability, maintaining physical condition, teaching athletic skills, and developing leadership.

INSTRUCTIONAL PROGRAM

The physical training program conducted during New Cadet Barracks, which emphasized the development of all components of physical fitness, was continued into the Fourth Class Academic year through three weekly class attendances. The standard Fourth Class courses (Boxing, Gymnastics, Swimming, and Wrestling) were scheduled in blocks of twenty attendances each. Using the results of the Diagnostic Profile Tests conducted during New Cadet Barracks, weak swimmers and cadets who were weak in upper body strength were not scheduled into swimming or gymnastics until the second semester. The weak swimmers took special swimming classes on their off intramural day twice weekly to improve themselves. Those who were low in upper body strength were scheduled into boxing and wrestling the first semester to develop their strength and coordination. Fourth Classmen who exhibited a superior level of performance in the standard courses after twelve lessons validated the course and were scheduled into one of three carry-over sports (SCUBA, Handball, Squash) for the remaining eight lessons. A total of 450 Fourth Classmen validated one or more of the standard courses in AY 71-72. During the fifth round of instruction, golf, tennis, squash, and handball were scheduled for the Fourth Class. These sports orientation courses were scheduled for twelve attendances each for all cadets who completed the four standard courses. Cadets who failed to complete any of the standard courses were rescheduled into a make-up course. Those cadets who continued to exhibit poor upper body strength were scheduled into a special development class for the twelve attendances in lieu of sports orientation.

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 carry-over sports. All Third Classmen were given 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. An aerobics course, in which cadets accumulate points through participation in a variety of conditioning drills and sports skills, was added to the First and Second Class program.

PHYSICAL EDUCATION



A variety of tests were used to measure physical ability and physical fitness. Fourth Classmen took two Physical Ability Tests, one of which included a mile run, and the indoor Obstacle Course, and the Airborne Physical Fitness Test. The Second Class took two Physical Fitness Tests and a mile run. First Classmen took two Physical Combat Proficiency Tests, and those going to airborne school also took the Airborne Physical Fitness Test.

SPECIALIZED INSTRUCTION

The Special Physical Education Section provided individual assistance and instruction for cadets in the areas of posture, injury prevention and care, physical reconditioning, weight control, and developmental exercise. Cadets with posture deviations received personal attention in a corrective clinic, and followup of most of 233 cases showed noticeable improvement. In addition, all of the Fourth Classmen had a lecture on the elements of good posture, with analysis of their own posture photo.

The OPE Training Room administered to over 4,000 cases of first aid, protective taping, therapy, corrective exercise, and consultations. Injury rates in the physical program have a favorably low point when compared to national figures.

In NCB, the Training Room, in liaison with the Station Hospital, selected thirty-nine cadets with knee ligament laxity and/or bilateral knee strength differences. These men performed special leg exercise in lieu of a general sports program for the entire summer or until the knees were up to par. The results were most gratifying, as indicated by the record of this group's reinjury rate. A new "Winter Knee Squad" was instituted during this season because of many cadets with surgical repair. In this group, more emphasis was put into agility and natural movement than solely strength work. Results appear to be satisfactory, and a film was made of the study by the OPE Training staff and Hospital personnel.

Reconditioning periods for all classes drew 1,428 cadet attendances. The cadets attend this period because of excuses from physical activity due to illness, surgery, or injury. These men received special general exercise and/or special progressive exercise for specific injured body parts. Weight control involved twenty-five individual cases, with twenty-three of them being overweight problems. Consultation, exercise prescription, and dietary habits were covered. Hospital assistance in two cases seemed necessary.

"Temporary Palsey" cases, possibly due to improper posture interpretation, numbered six, as compared to a past average of twenty-five to thirty, and all cases were mild. Continued class attention will be given to proper posture interpretation in each incoming class.

Voluntary conditioning (Happy Hour) drew approximately 160 cadets at each attendance during the winter months.

The development squad has seen much change. In the past, cadets with physical deficiencies affecting their physical education classwork or

testing would have guidance from a PE staff member who would evaluate their problems and suggest a routine to be done during the off intramural days. In the spring of 1972, plebes and upperclassmen with low physical performance were scheduled into a development squad class during the fifth round of instruction. Several staff members were regularly leading remedial work in strength, endurance, and skills. Both staff and class members acknowledged noticeable improvement and satisfaction.

A remedial course required for low performers in overall physical education grade was conducted concurrently with the academic remedial program, 9 June--29 June. Initially, forty Fourth Classmen and fifteen upperclassmen were assigned. The assignments were wrestling and gymnastics for Fourth Classmen, squash and handball for upperclassmen. All attended weight training, calisthenics, and running programs and free athletics, accounting for 5-1/2 hours of daily physical activity.

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 develop their leadership potential further by acting as coaches, officials, and cadets-in-charge of various teams.

The 1971-1972 Program consisted of:

<u>Fall</u>	<u>Winter</u>	<u>Spring</u>
Flickerball	Basketball	Team Handball
Football	Boxing	Cross Country
Orienteering	Handball	Lacrosse
Soccer	Squash	Touch Football
Triathlon	Volleyball	Water Polo
Track	Swimming	
	Wrestling	

In the fall, Triathlon was reintroduced in the program because of the availability of the new pistol range. Tennis was discouraged because of the insufficient number and inadequacy of courts.

In the spring team handball replaced boat racing which was discontinued due to extensive damage to equipment.

STAFF DEVELOPMENT

Development of the physical education instructor staff increased the professional qualifications of instructors and enhanced the effectiveness of instruction. This program included a 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 Class Trip, cadets received an orientation on Army life at the various branch centers. In November the Director, Officer Personnel Directorate, Brigadier General Eugene P. Forrester, addressed the First Class on career planning. Prior to branch drawings in February, the Office of Military Instruction conducted branch orientation panels 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 RETURNEE 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. Plans and scheduling for the academic year will include the Third Class in the Returnee Program.

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 Lieutenant General William C. Gribble, Jr., Chief of Research and Development; Lieutenant General Harris W. Hollis, Chief, Office of Reserve Components; 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 Robert R. Williams, Assistant Chief of Staff for Force Development.

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

at all levels in the nation's recent military activities. 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.

EXTRACURRICULAR ACTIVITIES

INTERCOLLEGIATE ATHLETICS

PURPOSE

The Army Athletic Association (AAA), a self-supporting organization established in 1892 as an outgrowth of earlier promotional efforts in support of intercollegiate athletics at the US Military Academy, administers the overall athletic program for the Superintendent under the supervision and guidance of the Director of Athletics. The program has two basic objectives: to produce intercollegiate teams whose play will represent the traditions of the Academy, and to provide the means of support for the intercollegiate program. The first objective is accomplished through a busy twenty-sport program, one of the largest and most respected among major educational institutions in the nation. Because of the variety of intercollegiate sports and cadet participation, both as players and spectators, the athletic program promotes the development of leadership capabilities, develops increasing esprit within the Corps, instills the will to win, and enhances the reputation, esteem, and traditions of USMA by quality performances, both in practice and in intercollegiate competition.

PARTICIPATION

Over one-third of the Corps of Cadets participated in the intercollegiate program, which consists of forty-four squads competing in twenty different intercollegiate sports over the course of the academic year. During the 1971-72 season, on a varsity level alone, Army teams competed in 261 athletic contests, winning 148 times for a percentage of just under sixty percent.

The impetus of any successful program must be highlighted, and here at the Military Academy, the competing athlete, the cadet, is the key to the success of the athletic program. It is the cadet who must sacrifice the little free time he has to compete in intercollegiate athletics, without the hope of attaining the individual glory so frequently a part of being an athlete at other colleges and universities across the nation. The athlete at West Point expects, and receives, no special consideration or compensation. He gives freely of his time to ensure that when an Army team enters into competition, it will be the best possible team Army could field. Overall, an athlete's only reward is the knowledge that he has done his best.

THE STAFF

An effective intercollegiate athletic program is dependent upon the strength of its coaching staff. In this respect, Colonel William J. Schuder, Director of Athletics, is in the position of having an outstanding and respected body of men surrounding him. These coaches are not only highly expert in their professional approach to their particular sport but are fully dedicated to

the Academy and its ideals. Many hold high national positions among their peers, while others serve on governing boards. Football coach Tom Cahill, beginning his sixth year as head coach, was honored as "Coach of the Year" in 1966; hockey coach Jack Riley, now entering his twenty-third year at the Military Academy, guided the United States hockey team to the gold medal in the 1960 Olympics; and baseball and lightweight football coach Eric Tipton, a former college all-American and major league baseball player, is a member of the National Football Hall of Fame. Currently, swimming coach Jack Ryan is a member of the Executive Board of the Swimming Hall of Fame; wrestling coach LeRoy Alitz is chairman of the NCAA Rules Committee, a body which is responsible for writing and interpreting the college wrestling rules, and he was recently inducted into the Helms Foundation Hall of Fame for Amateur Wrestling; gymnastics coach Frank Wells is a past president of the International Gymnastics Hall of Fame; and fencing coach John Geraci was a member of the coaching staff of the United States Junior World Fencing team. Others, such as soccer coach Joe Palone and track coach Carleton Crowell, have served faithfully for over two decades, and their coaching records far surpass those of many of their contemporaries. The newest members of the West Point coaching staff include Ron Holmberg, former amateur and professional tennis great, and basketball coach Dan Dougherty, who was formerly assistant coach at Villanova.

SPECTATOR PARTICIPATION

Army athletic teams continue to attract large crowds, regardless of whether they are playing at home or away. The Army football squad, turning the tables on a disastrous 1970 campaign, played before record crowds and drew the best season average ever for home attendance while compiling a fine 6-4 record against many of the top teams in the country.

In addition, USMA was involved in three special events during the 1971-72 sports season. The Academy served as host for the 1972 National Collegiate Athletic Association swimming championships, one of the most prestigious events of its kind, which attracted the finest swimmers and divers in the nation. The National Squash championships were also held at the Academy during the conclusion of the winter season, and a Plebe wrestling tournament was hosted, attracting many of the finest freshmen wrestlers in the East.

A RESUME

Honors, for both teams and individuals, filled the 1971-72 athletic year. In 261 varsity athletic contests, Army's twenty intercollegiate teams were victorious on 148 occasions, suffering 112 losses for a winning percentage of .569. Six Army teams had winning percentages over the .700 mark, with two other varsity squads not far behind.

Army's rifle team led athletic competition with an unblemished 10-0 record, including a victory over rival Navy. The pistol team followed closely with an 11-1 mark, followed by the lightweight football team (5-1), the squash team (12-4), and the lacrosse (8-3) and fencing (10-4) teams. Just under the .700 mark were the soccer (9-4) and wrestling (13-6-1) teams.

The Army lightweight football team shared the Eastern Intercollegiate Lightweight Football League championship with Navy, the ninth championship in fifteen years under coach Eric Tipton. Five members of the lightweight squad were named to the league's all-star team--junior defensive end Bill Moore (2nd year), linebacker Bill Waldbueser, defensive back Joe Bratton, offensive center Rich Carter, and tackle Bob Mair.

The Army football team recovered dramatically from 1970's disappointing 1-9-1 campaign and won six of ten games, including a stunning 16-13 upset of Georgia Tech, a convincing 20-6 victory over Missouri, and a breathtaking 24-23 victory over Navy in one of the most exciting season finales in history. Several members of the squad distinguished themselves throughout the season. Team captain John Roth was an all-East performer, as were Gary Topping, Kingsley Fink, Steve Bogosian, Matt Wotell, and Jim Barclay. Both Fink and Barclay distinguished themselves as sophomores playing in their first varsity season.

The fencing team turned in an outstanding year, finishing sixth in the Eastern Intercollegiate Fencing Association championships and eighth in the NCAA championships. Junior Dave Huntoon finished fifth in saber in the national championships and earned all-American honors for his effort.

The pistol team, although losing to Navy, had three members of the squad make first team all-American and two earn second team honors. The Army team also fired the highest score in Sectional competition in the country. First team all-Americans included senior Jim Ritter and juniors Bill Epley and Lee Pollock. Senior Dave Gallay and junior Phil Neil earned second team honors.

In track, both the indoor and outdoor squads had winning seasons with the Cadets having one of the best sprinting aggregations in the East. Tony Dedmond, the indoor captain, turned in his finest season equalling the Army Field House record in the 60-yard dash with a time of :06.1 and winning the 60-yard dash title in the Heptagonal Championships and the IC4A meet.

In the distance races, junior Les Alm established a new Academy indoor mark for the 2-mile with a time of 8:55.3, the third Cadet in history to break the nine-minute mark.

During the outdoor season, sophomore Marshall Best proved to be a workhorse, leading Army in the 100- and 200-yard dashes and anchoring the 400-yard relay team. Best equalled the Academy record of :21.4 in the 200-yard dash.

The Army lacrosse team enjoyed a fine season despite pessimistic preseason forecasts from experts. The Cadets finished with an 8-3 record, ranked third in the nation, and earned a bid to the NCAA Lacrosse Championships for the second straight year. Sophomore defenseman Tom O'Leary was selected a first team all-America and was presented the William Schmeisser Memorial Cup as the top lacrosse defenseman in the country. Senior Russ Bolling, the team's leading scorer, was a second team all-America pick, while sophomore midfielder Rick Goodhand made the third team.

1971-72
ARMY VARSITY SPORTS SUMMARY
FINAL

SPORT	CONTESTS	WON	LOST	TIED	PCT.	NAVY	'72-73 CAPTAINS
RIFLE	10	10	0	0	1.000	WON	Dennis Morgenstern
PISTOL	12	11	1	0	.917	LOST	Bill Epley
*150-LB FOOTBALL	6 5	1	0	.833	WON	Bill Moore	
SQUASH	16	12	4	0	.750	LOST	To Be Announced
LACROSSE	11	8	3	0	.727	WON	Tom Fitzsimmons
FENCING	14	10	4	0	.714	LOST	Geo. Weightman
SOCCER	13	9	4	0	.692	LOST	Larry Saksa
WRESTLING	20	13	6	1	.675	LOST	Nage Damas
CROSS COUNTRY	9	6	3	0	.667	LOST	Les Alm
FOOTBALL	10	6	4	0	.600	WON	Steve Bogosian
TRACK (OUTDOOR)	5	3	2	0	.600	LOST	Ron Madera
GOLF	12	7	5	0	.583	LOST	Dave Rodarte
TRACK (INDOOR)	11	6	5	0	.545	LOST	Jack Cerny
BASKETBALL	24	11	13	0	.458	LOST	Bob Sherwin
HOCKEY	25	11	14	0	.440	---	To Be Announced
GYMNASTICS	10	4	6	0	.400	LOST	John Rutherford
SWIMMING	13	5	8	0	.385	LOST	Bill Deatherage
BASEBALL	24	8	16	0	.333	LOST	Gary Newsom
TENNIS	16	3	13	0	.188	LOST	Bill Brown
SKIING	1st Place Division II West Championships, 10th Place Division II Championships, 2nd Place Cornell-Cortland Invitational Ski Meet						Bill Goodrich
	<u>261</u>	<u>148</u>	<u>112</u>	<u>1</u>	<u>.569</u>	(Won--4)	(Lost-14)

*Tied w/ Navy for 150-lb Championship

Unfortunately, there were some bad times as well as good. Six teams fell below the .500 level--basketball, hockey, gymnastics, swimming, baseball, and tennis.

However, there is plenty of room for improvement, and the coming season offers considerable promise. In basketball, for example, team captain-elect Bob Sherwin was one of five juniors selected to the all-Metropolitan basketball team, in addition to being named to the third team all-Academic basketball squad. Sherwin was the team's leading scorer. In hockey, many young players played major roles in Army's 11-14 season, particularly George Clark, a Plebe who scored twenty goals, the team high, and Jeff Woloshyn, another Plebe, who finished in a tie for second in team scoring with Clark. Thus, the outlook is far from dim, and there is a very good chance these six teams can turn things around during the 1972-73 season.

The varsity sports summary for the 1971-72 season is shown on the opposite page.

CADET ACTIVITIES

SCOPE

Participation in the Cadet Extracurricular Activities Program continued at a high level. The Aeronautics and Astronautics Club was added as an extracurricular activity during this academic year, bringing the number of cadet activities and clubs to seventy-two, with a total of 9,677 active cadet memberships. These activities, together with cadet participation and major trips and home events sponsored by each, are reflected at Appendix S. The activities program provided intellectual, physical, cultural, and moral stimulation for the cadets as well as outlets for their individual interests and representation of the Corps of Cadets and USMA to the public. A unique activity undertaken by the Corps of Cadets this year was a benefit performance of several well-known professional entertainers arranged and staged by the cadets in support of sickle cell anemia research. The eight-hour benefit was held on 20 May 1972 at Michie Stadium. Despite the heavy day-long rain, attendance exceeded 7,500, and over \$20,000 was donated to the Center for Sickle Cell Anemia Research at Howard University.

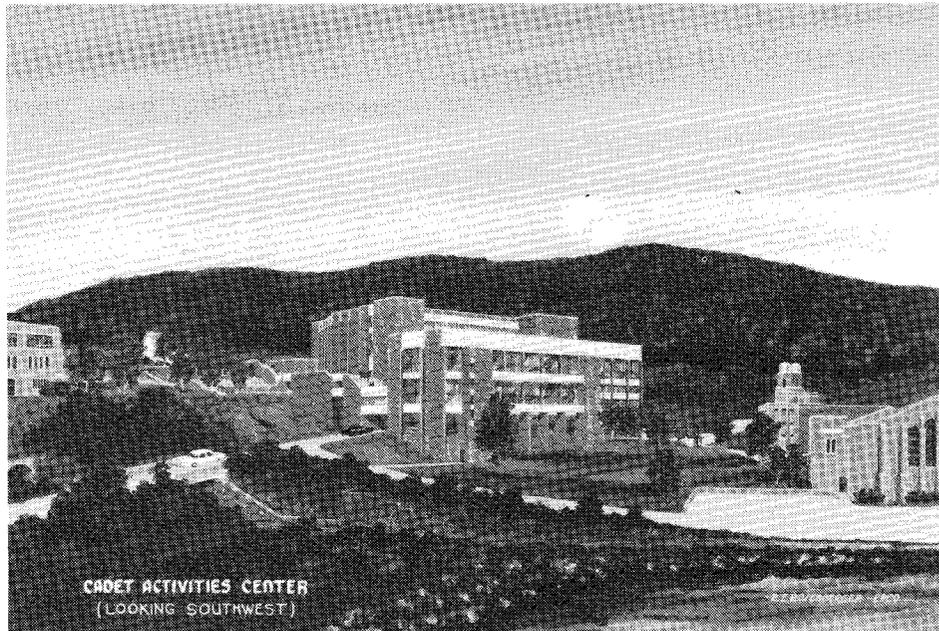
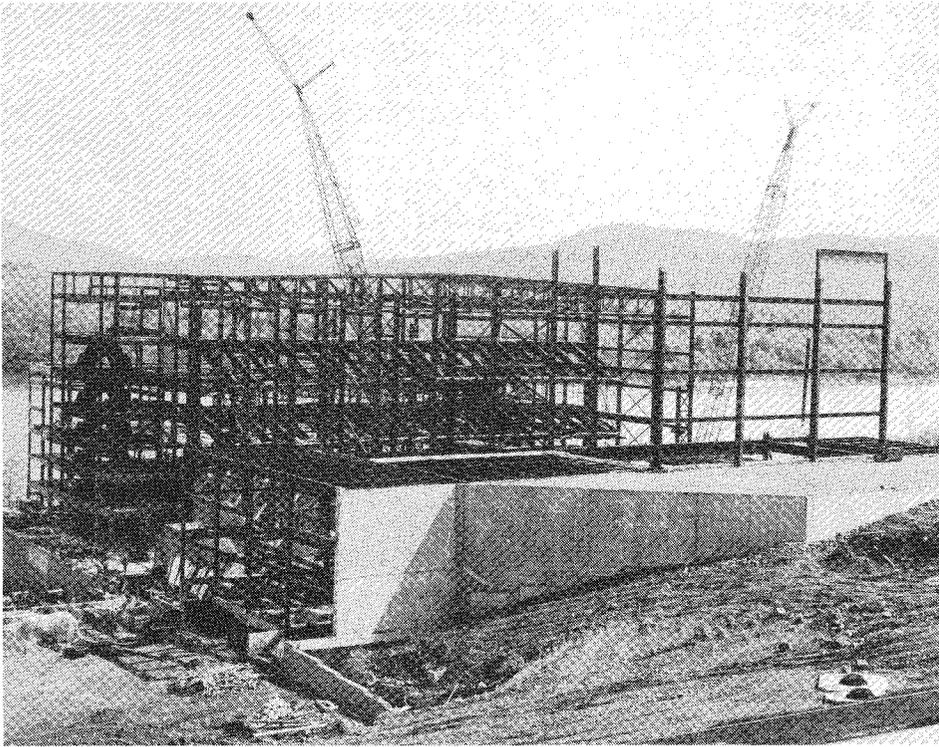
FUNDS

The major source of funds for Cadet Extracurricular Activities continues to be the annual Cadet Activity fee assessed each cadet. Grants from the West Point Fund and the United States Corps of Cadets Unit Fund both provide substantial financial support. Additional funds are generated by profits from the sale of used cadet clothing, the booklet, West Point--A Way of Life, and Glee Club records. Selected First Classmen served as ex officio members of the Cadet Activities Trust Fund Council, and thus participated directly in the expenditure and control of these funds.

FACILITIES

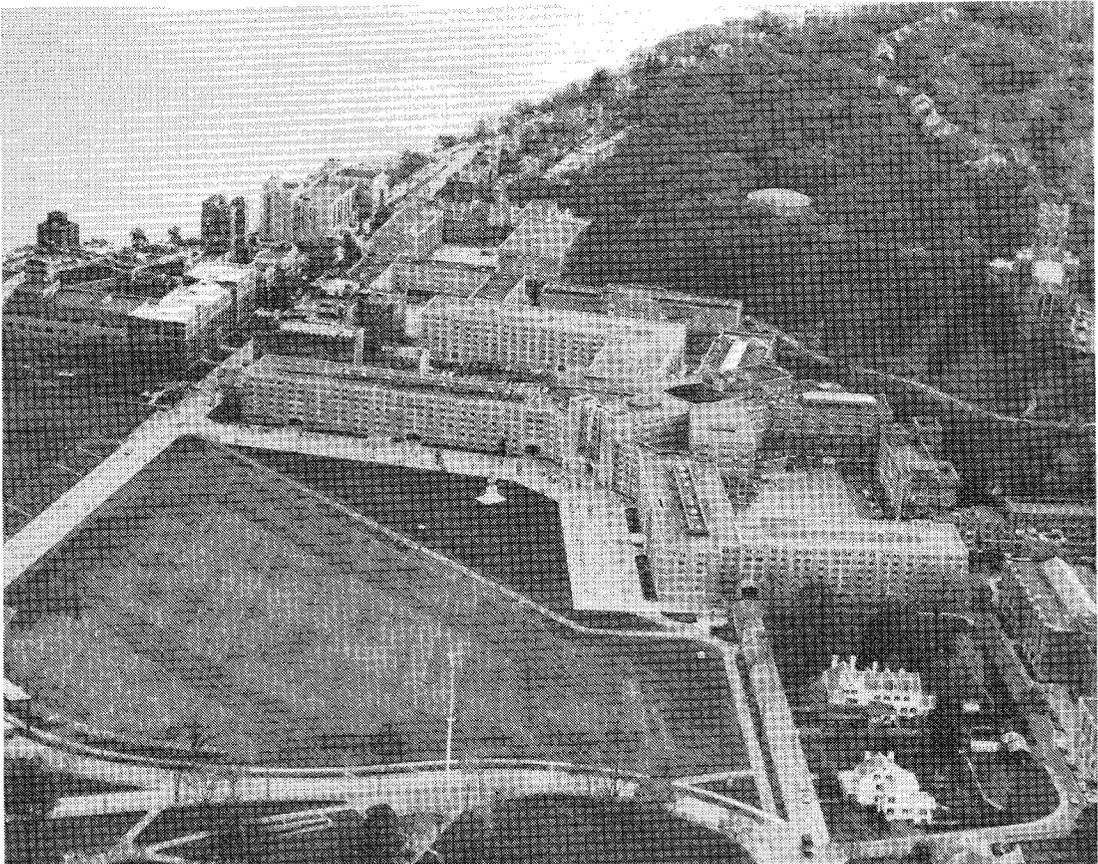
Construction of the Cadet Activities Building is continuing, with comple-

tion still scheduled for 1974. It was officially dedicated by Mrs. Mamie Eisenhower as Eisenhower Hall, on 20 May 1972. As the size of the Corps of Cadets continues to increase, the importance of this critically needed activities center becomes more obvious. In June, 1972, the renovation of the First Class Club was completed, offering a top-quality facility for First Classmen and their guests. Patronage is expected to increase significantly next year and in succeeding years, thus relieving some of the overcrowded conditions in the remaining cadet restaurants and lounges.



GENERAL

During the past year, construction of the Cadet Activities Center continued. The second increment of barracks and Mahan Hall, the new academic building, were completed. One wing of the barracks was occupied in Reorganization Week to partially alleviate the severe overcrowding in the barracks experienced the past few years, but the remaining two wings of barracks will not be put into use until the summer of 1972. The Architects Collaborative, an architectural firm of national prominence, has been engaged to review and update the Plan for Expansion for the ten-year period, 1975 - 1984.



Construction of New Barracks surrounding Washington Hall Complex

CADET ACTIVITIES CENTER

Construction of the Cadet Activities Center began in January, 1971, and is scheduled for completion in March, 1974. The building was dedicated by Mrs. Dwight D. Eisenhower and named Eisenhower Hall in a ceremony on 20 May 1972 honoring President Eisenhower, USMA Class of 1915. By 30 June 1972 all structural steel had been placed and the building was nearly fifty percent complete. 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

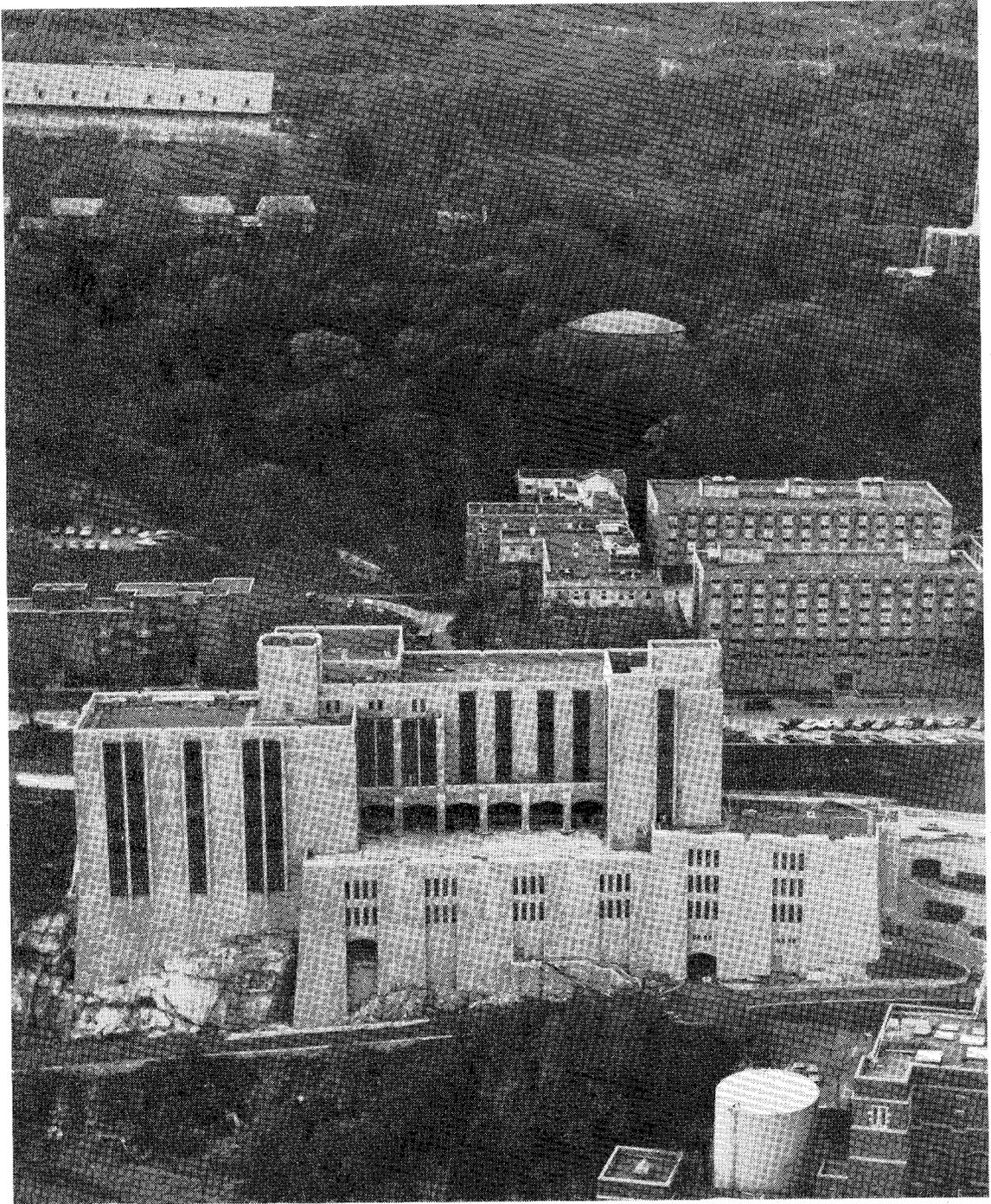
The E Wing of new barracks in North Area was completed and occupied in Reorganization Week, 1971. In early 1972 USMA accepted occupancy of the F & G Wings which reconstitute Central Cadet Area. Work then began to install cadet room furniture, athletic lockers, and trunk room lockers so that the barracks would be ready for occupancy in Reorganization Week, 1972. When the rooms are completed, the Corps will return to its traditional standard of living in two-man rooms. These dormitory-style barracks contain six floors with cadet rooms on the outer perimeter of each floor encircling a center core of latrines, showers, athletic lockers, and company orderly rooms. Each company will have an assembly - study - day room and a large trunk room in the basement of the new barracks.

NEW ACADEMIC BUILDING

The Academy began occupying portions of Mahan Hall, the new Academic Building, in the spring of 1972. New classroom and office furniture was moved into the building immediately, and the Departments of English, Mechanics, and Engineering relocated their offices into the building in May and June. The plan to accept occupancy of the classrooms in 1971 had to be abandoned when the contractor failed to complete the building on schedule. Classes will be held in Mahan Hall for the first time at the beginning of the 1972 - 73 academic year. Work recently began to reorganize those department areas vacated in Bartlett Hall and Thayer Hall to permit the remaining departments to expand in place.

POST FACILITIES

The section of Cullum Road which passes beneath Mahan Hall was completed concurrently with Mahan Hall. The widening of Cullum Road to three lanes from its intersection with Jefferson Road around The Plain to its intersection with Washington Road began in the fall of 1971 and will be completed in the spring of 1973. To make way for this road construction, Washington Monument, which had stood at the northeast edge of The Plain since 1916, was relocated to The Plain in front of Washington Hall in the summer of 1971. In June, 1972, a contract was awarded for construction of a new Washington Road-Ruger Road intersection with a pedestrian underpass of Washington Road and a new Thayer Road-Cullum Road intersection south of the hospital. The earlier design for the two new intersections was modified so that they could be constructed with funds appropriated in FY 1971 rather than requesting an FY 1973



New Academic Building - Mahan Hall

deficiency authorization. A project has been added to the FY 1973 program for the addition of granite facing to the Cullum Road viaduct and Thayer Hall pedestrian overpass. The granite facing had been deleted from the original contract because of high cost. When all the road work is completed by August, 1973, Cullum Road will become the main vehicular thoroughfare in the cadet area, moving traffic around the periphery of The Plain rather than through the middle of the cadet area.

Construction of Secondary Sewage Treatment Facilities at the Target Hill treatment plant and at Camp Buckner began in the summer of 1971. When completed in the fall of 1973, West Point will be complying with federal regulations for pollution abatement of the Hudson River.

Construction of thirty-six unit Bachelor Officers Quarters on Merritt Road near the Fire Station began in the fall of 1971 and is scheduled for completion in February, 1973. The new facility will provide authorized accommodations for twelve captains or field grade officers and twenty-four lieutenants. When the new facility is completed, adequate bachelor quarters will be available at West Point.

A new Post Exchange has been under construction, using nonappropriated funds, since February, 1972, on the site of the old Motor Pool north of the Post Cemetery. The Exchange will be completed March of 1973. There will be parking space for 235 cars in the immediate vicinity of the new PX. A new Post Exchange Service Station was completed in February, 1972, near the new PX.

USMA PLANNING ADVISORY BOARD AND FUTURE CONSTRUCTION

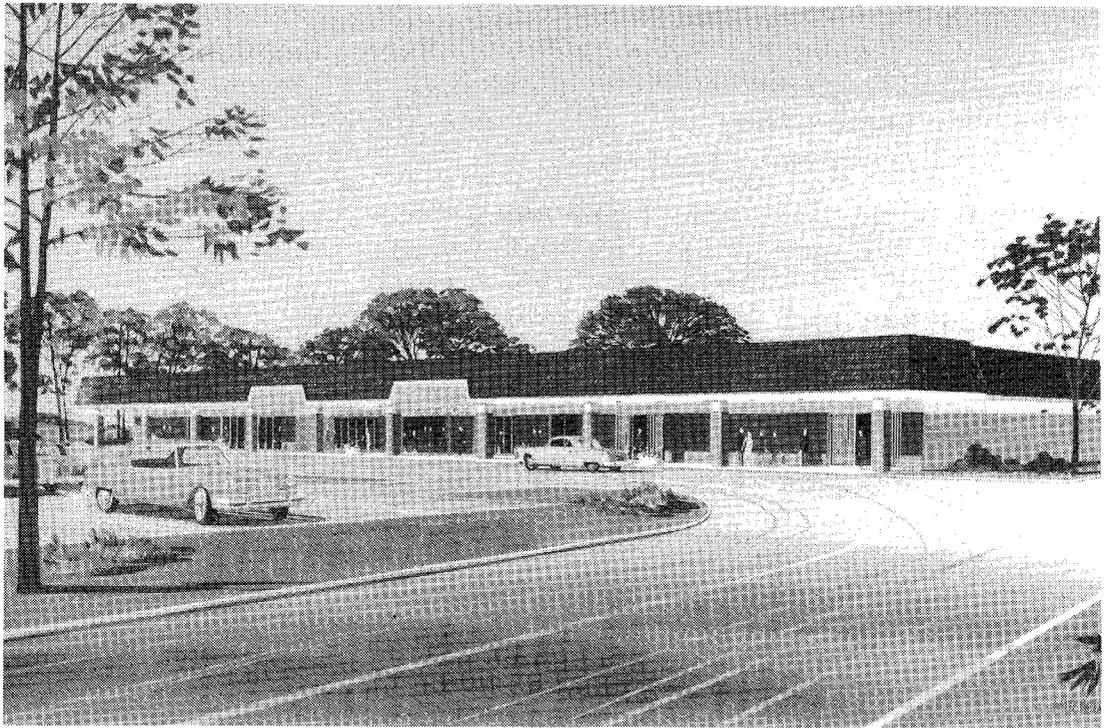
The USMA Planning Advisory Board continues to provide advice and recommendations to the Secretary of the Army on construction of expansion requirements at the Academy. The Board has recommended accomplishment of the five projects contained in the Academy's FY 1972 construction program. These projects are:

Consolidated Services Facility: A complex of warehousing, administrative space, and related items which will consolidate industrial activities away from the cadet area. The project is required to house activities which now exist under unsatisfactory conditions or have been displaced by current construction.

Washington Gate Utilities: Provides utilities support required for the Consolidated Services Project and for improved service to existing facilities.

Modification to Utilities: An improvement and modernization project to restore or increase the efficiency and/or capacity of post utilities systems and equipment requiring updating due to age and expanded requirements.

Expansion of Camp Buckner: Provides thirteen austere metal barracks buildings to house cadets now billeted in tentage for summer training; an



**MAIN EXCHANGE
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK**

addition to the Headquarters building; a Signal building to house new telephone equipment; and an automatic sprinkler for the mess hall.

Stone Facing: Restores finish stone work to the Cullum Road viaduct and overpass deleted earlier to allow completion of the road within the available authorization. Without the stone work, the result is unsightly and unacceptable.

The Board has supported the FY 1974 program which includes a new hospital, hospital utilities, gymnasium addition and modification, bachelor enlisted quarters, and Stony Lonesome Gate House. The new Hospital remains the most urgent requirement to support the expanded Corps of Cadets and entire West Point Community. The hospital is presently under design for construction in the Washington Gate area as requested by USMA, although the Planning Advisory Board has recommended that consideration be given to constructing the hospital in the Stony Lonesome area. The Army Chief of Staff has supported the USMA position, but the final decision on hospital siting will be made by the Secretary of the Army in the near future. If the hospital is resited to Stony Lonesome, it will be delayed until FY 1974 with an accompanying rise in cost. A summary of the Future Construction Program is included as Appendix T.

At the suggestion of the Planning Advisory Board, USMA has engaged the nationally known architectural firm, The Architects Collaborative, to review and update the Plan for Expansion for the 1975 - 1984 period. The architects preliminary study establishing detailed objectives, terms of reference, and recommended solutions for accomplishing the actual Master Plan update will be provided for USMA's review in July, 1972, and to the Planning Advisory Board in August.

INSTITUTIONAL RESEARCH PROGRAM

OFFICE OF INSTITUTIONAL RESEARCH

GENERAL

The Office of Institutional Research advises the Superintendent on institutional research, conducts a portion of such research while monitoring all such projects, and coordinates pertinent staff actions. In carrying out these functions, 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 on USMA candidates, cadets, and graduates.

RESEARCH ACTIVITIES

In Fiscal Year 1972, interest continued in the study of relationships between the high school population, the applicant population, the accepted applicant, and the graduates of USMA. In all, thirty-eight reports were completed during the year (Appendix U).

Socio-economic Background Study

New emphasis was given to the study of graduate performance as related to USMA criteria when the Army Deputy Chief of Staff for Personnel directed a study on the socio-economic backgrounds of the graduates of the Classes of 1961 to 1965 vis-a-vis subsequent performance as Army officers. Thousands of man-hours of effort were expended in searching files of cadet records at West Point and officer records at Department of the Army to make this study possible. While this one study does not provide final definitive answers to all of the questions raised, it is hoped that it may serve as a reference point for future research in this important area.

Value Survey

Recent research has recognized the potential of studies dealing with values. The Rokeach Value Survey was administered to the Corps of Cadets and a majority of officers stationed at West Point. Statistical analysis of the value structure of cadets and officers is underway. This research is expected to give an indication of the values held by Army officers to whom cadets are exposed, changes over time ranging from new cadets to senior officers, and some insight into the effect of USMA training and education on value systems.

Maudsley Personality Inventory

The Maudsley Personality Inventory was administered to the Class of 1975 at entrance and will be used again for the Class of 1976. This short, in-

expensive instrument has proved effective in immediately identifying those cadets who have severe emotional problems and may need psychological or psychiatric counseling.

Sick Call-Motivation Study

Cadet sick slips were collected for Sick Call-Motivation Study during the academic year in one of the most exhaustive accumulations of data yet undertaken by this office. The analysis of these data should provide definitive information on the relationship between frequency and type of sick calls and West Point criteria such as leadership and motivation.

Research in Support of Admissions

A proposal for a computer-assisted admission's selection system was provided to the Director of Admissions and Registrar for his consideration. This proposed system presents a detailed method for systematizing the laborious admission's decision processes with the aid of the computer, while simultaneously increasing the validity of those measures used in predicting cadet success at USMA. During the year locally developed Attitude and Association Scales were administered to candidates for the Class of 1976 during the admission's process. These scales have proved to be a valid predictor of retention at the Academy. The results of this year's administration are now being studied.

Further validity studies on the American College Testing Program's battery of tests were undertaken to the end that a prospective candidate now may take either that battery or the College Board tests at his option.

OTHER ACTIVITIES

Consultation and Data Support Services

In addition to its own studies, the Office of Institutional Research provides professional and data support services to other agencies at West Point and elsewhere. An example of this support this year was the Responsibility Study Group project. This office provided professional consultation, distribution and receipt of questionnaires to a representative sample of cadets and officers assigned to West Point, statistical analyses of the results, and other administrative support.

Unfortunately, work has proceeded at a snail's pace on further implementation of a Management Information System to support the institutional research effort at USMA. Loss of skilled enlisted programmers and a lack of continuity have hampered this effort. The transfer of responsibility for the management of cadet records from the Adjutant General's Data Processing Branch to the Office of the Dean has also resulted in considerable delay during the transition period.

New Optical Scanning Facilities

An Optical Scan Model DM 100 was installed and placed into operation in the late spring of 1972. This equipment provides additional capability

to the Office of Institutional Research and to other USMA agencies. The device reads ordinary pencil marks and translates them directly to computer language on magnetic tape. It also provides rapid scoring of tests (2,400 sheets/hour), prints scores directly on the answer sheets, and simultaneously transcribes answers and scores directly to computer tape for further analysis. One of the many advantages of this system is that it can use source documents directly, transcribing data directly from the records to magnetic tape reels. In addition, USMA can now process the newly adopted, standardized tri-service academy admission's forms here at West Point.

Parent Information Booklet

The booklet, "The New Cadet: Information for the Parents of the Class of 1976," was revised and prepared in a new format for distribution to parents of new cadets. The large number of favorable comments received from parents last year indicates that such a booklet is of great value to them.

OTHER INSTITUTIONAL RESEARCH

During the year, the Medical Research Unit at the USMA hospital continued its data collection for long-range medical research projects.

The Office of Military Psychology and Leadership is evaluating the effectiveness of the Fourth Class System. This research effort is concerned with the effects of changes in the Fourth Class System as well as with measuring present cadet attitudes towards the system.

The Office of Physical Education and the Office of Military Instruction also completed research studies during this period in their respective areas of interest (see Appendix U).

MANAGEMENT OF FACILITIES

RESOURCES MANAGEMENT

FUNDING

Total funding provided by Department of the Army amounted to \$37,524,600 (Operations and Maintenance, Army, \$35,436,000; Family Housing, \$2,088,000) for the operation and maintenance of the US Military Academy, support of family housing facilities, and support of Headquarters, 1st Region ARADCOM and US Army facilities at Stewart Field. Funds were used to support mission-and expansion-related requirements, including \$1,700,000 for the reduction of the Backlog of Essential Maintenance and Repair (BEMAR) and \$600,000 for the update of the Expansion Program.

A chart of the USMA FY 1972 Funding Program is presented on page 60.

MANPOWER

Manpower resources authorized USMA as to 30 June 1972 totaled 4,665, a net decrease of thirty-one spaces from the number authorized during FY 1971.

DISTRIBUTION OF MANPOWER as of 30 June 1972

	TOTAL		OFFICER		ENLISTED		FULL TIME PERMANENT CIVILIAN	
	DA Auth	Act	DA Auth	Act	DA Auth	Act	DA Auth	Act
Total	4,665	4,942	830	863	1,041	1,343	2,794	2,736
MISSION	1,189	1,199	634	638	116	143	439	418
SUPPORT	3,476	3,743	196	225	925	1,200	2,355	2,318

Totals include TOE units: 50th Engineer Construction Co; USMA Band; 2nd Aviation Detachment; 57th MP Co; Detachment 5, Stewart Field; and Detachments 1, 2 and 3, MEDDAC.

During FY 1972 the Academy absorbed a cutback of fifty-five permanent civilian spaces as part of an Army-wide reduction.

An additional authorization of five officers and eighteen enlisted personnel was received for the Medical Department Activity as a result of the DA Manpower Survey. Nine spaces, one officer, two enlisted personnel, and six civilians, were received to support the Drug and Alcohol Abuse Program.

COST REDUCTION PROGRAM

USMA had a successful Cost Reduction Program in FY 1972, passing the assigned DA goal of \$249,000. Validated savings reported by USMA activities totaled \$256,200 this year. These savings reflect the results of sixty-nine management actions submitted by activities. The largest dollar savings were realized in the Engineer Division; the greatest number of validated Cost Reduction actions were submitted by the Dean.

LOGISTICS PERFORMANCE AND EVALUATION

ENGINEER DIVISION

For the first time since 1965 the accelerating Backlog of Essential Maintenance and Repair (BEMAR) has been arrested. This was achieved through the concerted efforts of the Real Property Constructive and Maintenance Review (COMAR) Board and very favorable year-end fund acquisitions for the second year in a row. Only with continuing effort toward maximizing existing resources, together with adequate increases to funding programs, can the current BEMAR of \$4.5 million be effectively reduced.

Action has been initiated to develop a master plan for Stewart Field. A study of the basic functions and of the real property assets at Stewart was accomplished. Upon approval of this study, work will begin on the draft Master Plan.

MAINTENANCE DIVISION

During November 1971, the former Equipment Maintenance Branch (Night) was redesignated Organizational Maintenance Branch and transferred to normal duty hours. A significant overall improvement in the operation of this branch has resulted due to availability of full shop-support services, better quality control, and more rapid repair parts response. Facility improvements and reconfiguration of shop space continued: four additional twin-post hydraulic lifts were installed; an enclosed area for component repair was completed; and a dedicated four-bay inside area, complete with hydraulic lift and a vehicle exhaust system, was established for inspection services. A maintenance detachment (cellular concept) was implemented to support the summer training program and replace the former individual TDY personnel augmentation provided this division for this purpose.

SUPPLY AND SERVICES DIVISION.

Commissary net retail and issue sales were \$7.9 million in FY 72, a 11.4 percent increase over comparable sales in FY 71. Gross sales and issues

USMA DOLLAR RESOURCES
FY 1972

USMA FUNDING PROGRAM

Military Personnel, Army Appropriation	\$38,773,000
Operation and Maintenance, Army Appropriation	35,436,000
Family Housing Management Account	2,088,000
Reimbursements	<u>5,515,000</u>

Total	\$81,812,000
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USMA OPERATIONAL EXPENSES

Military Pay & Allowances	\$24,288,000
Civilian Pay & Allowances	26,803,000
Cadet Pay & Allowances	14,485,000
Travel & Per Diem	1,974,000
Supplies & Equipment	<u>14,262,000</u>

Total	\$81,812,000
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USMA OPERATIONAL EXPENSES BY FUNCTIONAL CATEGORY

Logistic Activities	\$28,720,000
Academic Areas	12,487,000
Tactics Department	7,783,000
Hospital	4,425,000
Stewart Field	3,249,000
Other Post Activities	<u>10,663,000</u>

Total	\$67,327,000
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(Excludes Cadet Pay & Allowances)	\$14,485,000
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were \$8 million. The increase in the FY 72 sales figure is attributable to increased patronage and the rising cost of living. Contributing factors to the increase were a rather mild winter, wider line item selection, increased patronage by retired and other authorized personnel, and the rise in wholesale food prices.

Several improvements in operation of the retail store and in service provided to the West Point community were implemented during FY 72. Air curtains and air conditioning were installed in the Stewart Field Branch Commissary Store to preclude breakdown of refrigerated display equipment and inconvenience to shoppers. Effective 1 November 1971, DA authorized the use of vendor-furnished display and point-of-sale material, demonstrations conducted by suppliers, and distribution of samples and coupons in commissary stores. After a six-month trail period, acceptance of vendor coupons was authorized on a permanent basis. Commissary store renovation, consisting of a new drop ceiling, vinyl floor in the check-out area, and enclosed columns, was completed at a cost of \$24,145. A Commissary Advisory Council was established and conducted its first meeting on 29 June 1972. A number of West Point and Stewart Field organizations provide representation to this council. The Advisory Council advises the Commissary Officer on stockage and item selection, quality of products, hours of operation, adequacy of customer service, and general degree of customer satisfaction. A new forklift was purchased to replace obsolete equipment, to provide a capability for unloading vehicles more effectively, and to permit greater use of vertical space in the available warehouse facility. A completely automatic meat wrapping, weighing, and labelling machine system was authorized to replace obsolete equipment. Additional personnel were assigned to the night stocking crew to provide more effective stocking of display shelving and to reduce store congestion during opening hours. The Department of the Army Manpower Survey Team approved an increase of seventeen civilian positions to cope with increased sales and patronage of commissary facilities. Continuous emphasis was directed towards modification of tours of duty, utilization of shelf and warehouse space, cross-training of personnel, an evaluation of customer suggestions to improve commissary support and service to the West Point community.

The Army Laundry and Dry Cleaning Plant experienced a slight decline in the number of pieces processed. Laundry items decreased from 6.4 million to 6.2 million, while dry cleaning items processed declined from 480,000 to 450,000. The decline in items processed reflects the influence of wash-and-ware polyester clothing in the industry. This industrial facility continued to initiate actions toward modernization to meet requirements of the expansion program and to improve customer service. Several new items of equipment were installed which have improved internal plant operations and reduced the cost of operation. Among the management improvements in this category were the installation of a steam finishing tunnel used in the dry cleaning of coats and shirts, installation of a 400-pound drying tumbler which replaced four obsolete 100-pound tumblers, installation of two 400-pound washer-extractors, procurement of a take-away conveyor from the steam tunnel in dry cleaning, procurement of a new motor for greater efficiency on the dry cleaning monorail, and initiation

of action to modernize the vacuum system for greater efficiency. In addition, an excess spreader was obtained from Fort Sheridan, Illinois. In an effort to enhance the Modern Volunteer Army concept, the laundry and dry cleaning plant instituted hanger service for khaki and fatigue uniforms of enlisted personnel who participate in the payroll-deduction laundry service. In addition, Department of Army approved this division's action to provide dry cleaning service on a monetary payroll-deduction basis to enlisted personnel currently authorized a supplemental allowance of clothing. This service is limited to sixteen items at a monthly rate of \$5.00 per individual. A request was approved for the laundry and dry cleaning plant to host a Department of the Army Laundry and Dry Cleaning Seminar in October, 1972. Representatives from CONARC, Europe, the Far East, Alaska, and the Canal Zone will attend this seminar.

Equipment and supplies required to support the FY 72 Cadet Summer Training Program were obtained by the Consolidated Supply Account in the amount of \$5 million. This monetary total represented an increase of \$0.8 million over FY 71 equipment requirements, due to continued inflation, the addition of missile equipment in FY 72, and the overall increase of all categories of equipment except tactical vehicles. A total of forty-six line items of material valued at \$389,233 was obtained from government excesses and/or from DIPEC resources in lieu of new procurement to fill command expansion and modernization requirements. The number of line items processed by Consolidated Supply increased from 314,306 in FY 71 to 355,742 in FY 72. The responsibility and accountability for the operation of the Clothing Sales Store and the Self-Service Supply Center were transferred to Consolidated Supply. Furnishings and equipment for the New Cadet Barracks (E, F and G Wings) totalled seventy line items at a total cost of \$814,642.39. A total of 908 line items were procured for Mahan Hall at a cost of \$451,840.20. Due to a critical lack of storage space at West Point, these line items were stored at Stewart Field and transported to West Point. Initial planning for furnishing the Cadet Activities Center and BOQ facilities was coordinated with the General Services Administration, the Cadet Activities Division, and the Family Housing Division, respectively. The number of line items required for the conduct of the FY 73 Cadet Summer Training Program was reduced from 136 to 101. This action was taken to minimize equipment requirements consistent with actual training requirements. Anti-intrusion devices were installed in the Ammunition Storage Area and Building 719, sensitive items storage facility.

The dollar value of sales transactions in the Clothing Sales Store declined 23.1 percent from \$286,025 recorded in FY 71, to \$220,002 in FY 72 despite a slight decrease in customer patronage. This decrease resulted from a decline in the number of enlisted personnel returning to CONUS duty assignments from Vietnam, requiring initial issues and a notable decrease in the price of the overcoat and raincoat and winter green uniforms. The Clothing Sales Store obtained approval to accept officer and warrant officer personal military clothing for repairs and alterations as a step in improvement of service. In addition, a program was completed to perform a minor self-help renovation of the Clothing Sales Store to improve its overall appearance and to enhance customer satisfaction.

The Self-Service Supply Center sales for FY 72 were \$704,030.21, compared to \$673,923 in FY 71. The backup storage for the Self-Service Supply Center was relocated from Building 801 to Building 695 as the result of the construction of the new Post Exchange facility and the requirement for accessible storage for this facility.

The number of interments in the Post Cemetery declined from ninety-one in FY 71 to eighty-one in FY 72. This decrease is attributable to the continued phasedown of US participation in an active combat role in Vietnam.

The Supply and Services Division exceeded their fiscal year cost reduction quota by approximately \$16,000. A validated savings of \$42,000 was realized during FY 72 compared to a fiscal year cost reduction quota of 26,500. This result was accomplished by the elimination of five spaces in the Laundry due to the purchase of a marking machine, self-help painting of the Clothing Sales Store, receipt of surplus diatomaceous earth for use in the dry cleaning plant, and the use of a cheaper copy paper for the Model 290 copier.

COMMUNICATIONS-ELECTRONICS DIVISION

Telephone and Telegraph Services. The expanded communications required to support occupancy of Mahan Hall by several Academic Departments and subsequent relocation of other departments within Thayer and Bartlett Halls are being provided from local resources. Telephone key systems, including dial intercom features, continue to be emphasized for each department to improve internal communications as well as the efficiency and economical use of existing dial central office equipment. Network In-Out Dial (NOID) on AUTOVON was completed with the assistance of USASTRATCOM, and the quantity of AUTOVON trunks has been increased from eight to fourteen for improved service. The growth in public telephone service is being provided by New York Telephone Company as new facilities are accepted for occupancy, and the New Cadet Barracks load is being met by temporary relocation of telephone booths to an accessible room within the barracks area. Unclassified messages continue to be transmitted and received by TELEX connected to AUTODIN at Griffiss AFB. Classified messages are handled by the AUTODIN terminal at Stewart Field operated by USASTRATCOM.

Audio-Visual Communications Service

Public address systems improvements have been stressed throughout FY 72 with the objectives of increased reliability, flexibility, and fidelity to meet widely varying conditions related to climate, spectators, participants, and program format. Design changes made by C-E Division personnel in the Cadet Mess PA system have succeeded in offsetting the accoustical hazards that have often detracted from prominent events traditionally held there. The system on The Plain has been upgraded in output, reliability, and loudspeaker orientation to cope with rapidly changing weather conditions. Refinements on the previously improved system in Michie Stadium has enhanced spectators' enjoyment of the Army Football Program. Successful experimental systems in South Auditorium, Thayer Hall, in support of complex musical theatrical productions, have contributed to the adoption of this facility for future shows, and the sound system is destined to be upgraded

accordingly. PA system expansion and upgrading has kept pace with the several ranges involved in the Range Expansion Program. The CATV cable system remains substantially unchanged from last year and continues to provide high quality, reliable service. Plans have been finalized to make commercial TV programs from the CATV system available at select locations in the Cadet Area over the ITV cable system upon completion of its conversion to color.

Operating Statistics

Communications-Electronics Operations

Communications Services:

West Point:

Installed Telephones	5,165
Commercial Long Distance Calls	320,850
Dial Service Assistance	1,566,957
Telephone Work Orders	6,312
Teletype Messages (In or Out)	6,046
Trouble Calls	2,528

Stewart Field:

Installed Telephones	465
Commercial Long Distance Calls (Cost)	4,079
Dial Service Assistance	383,634

Photographics Services:

Negative Equivalentents	128,855
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Training Support:

Graphic Aids Fabrications	51,615
Training Devices Fabrications	9,236

Electronics Support:

Completed Work Orders	4,200
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Audio-Visual Support Center:

Items loaned and maintained plus film showings	13,163
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FAMILY HOUSING DIVISION

During FY 1971, 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 Stony Lonesome housing area. To date, Department of the Army has approved projects in the amount of \$223,711, and the following list reflects those projects which have been accomplished or are currently active to improve the living conditions in the Stony Lonesome housing area: gutters and downspouts were added as required (\$22,632); trash compactors were installed in twenty-four units (\$4,079); street lighting was installed (\$4,700); attic exhaust fans are being installed (\$64,800); and drainage deficiencies will be corrected (\$127,500).

The FY 1972 Military Construction Appropriations Act, PL 92-160, 18 November 1971, included additional funds for the Army Family Housing Minor Construction Program. The Family Housing submitted requirements for both USMA and Stewart Field with the following approval actions resulting: At USMA, modernization of existing bath facilities and installation of 1/2-baths in fourteen enlisted units (\$70,000); and improvement of electrical service to Biddle Loop area--five company grade and fifty-seven enlisted units (\$32,500). At Stewart Field, rehabilitation of two burned-out housing units (\$32,500). Total funding for the above projects amounted to \$137,500.

In addition, the following projects within installation approval authority (under \$25,000) have been approved locally for accomplishment under the FY 1972 Minor Construction Program: At USMA, provision of additional off-street parking for sixty cars in the Gray Ghost housing area--119 enlisted units (\$23,500); modernization of one enlisted quarters bathroom (\$4,600); improvement of the road serving sixteen company grade quarters, including resurfacing, curbing, and installation of three street lights (\$16,000); installation of sidewalks along the Merritt Road and Bartlett Loop enlisted housing areas (\$15,000); and installation of utility meters for master metering of utilities (\$6,000). At Stewart Field, installation of humidifiers on existing hot air heating systems in 281 Wherry company grade and enlisted units (\$14,000); updating and improving electrical service to these same housing units (\$24,000); improvement of play-ground areas serving 591 housing units in Stewart Terrace and Stewart Gardens (\$7,000); and installation of electric outlets in kitchens for electric timer and clock on gas ranges in miscellaneous Wherry and Capehart quarters (\$2,500). Total funding for above projects amounts to \$112,600, bringing the grand total of FY 1972 funds for the Family Housing Minor Construction Program to \$250,100.

Normal maintenance and repair projects accomplished during the fiscal year included interior painting of 252 units (\$266,500) and refinishing of the wooden floors in eighty-four units (\$32,676), bringing the funding total for cyclic maintenance to \$299,176. In all, total funds applicable to all Family Housing funding sources for FY 1972 came to \$772,987.

TRANSPORTATION DIVISION

Motor Pool Branch

Operations

Vehicles assigned to the Transportation Motor Pool, USMA were driven a total of 2,856,290 miles in FY 72 compared to a total of 2,725,541 in FY 71. Mileage credited to assigned personnel in FY 72 amounted to 1,107,682 as compared to 1,082,698. This reflects an increase of 2.2 percent over FY 70 factors. Vehicles assigned to Stewart Field TMP were operated a total of 442,046 miles in FY 72 versus 352,476 miles in FY 71. Assigned mileage for Stewart Field personnel during FY 72 was 104,012. The Post Taxi Service logged 69,655 miles, transported 67,663 passengers, and completed 67,188 calls. The operation and maintenance cost per mile for FY 71 was \$0.1145. The cost per mile for FY 72 was \$0.1480.

The costs below reflect the total Operations and Maintenance Costs per mile for the entire USMA-authorized vehicle fleet both at USMA and Stewart Field.

	<u>FY 1971</u>	<u>FY 1972</u>
Cost Per Mile Operations	\$.0623	\$.0758
Cost Per Mile Maintenance	\$.0522	\$.0722
Total Cost Per Mile	\$.1145	\$.1480
<u>Performance Indicator, USMA</u>	<u>FY 1971</u>	<u>FY 1972</u>
Number of Miles Operated	2,723,541	2,826,590
Miles by Assigned Drivers	1,082,698	1,107,682
Average Number of Vehicles Operated	354	355
Vehicle Idle Days	38,189	24,939
Hours of Operation	465,786	534,571
<u>Performance Indicator, Stewart Field</u>		
Number of Miles Operated	352,476	442,046
Miles by Assigned Drivers	80,613	104,012
Average Number of Vehicles Operated	63	65
Vehicle Idle Days	4,804	2,538
Hours of Operation	144,060	165,084

Vehicle Fleet

Under the provisions of MTDA SWIF BAA-05 the authorization for all USMA elements is a total of 457 vehicles. These are broken into two operational segments as follows:

USMA	386
Stewart Field	71

As of 30 June 1971, the actual on-hand assets were: USMA--351, Stewart

Field--71. All other assets have been programmed, but delay in receipt is due to two factors: first, the late submission of contractual procedures by GSA who procures all Administrative Use Vehicle assets for Department of Defense; and, secondly, the age and condition status of equipment received on lateral transfer of available assets from Air Force to Army upon the assumption of responsibility of Stewart Field by USMA during FY 70. A review of all equipment authorized was made and recommended changes submitted to realign present authorizations of equipment to actual needs of all activities.

Traffic and Administrative Branch

Workload

TC Personnel handled 555 personal effects moves during FY 1972 as compared to 1,042 in FY 1971. These moves included intra-post moves as well as movement of household goods of eligible personnel residing in the counties of Orange, Rockland, Putnam, Westchester, Dutchess, Sullivan, and Ulster, New York, and Fairfield County, Connecticut. The broader use of commercial contractors during the entire fiscal year in lieu of TC personnel for packing and pick-up of personnel baggage and local drayage moves contributed to the significant decrease in number of moves.

Watercraft Operations

OMA Expenses incurred for the operation of Watercraft during FY 1972 were \$26,510 compared to \$30,544 last year. Utilization rose from 1,033 hours in FY 71 to 1,161 hours in FY 72. Transporting work parties and material for area beautification and improving the Constitution Island recreation area contributed to the recorded increases. The staff of the Watercraft Section consists of two warrant officers and twelve enlisted men, augmented by one seasonal civilian Watercraft Operator for one of the J-Boats.

Management Improvements

A senior noncommissioned officer, experienced in all aspects of household goods moves, has been obtained and placed in the Transportation Division, main office to expedite and insure overall quality of transportation services for members arriving or departing USMA. An ice guard system was purchased and tested to permit the FB-814 to remain in wet storage at USMA during the winter months. System proved effective for other than block ice. An automatic car wash system was purchased and placed into operation at TMP. The system has been a major factor in improving driver morale and will save estimated 20,000 hours of driver's time annually. TMP equipment resources have been used on an as-available basis to move salvage to Bayonne to produce an estimated cost savings of \$30,000 annually. New procedures were developed and implemented for Quality Control Inspections on local and long distant moves of household goods to improve services to the military member.

TREASURER

The Accounting and Disbursing Branch received \$12,031,033.52 in cadet pay and allowances during FY 72. In the consolidated fund management of Treasurer's activities, \$12,636,322.28 was disbursed, and interest amounting to \$215,637.10 was earned and credited to cadets' accounts.

Fiscal year 1972 proved a very challenging one for the management and staff of the Cadet Mess. As part of the President's plan to combat inflation, the cadet ration allowance was reduced from \$1.66 to \$1.63 per cadet per day, effective 1 January 1972. At the existing costs of subsistence items, the change would have had no serious impact on planned menus for the Corps. Unfortunately, the costs of subsistence items rose sharply at the same time (e.g., beef prices rose 9%), and the Cadet Mess could no longer support the planned menus. Rather than decrease the quality of portions of food served the cadet, steps were taken to eliminate high waste items from the menu as well as to substitute less expensive recipes for popular items. Thus, Cadet Mess was able to attain their goal of providing quality food and service to the cadet and still operate within the allotted ration allowance.

The Cadet Sales Store was renovated to increase stock and customer space and reopened in July, 1971. A system of "charge plates" was instituted in January, 1972. This corps-wide innovation has potential for other uses outside the Treasurer's activities. A machine queuing system was installed in the Cadet Barber Shop in April, 1972, to speed up the smooth customer flow. The store instituted \$8,100 in cost-reduction actions resulting from adoption of suggestions and management improvements. Additionally, increased productivity in two operational areas resulted in savings of \$22,600.

The Cadet Restaurant's sales at five snack bar locations and one snack carry-out store totalled \$366,484.30 for FY 72, as compared to \$352,700 for FY 71. A new kitchen and renovated dining area was completed in the First Class Club and used during June Week. A pizza shop concession proved very popular, and income derived from it allowed deferral of a general snack bar price increase for over a year despite rising food costs.

The Hotel Thayer maintained an occupancy rate of 52 percent for FY 72, compared to 64 percent for the previous year. Cancellation of the NY Telephone Co. training sessions in July, 1971, due to a strike, caused a major drop in revenue for the year, although an expanded advertising program brought revenues for May and June, 1972, above the same months in 1971. At year-end, gross revenue was \$1,450,045.76, compared with \$1,686,140.19 for the previous year. The major renovation was nearly completed, to include new furniture in all guest rooms. Revenue continues to be sufficient to cover operating and maintenance costs as well as the capital improvement program.

MEDICAL DEPARTMENT ACTIVITIES (MEDDAC)

General

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. This area includes, in addition to West Point, a ten-county area adjacent to the Academy reservation. The Commanding Officer, Medical Department Activity, USMA, also serves as Surgeon, Commanding Officer, United States Army Hospital, and Professor of Military Hygiene.

Manpower Authorization

During FY 72, there was no Department of Army Manpower Survey conducted within the MEDDAC, USMA. However, due to internal submission of Schedule X's, and subsequent action by Department of the Army, manpower authorization for MEDDAC was increased. The first increase was the result of MEDDAC's acquiring control of three janitor spaces previously under the control of the Post Engineer. The second change resulted from action at the Department of Defense which created the Service Academies Medical Review Board (SACMRB). This board increased MEDDAC authorizations by one officer and one enlisted man.

Health of the Command

Health of the command was very satisfactory during FY 1972. The USMA hospitalization rate (average daily percent of assigned Army active duty military strength occupying hospital beds) was .36 percent compared to .43 percent for FY 1971. The CONUS rate for FY 1971 was .81 percent. The noneffective rate (average daily Army active duty military personnel noneffective for medical reasons per 1000 average strength) was 7.6 percent compared to 8.33 percent last year. The CONUS noneffective rate for FY 1971 was 15.6 percent.

Preventive Medicine

Drug Abuse Prevention Program

In conjunction with the USCC and the USMA ADDIC Councils, MEDDAC participated in the development of a viable program tailored to the needs of West Point. The principle thrust of this program is preventive and educational. Local implementation of the Department of the Army Drug Abuse Counter-offensive Program had a great impact on the function and organization of the Hospital Pathology Service. This program necessitated additional training of laboratory personnel, as well as adjustments of the daily routine laboratory workload. In addition to direct service to sixty-two cases of alcohol and drug abuse, the Mental Hygiene Consultation Service provided support to a storefront program of the local civilian community to Highland Falls, New York. The purpose of this program is to provide a contact point and referral source for youthful drug abusers. Toward the latter part of the fiscal year, the concept of the storefront program was broadened to a community center serving young people regardless of their drug usage. This phase of the program is in an early stage of planning and staffing and will be supported by the Mental Hygiene Consultation Service.

Tuberculosis Prevention and Control

The Tuberculosis Case Finding Program as outlined in AR 40-26 is continuing. However, in place of mass Tine testing for all USMA personnel, the effort is concentrated on critical areas such as food handlers, radiology service personnel, laundry service, school screenings, and hospital personnel with exposure to suspect cases of Tuberculosis. Under this program, approximately 1,330 elementary and post nursery school children were given Tine tests. The employees from the Cadet Mess, Veterinary Service, Hospital Food Service, Child Care Center, and the Commissary were also tested. Of the 551 persons tested, forty-four were either referred to the US Army Hospital or to their private physicians for further evaluation and treatment as necessary.

Occupational Vision Screening Program

As a result of the Occupational Vision Screening Survey conducted in September, 1971, by the US Army Environmental Agency, the vision screening program was reactivated. The goals of the program are to ensure maximum safety and productivity through optimal vision efficiency. In the last six months of FY 72, the Eye Clinic provided complete visual screening analysis and appropriate job-oriented counseling for over 2,100 of the approximately 3,000 civilian employees at the US Military Academy and Stewart Field.

New and Improved Services and Equipment

Hospital Wards and Clinics

During March, 1972, the medical and surgical wards of the hospital were consolidated into one ward. Although the consolidation resulted in a net decrease of eighteen hospital beds, this combination of the two wards enhanced more efficient personnel utilization and provided for more intensive total patient care. Emergency power outlets were provided in each room of the Intensive Care/Cardiac Care/Recovery Unit in case of electrical power failure. A capable system was installed for the patients' monitoring equipment in the cardiac care rooms connecting them directly to the office of the head nurse. This allowed separation of the anesthesia recovery patients from the cardiac patients. The Radiology Services expanded its physical space with the addition of a filing room. Currently, an additional diagnostic x-ray unit with a magazine-type chest film holder is being installed. This will divert thirty percent of the workload from the main clinic, thus eliminating waiting time and giving additional time for more sophisticated examinations, such as angiography and arthrography. The ability to examine more patients quickly and efficiently was also enhanced by the addition of a second film processor.

New Equipment

Many items of major equipment were purchased during FY 1972, representing a technological upgrading in direct or ancillary patient care. Among these were resuscitative items, such as a portable defibrillator and infant monitoring and oxygen systems; diagnostic items, such as tissue processors and spectrophotometer; the latest hypodermic jet injector apparatus for mass immunizations; high speed sterilizers; full diagnostic

equipment for an additional optometrist; and upgraded physical therapy and exercise units. Three new ambulances, received during the year as replacements for outmoded vehicles, enhanced the responsiveness of the ambulance section, particularly in support of long-range evacuation of patients.

Elementary School Children Screening Program

The West Point Elementary School Children Screening Program was replaced by a modified clinical screening approach conducted by three optometry officers. The twelve man-days required to screen approximately 1,100 children were justified by the upgrading of the examination quality and the subsequent reduction in clinical appointments.

Knee Rehabilitation Program

The West Point Winter Knee Squad Program was initiated this past year. The rationale and mechanics were developed jointly by the Hospital Orthopedic Service and Physical Therapy Section and the Office of Physical Education. The Winter Knee Squad is a conditioning program designed for selected cadets with ligamentous instability of the knee resulting from injuries incurred while participating on the Fall Corps Squads and in Intramural Programs. The emphasis of the program is on redevelopment and re-education of the knee through strengthening and agility combined with appropriate supports, such as Squash and Volleyball. The rehabilitation program proved to be highly successful and will be resumed this coming winter.

Cadet Dental Annex

The Cadet Dental Annex was further improved on a self-help basis by addition of wall panelling and appropriate decorative items. Replacement of outmoded equipment for the Dental Annex was emphasized and fifty percent completed in FY 72. Further replacement of equipment is necessary to achieve the efficiency required to provide optimal dental treatment for the Corps of Cadets.

Other Highlights

New Cadet Barracks 1971

From a medical standpoint, New Cadet Barracks, 1971, was very successful. The patient load generated in the Emergency Room by the Class of 1975 was much less than for the Classes of 1974 and 1973. Total cadet admissions to the hospital during NCB 71 were lower than for NCB 70. The overall patient workload for NCB 71 was considered well within normal limits. Approximately fifty-eight percent of the new cadets required spectacles in order to achieve clear or comfortable vision. For sixty-eight percent of these new cadets, two pairs of spectacles with shatter-resistant lenses were awaiting their arrival on 1 July 1971. This was made possible by a pilot program of ordering spectacles from adequate civilian prescriptions. Over ten percent of the new cadets wore contact lenses prior to their arrival at the US Military Academy.

New Medical Corps Officers Orientation

On 7 July 1971, ten physicians reported to the hospital for duty directly from civilian life instead of attending the five-week basic officers course offered by the Army Medical Service School at Fort Sam Houston. All of the processing and orientation for these new officers was accomplished locally in a three-day program. The Superintendent, USMA, presented a two-hour keynote address, and all post agencies provided a superior level of support that served to promote the effectiveness of the orientation program.

Summer Training Program

One officer and sixty-seven enlisted men of the 82d Airborne Division provided medical augmentation for the medical support of summer training. In contrast to earlier years, there was minimal personnel turbulence experienced, and the quality of the support rendered was superior. This provisional medical department was furnished twenty-five ambulances to accomplish its mission. Fifteen of these ambulances were of the frontline variety (M 718, 1/4-ton) and ten were M725, 1-1/4-ton. For the support required, the 1/4-ton vehicle proved to be the superior type of field ambulance.

POST ACTIVITIES

ADJUTANT GENERAL DIVISION

Data Processing Branch

Management Highlights

The Academy's long-range plans to expand and enhance data processing services in support of installation business-type applications reached fruition as the result of two major actions. First, the Univac Series 70/35 computer was installed in the Data Processing Branch in October, 1971; secondly, the responsibility for ADP support of cadet academic administration systems was transferred from the Adjutant General to the Dean as of 24 January 1972.

The Academy has long recognized the need to expand and enhance data processing support in the area of installation business-type applications but was hampered by limited equipment capability and the need to concentrate on support of the cadet academic administration system. Following the decision by the Superintendent to effect the transfer of the cadet academic administration system to the Dean and the accompanying transfer, on 8 July 1971, of the thirteen military and civilian personnel from the Data Processing Branch to the Office of the Dean to accomplish the design of these systems for the Honeywell 635 computer system, the remaining AGDPB staff embarked on the conversion of cadet nonacademic and other installation support systems to the Univac computer.

The redesign of ADP systems which had been operated on the AGDPB's Honeywell 215 computer and the design of new systems was accomplished totally with in-house personnel and through off-site testing at Univac facilities. The

branch continued to provide operational support of cadet academic administration systems through the First Term AY 71-72 while also implementing other ADP applications on the Univac Series 70/35. The conversion was completed on schedule, and the Honeywell 215 computer was released, as originally forecast, on 29 February 1972.

Efforts during the last four months of FY 72 have been concentrated on the automation of these command functions which had long been deferred; e.g., an expanded Financial Management System, a Military Personnel Management System, The Army Authorizations Document System (TAADS), and an Engineer Customer Work Order Priority System. Each of these new systems is scheduled to become operational early in the 1st Quarter, FY 73.

Cost Reduction

Renegotiation of maintenance controls for the Honeywell 215 system, negotiation of beneficial off-site testing arrangements, and release of PCM equipment resulted in cost savings of \$6,800.00 during FY 1972.

Printing Branch

Comparative studies on Printing Plant production for Fiscal Year 1971 and 1972 are shown below:

	<u>FY 1971</u>	<u>FY 1972</u>	
Jobs Processed	6,100	5,425	-8.9% Decrease
Plates Processed	33,160	29,957	-9.9% Decrease
Units Produced	68,833,827	70,629,066	+9.8% Increase
Operating Cost	\$394,615	\$416,932*	+9.5% Increase

* Operational costs have continued to rise during the past year, because of pay increases and cost of material increases; the current cost is \$5.56 per 1,000 units, an increase of .26 per 1,000 units over FY 71.

In FY 72 approximately \$53,000 was expended for the procurement of commercial printing. The majority of these funds were programmed by individual requisitioning agencies. In compliance with directives from the Joint Congressional Committee on Printing, emphasis will be placed on obtaining an increasing amount of printing from commercial sources through the Regional Printing Procurement Office in New York City.

Military Personnel Branch

Army Community Service

In Fiscal Year 1972 the Army Community Service (ACS) Program was expanded at West Point and Stewart Field. Assistance was extended to 11,478 active duty and retired military members or their families, unaccompanied "waiting

wives," and widows. Averaging forty-five volunteers per month (twenty at West Point and twenty-five at Stewart Field), the distaff members of the West Point community contributed over 2,700 volunteer hours (1,073 at West Point and 1,706 at Stewart Field).

Significant expansion in services occurred during the fiscal year. A social worker at the United States Army Hospital was made available to the ACS staff in a consulting capacity during the last quarter, and he assisted in eight cases. A Volunteer Orientation Training Program was held in April, 1972. In conjunction with the Wives' Clubs, an orientation for newly assigned personnel was established. Lastly, a Welcome Wagon-type activity for Stewart Field was instituted.

Army Emergency Relief

The Army Emergency Relief assisted seventy individuals during Fiscal Year 1972. An extremely successful fund drive was conducted wherein \$9,364.14 was donated by Post personnel. This amount exceeded the 1971 campaign amount by over \$2,000.

Survivor Assistance

Casualty notification and survivor assistance was rendered to the next of kin of twenty-six dead or missing servicemen.

ARMY EDUCATION CENTER

An MOS Library was initiated at the Army Education Center in May 1972. Services are available to all personnel desiring publications dealing with MOS proficiency.

DRUG AND ALCOHOL ABUSE PREVENTION PROGRAM

Although a Drug and Alcohol Abuse Prevention Program has been in existence at the United States Military Academy for many years, an expanded program with greater emphasis on educational and prevention aspects for cadets, military personnel, and military dependents has been implemented. In order to expand and develop the Drug and Alcohol Abuse Prevention Program, several new positions were created. At present a staff of seven is actively working in the program. The close association of West Point military and dependent personnel with residents of the local community makes it imperative that West Point work closely with and assist in a community-oriented program. On 30 June 1972 the United States Military Academy entered into contract with the Town of Highlands to help support a community-based "Rap" Center. This center will service both military and civilian personnel in a cooperative effort to help combat the dual problems of alcohol and drug abuse.

WEST POINT ARMY MESS

The Main Barroom at the West Point Army Mess was completely renovated, a short order service instituted, and a more casual atmosphere introduced.

It was renamed the Mule Bar. The Benny Havens Bar was reopened as a Cocktail Lounge with a service station for the Dining Room. A storeroom was renovated as an administrative area to allow a room formerly used for office space to be available for parties.

The West Point Army Mess Annex was refurnished with draperies throughout the building and new carpeting in the Dining Room. The Package Store was moved from the Annex to a separate building with floor space six times greater than the former store. The selection of merchandise was increased to include foreign and domestic wines.

The West Point Army Mess and the West Point Noncommissioned Officers Open Mess merged to form the West Point Open Mess System. An Installation Club and Open Mess Manager was appointed to be the General Manager and Custodian of the System. Central Accounting, Central Purchasing, and a Personnel Section were established under the ICOMM.

CIVILIAN PERSONNEL DIVISION

EQUAL EMPLOYMENT OPPORTUNITY

During FY 72, emphasis was placed on Upward Mobility training. The need for this training resulted from informal surveys made during FY 72 which revealed that a number of Civilian employees at lower wage grade levels had the potential for higher grade jobs, but lacked training to be competitive. Upward mobility training courses presented during FY 72 included Basic Typing, Heavy Motor Vehicle Operation, Warehousing Procedures, and Preventive Maintenance.

In recognition of the accelerating requirements of the EEO program, a full-time civilian EEEO and full time clerk-typist were hired during March to form the Installation Equal Employment Opportunity Office.

PRE-RETIREMENT PLANNING

The first of a proposed series of Pre-Retirement seminars was held in November, 1971. A group of 156 potential civilian retirees attended and heard experts of various subject areas, including health, investments, Civil Service and related laws and regulations.

EMPLOYEE DEVELOPMENT

Training and development courses and seminars for all levels of management were conducted as part of an established program in manager development. A Middle Manager Workshop was held in the fourth quarter at Hotel Thayer. This four-day program was highly successful.

PREVAILING WAGE RATE SURVEY

The Civilian Personnel Division supervised the conduct of a full-scale wage survey of the local area in March and April, 1972. This survey

involved the collection of wage data from approximately fifty private firms. Survey information was used by the Department of Defense Wage Fixing Authority to construct revised pay schedules for all Federal blue-collar workers in the local area, including approximately 1,800 employees at USMA.

ALUMNI ACTIVITIES

Association of Graduates

The Alumni Secretary continued to maintain historical records, now numbering approximately 31,000, concerning USMA graduates. Besides maintaining files on over 21,000 Association members, the Secretary keeps records current about nonmember graduates and former cadets. Subscriptions to Assembly, the alumni magazine, and the Register of Graduates numbered over 15,000.

In addition to its administrative functions, the Association planned, implemented, and supported a myriad of alumni functions. Foremost among these were the 1971 Homecoming activities, award of the 1972 Thayer Award, Founders Day for 1972, and reunions held during recent June Week activities.

USMA BOOKSTORE

Through the implementation of several inventory changes, the Bookstore was able to increase gross sales approximately twenty-five percent. This resulted in gross revenues exceeding \$225,000.

Liaison was established with a book wholesaler in New York City; this substantially decreased the waiting period for many stock books and special orders. This system also led to transportation savings and an increase in the quality of inventory.

WEST POINT ELEMENTARY SCHOOL

Enrollment

The 1971-72 school year began on 23 August 1971 with an actual membership of 1,050 pupils. Eleven exceptional children attended special schools. By 30 May 1972, 100 pupils had been transferred and eighty-four new entrants recorded. The highest membership of any one day was 1,067, while cumulative enrollment for the year was 1,134. On 30 May 1972, seventy eighth-grade students were graduated, and seventy-two pupils in grades kindergarten through eight were retained in grade.

Professional Staff

Sixty-three professional personnel serviced the school. The school profited from full-time services of a school psychologist and a nurse. Part-time service of a speech correction teacher was also available. Services of a reading specialist and a curriculum coordinator were not available.

Enrichment of the professional staff continued throughout the year with a total of sixteen teachers engaged in graduate study, two of which completed study for Master's Degrees. Eighteen staff and faculty members attended sixteen conferences in areas touching upon most facets of school education and administration. Three persons attended a Language Master Seminar, and one faculty member attended a Reading Institute. There were three participants in a workshop on Behavior Modifications in Schools, and a workshop on Individualizing Instruction was attended by two faculty members. An Institute on Narcotics and Dangerous Drugs was attended by one school administrator. Facets of the school program were also enriched by twenty West Point residents who gave willingly of their talent, time, and energy; and such subjects as drug abuse, law, Africa, fire prevention, dental health, and Taiwan were expanded.

Testing Results

Mental Ability

The Lorge Thorndike Test of Mental Ability was administered to 580 pupils in grades three through eight with the following results:

<u>Category</u>	<u>Range</u>	<u>Percent of Total Population</u>	<u>Percent of WPES Population</u>
Genius Level	140 +	0.01	2.93
Very Superior	130 - 139	0.13	13.79
Superior	120 - 129	2.14	26.72
Bright Normal	110 - 119	13.59	31.72
Normal	90 - 102	68.26	23.62
Dull Normal	80 - 89	13.59	1.03
Borderline Defective	70 - 79	2.14	0.17

Basic Skills

The Iowa Test of Basic Skills was administered to 572 pupils in grades three through eight in November, 1971. 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>
Three	4.0	98
Four	5.0	96

<u>Grade</u>	<u>Grade Equivalent</u>	<u>Percentile</u>
Five	6.2	98
Six	7.2	96
Seven	8.3	96
Eight	9.8	99

The West Point Elementary School far exceeded national average when results were compared with 160 school systems from forty-six states.

Readiness

The Metropolitan Readiness Test was administered to 125 kindergarten pupils in May, 1972, with these results:

	<u>Number</u>	<u>Percent</u>
Superior	60	48
High Normal	33	26
Average	25	20
Low Normal	7	6

Physical Achievement

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 650 pupils during the year. The test is the only one of its type for which national norms of achievement have been determined. Official Standard Achievement Certificates were presented to pupils attaining the 50th through the 79th percentile on the AAHPER Youth Fitness Test. Pupils who scored at the 80th through the 84th percentile were awarded Merit Emblems.

Presidential Emblems, the highest awards, 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>
Achievement Certificate	115
Merit Emblem	15
Presidential Emblem	60

Pupil Health Services

During the school year, the height and weight of 2,035 pupils were recorded. Visual, auditory, and tuberculin tests were also administered. Additionally, a preventive dentistry program included self-applied fluoride treatment to 1,785 pupils.

Other Pupil Services

Pupils in need of psychological services were tested by the school psychologist. Psychological services during 1971-72 included individual evaluation, counseling with students, parents and teachers, supervision of group testing, consultations with administrators, teachers, the speech therapist, clinical psychologists and medical personnel. Seventy-five referrals were made to the school psychologist. Five children were provided with perceptual training.

The speech correction teacher worked cooperatively with teachers, specialists, and parents to assist sixty-two pupils who required speech instruction. Thirteen pupils made sufficient progress to be dismissed.

Continued Interim Accommodation of Pupils

As during academic year 1970-71, the pupil population was housed in four buildings because of a new school construction lag. Two first grades were assigned to the Chapel annex, Building 791, and approximately seventy-five second graders were accommodated in an Open Plan organization. Assessment of the two-year experiment reflected as much enthusiasm from pupils, parents, teachers, and administrators as well evidenced during the first year of operation. Teacher observation of sixty-three pupils who had participated in the Open Plan during 1970-71 and remained at West Point Elementary during 1971-72 revealed two interesting facts: Open Plan participants, 1970-71, appeared more restless than self-contained classroom assignees, 1970-71, at the beginning of the new school year, 1971-72; but after initial adjustment, Open Plan pupils were better equipped to work on an individual basis with a minimum of teacher supervision. Of the sixty-three pupils, more than fifty percent measured at or above the 80th percentile in the composite scoring on the Iowa Skills test battery. Despite such encouraging results, delayed construction continues to restrict full advancement of the total academic program.

Changes and Innovations

A return to the practice of grouping seventh and eight grade pupils homogeneously in order to meet individual needs was well received by both faculty and parents, as was the change in scheduling patterns to include special interest periods for these students. The change in scheduling patterns enabled the students to select two weekly special-interest activities and also resulted in increased time per week for seventh and eighth grade mathematics and eighth grade English and science. A Black History unit introduced last year was refined and included in all eighth grade classes. New materials continue to be reviewed for inclusion in this

course and for faculty member enrichment. In accordance with a recent new New York State Education Law, a separate health course for seventh and eighth grade pupils was established, and a new textbook series was provided for these pupils. In order to maximize teacher strengths and permit a deeper concentration of teacher preparation, the eighth grade science course was divided into three units: chemistry, physics, and human biology. Each eighth grade science teacher taught one unit so each pupil had each teacher one-third of the year. The same organizational pattern was used at the third grade level, but the science course was divided into five units. The science background of over half of the eighth grade warranted recommendation for placement in high school biology rather than general science. Eighteen pupils were recommended for second year high school mathematics. A revised issue of the basal mathematics text was used in grades K--4 and ordered for grades 5--8. At various grade levels, teachers experimented with individualized mathematics instruction. So far, however, no individualized program can compare favorably with computer-assisted individualization. HEW will not support such a program because it requires \$100 extra per pupil, and it cannot be supported on the basis of comparability.

Twenty-eight eighth grade French students were recommended for second year French in high school. An interesting innovation at the seventh grade level was the combining of French and art students for introduction to iconography and design of French early Gothic stained glass.

At the Kindergarten level a more formal approach to reading was utilized through a multistage program. "Listening and Learning" records and worksheets were introduced early in the fall to expand ability to comprehend oral directions and to lengthen attention span. Mathematics readiness was also started earlier in the school year to provide extra time for related and preparatory activities, thus insuring better understanding of mathematical concepts.

Ecology was a topic given serious consideration by the fifth graders this year. Each of the classes divided into groups, chose topics, and animated their research through puppet shows. Sixth graders expressed concern for their world through a study of their architectural environment and prospects for the future. The culmination of this study resulted in models, drawings, and diagrams of living structures and transportation for the future. Seventh and eighth graders of the Environmental Action Group helped to man the recycling center on Post, and seventh graders conducted extensive water testing of the creek which borders the school grounds. Approximately 100 third graders had trees planted in their names in one of the national children's forests.

A new mass cage ball game was developed for play with large groups. Lummi sticks and bamboo poles were introduced into the physical education program at all levels. Seventy selected pupils of grades six, seven, and eight participated in joint field day competition with pupils of Highland Falls, Garrison, and Sacred Heart Schools. WPES won a first place plaque for that competition. The extended playground adjacent to the school was completed for use during 1971-72.

In the areas of industrial and home arts, sixth grade pupils received instruction in ceramics and home arts. Within the newly formed interest groups, girls had the opportunity to take industrial arts and boys received instruction in cooking. One innovation in woodworking, a wood-forming process of laminating, enabled pupils to create small articles such as cake and salad servers. A junior high experiment involved a mass production unit in which industrial principles were used. Pupils made their own jigs and fixtures for a production line.

In the area of primary art, three dimensional structures were introduced, pupils were given the opportunity to sketch living trees, and for the first time pupils experimented in layered chalk drawings. Although introduced to the upper grades during academic year 1970-71, photography as an art form was presented through the use of 8mm movie making, 16mm hand animation, filmstrip production, and the actual processing of photographs. Before the midpoint of the year, a dark room was established.

Music periods were extended in the kindergarten and first grade to allow time for effective teaching of songs, developing activities, and broadening musical concepts. The Kodaly method was used to teach rhythm, and it enabled primary pupils to read a line of rhythm composed of quarter-notes, eighth-notes, half-notes, and quarter-rests. The addition of Silver Burdett kindergarten records offered more repertoire. Third graders engaged in a musical experiment in which pupils brought homemade instruments to school, demonstrated and classified each, and then wrote and played their class songs. A correlation of reading and music at the sixth grade level produced a musical, "The Adventures of Tom Sawyer." Seventh and eighth grade classes presented talent shows. Two additional bell choirs were developed to afford an opportunity for greater student participation. Instrumental music was extended to fourth grade because of the appointment of a full-time instrumental music teacher.

During academic year, WPES enjoyed the advantage of a video tape recorder and camera. The video tape equipment was used in the classroom at the first PTO open house to give parents an opportunity to view the Open Plan in action. In language arts, video tape permitted pupils to see themselves presenting creative skits and oral reports. Taping the dress rehearsal of the sixth grade musical, "The Adventures of Tom Sawyer," permitted members of the cast to focus upon improvement of their performances. The world of theater arts came alive in art classes with the production of original movies and plays, first on super 8mm film and then on video tape. Through writing, producing, and recording shows this year, pupils learned to value visual as well as verbal art forms as precise expressions of man's experiences. Unlike the 8mm film which necessitates processing, video tape permits immediate viewing and built-in sound recording. When a two-year experimental project to duplicate video tapes was announced by the New York State Education Department, WPES lost no time in availing itself of that service. The following programs--three for pupil use and two for teacher use--were received: The Problem of Problem Solving; Percentage in the Elementary School; Some Poets You Might Like to Meet; Science Fiction; and Exploring with Your Microscope. At the last PTO meeting, another use of

the video tape was demonstrated. A part of the program was on video tape and part was live on stage. Additionally, the live activities on stage were shown simultaneously on TV screens to simulate the taping of the activity.

The primary and upper grade libraries have a combined total number of volumes of 19,626. Books and other instructional materials ordered for the intermediate instructional media center were incorporated temporarily in the primary instructional media center. The primary instructional media center will eventually be moved to the new school building.

WEST POINT MUSEUM

Academic Support

The Museum Staff gave a total of 117 lectures on the evolution of weapons in support of the Department of History and the Office of Military Instruction. Sixteen special classes were held at the Museum by the Departments of History and Foreign Languages. Cadets continue to enjoy the weekly rotation of academic displays in the North Rotunda, Thayer Hall, in support of their course in military history. In support of this program, a total of ninety-one Academic displays were prepared by the Museum Staff.

Public Museum

Several improvements were made to increase visitor enjoyment of the Museum. The Craighead Gallery and entrance hallway were carpeted, providing a marked decrease in the noise level during periods of peak visitor attendance. A taped guided tour of the Museum has been installed and has been used by groups desiring a guided tour and by visitors who wish additional information concerning the exhibits. Despite the difficulty of access to the Museum due to road construction, attendance has remained high with a total of 356,543 visitors for Fiscal Year 1972.

Acquisitions

A total of 700 objects was cataloged during FY 1972. Outstanding among the many gifts and acquisitions was the Nagasaki Atom Bomb, on permanent loan to the West Point Museum from the Sandia Atomic Museum, Kirtland AFB, Albuquerque, New Mexico; a collection of sixteen military uniforms from the U.S. Army Pictorial Center, Long Island, New York; three rare colored lithographs of West Point, gifts of J. A. Dykman; the collection of Ray Harm wildlife prints, gift of Mr. and Mrs. R. Bruce Bass; a colt .45 automatic pistol, belonging to General of the Army Dwight D. Eisenhower, gift of Mrs. Dwight D. Eisenhower; and "The Buffalo Hunt," an unfinished watercolor by the Swiss Artist, Peter Rindisbacher.

References and Research

The Museum Collections continue to be used for illustrative material by a number of publishers. The Rindisbacher collection of Indian art was recently

reproduced in Weekend Magazine, a Canadian publication with a circulation of over two million.

A total of 768 letters were answered from inquiries both here and abroad, and thirty-eight persons applied for permission to come to the Museum to do individual research, including representatives from other Army Museums.

Loans

Many objects in the Museum's Collections continue on loan to a number of Army Museums throughout the United States from New York to Alaska. During FY 1972, cadets and officers at the Military Academy made use of 2,471 objects in the Museum's Collections. An overall total of 5,185 loans were recorded.

Conservation

The Museum continues to maintain the Academy's large collection of military portraiture and paintings. During the year, a number of paintings that had suffered minor damage were restored. The large mural painting by Robert W. Weir in the Old Cadet Chapel was also cleaned and varnished.

OFFICE OF INFORMATION

Community Relations Division (CRD)

The Community Relations Division supervised and coordinated details for the Orientation Program for parents of the Class of 1975 held on 1 July 1971 and made preliminary plans for a similar program for the parents of the Class of 1976. 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, including 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 to 15 November 1971, and again from 15 April to 30 June 1972) of the Visitors Information Center on the post. The division also coordinated all details for USMA Band, troop, and cadet participation in civic and patriotic events held on post and in civilian communities. 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.

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

Information Packets Sent Out	2,432
Bus Permits Issued	1,655

Visitors' Queries Answered by Letters	161
Tours coordinated (quasi-official visits/ceremonies)	169
Speaking Engagements Coordinated	97
Speeches or Remarks Prepared for Superintendent, USMA	56
Visitors Served by Visitors Information Center Personnel (1 July - 15 November 1971; 15 April - 30 June 1972)	152,905
Class of 1975 Plebe Parents Orientation, 1 July 1971:	
Approximately 1,800 participated in Post Tours	
Approximately 3,000 registered at Cullum Hall	
Approximately 2,200 attended presentations in Thayer Hall	
USMA Band Appearances Coordinated	85
Coordination for Support to Civilian Groups	38
Color Guard and Firing Party	(19)
Parachute Team	(3)
Glee Club (in conjunction with CAO)	(16)

News Media Division (NMD)

The News Media Division (NMD) of the Information Office has assumed a wider operational role in the past year. In addition to supervising the preparation, publication, and distribution of the Pointer View (the post weekly newspaper), the division also prepared and disseminated editorial and publicity material concerning a wide variety of USMA programs and activities. These included the USMA expansion program, USMA admissions program, and USCC and cadet-related activities. NMD also provided support for a number of activities and agencies using the Military Academy facilities.

General news releases, special features and magazine articles, many with accompanying photographs, concerning the history and the mission of the Military Academy, cadet training activities, educational programs, and special events were prepared and disseminated on local, regional, and national levels.

The News Media Division supervised and assisted news coverage by representatives of local, regional, and national motion picture, radio, and television media, and general (nonsports) events and special projects concerning USMA and the Corps of Cadets. This included television and

radio news teams who visited the Academy in conjunction with Admissions-sponsored educator visits, as well as the CBS-TV production of "What's Happened to the Army," which appeared on national television in December 1971.

The Division was also responsible for coordination of half-time activities (except Homecoming) for all home football games. The Division also provided technical assistance and a color slide presentation for use by ABC-TV during the Army-Navy football game in 1971.

This year the Pointer View coverage of special events was increased by the addition of two photograph supplements: one covering the Army-Navy classic; the other the presentation of the Thayer Award to Dr. Billy Graham.

A hometown release was prepared and forwarded for dissemination to the U.S. Army Hometown News Center in Kansas City, Missouri, for each cadet in the Corps, as well as for military members of the staff and faculty and civilian employees when appropriate.

Special events covered by the division during the year were the entry of the Class of 1975; New Cadet Barracks; Camp Buckner Training; Founder's Day; Plebe-Parent Weekend; Sickle Cell Anemia Benefit Concert; the Thayer Award; Dedication of the New Cadet Activities Building (Eisenhower Hall); and June Week activities, including the commencement address by General William C. Westmoreland.

Certain notable events took place during the year which required nationwide publicity, and required responses prepared by the News Media Division. These included:

Sickle Cell Anemia Benefit--On May 20, the Corps of Cadets sponsored a rock concert to aid Sickle Cell research at Howard University. The News Media Division planned and executed an extensive publicity campaign in support of the concert. This included paid advertising in local newspapers and taped radio announcements disseminated to local and metropolitan radio stations. Frequent press releases were dispatched, promoting the artists as well as the goals of the concert.

Deena Clark Show--The Superintendent appeared on the Deena Clark Show on 11 October 1971, on the NBC-affiliate station in Washington, D.C. General Knowlton discussed the philosophy and rationale underlying the Military Academy's educational program. He also discussed several current issues, such as mandatory chapel attendance, which were or would be facing the Academy in the near future. The program has been successfully aired a second time. The reaction to the Superintendent's appearance has been most favorable.

Employment of Illegal Aliens--As a result of a series of newspaper stories and subsequent investigation by the Immigration Naturalization Service concerning the possible employment of illegal aliens at the West Point Cadet Mess, the News Media Division responded to a number of queries. A

release was prepared and updated as the case developed. All queries concerning the legal implications and possible legal actions to be taken against those individuals identified as illegal aliens were referred to the Immigration Naturalization Service in New York City.

The New York Times--Several articles by Mr. Seymour Hersh, which appeared in The New York Times during the latter part of June, have generated continuing media interest in the resignations of a number of West Point officers. Editorials appeared in local daily papers (The Newburgh Evening News and The Times Herald Record).

Captain Bucha, one of the resignees, appeared on the CBS morning news. Although it is considered unwarranted, press interest in this area is expected to continue within the next several months.

Advertisement for Admissions in Afro-American Newspaper--The News Media Division designed a full-page ad that appeared in the Educational Supplement of the Afro-American Newspaper. Despite limited facilities and a short reaction time, the News Media Division produced a highly professional design.

News Media Service in Conjunction with Educator Visits--Over thirty news media representatives were assisted in conjunction with the Educator Visit Program sponsored by the Director of Admissions. Assistance ranged from providing fact sheets and photographs and arranging for interviews with cadets and faculty and staff members, to the planning and full-time assistance that was provided one network television news team during their 2 1/2-day stay at West Point. Despite one or two unfavorable stories that appeared, the program as a whole has provided the Military Academy with excellent positive exposure throughout the country. It is anticipated that the program will be continued and expanded in the coming year.

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

Major news releases (non sports)	2,620
Media serviced	17,000
Pictorial Releases	1,963
Hometown Releases from IO, USMA	1,870
Hometown Releases through the U.S. Army Hometown News Center	1,850
Hometown Releases (Pictorial) through the U.S. Army Hometown News Center	1,700
Replies to Press Queries	370

Press Representatives assisted	240
<u>Pointer View</u> (Post Newspaper) published and distributed (4 pages weekly during the academic year; biweekly during the summer months)	41
Radio projects supervised	10
Television projects supervised (including three Sickie Cell)	8
*Motion Picture Projects Supervised. Filming of stock footage which will be used for internal production.	
Press Assisted in conjunction with Educator Visits	23
Audio/Visual materials furnished to various Army and Alumni organizations in Connection with Founders Day	30

*Motion picture footage of exterior scenes and ceremonies was filmed during the year in order to provide material from which to produce, internally, a new film about the Military Academy. No interiors, including classroom scenes, were filmed. It is planned to film classroom and other interiors during academic year 72-73.

Special Projects Division (SPD)

The SPD Administrative Division supervised and coordinated all of the administrative activities of the Information Office divisions during FY 71. These activities were in line with the realignment of positions, which took place at the end of FY 70, in order to insure a more efficient performance of the IO mission. In addition, the division supervised the IO budget and property book. The division acted as action section on matters not falling within the purview of other divisions and as action section at the discretion of the Information Officer. Other activities included arranging pregame and postgame press luncheons for home football games, United Fund Campaign, Army Relief Campaign, supervision of the Cadet Information Detail, and clearance of manuscripts. During the year, fifty-six manuscripts/articles were processed by the division.

The division assisted in planning the meetings of the Civilian Public Relations Advisory Committee (CPRAC). Two meetings were held during the year, one at West Point on 16 February and one in New York City on 6 April. Due to the efforts of the Information Officer, the Committee was expanded from six members to nine.

Sports Information Division (SID)

The Sports Information Division prepared and distributed brochures and

programs for 1971 varsity sports and supervised the preparation, publication, and distribution of eighteen issues of the Army Sportsletter, to more than 1,200 subscribers. The division also supervised the production of the 1971 Army Football Highlights film, twenty-five prints of which were 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. 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.

The division helped establish the Black and Gold football radio network which aired all ten football games to more than thirty stations throughout the Northeast. The network was established less than a month prior to the start of the 1971 season and was expanded considerably by the time of the season finale with Navy. Efforts here included the formation of a broadcast team and the sale of sponsorship. The Black and Gold network will broadcast all Army games in 1972. In addition, the division introduced for the first time the "Army Hot Line," a recording device located in the Sports Information Office. Sports information tapes were made on a daily basis starting in September and continuing through early June. It was found that several radio stations were actually recording from the daily tapes, and a check in early October revealed that the "Army Hot Line" was receiving as many as sixty calls per day as an average.

The coordination with ABC-TV for the telecast of the Army-Navy football game in Philadelphia was handled by the division. Since West Point was the host school for the event, the division was also responsible for the operation in the press box, to include the proper distribution of press credentials to reporters, photographers, and the like.

Finally, the division served as the host press steward for NCAA Swimming and Diving Championships, National Squash Racquets Championships, and the annual Plebe Invitational Wrestling Tournament and was responsible for all press relations at these three events, to include coverage, program, and distribution of credentials. ABC-TV taped the NCAA Swimming and Diving Championships for later airing on "Wide World of Sports." It should be noted that the program prepared for the swimming championship was judged "best in nation" in its class by the selection committee of the College Sports Information Directors of America.

Statistical data on Sports Information Division activities during FY 72 are shown below:

Major News Releases (Including Hometown Program)	700
Media Serviced	(Approximate) (ea)..... 350
Athletic Brochures Prepared	11

Special Programs Prepared	3
Individaul Game Programs Prepared	142
<u>Army Sportsletters</u> Prepared	18
Press Representatives Assisted	589
Radio Tapes on Army Sports Events	273
News Stories "Staffed" on Army Sports Events	175
Speaking Engagements or Public Appearances	31

POST CHAPLAIN DIVISION

Chapel Improvements

During the year the Stewart Field Chapel received a grant from the Chief of Chaplains' Specialized Fund to purchase a new organ. Also, a new sound system was installed in the chapel. Building 379, just across the street and north of the Post Chapel at West Point, was assigned to the Post Chaplain Division and is being used as the Post Chapel Nursery and the Post Chapel Library.

Special Activities During FY 1972

A continued spirit of ecumenicity was experienced throughout the year with the Christian clergy sharing a Christmas Eve Candlelight Service and a Daily Vacation Bible School. A series of Interfaith studies was conducted at the various chapels during the winter months. In addition, the Post Chaplain's Office sponsored an interfaith clergy prayer breakfast and a clergy family picnic during the year. This year found an increasing emphasis in the religious education program. Both the Junior Church and the Vacation Bible School were enlarged, and a second Christian Youth Fellowship was added to the chapel program. Added emphasis was placed on visitation to the hospital, troop units, and the housing area. Chaplains were found actively involved in the Post and Battalion Drug Abuse Councils and the the Battalion Race Relations Councils. Finally, a series of concerts, both instrumental and choral, were conducted throughout the year in recognition of the 20th anniversary of the gift of the chapel pipe organ.

Cadet Religious Program

A variety of opportunities to be involved in religious activities are available to cadets. Foremost are the Sunday Chapel Services from the Cadet Chapel, the Chapel of the Holy Trinity, and the Old Cadet Chapel.

Seven weekend religious conferences for cadets were held during the year. Most retreats were available to all cadets, while others were held specifically for the Sunday School Teachers and the Fellowship of Christian Athletes. A conference for Fourth Classmen was held in October.

Over 200 cadets of all faiths participate in religious education of post children. Other cadets meet weekly for discussion groups and daily for Chapel Services at 0615 hours. In addition, cadets serve as Acolytes, Chapel Chimers, and Choir members.

Beginning in September, Denominational Services were offered on post to cadets of the upper classes in lieu of attendance at the Cadet Chapel. Weekly services were held for Baptists, Episcopalians, Lutherans, Orthodox, Latter-Day Saints, and Christian Scientists.

An adjustable combination action was added to the Cadet Chapel organ, making fuller use of the available tonal qualities. Organ recitals were held during the year, and the final concert in May marked the completion of this long-awaited project. Presently, the Cadet Chapel organ is the second largest church organ in the world and is considered by many to be a national monument.

Mr. Fritz Mayer, organist and choirmaster for forty-three years, celebrated his ninetieth birthday with special activities at West Point. The USMA Band played a number of his compositions, and he was honored for his long and dedicated service to the Academy.

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 seventy-nine on-post and thirty-nine off-post funerals, three color guards were provided upon request of nearby communities, and seven honor guards were provided for visiting civilian and military dignitaries.

Throughout the year all major activities and events sponsored by the Academy received detailed and well-executed Military Police support. Maximum efforts were required for five home football games, June Week activities, and support of the Sickle Cell Anemia Benefit Concert. Constant communications were maintained with federal, state, and local law enforcement agencies in order to insure that the most effective police support possible was provided.

Registration Information

At the end of FY 1972, a total of 10,370 privately-owned motor vehicles were registered. Of this number 2,430 were registered to officers, 2,660

to enlisted men, and 5,380 to civilians. In addition, temporary registrations were issued to approximately 400 summer support troops.

Stewart Field Provost Marshal Branch

The maintenance of discipline and the enforcement of laws, regulations and security at Stewart Field continued to be accomplished.

Investigation Activities

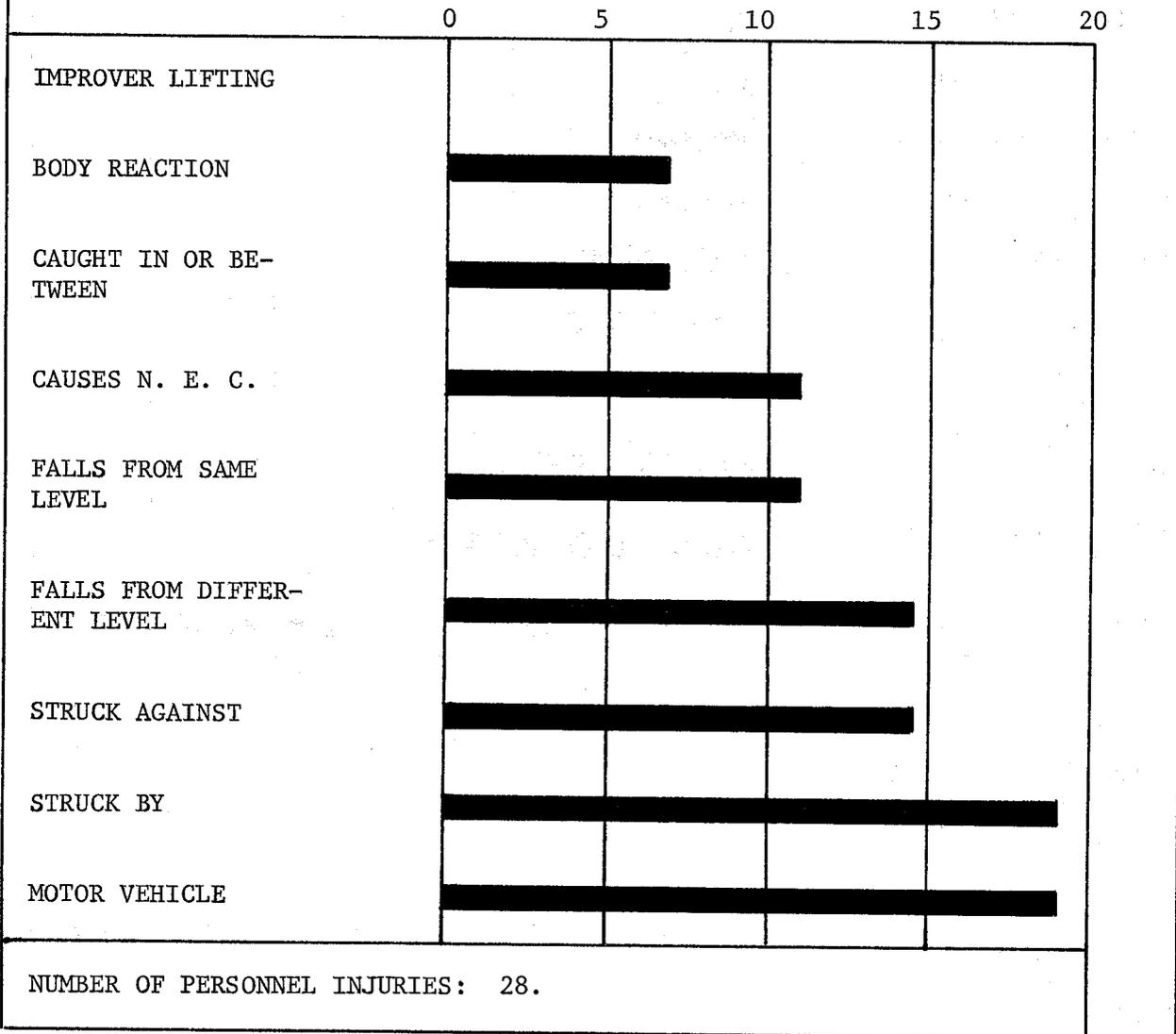
Although the criminal investigation activities are no longer conducted as a branch of the Provost Marshal Division, the following criminal investigation summary is submitted: There were 598 criminal-type incidents investigated. This was an increase of twenty-five percent over FY 71. This increase is attributable in part to a corresponding national increase in crime, to more accurate reporting procedures, and to an increased number of reports of larcenies in the Cadet Barracks. This latter increase was primarily due to an amnesty given to cadets which stated that if they reported they were victims of larcenies, they would not be disciplined for failing to secure their valuables or having in their possession more than the authorized amount(s) of money. Ten crime prevention surveys were completed, forty-eight physical security inspections were conducted, and personnel participated in eleven personal security missions for visiting dignitaries. There were 2,505 requests for investigative assistance completed, including criminal records checks and assistance rendered to federal, state, and local police authorities. Stolen property valued at \$43,733 was recovered.

Safety Branch

The highway accident experience of the graduating class of 1972 was quite favorable. No fatalities were recorded, and only one cadet suffered injuries requiring extended hospitalization. The Cadet Highway Safety Program for this year's class consisted of three highway safety films selected by the Cadet Auto Committee, a stopping distance demonstration conducted by the New York State Police, and a lecture on drinking and driving, conducted by the Safety Officer, USMA.

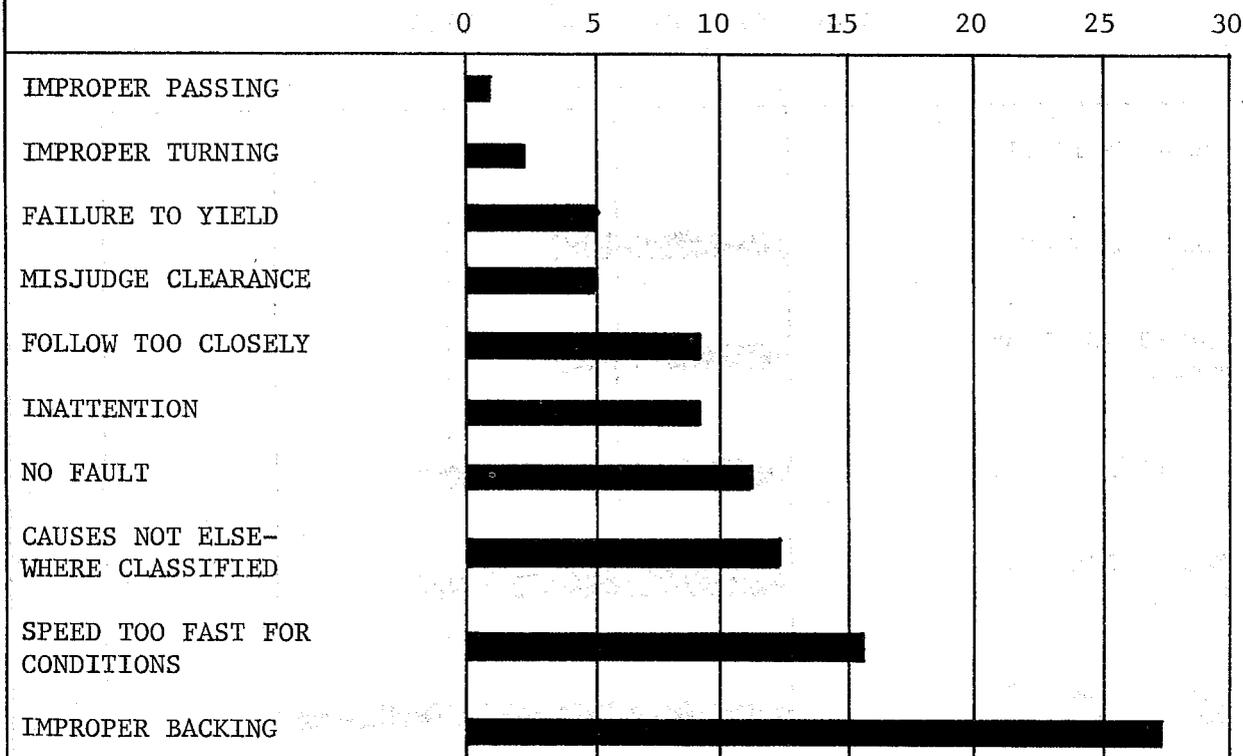
During FY 72, military personnel, including cadets, sustained sixteen recordable injuries resulting in an average of 6.98 lost time injuries per million man days of exposure. This is a vast improvement over the previous year's experience of thirty-six military injuries and a rate of 16.08. Civilian employee injuries were also reduced, from twenty-three for the previous year to twelve for FY 72. This reduction has dropped the civilian employee injury rate from last year's 4.36 injuries per million manhours of exposure to 2.38. Motor vehicle accidents accounted for twenty-five percent of the military injuries.

SAFETY PROGRAM-USMA
 CAUSATIVE FACTORS PERSONNEL INJURIES
 FY 1972
 % OF TOTAL PERSONNEL INJURIES



The Army Motor Vehicle Accident experience for the first half of FY 72 was identical with the previous year's experience. During the second half, however, an increase of four AMV accidents raised the year's total to sixty-three recordable accidents. An increase in the number of miles traveled helped to hold the AMV accident frequency rate down to 13.13 accidents per million miles traveled.

SAFETY PROGRAM-USMA
CAUSATIVE FACTORS ARMY MOTOR VEHICLE ACCIDENTS
FY 1972
% OF TOTAL AMV ACCIDENTS



DOLLAR VALUE OF AMV ACCIDENTS
FY 1972 - \$24,981

NUMBER OF AMV ACCIDENTS: 63.

OPERATING STATISTICS

	FY 1968	FY 1969	FY 1970	FY 1971	FY 1972
<u>Safety Statistics:</u>					
Military Personnel					
Injuries per million mandays worked	23.06	29.29	22.85	16.08	6.98
Civilian Personnel					
Injuries per million hours worked	10.38	2.56	4.55	4.36	2.38
Army Motor Vehicular					
accidents per million miles	18.43	10.05	11.12	14.32	13.13

SPECIAL SERVICES DIVISION

Continued expansion and improvement of Special Services facilities stimulated an increase in participation in nearly every area of winter and summer activities. A new auto paint booth was installed in the multipurpose Crafts Shop, and with the relocation of the Crafts Shop to the present site, this facility is being utilized by more post personnel.

Significant improvements were made to a number of facilities: the locker room in the bowling lanes were renovated; five A-frame buildings were constructed at the Youth Camp at Lake Frederick, making a total of ten; new furniture was placed in the Golf Club House; a new Ski Lodge was constructed and new hand-hewn furniture was purchased for it; the lighting system was expanded to light the intermediate slope, and lights were added to two additional slopes; the Service Club was repainted; and a new program was initiated in association with Disneyworld/Disneyland offering discount tickets to all post personnel.

Attendance at Special Services-sponsored activities during FY 72 amounted to 783,586 as compared to 743,201 in FY 71. Attendance figures are:

Sports	177,092
Youth	134,272
Service Club	66,683
Library	53,539
Crafts Shop	14,474
Outdoor Recreation	16,027
Theater	162,931
Stewart Field	123,547
Round Pond	35,021

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 the United States Military Academy and supporting the Academy's operation, maintenance, and administration.

Manpower Authorized

	<u>FY 1971</u>	<u>FY 1972</u>	<u>% Change</u>
Officers	38	30	-21.1
Enlisted	1021	1038	+ 1.7

Headquarters Company provides enlisted staffing for the Battalion Headquarters and elements listed in Appendix A and accounts for 336 of the 1,038 authorized enlisted personnel. Personnel of assigned TOE units (523) and the Medical TD units (177) received administrative and logistical support from the Battalion Headquarters, but because of specialized unit missions, function under the operational control of appropriate USMA staff elements. Detachment 5, authorized one officer and forty-three enlisted men, was activated on 1 August 1970 with the mission of providing command, billeting, messing, and administration for assigned personnel and tenant units at Stewart Field.

Total Operating Expenses

	<u>FY 1971</u>	<u>FY 1972</u>	<u>% Change</u>
Funded Cost			
Travel & Per Diem	None	None	None
Supplies, Equip & Svc	\$130,135	\$ 67,020	-48.4
Military Personnel Cost	<u>572,447</u>	<u>766,083</u>	<u>+33.8</u>
Total	\$702,582	\$833,103	+15.7

Education Participation

Battalion enlisted personnel continued to take advantage of the several individual education programs available to them. Of the programs offered, 116 individuals participated in Tuition Assistance Off-Duty Programs, ninety-seven enrolled in the High School and College Education Development Program, and forty-one registered with Education Center for correspondence courses.

Summer Augmentation

The 1st Battalion 1st Infantry provided military justice, administrative and messing support to approximately 1,450 personnel attached in support of the training of the United States Corps of Cadets.

Enlisted Details

The 1st Battalion provided 4,189 enlisted man days to requesting agencies, a decrease of 328 man days from the 1971 figure.

Parachute Training

The Airborne Detachment conducted 401 military proficiency jumps during the year. Two cadets who had not completed airborne training at Fort Benning were given additional training and sufficient military training jumps to become qualified military parachutists. The Airborne Detachment provided assistance to approximately fifty cadets who made 3,200 jumps and trained twenty-six other post personnel in sport parachuting in the Battalion Sport Parachute Club. The Battalion Sport Parachute Club conducted 320 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 as a central administration of donations and gifts to the Academy, of which most are channeled through the West Point Fund of the West Point Alumni Foundation, Inc. Discussions are now in progress among the Academy, the Association of Graduates, and the West Point Alumni Foundation in regard to a reorganization of the fund-raising activities.

Since its inception in 1961, the West Point Fund has received approximately \$2,165,002.00 to support a variety of projects of benefit to the Academy and the Corps of Cadets. Since its expanded emphasis in March 1969, over one million dollars have been received, of which \$227,050.63 was donated in fiscal year 1972, with disbursements for this period totaling \$287,840.44. A breakdown of FY 1972 disbursements is given below.

\$2,133.58	Cadet Academic Facilities
\$84,429.11	Cadet Extracurricular Activities
\$197,156.96	Cadet & Academy Facilities
\$4,120.79	Operating Expenses



CONCLUSION

In the summer of 1972, the successful completion of the arduous and intensive USMA academic and military training program was marked by the graduation and commissioning of 823 of the nation's finest young men. Recent modifications of national and international policy do not alter the extraordinary and even awesome nature of the responsibility that these young officers must now face. As in past years, however, the nation can rest assured that this responsibility will be discharged with the same fortitude and dedication that has characterized the performance of other graduating classes entering into the Long Grey Line. The successful completion of four years of demanding academic and military training, and the enviable record of past Academy graduates, imbues the new USMA graduate with a unique dedication to willing and dependable service, steady self-control, and courageous, determined conduct despite physical danger on the battlefield or misdirected peacetime animosity which will ensure the full and faithful discharge of all responsibility conferred upon him by the nation. We of the Academy take justifiable pride in having served to equip the Class of 1972 for the myriad contingencies inherent in their upcoming period of national service.

Criticism directed at the military man and at the military service continues as in past years. Fiscal, philosophical, and academic challenges continue as well. USMA welcomes such criticism and such challenges, however, secure in the knowledge that the discriminating and objective critic will realize--upon careful examination of the academic, athletic, and military training curricula--that USMA does indeed produce the "whole man," the scholar-leader-athlete, and that the dedication and professional competence of the staff and faculty, coupled with continued support by Department of the Army, ensures that the Academy will continue to discharge successfully its mission of training cadets for professional Army careers.

While it is true that "a foolish consistency is the hobgoblin of little minds," it is equally true that a wise consistency must inform the actions of that "new generation of leadership" spoken of by the late President John F. Kennedy. Indeed, the recent USMA graduate will be called upon "to cope with new problems and new opportunities," and the hallmark of the professional soldier will continue to be his flexibility in any given situation. Nevertheless, although our methods will undoubtedly undergo further change and refinements, our goal and our values will remain consistent: 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, and Country.

ACADEMIC CALENDAR
(AY 1971 - 1972)

1971

1 July	Wednesday	New Fourth Class enters (Class of 1975)
29 August	Sunday	Beginning of Reorganization Week
4 September	Saturday	End of Reorganization Week
6 September	Monday	Labor Day (Duties suspended)
7 September	Tuesday	First Term begins
11 October	Monday	Columbus Day (Classes suspended)
23 October -	Saturday -	Homecoming Weekend
24 October	Sunday	
25 October	Monday	Veterans Day (Classes suspended)
25 November	Thursday	Thanksgiving Day (Classes suspended)
21 December	Tuesday	Christmas leave begins at 1200 hours

1972

3 January	Monday	Christmas leave ends at 1730 hours
22 January	Saturday	First Academic Term ends at 1200 hours
24 January	Monday	Second Academic Term begins
21 February	Monday	Washington's Birthday (Classes suspended)
29 March	Wednesday	Spring leave for three upper classes begins at 1515 hours
3 April	Monday	Spring leave for upper classes ends at 1800 hours
27 May	Saturday	Second Academic Term ends for First Class at 1200 hours
29 May	Monday	Memorial Day (Duties suspended)
1 June	Thursday	Second Academic Term ends for under classes at 1515 hours
4 June	Sunday	Baccalaureate Sunday
7 June	Wednesday	Graduation Day, Class of 1972
3 July	Monday	Class of 1976 enters

THE ACADEMIC PROGRAM
(AY 1971 - 1972)

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	<u>5</u>	Law	5
	35	Electives (3)	<u>7.5</u>
			37.5

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

*Conducted by the Office of Military Psychology and Leadership

ELECTIVE COURSES
(AY 1971 - 1972)

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 a particular 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 Projects
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

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
*Aerospace Propulsion
Compressible Aerodynamics
Heat Transfer
Space Mechanics
Aerospace Structures
Continuum Mechanics
Mechanical Vibrations
Introduction to Applied Aerodynamics
*Flight Mechanics
Individual Mechanics Project
Management Engineering
Automotive Engineering
Individual Ordnance Project
Engineering Materials
Operations Research
Nuclear Reactor Theory

*Added in Academic Year 1971-1972

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 in 20th Century

American Prose

*Honors Course

*Seminar in Aspects of American Culture

Introduction to Music

Introduction to Fine Arts

Chinese Literature and Culture I

Chinese Literature and Culture II

Readings in Modern Chinese

Chinese Military Readings

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

*Military Readings in Portuguese

Directed Studies in Portuguese I

Directed Studies in Portuguese II

*Added in Academic Year 1971-1972

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
- *Geography of Communist China
- Regional Geography of the U.S.
- *Issues Confronting Man and His Environment
- International Law
- Seminar on Military Aspects of International Law
- Revolutionary Warfare
- Twentieth Century Warfare
- *Topics in Military History
- History of Russia
- History of U.S. Foreign Relations
- *Topics in American History
- *Topics in European History
- 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
- Managerial Psychology
- Sociology: Society and Culture
- Social Psychology
- Military Institutions of the U.S.
- Behavioral Science Research
- Organization Theory
- *Policy and Administration
- *Political and Economic Applications of Quantitative Analysis
- *Comparative Economic Systems
- *Major Political Systems of East Asia
- *Public Policy Decision-Making and Debate
- *Individual Social Sciences Project

*Added in Academic Year 1971-1972

ELECTIVE ENROLLMENTS
(AY 1971 - 1972)

<u>Department</u>	<u>Enrollment</u>	<u>% of Total</u>	<u>Courses Offered</u>
Chemistry	<input type="text"/>	426/6.1%	7
ES&GS	<input type="text"/>	833/11.9%	11
Electrical Engineering	<input type="text"/>	263/3.8%	9
English	<input type="text"/>	233/3.3%	14
Engineering	<input type="text"/>	802/11.4%	11
Foreign Languages	<input type="text"/>	515/7.4%	37
History	<input type="text"/>	883/12.6%	9
Law	<input type="text"/>	152/2.2%	2
Mathematics	<input type="text"/>	543/7.7%	10
Mechanics	<input type="text"/>	636/9.1%	11
MP&L	<input type="text"/>	406/5.8%	6
Physics	<input type="text"/>	156/2.2%	8
Social Sciences	<input type="text"/>	1151/16.5%	17

VALIDATION STATISTICS
(AY 1960 - 1961 through AY 1971 - 1972)

<u>Academic Year</u>	<u>Semester Courses Validated</u>
1960 - 1961	47
1961 - 1962	161
1962 - 1963	161
1963 - 1964	365
1964 - 1965	431
1965 - 1966	352
1966 - 1967	506
1967 - 1968	525
1968 - 1969	658
1969 - 1970	917
1970 - 1971	1209
1971 - 1972	1081

TENURE FACULTY APPOINTMENTS
(AY 1971 - 1972)

Lieutenant Colonel James K. Strozier, Ph.D.
as Associate Professor of Mechanics, in May 1972.

Major James L. Abrahamson, M.A.
as Associate Professor of History, in June 1971.

Major Walter S. Barge, M.A.
as Associate Professor of History, in June 1971

GRADUATE SCHOOLS ATTENDED BY
FACULTY MEMBERS

Air Force Institute of Technology	Georgetown University
Alliance Francaise	George Washington University
American University	Georgia Institute of Technology
Arizona State University	Guanabara State University
Austin Peay State University	Harvard University
Bonn University	Howard University
Boston University	Indiana University
Brooklyn Law School	Iowa State University
Brown University	Johns Hopkins University
Butler University	Kansas State University
California Institute of Technology	LaSalle College
Case Western Reserve University	Louisville University
Catholic University of America	Massachusetts Institute of Technology
Catholic University of Ottawa	Michigan State University
City College of New York	Middlebury College
Clark University	Monterey Institute of Foreign Studies
College of William and Mary	Monterey Peninsula College
College of Wooster	New Mexico State University
Columbia Teachers College	New York University
Columbia University	Niagara University
Cornell University	North Carolina State University
Creighton University	Northwestern University
Cumberland School of Law	Ohio State University
Dartmouth College	Oklahoma State University
Dickinson School of Law	Oregon State University
Drexel Institute of Technology	Oxford University
Duke University	Pennsylvania State University
Fairleigh Dickinson University	Pontificia Universidade Catolica
Fletcher School of Law and Diplomacy	Pratt Institute
Florida State University	Princeton University
Fordham University	Purdue University
Free University of Berlin	Rensselaer Polytechnic Institute

GRADUATE SCHOOLS - Cont

Rice University	University of Connecticut
Rutgers University	University of Denver
San Jose State College	University of Erlangen
Seton Hall University	University of Frankfurt
Simmons College	University of Geneva
South Dakota School of Mines and Technology	University of Georgia
Stanford University	University of Hawaii
State University of New York, Albany	University of Illinois
State University of New York, Buffalo	University of Iowa
State University of New York, New Paltz	University of Kansas
Stetson Law School	University of Madrid
Stevens Institute of Technology	University of Maryland
Syracuse University	University of Massachusetts
Temple University	University of Miami
Texas A&M University	University of Michigan
Texas Technological University	University of Minnesota
Texas Womens University	University of Missouri
Tulane University	University of North Carolina
U.S. Naval Postgraduate School	University of Notre Dame
University of Alabama	University of Paris
University of Arizona	University of Peiping
University of California, Berkeley	University of Pennsylvania
University of California, Davis	University of Pittsburgh
University of California, Irvine	University of Rhode Island
University of California, Los Angeles	University of Richmond
University of Chicago	University of Rochester
University of Ceara	University of South Carolina
University of Coimbra, Portugal	University of Southern California
University of Colorado	University of Texas
	University of Texas at El Paso
	University of Virginia
	University of Washington
	University of Wisconsin
	Utah State University
	Vanderbilt University
	Villanova University
	Washington State University
	Yale University

DOCTORATES EARNED BY
FACULTY MEMBERS
(AY 1971 - 1972)

<u>Name</u>	<u>Institution</u>	<u>Field</u>	<u>Dissertation</u>
Brendle, T.	Fletcher School of Law and Diplomacy	International Relations	"Japan's Ground Self-Defense Force, 1950-1970"
Chernault, J.A.	Rensselaer Polytechnic Institute	Physics	"An EPR Investigation of Radiation-Induced Iodine Complexes in Potassium Chloride and Potassium Iodide Doped with Iodine and Lead"
Costantino, M.S.	Princeton University	Solid State and Materials Science	"Static Dielectric Constant of Solid Methane at Low Temperatures and High Pressures"
Dillard, W.S.	U. of Washington	History	"The United States Military Academy, 1865-1900: The Uncertain Years"
Golden, J.R.	Harvard University	Economics	"Investment Behavior by United States Railroads, 1870-1914"
Graves, H.	Oxford University	International Relations	"The Development of an Atomic Weapons Programme Under the Labour Governments, 1945-1951"
Lazarus, F.M.	Cornell University	English	" <u>Fors Fortuna</u> in Early Latin Authors"
Longcor, C.R.	South Dakota School of Mines and Technology	Electrical Engineering	"An Extended Finite Differences Method For The Solution Of System Problems"

Appendix I

DOCTORATES EARNED BY FACULTY MEMBERS - Cont

<u>Name</u>	<u>Institution</u>	<u>Field</u>	<u>Dissertation</u>
Lowe, H.J.	U. of Virginia	History	"The Planning and Negotiation of U.S. Post-War Security, 1942-1943"
Matthews, L.J.	U. of Virginia	English	"The Latent Comic Dimensions of Geoffrey Chaucer's Tale of Melibee"
Oelke, K.E.	Columbia University	English	"The Rude Daughter Alchemy in Poe's Early Poetry"
Smith, D.F., Jr.	U. of Minnesota	Physical Chemistry	"Vibrational Anharmonicity in Simple Polyatomic Molecules"

FACULTY PUBLICATIONS
(AY 1971-1972)

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Aimone, A.C.	"Thomas Paine and his Unusual Career"	<u>Brigade Dispatch</u> (Journal of the Brigade of the American Revolution), May-June 1972
Barbour, D.A. (co-author)	"(³ He,p) and (d,α) Reactions to States in ⁵⁸ Co."	<u>Nuclear Physics</u> , A182, No 2, 6 March 1972
Barth, J.M.	"U.S. Military Academy on U.S. Postage Stamps"	<u>Stamp Magazine</u> , 1 Jan 1972
Bullard, M.R.	"Current Trends in the Peoples' Republic of China"	<u>Military Review</u> , June 1972
Garcia, F.C.H.	"A Critic Turned Poet: An Episode in the Career of Isaac Goldberg"	<u>Luso-Brazilian Review</u> , Spring 1972
Golden, J.R.	"Investment Behavior by United States Railroads, 1870-1914"	<u>Journal of Economic History</u> , March 1972
Ilgen, D.R.	"Performance Satisfaction as a Function of the Difference Between Expected and Reported Performance at Five Levels of Reported Performance"	<u>Organizational Behavior and Human Performance</u> , June 1972
Jordan, A.A.	"The United States in Search of a Mediterranean Policy"	<u>Politique Etrangere</u> , March 1971
Liebson, M.	"Neophyte's Novelty Notes"	Proceedings of the Sixteenth Symposium on the Art of Glass Blowing, July 1971
Lowry, M. II	"Population and Race: Mississippi 1940-1960"	<u>Annals, Association of American Geographers</u> , Vol 61, Sep 1971

Appendix J

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Lowry, M. II	"Racial Segregation: A Geographical Adaptation and Analysis"	<u>Journal of Geography</u> , Vol 71, 1972
	"Race and Socioeconomic Well-Being: A Geographical Analysis of The Mississippi Case"	<u>Geography and Contemporary Issues</u> , ed. Melvin Albaum, N.Y.: John Wiley and Sons, 1972
Mullen, C.J. (co-author)	"A Response Surface Approach to Improving Traffic Signal Settings in a Street Network"	Pergamon Press, 1971
Oelke, K.E.	"Edgar Allan Poe and The First Regiment of Artillery"	<u>The Field Artilleryman</u> (to be published Fall 1972)
Plummer, T.F., Jr. Hanne, W.G. Bruner, E.F. and Thudium, C.C., Jr.	<u>Landscape Atlas of the USSR</u>	United States Army Topographic Command, 1971
Smith, D.F., Jr. and Overend, J.	"High Resolution Spectra of $^{12}\text{CS}_2$ and $^{13}\text{CS}_2$; The $\nu_3-\nu_1$, $\nu_3-2\nu_2$, and $4\nu_4$ Bands"	<u>Spectrochimica Acta</u> , Vol 27A, 1971
	"A Simplification of the General Quartic Force Field of Linear Triatomic Molecules"	<u>Journal of Chemical Physics</u> , Vol 55, 1971
	"Anharmonic Force Constants of Water"	<u>Spectrochimica Acta</u> , Vol 28A, 1972
Smith, D.F., Jr. Overend, J. Spiker, R.C. and Andrews, L.	"Anharmonic Force Constants of N_2O from Matrix Infrared Spectra"	<u>Spectrochimica Acta</u> , Vol 28A, 1972

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Smith, M.K.	"A Bibliography of Philosophy"	<u>U.S. Military Academy Library Bulletin</u> , No 9a, 1972
Streett, W.B.	"Pressure-Volume-Temperature Data for Neon from 80° to 130°K and Pressures to 2000 Atmospheres"	<u>Journal of Chemical and Engineering Data</u> Vol 16, 1971
Streett, W.B. and Staveley, L.A.K.	"Experimental Study of the Equation of State of Liquid Krypton"	<u>Journal of Chemical Physics</u> , Vol 55, 1971
Swensson, J.K.	"West Point Weddings"	<u>Soldiers</u> , June 1972
	"The Great Corner in Hannibal and St. Jo.": A Previously Unpublished Short Story by Frank Norris"	<u>American Literary Realism</u> (Univ. of Texas), Sep 1971
VanderEls, T.	"The Irresistible Weapon"	<u>Military Review</u> , July 1971
Weaver, T.C. (co-author)	"The Elastic Constants and Bond Stresses for a Three-Dimensional Composite Reinforced By Discontinuous Fibers"	<u>Fibre Science & Technology</u> , Vol 5, No 2, April 1972 (also published by AIAA and presented at 13th Structures, Structural Dynamics and Materials Conference, April 1972)

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH
FACULTY MEMBERS ARE ACTIVE

Academy of Management
Air Force Association
Alabama Bar Association
Alpha Pi Mu
Alpha Sigma Lambda
American Academy of Mechanics
American Academy of Political and Social Sciences
American Association for Advancement of Science
American Association for the Advancement of Slavic Studies
American Association of Collegiate Registrars and Admissions Officers
American Association of Physics Teachers
American Association of Teachers of French
American Association of Teachers of German
American Association of Teachers of Slavic and East European Languages
American Association of Teachers of Spanish and Portuguese
American Association of University Professors
American Bar Association
American Chemical Society
American Concrete Institute
American Economic Association
American Geographical Society
American Geological Society
American Geophysical Union
American Historical Association
American Institute of Aeronautics and Astronautics
American Institute of Chemists
American Institute of Industrial Engineers
American Library Association
American Management Association
American Mathematical Society
American Men of Science
American Military Institute
American Nuclear Society
American Numismatic Association
American Ordnance Association
American Philatelic Society
American Philological Association
American Political Science Association
American Physical Society
American Psychological Association
American Society for Engineering Education
American Society for Information Science
American Society of Civil Engineers
American Society of International Law

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE-Cont

American Society of Mechanical Engineers
American Society of Physics Teachers
American Society of Public Administrators
American Society of Traffic and Transportation
American Sociological Association
American Studies Association
Archons of Colophon
Armed Forces Communications and Electronics Association
Army Aviation Association of America
Asia Society
Association for Asian Studies
Association for Computer Machinery
Association for Educational Communications and Technology
Association of American Geographers
Association of American Rhodes Scholars
Association of Chairmen of Departments of Mechanics
Association of French Veteran Liaison Officers and Military Interpreters
in the United States
Association of the U.S. Army
Association of U.S. Armor
Audobon Society
Bar Association of the District of Columbia
Bar of the Court of Military Appeals
Bar of the Supreme Court of the United States
Beta Kappa Xi
California Teachers Association
Catholic Library Association
Chemical Society (Great Britain)
Civil Affairs Association
Classical Association of American Academy in Rome
Conference on College Composition and Communication
Cook County Bar Association
Council for Basic Education
Council on Foreign Relations
Defense Supply Association
Delta Epsilon Sigma
Epsilon Tau Sigma
Eta Kappa Nu
Eta Sigma Phi
Federal Bar Association
Goethe Society of America
Hispania Society
Illinois Society of Professional Engineers
Institute of Early American Historians
Institute of Electrical and Electronics Engineers
Institute of Strategic Studies
International Association for Hydraulic Research
International Institute (Madrid)
International Society for Military Law and Law of War
International Studies Association

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE-Cont

Inter-University Seminar on the Armed Forces
Kappa Delta Rho
Latin American Studies Association
Linguistic Society of America
Los Angeles County Bar Association
Mathematical Association of America
Middle East Institute
Modern Language Association of America
Monmouth College Library Association
National Association of Educational Broadcasters
National Association of Spanish Teachers
National Council for Geographic Education
National Council of Teachers of English
National Defense Transportation Association
National Geographic Society
National Historical Society
National Political Science Honor Society
National Rifle Association
National Scholastic Fraternity for the Liberal Arts
National Society for Professional Engineers
New York Academy of Sciences
New York State Bar Association
New York State English Council
Nockian Society
Omicron Delta Epsilon
Operations Research Society of America
Permanent International Association for Navigation Congresses
Phi Alpha Delta
Phi Alpha Theta
Phi Beta Kappa
Phi Delta Phi
Phi Eta Sigma
Phi Kappa Phi
Phi Lambda Upsilon
Pi Gamma Mu
Pi Mu Epsilon
Pi Sigma Alpha
Pi Tau Sigma
Practicing Law Institute
Professional Association of Diving Instructors
Renaissance Society of America
Reserve Officers Association
Sigma Pi Sigma
Sigma Tau
Sigma Xi
Société des Professeurs Française en Amérique
Society for History of Geographical Discoveries
Society for the Study of Southern Literature
Society of American Archivists
Society of American Military Engineers
Society of Automotive Engineers

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE-Cont

Society of Experimental Stress Analysis
Society of Industrial and Applied Mathematics
Society of Philatelic Americans
Society of the Cincinnati
South Carolina State Bar Association
Southeastern New York State Library Resources Council
Special Libraries Association
Tau Beta Pi
Tau Kappa Alpha
Washington Linguistics Club

EDUCATIONAL TRIPS
(AY 1971 - 1972)

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
Chemistry	3 May	8	Brookhaven National Laboratory Upton, L.I., N.Y.
Electrical Engineering	22 April	32	Superior Electric Company Bristol, Conn.
Engineering	28 September	10	Picatinny Arsenal Dover, N.J.
	26 October	9	Watervliet Arsenal Watervliet, N.Y.
	27, 28 October	87	IBM Plant East Fishkill, N.Y.
	18, 19 November	62	Beacon Research Laboratories Beacon, N.Y.
	24 February	1	Picatinny Arsenal Dover, N.J.
	10 March	1	Watervliet Arsenal Watervliet, N.Y.
	17, 20 March	57	IBM Plant East Fishkill, N.Y.
	6 April	28	Aberdeen Proving Ground Maryland
	17, 18 April	106	Beacon Research Laboratories Beacon, N.Y.
	20 April	36	Bethlehem Steel Corporation Bethlehem, Penna.
	4, 5 May	28	Indian Point Nuclear Power Plant, Buchanan, N.Y.
English	9 October	102	Majestic Theatre New York City
	30 October	14	Mark Hellinger Theatre New York City

EDUCATIONAL TRIPS - Cont

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
English (Cont)	30 October	91	Sleepy Hollow Restorations Irvington-on-Hudson, N.Y.
	8 January	11	The Playboy Theater New York City
	26 February	8	Long Wharf Theatre New Haven, Conn.
	4 March	12	Various Art Museums and Buildings in New York City
	12 March	3	C&C Repertory Theatre New York City
	25 March	45	Eden Theatre New York City
	11 May	13	Storm King Art Center Mountainville, N.Y.
ES&GS	17 November	29	City Hall, Newburgh, N.Y.
	13, 16 December	79	Indian Point Nuclear Power Plant, Buchanan, N.Y.
	24, 25 April	193	New York District Engineers New York City
History	26 October	1	Franklin D. Roosevelt Museum Hyde Park, N.Y.
	4 November	1	Franklin D. Roosevelt Museum Hyde Park, N.Y.
	12 February	63	Majestic Theatre New York City
Law	12 April	39	United Nations, N.Y.
Mechanics	10 November	14	Grumman Aircraft Company Bethpage, N.Y.
	22 November	31	General Electric Company Schenectady, N.Y.
	29 November	51	Grumman Aircraft Company Bethpage, N.Y.

EDUCATIONAL TRIPS - Cont

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
Mechanics (Cont)	13, 14 December	121	Texaco Research Laboratories Beacon, N.Y.
	13-16 December	56	Stewart Airport, Newburgh, N.Y.
	28 March	19	Grumman Aircraft Company Bethpage, N.Y.
	4 April	44	Grumman Aircraft Company Bethpage, N.Y.
	5 April	4	Intl Symposium on Engineering Design, New York City
	17, 18 April	119	Texaco Research Laboratories Beacon, N.Y.
	17-20 April	38	Stewart Airport, Newburgh, N.Y.
	19 April	62	General Electric Company Schenectady, N.Y.
MP&L	29, 30 September	56	General Motors Plant North Tarrytown, N.Y.
	5, 6 October	40	Putnam Valley Drug Rehab Center Putnam Valley, N.Y.
	29, 30 November	38	Warwick State Training School Warwick, N.Y.
	6 December	26	Port of New York Authority New York City
	7, 8 February	71	General Motors Plant North Tarrytown, N.Y.
	4, 5 April	34	Warwick State Training School Warwick, N.Y.
	3, 4 May	56	Putnam Valley Drug Rehab Center Putnam Valley, N.Y.
Physics	8 December	36	Brookhaven National Labs Brookhaven, N.Y.
	8 December	57	Indian Point Nuclear Power Plant, Buchanan, N.Y.

EDUCATIONAL TRIPS - Cont

<u>Department</u>	<u>Date</u>	<u>Cadets</u>	<u>Destination</u>
Physics (Cont)	17 April	2	Fort Monmouth, N.J.
	3 May	44	Brookhaven National Labs Brookhaven, N.Y.
	3 May	56	Union Carbide Company Tuxedo, N.Y.
Social Sciences	9 December	25	United Nations, N.Y.
	13 December	23	Interstate Bag Company Walden, N.Y.
	10 March	1	Interview GEN Lucius D. Clay New York City
	16 March	6	Lunt-Fontane Theater New York City
	25 March	6	Chinese Cultural Visits New York City
	9 May	26	Interstate Bag Company Walden, N.Y.

LECTURE PROGRAM
(AY 1971 - 1972)

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Astronauts David Scott and Alfred Worden, "Apollo 15:
Exploration of Hadley Rille"

MG Richard Groves, Division Engineer, North Atlantic
Engineer Division, "Environmental Improvement Projects
of the Corps of Engineers--Pollution Abatement in New
York Harbor"

Mr. Russell E. Train, Chairman, Council on Environmental
Quality, Executive Office of the President, Washington,
D.C., "Federal Environmental Programs"

BG Albert B. Crawford, Jr., Project Manager, Army Tactical
Data Systems, U.S. Army Electronic Command, "Computers
in Military Operation"

Mr. Clifford Stewart, Perry, Dean and Stewart, Boston,
Massachusetts, "Computers in Architecture"

Dr. Marvin Wofsey, Professor of Management, George
Washington University, Washington, D.C., "Computers in
Business"

DEPARTMENT OF ELECTRICAL ENGINEERING

MG H. F. Foster, Jr., CG, USAECOM, "Electronics in the
Army"

DEPARTMENT OF ENGINEERING

Mr. Martin B. Chase, Chief of Selective Annuntion
Technical Division, Office of Project Manager and
COL K. Lockwood, Project Manager, USAMUCOM, "Engineering
Economy"

DEPARTMENT OF ENGINEERING (Cont'd)

- Dr. W. T. Morris, Ohio State University, "Tools for Decision Makers"
- BG Winfield S. Scott, Commandant of Defense Systems Management School, "What is Important in Management"
- Mr. R. C. Maguire, Small Arms Systems Lab, USAWEACOM, Rock Island, "U.S. Army Small Arms Program"
- Dr. A. H. Kazi, Chief, Reactor Operations Section, Army Pulse Radiation Facility, Aberdeen Proving Ground, Maryland, "Engineering and Physics Design of the APRE Reactor"
- Mr. Joseph B. Hayes, Chief Engineer, U.S. Army Tank Automotive Command, "Engineering of Tank Automotive Materiel"
- Dr. Edward Teller, Director, Lawrence Radiation Lab, University of California, "The Role of Technology in Our National Security"
- Mr. John Meyer, Head Architect, Sverdrup and Parcel, Inc., "Architectural-Engineering Interaction"
- Mr. Mel H. Grosz, Vice President and Director, Esso, Math and Systems Inc., "The Role of Systems/Models in Management"

DEPARTMENT OF ENGLISH

- Dr. Robert Gurland, Associate Professor of Philosophy, New York University, "Cartesian Dualism" (October) and "The Existential Man" (February)
- Prof Charles Frankel, Old Dominion Professor of Philosophy and Public Affairs, Columbia University, "Logical Positivism and Existentialism"
- Prof Terence Martin, Professor of English, Indiana University, "American Attitudes Toward Experience"

DEPARTMENT OF ENGLISH (Cont'd)

Prof Arthur H. Scouten, Professor of English, University of
"Gulliver's Travels"

Mr. John Ciardi, Poet and Poetry Editor of Saturday
Review, "Poetry is a Way of Knowing"

Prof John Seelye, Novelist and Professor of English,
University of Connecticut, "Billy Budd"

Prof Arthur C. Danto, Professor of Philosophy, Columbia
University, "Metaphysics of Hume"

Prof William T. H. Jackson, Professor of Germanic Languages,
Columbia University, "The Inferno" (Fall Term) and
"Marriage in the Middle Ages" (Spring Term)

Prof James Meriwether, Professor of English, University
of South Carolina, "Faulkner's Go Down, Moses"

Dr. Leo Marx, Professor of English and American Studies,
Amherst College, "Contemporary America: Modernity and
Mass Society"

DEPARTMENT OF FOREIGN LANGUAGES

Dr. Humberto Pinera, New York University, "El Teatro
Moderno in Espana"

Mr. Huang, Professor, Far East Institute, Yale University,
"Communist Language Reform"

MAJ Spiedel, German Army Attache, "Die Bundeswehr in der
Nato"

Dr. Anson C. Pieper, Professor, Romance Languages,
Williams College, "Brazilian Independence and
Romanticism"

Mr. Claude Martin, Department of Modern Languages, Brooklyn
College, "Educational System of France"

DEPARTMENT OF HISTORY

COL John E. Jessup, Jr., Office of the Chief of Military History, "The Origins of the East Slavs"

Rt Rev Monsignor Edward J. Sutfin, Chairman, Department of Philosophy, Fine Arts and Religion, Norwich University, "Renaissance Art"

Mr. Boris Todorovich, Formerly Voice of America, New York City, "Yugoslav and French Resistance Movements in World War II"

Prof Jay Luvaas, Department of History, Allegheny College, "European Military Theory in the 19th Century"

Prof Trumbull Higgins, Professor of History and Economics, John Jay College, CUNY, "Coalition Warfare"

Prof J. M. W. Bean, Professor of History, Columbia University, "The Evolution of the Constitution 1500-1714"

Prof Russell F. Weigley, Department of History, Temple University, "Evolution of U.S. Military Policy 1865-1914"

Prof Donald Gillin, Professor of History, Vassar College, "The Chinese Civil War"

Dr. Forrest Pogue, George C. Marshall Research Institute, "World War II Command and Strategy"

Prof Kenneth Jackson, Columbia University, "The Crabgrass Frontiers"

Prof Martin Blumenson, Naval War College, "Patton and Montgomery--Alike or Different?"

DEPARTMENT OF LAW

MG George S. Prugh, The Judge Advocate General of the Army, "Military Justice and the Young Officer"

DEPARTMENT OF MATHEMATICS

Dr. Seth Bonder, Associate Professor of Industrial Engineering, University of Michigan, "Mathematical Modeling of Conflict"

DEPARTMENT OF MECHANICS

Prof J. P. DenHartog, Professor of Mechanical Engineering, Massachusetts Institute of Technology, "Mechanical Vibrations"

Mr. Tadeusz M. Drzewiecki, Harry Diamond Ordnance Laboratory, "Fluidics"

Mr. Richard Kline, Space Shuttle Program, Grumman Aerospace Corporation, "Space Shuttle Systems"

Prof Arthur Bergles, Georgia Institute of Technology, "Boiling Heat Transfer"

Dr. Dave Roylance, Research Engineer, AMMRC, "Composite Materials"

Dr. R. H. Cannon, Jr., Assistant Secretary for Systems Development and Technology, Department of Transportation, Washington, D.C., "Advanced Transportation Projects"

DEPARTMENT OF SOCIAL SCIENCES

Dr. Felix Moos, University of Kansas, "Anthropology"

Prof John D. Martz, University of North Carolina, "Political Development in Latin America"

Dr. John Wilson, Federal Power Commission, Washington, D.C., "The Structure of the U.S. Economy"

Dr. K. Wayne Smith, National Security Council Staff, "Strategies for the Seventies"

DEPARTMENT OF SOCIAL SCIENCES (Cont'd)

Rev Walter J. Cizek, S.J., Lecturer on Soviet Affairs,
Fordham University, "Life in the Soviet Union"

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

Dr. Robert O. Freedman, Department of Political Science,
Marquette University, Milwaukee, Wisconsin, "The
Zionist Viewpoint in the Arab-Israeli Dispute"

Prof Zbigniew Brzezinski, Professor of Law and Government,
Columbia University, "Changing Patterns of Power"

Prof Abdul Aziz Said, American University, "Palestinians:
Problems and Prospects"

Prof Alfred Stepan, Yale University, "Military Regimes in
Developing Nations"

COL Anthony King-Harmon and LTC Andre Houel, North Atlantic
Treaty Organization's International Staff, "NATO's
Relevance to the 1970's"

Mr. David Kershaw, Project Director of Mathematica,
Princeton, New Jersey, "Poverty and the Negative
Income Tax"

Mr. John Paul Vann, Director of Second Regional Advisory
Group, RVN, "Can South Vietnam Survive?"

COL Donald Bletz, Army War College and Mr. Clay E.
McManaway, Deputy Assistant Secretary of Defense
(Regional Programs), OASD/Systems Analysis, "U.S. Army
and Insurgency"

Prof Stuart Fagan, Columbia University, "The Politics of
Economic and Political Integration in Latin America"

Prof Warner R. Schilling, Columbia University, "Arms
Control"

DEPARTMENT OF SOCIAL SCIENCES (Cont'd)

Prof Graham Allison, Harvard University, "Bureaucratic Decision Making"

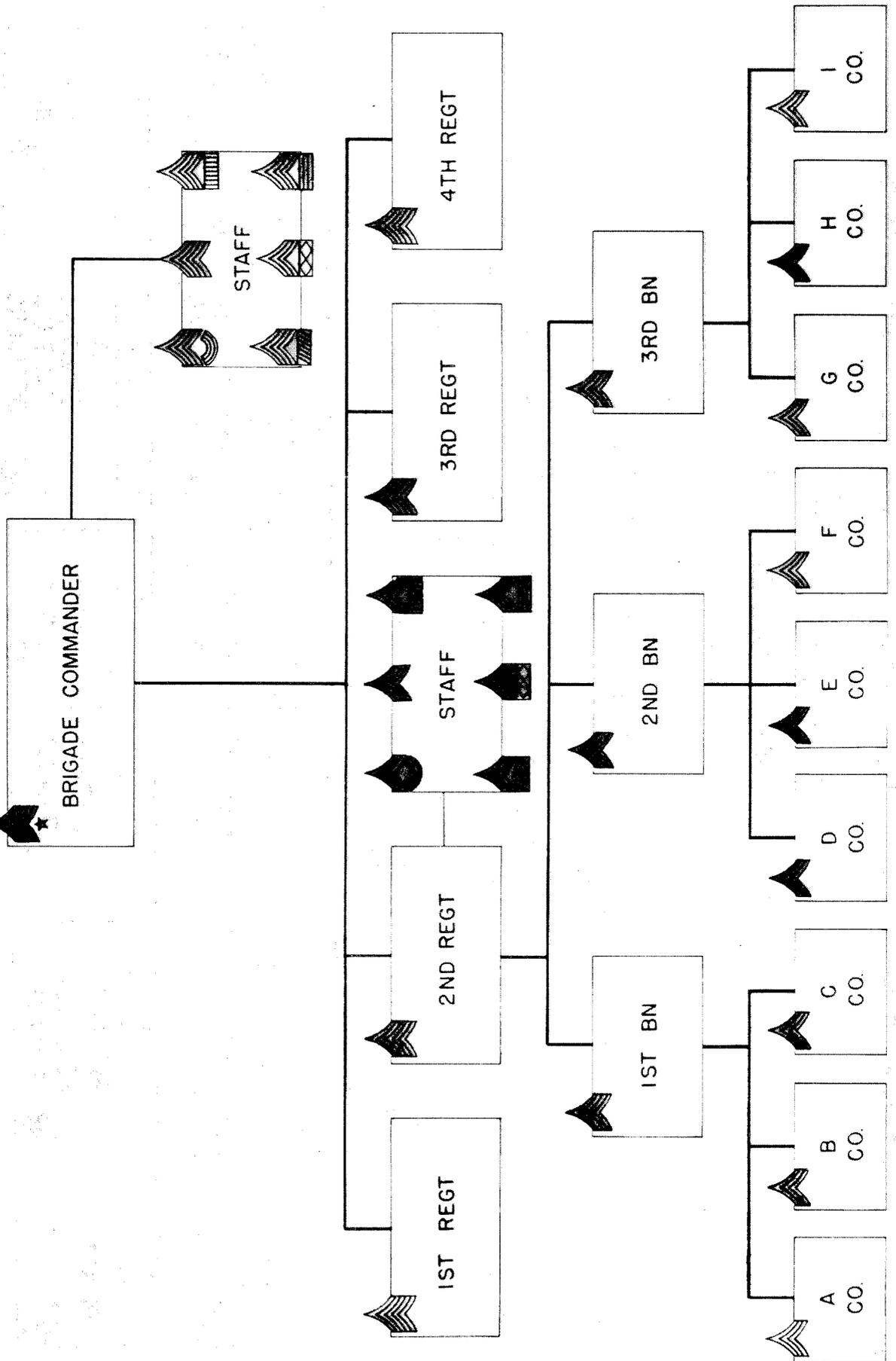
Mr. Paul A. Jureidini, Senior Research Scientist, American Institute of Research, "Palestinians: Problems and Prospects"

Mr. William C. Sullivan, Former Assistant Director, FBI, "Internal Security of the United States"

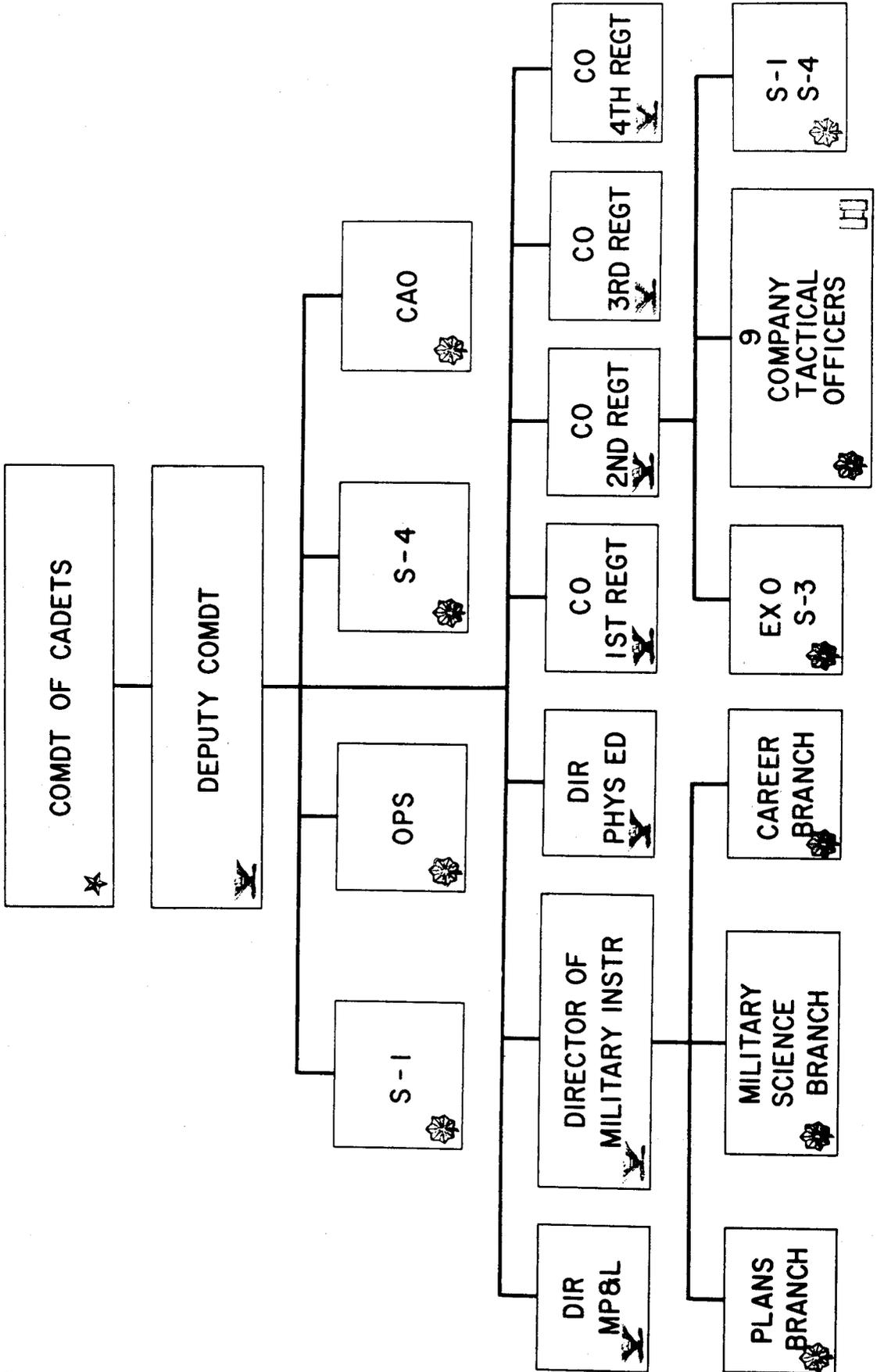
Mr. Robert Wilburn and Mr. Bart Holaday, Department of Defense, "The DOD Budget and U.S. Fiscal Policy"

Mr. Jan Lodal, Vice President, American Management Systems; Dr. Laurance E. Lynn, Jr., Assistant Secretary for Plans and Evaluation, HEW; Dr. John M. Seidl, Deputy Assistant Secretary for Plans and Evaluation, HEW; Mr. James M. Ruth, Assistant Director Budget Bureau, City of New York, "HEW's Managerial Revolution"

ORGANIZATION U S CORPS OF CADETS



ORGANIZATION DEPARTMENT OF TACTICS



MILITARY PSYCHOLOGY AND LEADERSHIP GUEST LECTURERS

Congressman Ronald V. Dellums, 7th District, California, "The Politics of the Niggers"

Mr. Daniel Henkin, Assistant Secretary of Defense for Public Affairs, "Pentagon Public Affairs Activities"

LTG Joseph G. Heiser, DCSLOG, Department of the Army, "Logistics Leadership"

LTG Melvin Zais, Director, J-3, Operations Directorate, "The Leadership Challenge"

COL Victor F. Phillips, U.S. Air Force Academy, "Organizational Role of the Assistant-to"

Mr. Joe Clark, International Meditation Society, "Transcendental Meditation"

Mr. Ned Coll, National Director of the Revitalization Corps, "Volunteer Work in the Inner City"

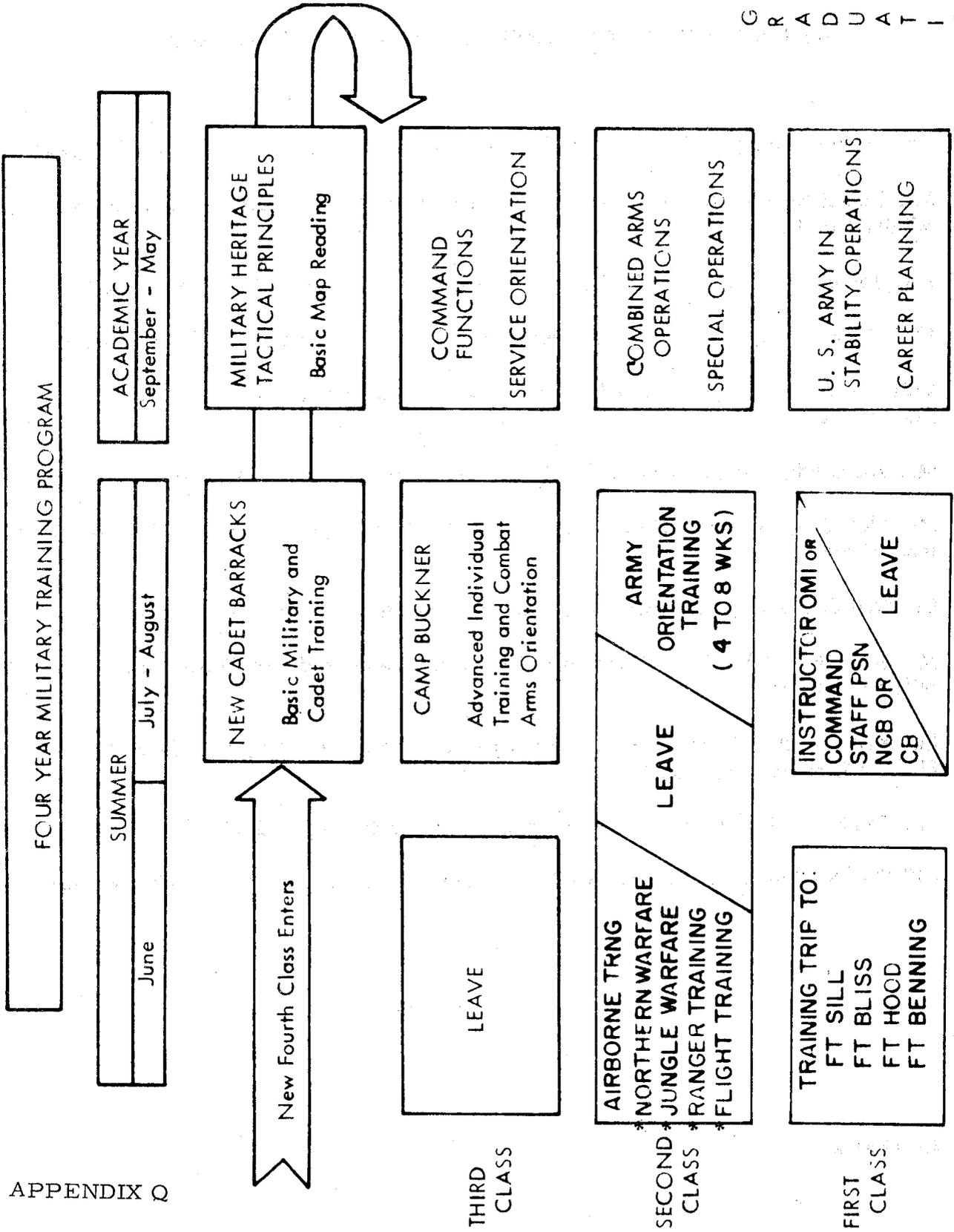
Dr. Fred E. Fiedler, University of Washington, "Leadership Contingency Model"

Mr. John Hart, CBS News, "Responsibilities of the News Media for Reporting on Military Affairs"

Mr. Kenneth O. Michel, Director, Management Development Programs, General Electric Company, "Management Development"

Mr. Frank Natale, Phoenix House Director, "Combating Drug Addiction"

CPT Curt Smothers, U.S. Army JAG Corps, "Equal Opportunity Policy within the Army"



*Scheduled for Summer 1972 (July and August)

FOUR YEAR MILITARY TRAINING PROGRAM

ACADEMIC YEAR 1971-72
September - May

SUMMER 1971
June July - August

MILITARY HERITAGE
TACTICAL PRINCIPLES
Basic Map Reading

NEW CADET BARRACKS
Basic Military
and Cadet
Training

COMMAND
FUNCTIONS
SERVICE
ORIENTATION

CAMP BUCKNER
Advanced Individual
Training & Com-
bat Arms Orient.

COMBINED ARMS
OPERATIONS
SPECIAL OPERATIONS

VISIT SIGNAL
& ENGINEER
CENTERS Lv
ARMY
ORIENTATION
TRAINING
AIRBORNE
TRAINING

U.S. ARMY IN
STABILITY
OPERATIONS
CAREER PLANNING

COMMAND or
STAFF PSN
NCB or
CB LEAVE

New Fourth Class Enters

LEAVE

TRAINING TRIP
to
COMBAT ARMS
CENTERS

THIRD
CLASS

SECOND
CLASS

FIRST
CLASS

MILITARY INSTRUCTION GUEST LECTURERS

Mr. Robert W. Fisch Museum Curator, USMA 17 and 20 Sep 71; 5 and 6 Oct 71	"Weapons and Uniforms of the 19th Century" "Weapons and Uniforms of the 20th Century"
MAJ Michael J. Hague Office of Military Instruction, USMA 4 and 5 Nov 71	"The British Experience in Peace Keeping Operations"
BG Eugene P. Forrester Dir, Office of Personnel Directorate Washington, DC 30 Nov 71	"Career Planning"
LTC Richard Dawnay British Liaison Officer United States Army Infantry Center 9 and 10 Dec 71	"Urban Insurgency--Northern Ireland"
LTC Elliott P. Sydnor, Jr. Company Tactics Department United States Army Infantry School 14 Dec 71	"Airmobile Raid--Son Tay, 1970"
MG James C. Smith Commanding General 1st Cavalry Division (TRICAP) 4 and 5 Jan 72	"The TRICAP Division"
MAJ Daniel A. Smith Foreign Language Department, USMA 6 and 7 Jan 72	"Remote Area Operations in Latin America"
Professor Lymon B. Kirkpatrick Brown University USNWC 11 Jan 72	"Stability Operations Worldwide"
USMC Amphibious Warfare Presenta- tion Team Marine Corps Development and Educa- tion Command 13 and 14 Mar 72	"Amphibious Operations"
LTC Richard D. Hooker Directorate of Military Support Department of the Army 21 and 22 Mar 72	"Civil Disturbance"

APPENDIX R

CPT David S. Berkman
CPT Lawrence Peterson
Tactics/Combined Arms Department
United States Army Field Artillery School
5 and 6 Apr 72

"Nuclear Weapons Operations"

LTC Charles F. Spicka
DCS/Plans and Operations
Department of United States Air Force
7 and 10 Apr 72

"U.S. Air Force"

LCDR David P. Yonkers
Department of Tactics, USMA
11 and 12 Apr 72

"U.S. Navy"

MAJ Marion G. Busby
Department of Tactics, USMA
13 and 14 Apr 72

"U.S. Marine Corps"

CPT Erin F. Audrain
CPT Douglas E. MacFarland
LTC Donald Bowman
USAIS
Fort Benning, GA
25 and 26 Apr 72

"Ranger/Airborne"

The following officers presented an orientation on the Basic Officer's Course for their respective branches on 5 and 6 April 1972:

CPT Carrol J. Howard
CPT Neil A. McLean
CPT Charles W. Anderson

"Infantry"

MAJ Robert E. Brown

"Field Artillery"

LTC John Prillaman
CPT John C. Gale

"Armor"

CPT Herbert J. Smith

"Air Defense Artillery"

CPT Lester M. Hunkele

"Engineer"

CPT George W. Harness

"Signal Corps"

The following officers participated in the Recent Graduate Returnee Program, 16-20 April 1972:

Air Defense Artillery

CPT John R. Leone
4th Bn (C/V), 61st Arty (ADA)
Fort Carson, Colorado

Armor

CPT Paul G. Jones
2d Bn, 63d Armor
1st Infantry Division
Fort Riley, Kansas

Air Defense Artillery (cont)

1LT Bernard Zeper
5th Bn (Abn), 562d Arty (ADA)
Fort Bliss, Texas

Corps of Engineers

CPT Theodore J. Trauner
US Army Engineer School
Fort Belvoir, Virginia

CPT Laurence R. Sadoff
8th Engr Bn, 1st Cav Div (TRICAP)
Fort Hood, Texas

Infantry

CPT Carrol J. Howard
US Army Infantry School
Fort Benning, Georgia

CPT Richard M. Seitz
82d Airborne Division
Fort Bragg, North Carolina

1LT William J. Ekman
B Co, 75th Ranger Bn
Fort Carson, Colorado

1LT Charles K. Wagener
2d Bn, 16th Inf, 1st Inf Div (Mech)
Fort Riley, Kansas

Military Police

CPT Russell J. Baker
Office of the Secretary
Military Police School
Fort Gordon, Georgia

Armor

CPT Douglas W. Craft
HHC, 52d Abn Bn (Cbt)
APO SF 96494
Intransit to 4th Inf Div
Fort Carson, Colorado

Field Artillery

CPT Robert M. Kimmitt
3d Bn, 319th FA
101st Abn Div (Abn)
Fort Campbell, Kentucky

1LT Jay W. Kaine
1st Bn, 19th FA, 4th Inf Div (Mech)
Fort Carson, Colorado

Military Intelligence

CPT Roger T. Olson
Collection and Liaison Division
Defense Intelligence Agency
Washington, DC

CPT Dennis E. Helsel
US Army Security Agency Training
Center and School
Fort Devens, Massachusetts

Signal

CPT Jerome R. Hackett
US Army Signal Center and School
Fort Monmouth, New Jersey

1LT Joseph R. Faranguna
6th Bn, 20th FA, 4th Inf Div (Mech)
Fort Carson, Colorado

CADET ACTIVITIES

<u>Activity</u>	<u>Cadets</u>	Number of Major		<u>Remarks</u>
		<u>Home Events</u>	<u>Trips</u>	
Academic Group				
Aeronautics and Astronautics Club	310	*	2	*Conducted FAA Private Pilot Ground School and held seminars on tactics, spaceflight and model airplanes. Visited FAA control centers.
Amateur Radio Club	10	*	0	*Several person-to-person radio communication contacts with other radio amateurs in the United States and overseas were made.
Astronomy Club	176	*	3	Visited Hayden Planetarium in New York City and Franklin Institute, Pennsylvania. *Conducted studies involving optical and radio astronomy.
Audio Club	61	*	0	*Held two classes on stereo equipment for interested cadets.
Behavioral Science Club	192	14	2	Sponsored Sickle Cell Anemia Benefit at West Point. Visited Morino Institute and Phoenix House, New York City; and Sickle Cell Anemia Research Center, Howard University and Walter Reed Army Institute of Research, Washington, D.C.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Chinese Language Club	91	1	3	Visited the China Institute in New York City. Also visited the Metropolitan Museum of Natural History and Chinatown in New York City and visited various government agencies in Washington, D.C. Sponsored a full length Chinese language film.
Computer Forum	85	*	0	*The Cadet Gold Coat Operator Program was expanded and continued. In addition, the Forum was re-organized into 3 major seminar groups which covered Beginner Skills, Artificial Intelligence, and Graphics.
Debate Council	30	2	35	Hosted the West Point Invitational Debate Tournament with sixteen participating universities. Participated in thirty-five trips to national intercollegiate debate tournaments in twenty-four cities in fifteen states. Cadet debaters won twenty team awards and trophies and ten speakers' trophies. United States Military Academy defeated all other United States Service Academies.
Student Conference United States Affairs	92	1	0	Hosted the twenty-third Annual Conference on United States Affairs attended by 165 students representing ninety colleges and universities, including sixty cadet participants.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
West Point Forum	267	0	12	Participated in seven inter-collegiate student conferences, two model United Nations, and visited the New York Stock Exchange, and three foreign embassies.
Engineering Forum	90	3	4	Held an automotive seminar (13 sessions) to prepare first class cadets for selection of automobiles. Held a two part seminar on the "Environmental Aspects of the Hudson Valley." Visited World Trade Center and Newark Airport, IBM Offices in Fishkill, New York and Bethlehem Steel in Pennsylvania.
Fine Arts Forum	1310	9	40	Presented a full schedule of cultural events consisting of plays, concerts, lectures, exhibits, and seminars. The major events sponsored included: <u>You're a Good Man Charlie Brown</u> , the Dave Brubeck Quartet, the Charlie Byrd Quintet, <u>She Stoops to Conquer</u> , <u>The Story of Robert E. Lee</u> , <u>The Trial</u> , <u>The Tamburitzans</u> , <u>The Taming of the Shrew</u> , <u>Jesus Christ, Superstar</u> . They co-sponsored two USMA Band concerts with a guest artist, nine lectures in painting, archeology, sculpture, graphic arts, music, and film making, and four conferences with students from Manhattanville College.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
French Language Club	273	0	40	Visited Metropolitan Museum and French restaurant in New York City and attended briefings by United States State Department on current United States-French relations and a briefing by French officials at the French Embassy in Washington, D.C.
Geology Club	96	3	9	Sponsored three displays and a lecture on spelunking. Visited marble quarries at Barre, Vermont, explored Onesquethaw Cave at Clarksville, New York, Knox Cave at Knox, New York. Participated in a mineral and fossil collecting trip to New Palitz, New York area. Participated in night fluorescent mineral collecting trip to Franklin, New Jersey and a caving trip to Huntsville, Alabama where cadets were introduced to vertical caving techniques.
German Language Club	110	3	3	Visited United Nations and Steuben Society in New York City; and German Embassy, Central Intelligence Agency and State Department in Washington, D.C. Sponsored German Lecture, film and seminar at West Point.
Mathematics Forum	200	4	2	Attended lecture at Vassar College and visited IBM Research Center, Yorktown Heights, New York. Conducted four lectures at West Point.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Military Affairs Club	239	7	2	Sponsored Wargames Conferences, weapons firing and lectures at West Point. Toured the battlefield at Gettysburg, Pennsylvania and Military displays in Metropolitan Museum of Art, New York City.
Portuguese Language Club	65	3	1	Participated in a special tour through the United Nations and a dinner at a Brazilian Coffee House in New York City. Sponsored a Portuguese language film and lecturer on the Brazilian Military Academy and the Amazon basin.
Rocket Society	98	0	1	Visited Redstone Arsenal, Huntsville, Alabama and received briefings and tour of facilities.
Russian Language Club	60	1	2	Visited the State Department, Pentagon, Smithsonian Institute in Washington, D.C. and ate at Troika Restaurant, New York City. Presented Russian Language Film at West Point.
Spanish Language Club	97	1	1	Attended a performance of Ballet Folklorico de Mexico in New York City, New York. Hosted three college seminars on La Cultura del Caribe.

<u>Activity</u>	<u>Cadets</u>	Number of Major Home Events	Number of Trips	<u>Remarks</u>
Academy Support Group				
Cadet Glee Club	160	7	8	Concert tour included Washington, D.C. (Mrs. Eisenhower's 75th birthday and joint concert with United States Army Band), the Mike Douglas Show (TV) at Philadelphia, Pennsylvania; Mechanicville and Watertown, New York; New York Athletic Club, New York City, New York; Kannapolis, North Carolina; Miami, Florida; Walt Disney World, Florida; New Hope, Pennsylvania; Washington, D.C.; Portland, Oregon; San Diego and Pleasanton, California; Meridan, Connecticut and Attleboro, Massachusetts. At West Point the Glee Club sang at the SCUSA Banquet, on-post Christmas Caroling, a winter concert, the Eastern College Science Conference, the Thayer Award Banquet, Cadet Activities Building Dedication and a June Week Concert.
Fourth Class Glee Club	130	4	3	Sang in Concert for Defense Supply Association, New York and in combined concert with St. Margaret's School, Waterbury, Connecticut and Ladycliff College, New York. Also sang combined Christmas Concert with Ladycliff College at Cadet Chapel, presented a concert for Rockland County Boy Scout Council at West Point and presented a concert during Plebe-Parent Weekend.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Information Detail	64	*	2	Toured NBC-TV and New York Daily News in New York City. Also participated in OCINFO sponsored tour of DA and DOD Information Program in Washington, D.C. *Assisted in preparing news releases from members of Corps of Cadets.
Cadet Public Relations Council	79	NA	NA	540 presentations were made during the Thanksgiving, Christmas and Spring CPRC Special Programs to support the admissions program.
Scoutmasters Council	250	1	1	Hosted the tenth Annual West Point Camporee. Also worked with Post Scouts. Troops 23 and 123.
Bowling Club and Team	68	6	8	Team placed second in American College Unions Region II Tournament. Point standing for all competition was 19 won 13 lost which placed team 3d in competition in western division of Tri-State League.
Handball Club and Team	70	5	6	Tied for seventh out of thirty-two Schools in Intercollegiate National Handball Tournament.
Judo Club and Team	74	5	1	Judo Team finished fourth in Eastern Championships. They presented demonstrations for Homecoming and Plebe Parent Weekend. Competed with Newark College of Engineering, Temple University, and Ishikawa Judo Club.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Karate Club and Team	88	4	1	Won West Point Invitational Tournament taking 7 out of 10 places.
Rugby Football Club and Team	331	11	6	Major Home Events included competition with Fairfield University Rugby Football Club, Sandhurst, Brockport State University, Rutgers University, United States Merchant Marine Academy, Old Maroon, United States Naval Academy, Boston, Essex, and New York Rugby Football Clubs. Sponsored the West Point Invitational with Royal Military College and Old Blue Rugby Football Club. They traveled to New York City to compete with Columbia Business School, Manhattan Rugby Football Club, Westchester Rugby Football Club; to Washington, D.C. to compete with Welsh Charitables and to Pennsylvania to compete with Allentown Rugby Football Club, Washington Rugby Football Club, Penn State Rugby Football Club and Richmond Rugby Football Club.
Sailing Club and Team	112	6	3	Tied for 1st Place in Home Regatta with nine other schools participating.
SCUBA Diving Club	181	*	4	*Involved in eight basic SCUBA courses, two advanced diver courses, one instructor certification course. Assisted in repair work on Stillwell and Popolopan Dams for Post Engineers. Participated in 2 ecology dives at Hession Lake in Bear Mountain Park. Over 129 individuals were certified as Professional Association of Diving Instructors.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Volleyball Club and Team	79	5	4	Team placed 3d in Eastern Collegiate League, and 3d in the West Point Eastern Collegiate Championships, and 5th in the United States Volleyball Association National Championships. One cadet was selected for the All-American Team (Honorable Mention) and 3 cadets were selected for All-East teams.
Water Polo Club and Team	77	5	3	Participated in fourteen competitions including games played in three tournaments. Won 9, lost 5. One cadet selected for All-East first team.
<u>Bugle Notes</u>	23	NA	8	Updated and republished <u>Bugle Notes</u> for AY 72-73.
Cadet Band	133	41	5	Supported rallies, played for 8 mess hall concerts, supported home 150 lb football, basketball and lacrosse games. Trips supported Army/Princeton 150 lb Football game, the Army/Duquesne Basketball game, the Army/Hofstra Lacrosse game, and Army/Johns Hopkins Lacrosse Game.
Class Committees	144	NA	NA	Sponsored respective class weekends during year.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Dialectic Society	154	3	24	Twenty business trips and four participation trips were taken to study lighting and stage techniques. Sponsored three Rock Concerts: "Chase & Revival" "Delany & Bonnie; and "Melanie." Produced the 100th Night Show and supported the Sickle Cell Anemia Benefit Concert.
Hope Committees (4) and Hop Band	144 39	NA *	NA 3	*Eight Formal and 75 Informal hops were scheduled during the year. The Hop Band provided music for approximately 35 hops and parties and conducted 7 mess hall concerts. They attended concerts and toured musical instrument wholesale houses in New York City. 21 cadets travelled to Philadelphia to support the Army-Navy Victory Party in November 1971.
<u>Howitzer</u>	73	0	21	Presented copies of <u>Howitzer</u> indirectly to the President and Vice President and personally to Secretary of Defense, Secretary of the Army, Chief of Staff of the Army, DCSPER, A/DCSPER, and Director Individual Training. Prepared 1972 Edition for publication.
<u>Pointer</u>	120	*	10	Published nine issues of <u>The Pointer</u> magazine. Sold Christmas cards, calendar books, and Winter Scene Prints to Corps of Cadets.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Rabble Rousers	37	11	8	Sponsored 5 "A" Squad Home Football Games; 5 "A" Squad Away Football Games; 6 "A" Squad Home Basketball Games; 4 "A" Squad Away Basketball Games. Planned and conducted rallies, team send-offs and cheer leading for athletic contests. Beat Navy!
Ring & Crest Committees (4)	144	*	NA	*Administered Class Crest and Class Ring selection. Arranged for and sponsored Class Banquets during the year.
<u>Slum & Gravy</u>	78	*	75	*Published <u>Slum and Gravy</u> Bi-weekly during the academic year covering all aspects of Army sports, both past and present. Fifteen issues are published each year reaching a circulation of nearly 6,000.
WKDT Radio Staff	53	*	32	*More than 70 hours of live programming per week, more than 20 home athletic contest broadcasts and 5 record hops and pocket concerts. Sports broadcasts included football, basketball, hockey, baseball and lacrosse. In addition WKDT worked with Rabble Rousers in production of their skits and supported other activities through announcements of their events. Also assisted with 100th Night Show sound system.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
				Military Skills Group
Mountaineering Club	65	1	3	Hosted members of Seton Hall University ROTC Ranger Unit to participate in an instructional climb at Black Rock, West Point Reservation.
Pistol Club & Team	50	1	1	Held an Invitational Pistol Match at West Point. Competed w/ Nassau Police Dept. at Mineola, Long Island, N.Y.
Riding Club & Team	89	1	6	Competed w/ Fairleigh Dickenson at White Plains, N.Y.; the University of Connecticut at Storrs, Conn.; Jersey City State College at Jersey City, N.J.; Rider College at Newton, Pa.; South Hampton College, South Hampton, L.I., N.Y.; University of Stonybrook, Stonybrook, L.I., N.Y., all in conjunction with International Horse Show Association. Presented a Riding Demonstration at Clinton Field during June Week.
Rifle Club & Team	55	3	3	Plebe team won N.Y. State Junior Championship Match establishing new State record. Team won first place in Ridgewood Rifle Club open Sectional and City College of New York National Conventional Sectional.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major</u>		<u>Remarks</u>
		<u>Home Events</u>	<u>Trips</u>	
Ski Club	496	*	9	*Provided organization for cadet recreational skiing at West Point and on nearby slopes. Ski Patrol & Ski Instructor Group supported operations at Victor Constant Ski Slope. Ski Patrol conducted First Aid course. One cadet passed National Ski Patrol "Senior" Test. Six cadet instructors passed U.S. Eastern Amateur Association Ski Instructor Test.
Patrol	96	*	5	
Instructor Group	83	*	2	

Religious Participation Group

Cardinal Newman Forum	93	NA	6	Participated in 6 religious retreats at Cornwall, New York.
Protestant Discussion Group	327	*	2	Attended weekend conference at Warwick and Wappingers Falls, New York. *Conducted Marriage Seminar for First Classmen and Fianceses.
Fellowship of Christian Athletes	325	NA	1	
Other Protestant Religious Groups	172	NA	9	
Cadet Chapel Sunday School Teachers	154	NA	0	
Catholic Chapel Sunday School Teachers	28	NA	0	

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Skeet & Trap Club and Team	42	6	4	Won the Eastern Skeet & Trap Championships. Won International Skeet Championship and placed third in the American Skeet Championships in the National Competition championships.
Sport Parachute Club & Team	94	2	8	Placed second in National Collegiate Sport Parachute Championships at Deland, Fla.; 190 jumpers participated from 59 schools. Cadets placed 3d & 6th in intermediate accuracy; 1st, 4th & 10th in intermediate style; 3d & 4th overall. In the advanced category, cadets finished 5th in accuracy and 7th & 10th overall. Placed second among 12 teams entered in West Point Invitational Meet at Wallkill, New York.
Triathlon Club & Team	90	2	2	Defeated Canadian National Pentathlon Team and the Foxcatcher Farms Team in home meets. Took 2d Place in the National Championships behind the U.S. Modern Pentathlon Team.
Chess Club	71	2	5	Received 7th place award in Eastern Intercollegiate Chess Championships. Beat Navy 7-1.
Outdoor Sportsmen's	296	*	4	*Several cadets killed deer during rifle season. Two cadets shot at bears. Every cadet who bow hunted on post got a shot at a deer; only one hunter was successful.

<u>Activity</u>	<u>Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Cadet Chapel Choir, Chimes & Acolytes	173	NA	5	Trips included visits to Military Order of World Wars Parade, New York City; Washington National Cathedral & Pentagon services, Washington D.C.; Union Congregational Church, Richmond Hill, N.Y.; St. Thomas Cathedral, N.Y.C.; St. Peter's Lutheran Church, N.Y.C.
Catholic Chapel Choir & Acolytes	84	NA	6	Participated in WOR-TV telecast, New York City. Sang at services at St. Vincent Ferrer Church, N.Y.C.; St. Joseph's Church, Bronxville, N.Y.; National Shrine of the Immaculate Conception, Washington, D.C.; St. Patrick's Cathedral, N.Y.C.; at the N.Y. Hilton for N.Y.C. Police Dept. Holy Name Society; Cardinal Cushing College; and St. Columbus Church in Massachusetts.
Jewish Chapel Choir & S. S. Teachers	27	1	2	A Jewish religious retreat was conducted for the first time at West Point; college students (approximately 20) attended in addition to 15 cadets.

FUTURE CONSTRUCTION PROGRAM

<u>PROJECT</u>	<u>**CWE (\$M)</u>	<u>PROJECT</u>	<u>**CWE (\$M)</u>
<u>FY 73</u>		<u>FY 76</u>	
CONSOLIDATED SERVICES FACILITIES*	5.00	CONSOLIDATED ADMIN BLDG*	1.03
MODIFICATION TO UTILITIES	.97	CULLUM HALL	.42
WASHINGTON GATE UTILITIES*	.96	CEMETERY ANNEX	.60
CAMP BUCKNER BARRACKS*	1.86	OUTDOOR ATHLETIC FACILITIES*	.75
STONE FACING*	<u>.66</u>	MUSEUM	<u>5.00</u>
TOTAL	9.45	TOTAL	7.80
<u>FY 74</u>		<u>FY 77</u>	
HOSPITAL*	25.00	OLD HOSPITAL CONVERSION*	7.00
WASHINGTON GATE UTILITIES EXT*	2.90	AMMO STORAGE FACILITY*	<u>1.80</u>
GYMNASIUM*	8.72		
BACHELOR ENLISTED QUARTERS	2.07	TOTAL	8.80
STONY LONESOME ENTRANCEWAY	<u>.15</u>		
TOTAL	38.84		
<u>FY 75</u>		<u>FY 78</u>	
SIGNAL FACILITIES*	1.09	REHAB CADET CLUB ROOMS*	.30
PUBLIC CONFORM STATIONS	.45	IMPROVE TRAFFIC FLOW	3.50
POST CHAPEL ADDITION*	1.00	NORTH ACCESS ROAD	<u>1.00</u>
HVAC SURVEILLANCE	.30		
CADET ATHLETIC CENTER	<u>20.00</u>	TOTAL	4.80
TOTAL	22.84		

*EXPANSION PROJECT
 **CURRENT WORKING ESTIMATE

USMA INSTITUTIONAL RESEARCH REPORTS, FY 1972

Office of Institutional Research

1. A Survey of Ex-Cadets of the Class of 1971.
2. A Typology for Cadet Leavers.
3. The Use of Environmental Information as Moderator Variables in Prediction.
4. Survey of Negro Graduates: One Hundred Years of Blacks Among the Grey.
5. The Use of Entrance Examinations for Initial Sectioning in Advanced Planetary Sciences.
6. Validation of the Academic E-I, Leadership E-I, and Resignation E-I Scores.
7. Summary of Institutional Research at the U. S. Military Academy for Fiscal Year 1971.
8. The Results of the First Class Questionnaire, Class of 1971.
9. A Note on Objective Responses to the Parent Survey, Class of 1975.
10. Summary Report of Admissions Scores of the Candidates and Cadets of the USMA Class of 1975.
11. Trends in Responses to 1st Class Questionnaire 1969, 1970, 1971: A Research Note.
12. A Computer Assisted Selection System for USMA (A Research Summary).
13. Some Attitudes of Selected Subsamples of Cadets, Class of 1974.
14. Characteristics of the Class of 1975.
15. Official Reasons for Separations from Active Duty of USMA Graduates (Class of 1942-1966).
16. The Effect of Anonymity of the Responses to the First Class Questionnaire Class of 1971.
17. The Effects of Signed and Unsigned Questionnaires for Both Sensitive and Non-Sensitive Items.
18. The Frequency, Source, and Value of Cadet Surveys - A Research Note.
19. Summary of Responses, New Cadet Barracks Questionnaire, Class of 1975.

20. The Use of Types of Athletic Participation as Moderator Variables.
21. Comparison of USMA Graduates from the Class of 1950 with Graduates from Other Colleges on Selected Variables (A Product Appraisal Report).
22. Some Correlates of the Aptitude for Service Rating (A Research Note).
23. Trends in Admission Variables Through the Class of 1975.
24. The Image of the United States Military Academy Among Cadets.
25. Some Correlates of the Academic Order of Merit (A Research Note).
26. Summary of Responses Reorganization Week Questionnaire Class of 1975.
27. Report of Minority Candidate Questionnaire, Class of 1974.
28. Characteristics of Candidates to the Class of 1975.
29. Summary of Responses, Reorganization Week Questionnaire, Classes of 1972, 1973, and 1974.
30. A Comparison of New Cadets at USMA with Entering Freshmen at Other Colleges, Class of 1975.
31. A Socio-Psychological Study of Early Resignations.
32. Civilian Careers of USMA Graduates.
33. Relationship Between Exposure to Marijuana and Attitudes Toward Drugs.
34. The Socio-economic Background and Performance of West Point Graduates (A Product Appraisal Report).
35. Military Job Satisfaction Among USMA Graduates.
36. From CEER to ACEER.
37. Job Satisfaction Among Graduates in Combat Arms, Combat Support, and Combat Services Support.
38. A Computer Assisted Selection System (Observation and Recommendations).

Office of Military Psychology and Leadership

1. Peer Ratings During NCB.
2. Effect of Corps Squad Participation on ASR.
3. Investigation of Criteria to Determine Initial Sectioning Assignments in Psychology 202.

4. Transactional Views of Authority.
5. Expectation and Its Effect on New Cadets' Performance.
6. Evaluation of the Third Class Sponsor Program.

Office of Military Instruction

Study of the Impact of Branch Drawing on Career Motivation.

Office of Physical Education

1. Standardized Scoring Procedure Within the USMA Physical Testing Program.
2. Comparison of Selected USMA Admission Variables Among High and Low Physical Aptitude Examination Performers.
3. Analysis of High School Varsity Athletic Participation for the United States Military Academy - Class of 1972.
4. An Evaluation and Standardization of Upperclass Squash.
5. The Relationship of Aptitude for the Service Rating to Performance as an Officer After Graduation.
6. The Effects of Sleep Deprivation on Dynamic Strength and Stamina.
7. A Multidimensional Analysis of Non-Varsity Sports and Physical Activities for the Class of 1972 United States Military Academy.
8. The Relationship Between Physical Ability and Success at the United States Military Academy.
9. Physical Education and the Development of Leadership Characteristics of Cadets at the United States Military Academy.
10. Predicting Athletic Success at the United States Military Academy.

OFFICIAL VISITORS TO USMA

1971

JULY

12 - 13 Major General Richard J. H. Webb, Chief of the General Staff,
New Zealand Army

22 Officers from the Argentine Center of Higher Studies (Tour
Group 56 - 71)

AUGUST

12 Mr. Leonard Hooper, Sacramento County Recorder, Constituent
of Congressman John E. Moss, California

13 Honorable Robert Johnson, Assistant Secretary of the Army (R&D)

14 Lieutenant General Sisowath Sirik Matak, Prime Ministerial
Delegate of the Khmer Republic (Cambodia)

17 Major General Herluf Nygaard, Inspector General of the
Norwegian Home Guard

31 Field Marshal Sir Claude Auchinleck, GCB, United Kingdom

SEPTEMBER

4 Lieutenant Colonel Herbert Jung, German Army, and ten German
civilian winners of a German Army competition for young essayists

7 - 8 Brigadier General Paik Haeng Koul, Commandant, Republic of
Korea Military Academy

13 Officers from the United States Army School of the Americas

18 Mr. W. Howell Forrester, Attorney at Law, Pulaski, Tennessee

20 General Lai Ming-Tang, Chief of the General Staff, Republic of
China

21 Officers from the German Armed Forces Staff College

23 Lieutenant Colonel Thomas Ndabameye, Commander of the Armed
Forces of Burundi

27 Cadets from the United States Army School of the Americas

28 Lieutenant General Mochamad Jasin, Deputy Chief of Staff,
Indonesian Army

APPENDIX V

OCTOBER

- 1 - 2 The Secretary of the Army and Mrs. Robert F. Froehlke
- 5 Honorable Barry M. Goldwater, United States Senator
- 7 German Logistical Orientation Tour with General Birnstiel and members of German Army Staff
- 12 Paraguay Orientation Tour 90-71 with Major General Alborna, Vice-Chief of Staff, Fuerzas Anados de la Nacion
- 26 Astronauts David R. Scott and Alfred M. Worden, United States
- 27 Colonel S. D. Catalani, Military Attache, Royal Netherlands Embassy
- 31-1 Nov Colonel Mohamed Salah Mokaddem, Acting Chief of Staff, Tunisian Army

NOVEMBER

- 8 The Liberian Orientation Tour 2230-71 with Brigadier General Binyah W. Kesselly, Commanding General, Liberian National Guard Brigade, Barclay Training Center

DECEMBER

- 1 Dr. Thomas K. Aboagye, Ministerial Secretary, Ministry of Defense, Ghana
- 10 Lieutenant General Robert R. Williams, Assistant Chief of Staff for Force Development, to conduct Senior Officer Orientation Seminars

1972

JANUARY

- 6 - 7 Brigadier General Mildred Bailey, Director of Women's Army Corps
- 13 - 14 General George Forsythe, Special Assistant to the Chief of Staff on Modern Volunteer Army
- 19 Colonel William T. Williams, United Kingdom, representing the National Defense College
- 24 Major General Frank W. Norris, Department of the Army, Army Officer Education System

FEBRUARY

- 4 Major General Mariano J. DeNevaras, Military Attache, Argentina
- 7 USARSO Group 01-72, Latin American Officers, Honor Graduates of their respective academies
- 10 General Alain Henry Paul de Boissieu, Dean de Luigne, Chief of Staff, French Army

MARCH

- 27 - 29 Department of the Army General Staff Team
- 28 General Hasso Von Manteuffel, German Army, Retired

APRIL

- 4 Mrs. Douglas MacArthur for Presentation of MacArthur Medallion
- 10 Lieutenant Colonel Chu-yao Lin, Superintendent of Chinese Military Academy
- 11 General Michael S. Davison, Commander-in-Chief, USAREUR/7th Army and Commander, CENTAG-NATO, to conduct informal career discussions
- 12 Orientation Tour 93-72, Federal Republic of Germany with General Guenter Kiessling, Chief of Directorate for Officer and NCO Training
- 21 Commodore Find Haugsted, Senior Danish SIGINT Officer
- 24 Mr. M'Barak of the Mauritania Embassy
- 27 - 29 Board of Visitors:
Honorable Howard W. Cannon, Nevada
Honorable and Mrs. Hiram L. Fong, Hawaii
Honorable and Mrs. Olin E. Teague, Texas
Honorable W. R. Hull, Jr., Missouri
Honorable Alexander Pirnie, New York
Honorable and Mrs. Glen R. Davis, Wisconsin
General A. C. Wedemeyer, USA (Retired)
General Leif J. Sverdrup
Dr. and Mrs. D. Whitney Halladay, President, East Texas State University

MAY

- 4 Sylvanus Thayer Award Recipient: Dr. Billy Graham, Evangelist

MAY (Continued)

- 8 School Group VIII-72, Allied Students from the Command and General Staff College, Fort Leavenworth, Kansas
- 10 Dr. Robert H. Cannon, Jr., Assistant Secretary of Transportation for Systems Development and Technology
- 11 Dr. Lawrence E. Lynn, Jr., Assistant Secretary for Plans and Evaluation, U.S. Dept of Health, Education and Welfare to be Senior Participant in a panel discussion
- 15 1972 Kermit Roosevelt Lecturer: General Sir Antony Read, KCB, CBE, DSO, MC, ADC (GEN), Quartermaster General, British Army
- 15 Orientation and Inspection of Construction Projects: Major General Rollins, Deputy Chief of Engineering
- 15 - 19 1972 Superintendents Conference
- 20 Eisenhower Dedication:
Mrs. Mamie Eisenhower
General W.C. Westmoreland: Principal Speaker
- 24 Brigadier General George A. Lincoln, Office of Emergency Preparedness, Executive Office of the President, to deliver address to Army Relief Society
- 26 His Excellency Eduardo Z. Romualdez, Ambassador, and Colonel Florencio F. Magsino, Defense and Military Attache, Republic of the Philippines
- 26 Major General Aban Naidu, Military and Naval Attache, Embassy of India

JUNE

- 5 Major General Eliahu Zeira, Defense and Armed Forces Attache, Embassy of Israel

1 - 7 1972 JUNE WEEK

Graduation Speaker: General W.C. Westmoreland
Chief of Staff, U.S. Army

Other June Week Participants:

Mr. and Mrs. Bob Hope
Honorable and Mrs. Robert L. Johnson
Honorable and Mrs. Peter A. Peyser
His Excellency The Ambassador of Uruguay and Mrs. Luisi
Colonel and Mrs. Florencio F. Magsino, Defense and Army
Attache, Republic of the Philippines

JUNE (Continued)

- 1 - 7 Lieutenant Colonel and Mrs. Carlos J. Martinez, Military,
Air and Naval Attache, Panama
Major General and Mrs. Seok Chu Paik, Defense and Military
Attache, Korea
His Excellency The Ambassador of Jamaica Sir Egerton R.
Richardson
Count and Countess Amadeo Zedtwitz, Executive, German Tele-
vision System, and former diplomat with Weimer Republic
- 21 - 22 Honorable Robert F. Froehlke, Secretary of the Army, United
States
- 22 Mr. Robert Mathims, Assistant Secretary of Defense, Australia