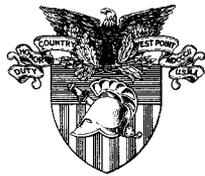
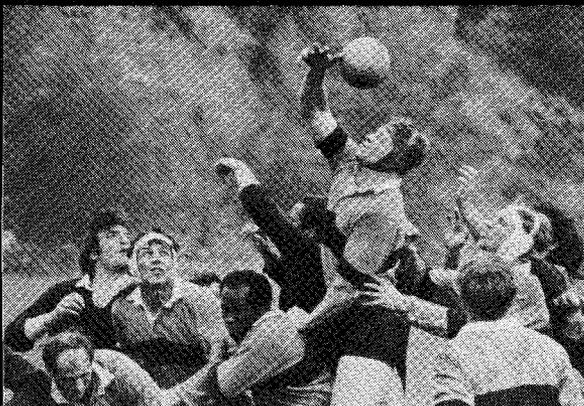


The Annual Report of the Superintendent

1 July 1972 30 June 1973



United States Military Academy
West Point New York



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 1973

SUBJECT: Annual Report of the Superintendent, 1 July 1972
through 30 June 1973

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

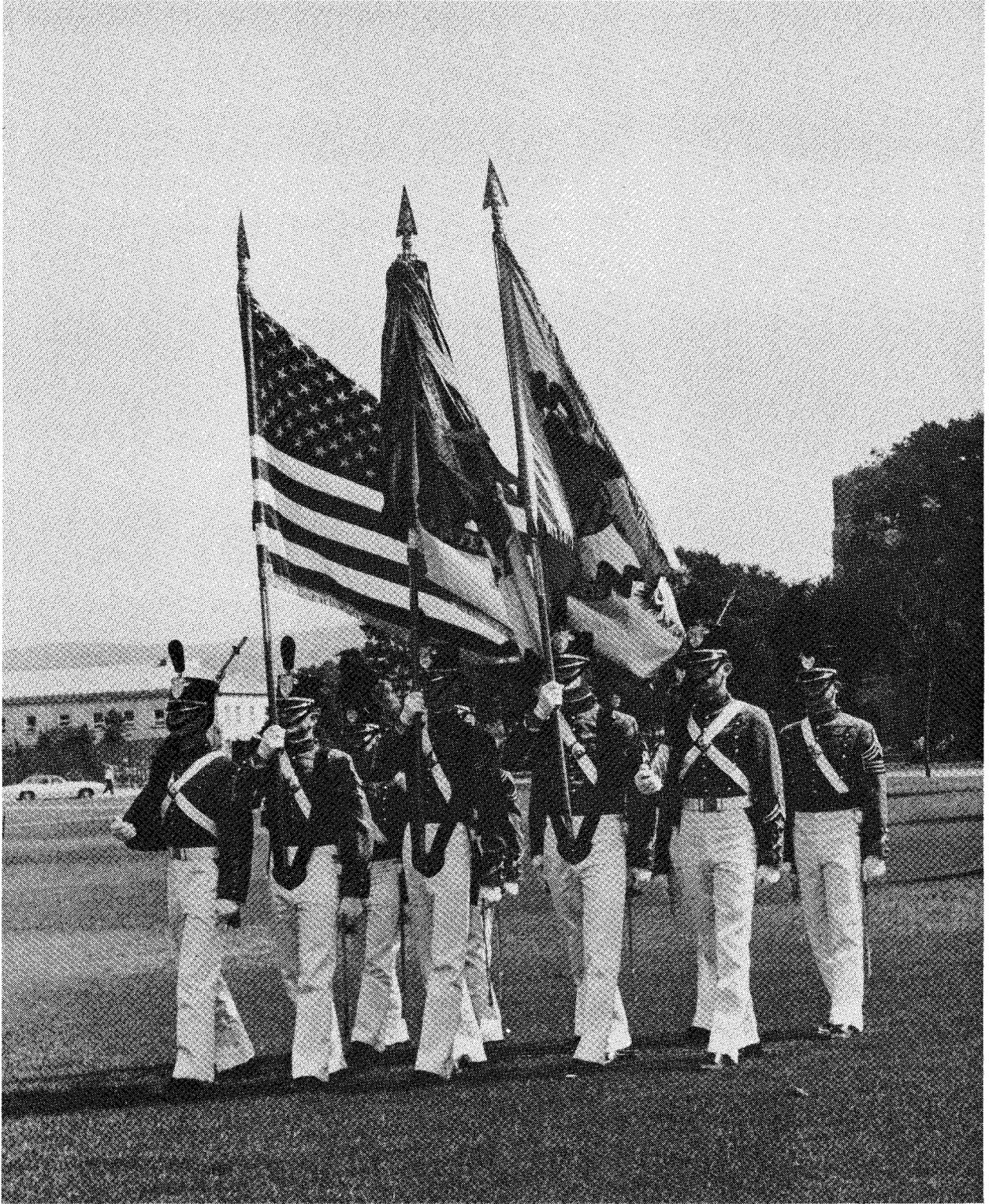
This report provides a record of the United States Military
Academy for the period 1 July 1972 through 30 June 1973.

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

WILLIAM A. KNOWLTON
Lieutenant General, USA
Superintendent

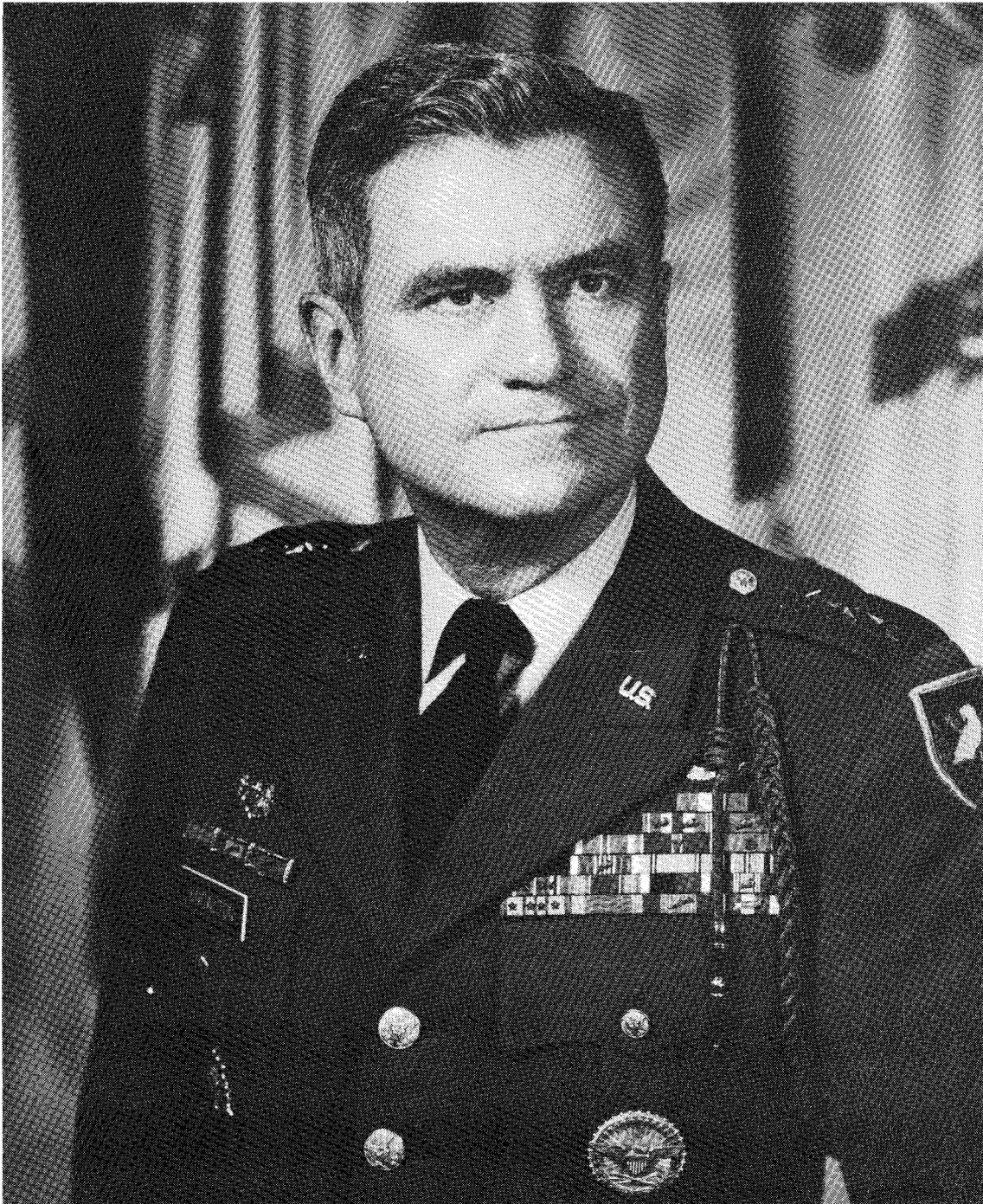
TABLE OF CONTENTS

INTRODUCTION	1
ADMISSIONS PROGRAM	4
ACADEMIC PROGRAM	9
MILITARY TRAINING PROGRAM	34
ATHLETIC PROGRAM	53
POST ACTIVITIES	
Personnel and Administration	59
Logistics	74
Comptroller	98
Institutional Research	102
First Battalion First Infantry	105
Office of Information	107
Museum	114
Alumni Activities	116



APPENDICES

- A Academic Calendar
- B The Academic Program
- C Elective Courses
- D Tenure Faculty Appointments
- E Graduate Schools Attended by Faculty Members
- F Highest Degrees Earned
- G Doctorates Earned by Faculty Members
- H Faculty Publications
- I Professional/Educational Societies in Which Faculty Members are Active
- J Lecture Program
- K United States Corps of Cadets
- L Department of Tactics
- M Military Training Program
- N Recent Returnee and Guest Speaker List
- O Cadet Extracurricular Activities
- P Army Varsity Sports Summary
- Q Future Construction
- S Institutional Research Reports, FY 1973



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

During Fiscal Year 1973 the United States Military Academy has continued to perform its mission of producing career officers for the Regular Army. The specific accomplishments of the academic departments, the Department of Tactics, and the various staff agencies are covered in great detail within the body of the report. As can be seen, we continue to modify both the academic and military training program to insure that our total program will best accomplish USMA's objectives. The advice and assistance provided by the Department of the Army General Staff Team, the Board of Visitors, the Planning Advisory Board, and outside groups such as the Curriculum Review Board have been especially valuable in the improvement of our programs.

West Point and the Army continue to be subjected to criticism in some areas which have to some extent affected the admissions program. Despite the fact that the adverse publicity has obviously turned some away, the quality of the Class of 1976 is high, and their performance and esprit are outstanding. Much of the success USMA has experienced in the admissions area can be attributed to the efforts of the Reserve Liaison Officers. These officers have provided the necessary link at the level where it counts by working directly with the young candidate in his home area.

The evolution of the Academic Program has continued in the light of considerable curricular analysis. Curriculum responsiveness was stressed as several changes in the elective program, such as the addition of the new Computer Science Field of elective concentration, were instituted to adhere more closely to student interests. The visiting professor program has proven very valuable and is being continued this year. The number of scholarships won in national scholarship competition attest to the high quality of the instruction being offered each cadet.

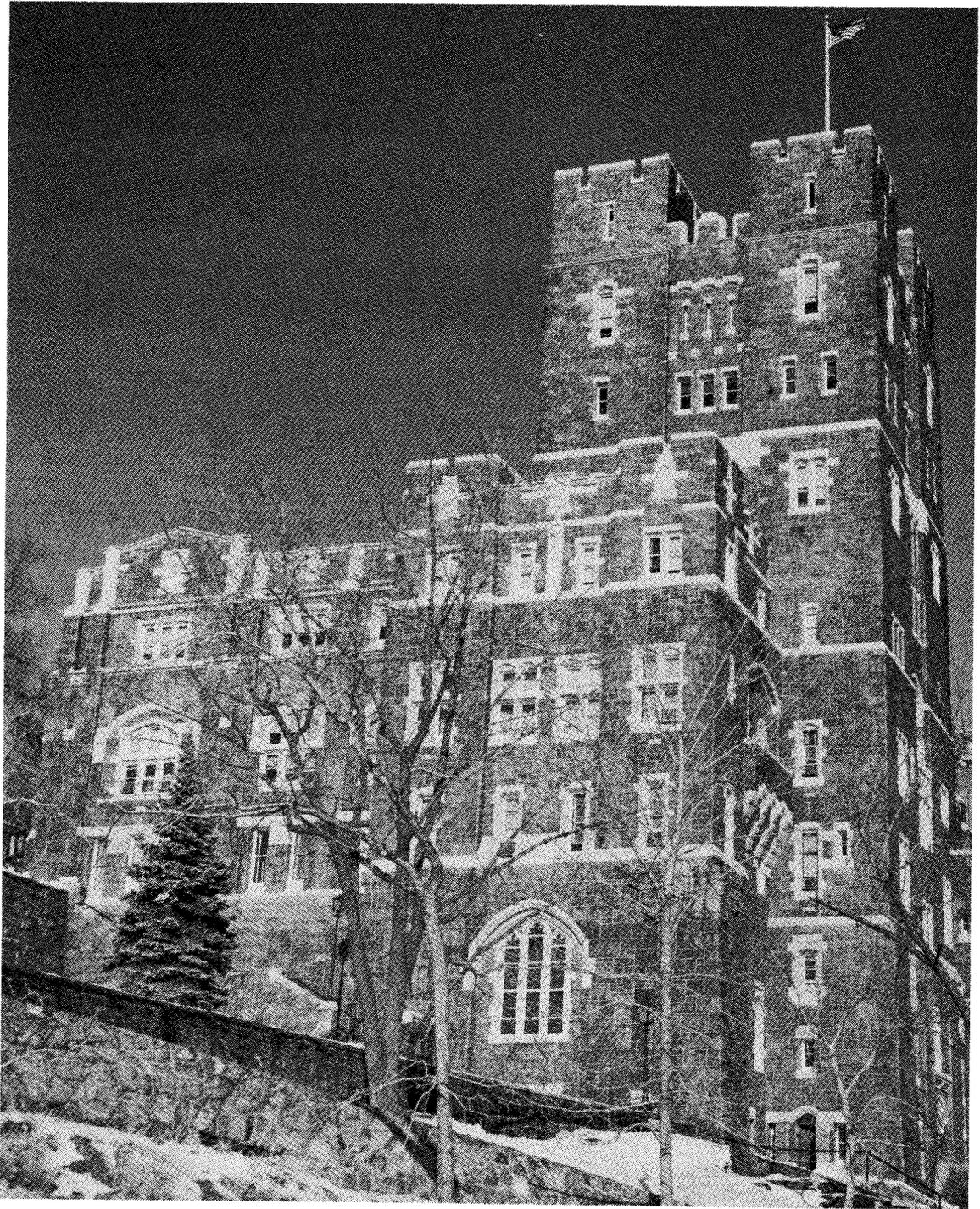
USMA's military training program is designed to prepare each cadet for his military duties as a commissioned officer. Continued emphasis has been placed on cadet motivation and the application of positive leadership techniques. A program which began in the summer of 1972 offered cadets the option of participating in Airborne, Ranger, Flight, Northern, and Jungle Warfare training. This program has proven very successful and is being significantly refined and expanded this summer. It not only provides valuable training for the individual but aids

in his leadership development as well.

During the last fiscal year, very significant results were evidenced in the construction of the USMA physical plant. At the beginning of the academic year Mahan Hall was occupied by three academic departments, and classroom instruction was conducted. In March 1973, the thirty-six unit Bachelor Officers Quarters was opened, as was a new Post Exchange. By June 1973, Eisenhower Hall, the Cadet Activities Center, was seventy-five per cent completed with final completion still scheduled for March 1974. In spite of the rise in construction costs and construction delays, physical expansion has adequately progressed and has resulted in improved living and working conditions for the majority of assigned personnel.

Fiscal Year 1973 was marked by three significant court actions concerning the administration of the Academy. First, cadet attendance at chapel services is no longer mandatory. Although attendance did drop off, several changes were implemented by the Commandant and Chaplains to make attending services more attractive. The results have been encouraging. Secondly, the courts decided that certain additional rights should be accorded to cadets being considered for separation by reason of deficiency in conduct. The Academy modified its procedures to conform with the decision. Finally, the Cadet Honor Code and System were again challenged, this time by several cadets in a joint lawsuit. This issue is still in the courts.

The Class of 1973, the largest in the history of the Academy, graduated on 6 June 1973. Their successes during the four years of their cadetship were memorably achieved against the tides of time and opinion. We look forward to their contributions to the Army and our nation.



Headquarters United States Military Academy

ADMISSIONS PROGRAM

GENERAL

The West Point Admissions effort has expanded in a variety of areas as the Class of 1976 was admitted and work began for the Class of 1977.

CLASS OF 1976

The 1378 newest members of the Corps arrived at West Point on 3 July 1972. There were 5,320 nominated and examined applicants for this class, of which 2,081 were ultimately found qualified. The quality of the young men matriculating at West Point continues to be high.

Nearly three-quarters of the incoming class ranked in the top two-fifths of their high school classes, with seventy per cent in the first fifth and twenty-two per cent in the second fifth. Of those who took the ACT examinations, seventy per cent scored in the 21-36 range on the English portion; ninety-eight per cent in that range on the mathematics portion; ninety-one per cent in social studies; and ninety-one per cent in natural sciences. The mean scores were 22.1, 29.0, 25.8, and 28.0 respectively. Of those who took the SAT examination, seventy four per cent were in the 500 to 800 range in verbal aptitude, and ninety-six per cent in mathematics aptitude; the respective mean scores were 548 and 622.

Among their various honors, 668 entering cadets were members of the National Honor Society. Three hundred fourteen were class presidents or student body presidents, and 701 were presidents, vice-presidents or the equivalent of school clubs. Additionally, 1,214 participated in varsity athletics of whom 1,112 were lettermen and 446 team captains. Scouting participants numbered 757 of whom 204 were Eagle Scouts.

MAJOR ADMISSIONS ACCOMPLISHMENTS

EAO - National Urban League

The Equal Admissions Opportunity Program is continuing to expand in effectiveness and scope. The guiding philosophy of

the program is to enable the Academy to better accomplish its mission and fulfill its responsibility to the nation by becoming more accessible to young citizens from America's ethnic minorities. Additionally, the educational experience of all cadets at West Point is broadened and enhanced by the presence of representative numbers of ethnic minorities in the Corps of Cadets. One hundred twenty-eight minority cadets entered with the Class of 1976. Almost 200 minority cadets were offered admission with the Class of 1977.

One of the most innovative efforts of the program this year was the establishment of a field office for West Point Admissions in the Chicago area under the auspices of the National Urban League.

ADMISSIONS FIELD FORCE

Organized in its present configuration around US Postal Zip Code Areas, the field organization increased its membership. The Reserve Liaison Officer element has been expanded by 160 officers in the second increment, bringing the total to 320. The Third Annual Liaison Officer Conference at West Point in June 1973 brought membership in the LO Program up to 380 Reserve Officers. The Liaison Officers, plus selected alumni, now provide the nucleus around which our field force operates and provides the necessary contact for and service to USMA candidates. For the first time, computer prepared referral information was sent to the Admissions Participants. This improvement helped solve the feedback problem which had hampered our field effort from its conception.

ADMISSIONS SUPPORT PROGRAMS

Cadet Public Relations Council (CPRC)/Boys State

A completely revised CPRC Program was instituted for FY 73. The goal of the revision was to provide more definitive eligibility and membership requirements and to realign responsibilities for preparation of itineraries. Annual programs of three days each prior to Christmas Leave and before and after Spring Leave attracted 726 cadets. Cadet participation at special functions, such as Candidate Testing, Academy Days/West Point Night affairs, Congressional Selection Committee gatherings, and Boys State/Boys Nation Conventions, and cadet support of other Admissions or public relations-type programs, added over 150 additional Cadet Public Relations Council trips to the regular schedule. In summary, CPRC is now a more effective instrument in the overall Admissions field support

Educator Visits

A second effective support program, the Educator Visit Program, brought educators, Congressional staff members, and Admissions Participants to West Point for three-day orientation tours of the Academy and its facilities.

Direct Mail Programs

Several direct mail programs were continued or instituted during 1972. The Boys State mailing was sent to more than 26,400 potential applicants and was followed by a mailing in the fall to more than 30,000 National Merit scholars. In the spring of 1973, a high school mailing to 25,000 guidance counselors and a SEARCH mailing to more than 33,200 select students were carried out. The recurring Admissions Participant mailing and the Educator Visit follow-up mailing were also conducted this year.

Standardization and Candidate Testing

The application forms for the academies have been standardized and are now Department of Defense forms. Candidates to more than one service academy, however, will still be required to submit the forms to each academy. A Tri-Service Congressional Guide, published by the Air Force Academy, provides Congressional offices with a standard reference publication on all academies.

The Service Academy Central Medical Review Board (SACMRB) was operational for scheduling of the Medical Examination for all candidates. The Board scheduled candidates throughout CONUS and overseas so that each candidate would only be required to take one examination regardless of the number of academies for which he was applying. All remedial action was initiated by SACMRB, and the final medical status was reported to West Point. The Academy, in turn, notified the candidate of the results.

The Physical Aptitude Examination was administered at 182 sites during the past year. Twenty-eight of these sites were Class I installations and the remainder National Guard Armories and ROTC units. The decentralized testing was very successful for West Point and helpful to the candidate. Admissions Participants (APs) participated at many of the test sites as advisors and counselors to the candidates.

Elimination of Achievement Tests

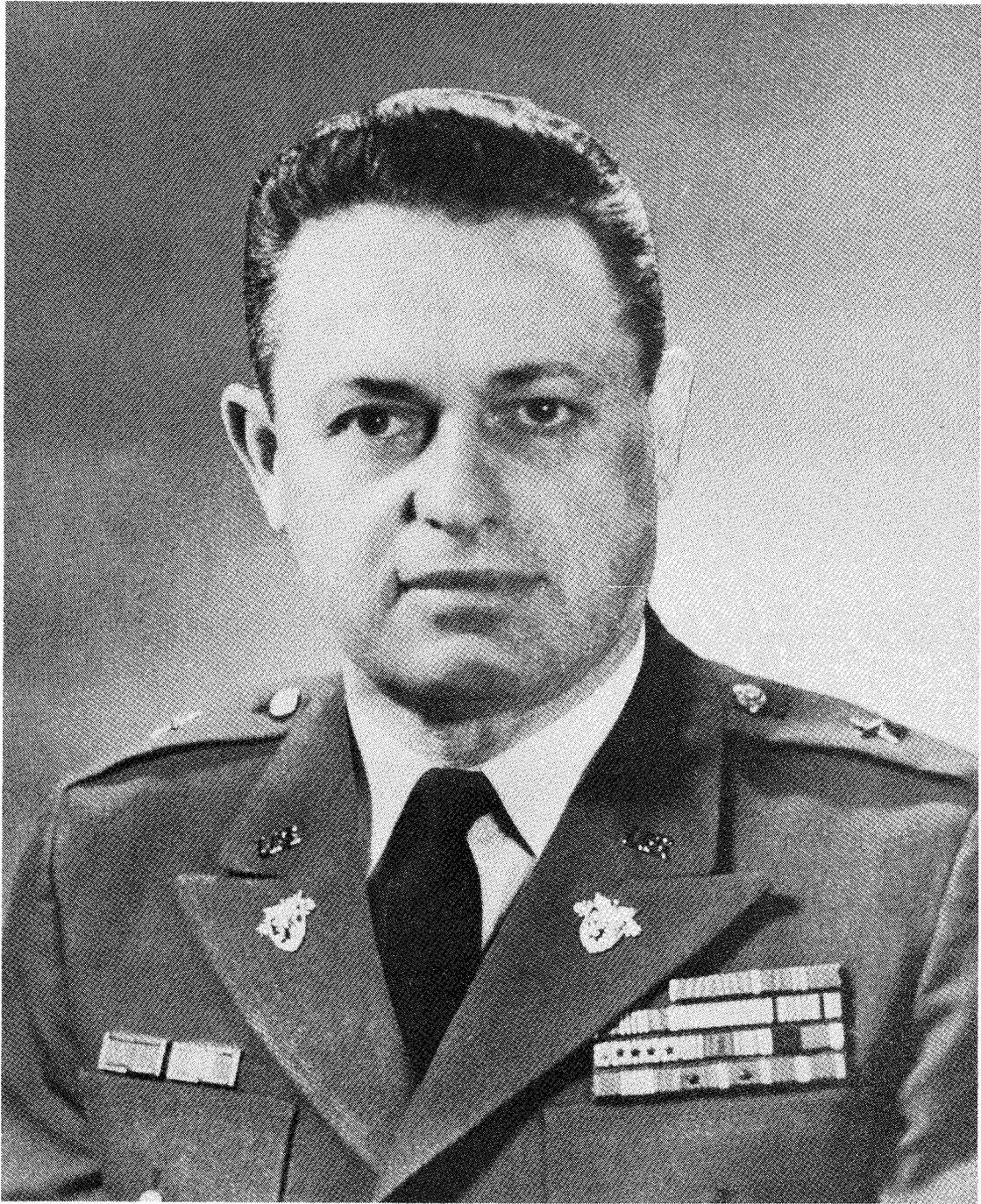
The Academic Board at its meeting on 18 January 1973 approved the Admissions Committee's proposal that USMA candidates no longer be required to take the College Board Achievement

Tests. Since 1954, the College Board Scholastic Aptitude Test and the Achievement Tests in English and Mathematics were the official examinations for determining academic qualification. Although the Military Academy initiated this proposal to change the examination requirements, the Naval, Air Force, Coast Guard, and Merchant Marine Academies also adopted this change. Additionally, in the spring of 1971, the American College Testing (ACT) Program examinations were accepted as an alternative test to the College Entrance Examination Board (CEEB) tests.

The primary reasons for eliminating the use of the Achievement Tests in the evaluation of our candidates were the revision of the College Board test administrations and the results of the Service Academies' research which indicated that the Achievement Tests have limited usefulness in predicting success at the academies. In addition to lowering the academic testing cost to the candidate, the elimination of these tests will reduce the complexity of the admissions procedure and speedup the admission notifications to the candidate.

Publications

The Publications Section branched into new directions to meet the needs of the growing Admissions programs. More commercial agencies were contracted to produce USMA publications with a contemporary appeal and flavor; negotiations were completed with Universal Studios, and shooting got underway in the production of a new West Point film; contractual arrangements were made to produce radio and television spots for national airing. Additionally, arrangements were made to introduce more color in promotional publications and quality was stressed more than ever before.



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

ACADEMIC PROGRAM

OVERVIEW

The 1972-73 academic year was marked by intensive curricular analysis and evaluation. The Curriculum Review Board took a long-range view of the Academy's programs in light of projected Army requirements for the 1980's and endorsed them as fundamentally sound and effective. Other curricular studies were initiated and pursued by the Academic Board. Several significant modifications of the elective program gave added proof of its vitality and flexibility in responding to the changing interests of cadets. The overall effectiveness of USMA's curriculum and faculty in providing a broad, basic education was further demonstrated by the commendable achievements of cadets and recent graduates in national scholarship competitions. Curricular studies and refinements planned for the coming year are aimed at making an academic program of proven worth and confirmed effectiveness still more successful.

THE FACULTY

Faculty stability and educational continuity were furthered by the selection and appointment of two new Permanent Associate Professors. The exceptional academic and professional attainments of the officers seeking appointment to these positions continue to insure that this component of the Academy's faculty significantly enhances its stature and effectiveness.

Dr. Jay Luvaas, a prominent military historian, served as Visiting Professor of Military History during the year in an initial trial of a program to enrich our instruction by introducing new experiences and perspectives to both cadets and faculty. Dr. Luvaas' contributions to the Department of History and to the Academy as a whole were so substantial that the experiment was extended through AY 73-74. Professor Frank E. Vandiver of Rice University was chosen from a distinguished field of candidates to serve as Dr. Luvaas' successor.

Lieutenant Colonel Lloyd J. Matthews, Permanent Associate Professor of English, was designated to succeed Colonel

Stanley E. Reinhart, Jr. as USMA's participant for the coming year in the mutually beneficial Fellowship Program established with the Army War College.

THE CURRICULUM

Refinements to the Elective Program for AY 73-74 were approved as a result of the demonstrated interests of cadets and of advances in knowledge and technology. Both factors prompted the establishment of a new Computer Science Field of elective concentration under the Basic Science Area and the introduction of an elective course in Advanced Computer Programming. The total number of elective offerings increased to 164. New courses will include "The Black in American History" and "Sociology of Minorities" to provide more opportunities for interested cadets to explore ethnic studies in greater depth.

A continuing process of institutional self-analysis and evaluation is achieved by means of curricular studies accomplished by ad hoc committees of the Academic Board. Two such committee studies were submitted to the full Academic Board. One report analyzed several possible alternatives to the current sequence of courses within the four-year academic program. No sequencing changes have been adopted to date. The other study consisted of an investigation of the optimum organization for behavioral science instruction at USMA. As a result of this study, and after a consideration of relevant recommendations in the Curriculum Review Board Report, the Academic Board decided to reorganize the Office of Military Psychology and Leadership. The Office will remain a part of the Department of Tactics, but its academic functions and personnel will be grouped in a newly designated Academic Division and controlled by the Dean to an extent comparable with his control over the regular academic departments.

The Superintendent's Curriculum Review Board was constituted to effect an examination of the Academy's programs from a fresh perspective and in the long-range context of anticipated Army requirements in the 1980's. The Board was composed of four distinguished consultants: 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). Its report, rendered in December 1972, found the curriculum and related programs to be essentially sound and properly oriented. Several areas, however, were recommended for more detailed study. As a result, the Academic Board established

committees to investigate methods of reducing the Fourth Class mathematics load, to determine whether the number of class meetings the cadet has in a given period of time can be reduced, and to recommend improved ways of communicating information on Academy programs and policies to cadets. The Permanent Associate Professors' Council was asked to study grading policies, particularly the frequency of grading and the relationship of grades to privileges. The results of these studies should materially assist the Academic Board in affirming or revising present policies and in insuring the continued strengthening and positive development of the USMA curriculum.

CADETS

Forty-eight cadets were designated Distinguished Graduates of the Class of 1973, authorizing their early attendance at civilian graduate schools. Only one cadet elected to undertake his graduate studies immediately. Five of the graduates chose to attend medical school under the Army-subsidized Medical School Program. One decided not to participate in the Distinguished Graduate Program. One was commissioned in the US Air Force. The remaining forty cadets opted to defer their graduate study and to acquire recommended initial troop experience as junior officers, reflecting an increasing trend over previous years.

In national scholarship competition, cadets and recent graduates won one National Science Foundation Fellowship and three Honorable Mentions, two Olmstead Scholarships, one Daedalian Scholarship and two Rhodes Scholarships--bringing the USMA Rhodes Scholarships total to fifty-two. In the first year of competition authorized by the Department of the Army, a cadet was awarded a Hertz Foundation Fellowship for doctoral study in the applied physical sciences.

ACADEMIC ACTIVITIES

Office of the Dean

OPERATIONS DIVISION

The Operations Division was primarily concerned with academic records, scheduling and with the academic counseling of cadets. The effectiveness of the academic counseling program was materially enhanced by the adoption of a new computer program. Cadets can now submit a proposed selection of courses to the computer and receive a printout that compares their tentative programs with graduation requirements and with the requirements of a specified area and/or field of elective concentration. As a result, many erroneous elective choices can be

identified by the cadet himself; and counselors at all levels have been able to spend a greater portion of their time in addressing questions and problems of a more substantive nature. Considerable effort was devoted to advising and assisting cadets desiring to apply for competitive national scholarships. Development of the academic management information system proceeded successfully, decreasing response times and enhancing management effectiveness.

PLANS AND PROGRAMS

This office participated in the conduct of a number of curricular studies, including support rendered to the Curriculum Review Board. Standing and ad hoc curricular committees of the Academic Board were also supported.

Visual aids and publications describing the academic program were updated and cast in more effective formats. Plans and Programs personnel were instrumental in the conception and production of a new motion picture film, "Education for Leadership," and a multimedia presentation which explain the educational programs of the Academy.

INSTRUCTION SUPPORT DIVISION (ISD)

ISD hosted a series of Computer-Aided Design in Engineering (CAD-E) Seminars in August 1972 for senior Army Materiel Command (AMC) laboratory directors and scientists. The new field of computer graphics was explored through "hands-on" experience. The eighty-four participants gained an insight into subject areas taught by instructors from USMA academic departments who created original, tutorial programs. When the seminars were completed these programs were introduced into the Academy's curriculum. The close relationship with AMC's scientists will be furthered by a second series of CAD-E seminars in the summer of 1973. The most significant result of this association has been the design of the FORTRAN-based Graphics Compatibility System. This is a major software computer graphics language designed for interactive use on a wide variety of computer graphics terminals. Its development establishes USMA as a leading undergraduate institution in this field.

The Instructional Technology Center (ITC) converted its television facility to full color, broadcast-quality. This new capability gives the Academy an outstanding curriculum support facility. The ITC staff hosted and participated in two DA seminars held at USMA for the Combat Arms Training Board, which was developing new media support concepts for the training of officer and enlisted personnel. The most significant media productions were a multi-image academic program for

the Office of the Dean, "Education for Leadership," a film for the Department of English and the Fine Arts Forum, "The Other Side," which depicts the cadets' exposure to the fine arts, and two films for the US Army Hospital and the Office of Physical Education, which portray the Academy's concern for the physical well-being of cadets undergoing athletic training.

The Academic Management Information Center continued its development of an on-line cadet data base inquiry system pertaining to academic reports and cadet administration which has significantly improved the communications and the flow of academic information between administrators, faculty, and students. The system, which traces the cadet from his candidate status through his four years at the Academy to graduation, is probably the most sophisticated in any American college.

The Instructor Group continued to contribute to faculty understanding of computers and media by conducting twenty-two courses in these areas under the Dean's Program in Special Skills. The benefits of these faculty enrichment courses are evident in the comments and reactions of the officer students and the application of their new skills in the classroom. The personnel of the Instructor Group were primarily responsible for the conduct of the CAD-E Seminars and the creation of new software systems to support that program.

SCIENCE RESEARCH LABORATORY

Four officers have been engaged in full-time research in the Science Research Laboratory in AY 72-73. Research in infrared spectroscopy and in low-temperature, high-pressure physics has continued during the second year of a three-year grant of \$45,030 from the US Army Research Office. New research equipment valued at approximately \$75,000 has been acquired through purchases and through acquisition of excess property from government sources. Research relating to the chemistry and physics of planetary atmospheres, carried out under a three-year grant of \$27,800 from NASA, has been completed.

The results, which provide new information about the deep-atmosphere and interior structures of the outer planets, have been submitted to The Astrophysical Journal for publication. In October 1972, Lieutenant Colonel William B. Streett, the Laboratory Director, was named co-recipient of a \$7,500 NATO grant for research on liquid mixtures at high pressures. Research under this grant will be carried out jointly with Dr. L.A.K. Staveley of Oxford University, Oxford, England, and Professor J. G. Calado of the University of Lisbon, Portugal. Professor Calado spent five weeks as a visiting scientist at USMA in the fall of 1972. A program of cooperative research

in the computer simulation of molecular fluids has been carried out with scientists at the US National Bureau of Standards, Washington, D.C. This research has been supported by grants of computer time from USMA, the Pentagon, and the AEC facility at Germantown, Maryland. The results of this research are scheduled to be presented at the August 1973 Gordon Research Conference on the Physics and Chemistry of Liquids.

Ten scientific papers have been published from the results of research carried out by the laboratory staff, and several additional papers are being processed for publication. LTC Streett presented talks on his research at the National Bureau of Standards, the Lawrence Livermore Laboratories, UCLA, Queen Mary College (London), and the University of Sheffield (England); and he and other members of the staff presented papers at national and international scientific meetings. The laboratory has received increasing recognition from the scientific community for the quality of its research activities.

Officers assigned to the laboratory have provided support to several academic departments through teaching and through the supervision of cadet research projects.

A contract was awarded in April for the renovation of Room 52, Bartlett Hall, which will become the permanent home of the Science Research Laboratory. During AY 72-73 the laboratory occupied the Moore Wing of Bartlett Hall.

THE LIBRARY

Use of Library resources and services continued to increase. Circulation transactions for the academic year exceeded 102,000, and substantial increases in cadet use of audio-visual materials and of government documents were evidenced. Professional reference assistance to cadets on a one-to-one basis was unusually extensive, and the use of inter-library loan services grew dramatically. Both the Special Collections and the USMA Archives and History staffs reported increased reference demands resulting from officer and advanced cadet research and from internal and external requests for information relating to the Bicentennial of the American Revolution. New volumes cataloged for the main Library and departmental collections totaled 13,155, and 1600 journals and newspapers were received. The necessity for conserving shelf space, coupled with the increased availability of materials in microformat has resulted in a number of important acquisitions such as the Microbook Library of American Civilization (19,000 titles) in supermicro fiche, the Congressional Series set

(1817-1913) in microprint, and back issues of periodicals on microfilm. Notable among new reference resources are the Sagmore Army Materials Research Conference Series, the Political and Diplomatic History of the Arab World, the Mathematical Papers of Newton, and the London Times (on microfilm with indices) from 1789-1905. The historical collections were augmented by the papers of Alden Patridge, USMA 1806, (Acting) Superintendent 1815-17; the papers of Joseph H. Dorst, USMA 1873; the papers of the Honorable Hamilton Fish; and letters by Horatio Gates and Benedict Arnold. The Classes of 1950 and 1923 have supported restoration and conservation projects for the continuing preservation of historical Library resources.

In order to tap regional and national network resources and to facilitate local technical processing of monographs, the Micrographic Catalog Retrieval System (MCRS) has been installed on a trial basis, and utilization of the Dewey Classification System has been discontinued. All new resources are being organized according to the Library of Congress Classification System, and existing holdings will be converted to the new system on a phased basis.

Staff training activities included participation in the international Library Automation Research and Consulting Association (LARC) tour to European libraries, in Civil Service Commission library workshops, in local university courses, and in on-post training sessions. Staff professional publications appeared in a number of historical and library journals. A staff paper was presented at the Special Libraries Association convention in Pittsburgh, and numerous lectures were given by staff members in surrounding communities.

Department of Chemistry

The Department made considerable progress during AY 72-73 with respect to facilities, equipment, and use of audio-visual aids. A new chemistry laboratory is nearing completion and will be available for use during AY 73-74. Selected items of equipment for the laboratory have been purchased and will materially contribute to the operation of the new facility. In addition to equipment for the new laboratory, a mass spectrometer and a new infrared spectrophotometer have been purchased. These instruments will greatly enhance the instruction in instrumental methods of analysis in each laboratory program and will provide additional capabilities to support instructor and cadet research. The Department, in conjunction with the Instructional Support Division, has completed two color productions which illustrate laboratory techniques and will be used as intro-

ductions to specific laboratory periods.

A significant revision of the human biology elective was made during AY 72-73. Emphasis was placed on the use of the principles of modern chemistry and molecular biology to explain the integration of anatomy and the physiology of the human body. This approach better illustrates the biological applications of the principles of physics, chemistry, and mathematics, and provides the cadet with a clearer understanding of current advances in the medical and biological sciences.

The Department again received outstanding support from the USMA Science Research Laboratory. LTC William B. Streett, CPT Donald J. Gordon and LT Donald F. Smith of the research laboratory participated in the instruction of the physical chemistry elective. In addition, CPT Gordon supervised a cadet enrolled in an advanced individual research project in chemistry.

COL Wilford J. Hoff, Jr., attended the American Chemical Society National Conference in Dallas, Texas, where he gained valuable insight into new methods of chemistry instruction. In addition, he visited the United States Naval Academy Chemistry Department and was briefed on their programs. LTC George W. Chancellor completed the requirements for his Ph.D. and returned to the Department in November. MAJ Daniel J. Jackson was selected to participate in a summer research program at the Harry Diamond Laboratories.



Anatomical knowledge through dissection
in the Department of Chemistry's biology elective

Cadet Richard L. Moskala, Class of 1973, participated in the Advanced Individual Study in Chemistry Program. His area of research was organic synthesis; and, as a result of his efforts, he was selected to present a research report to the Eastern Colleges Science Conference.

Department of Earth, Space and Graphic Sciences

Course revisions were made in all courses with increased emphasis being placed on computer graphics. The SYNagraphic MAPPING program was used extensively, as were the AMC-funded output devices. Efforts are underway to develop a program and justification for additional graphical devices, specifically, a digitizer and a large flat-bed plotter. One significant change was proposed for EF 101 and EF 102 for implementation during AY 73-74. Both courses will be taught each semester in an effort to more effectively utilize available facilities.

Enrollments in all electives remained high and showed an increase over the previous year. A new elective field in Computer Science, under the Basic Science Area, was approved for AY 73-74.

Work on the second edition of the Atlas of Landforms was completed and forwarded to the publisher. Close coordination was maintained, and an August 1973 publication date is anticipated. Work on the placement examinations for EV 101 and EV 102 was continued. Discussions with the College Entrance Examination Board (CEEB) concerning possible use of CEEB examinations (or a variation) were held with those conducting the College Level Examination Program. This action is still in progress. An experiment was started whereby individuals offered admission to USMA would be afforded the opportunity to take the placement examinations prior to reporting to West Point. This was done in an effort to have the examinations taken in a more desirable atmosphere than New Cadet Barracks (NCB) and also to reduce interruptions to NCB training occasioned by testing. The procedure was fully coordinated with the Director of Admissions. Although it is too early to offer an evaluation, the response from prospective cadets was substantial.

This Department hosted the National Junior Science and Humanities Symposium sponsored by the United States Army Research Office, Durham, North Carolina, during the period 9-12 May 1973.

Department of Electrical Engineering

A major goal of the Second Class circuits and electronics instruction this year was to improve cadet attitude, motivation,

and performance in these core courses. A number of approaches were used including: increased emphasis on practical applications and demonstrations, reordering of some text material to provide a more ordered progression, reduction of some topical coverage with concurrent expansion of time devoted to more fundamental concepts, increased emphasis on drill problem work in class, increased emphasis on assigned homework problems and close scrutiny to insure that problems did not place unreasonable demands on cadets, increased grading of laboratory exercises, a restructuring of the daily quiz procedure to emphasize both review and advanced material, and the development of a self-paced first section program. While another year's experience is required for confirmation, all performance indicators show that the record of the Class of 1974 is substantially better than those of previous classes.

The self-paced method proved to be an excellent motivational device for the top group of cadets. Although first section cadets were required to attend all classes, requirements for coverage of text material, laboratory exercises, and quizzes were announced at the beginning of each three week block of instruction, and the student was allowed to cover the material at his own rate. The instructor was available to answer questions, amplify material, or present supplemental material on either an individual or group basis. At the conclusion of each block, the first section took the standard Written Partial Review at the same time as the other sections. For the limited number of excellent students involved, this program proved to be educationally beneficial as well as motivational.

Changes in the elective courses were essentially evolutionary in nature. A shift of emphasis occurred in the solid-state electronics course as more time was allocated to the coverage of certain solid-state devices which have been coming into greatly increased use in recent years. A new laboratory exercise was also developed to allow the cadets to completely construct and test an alloy solid-state diode. Changes were made in all other electives to keep them current with the rapidly changing state of the art. In particular, increased emphasis was placed on integrated circuits and new solid-state devices.

A cooperative research program was reinitiated with the US Army Electronics Command (USAECOM) at Fort Monmouth. Two officers were placed on TDY to Fort Monmouth in July 1972. They worked in the Communications Laboratory and collected a great deal of material concerning current research and development projects. This material was used to enhance the Department's Saturday lectures. This cooperative program is being expanded in the

coming year to include two officers and one cadet. This year the primary emphasis will be on working on problems of interest to USAECOM and will involve the evaluation of five different proposals for a high-speed, tropospheric scatter communications system.

COL Stanley E. Reinhart, the Deputy Head of the Department, acting as the West Point Fellow, served as a member of the faculty of the US Army War College for the 1972-1973 academic year.

Department of Engineering

In all courses, continued emphasis was placed on introductory concepts of systems engineering.

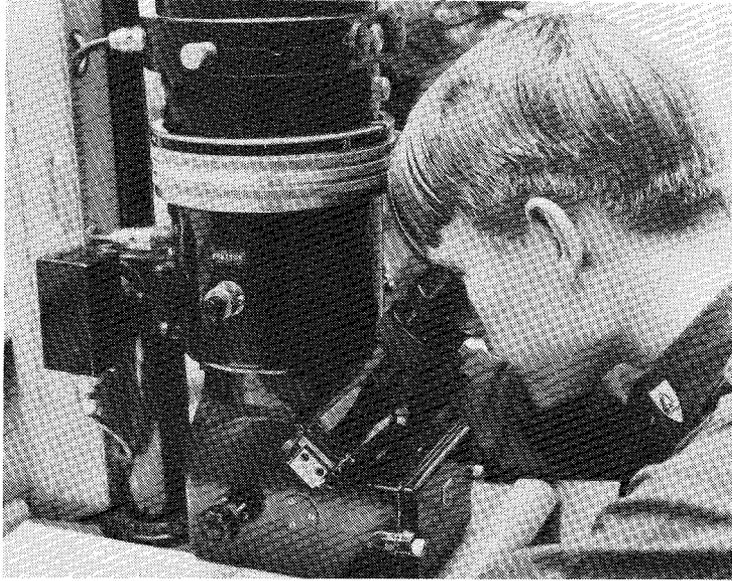
The Civil Engineering course was refined to keep abreast of currently accepted civil engineering practices. Computer applications were stressed, with greatly expanded use of interactive computer graphics. The concept of the civil engineer as a decision-maker was further reinforced, and integration of optimization techniques with structural design procedures was emphasized.

The Weapons Systems Engineering course placed increased emphasis on the use of probabilistic methods in the evaluation of weapon system effectiveness. Additionally, a new design problem concentrating on the role of systems optimization in the decision-making process was introduced into the course.

In the Nuclear Engineering course, new Atomic Energy Commission regulations on allowable emission of radiation from power reactors were introduced, and the impact of the regulations, both technical and economic, was assessed in light of the current energy crisis. Continuing stress was placed on computer applications in the design and optimization of nuclear power systems.

The General Engineering course was completely rewritten during the summer of 1972. The principal objective of the revision was to institute a more definitive "systems engineering" outlook. Additionally, a loose-leaf text and course notebook were substituted for previous course materials to facilitate the updating of text materials and the timely incorporation of highly topical items and to reduce cadet cost.

The new elective, Engineering of Environmental Systems, was taught for the first time during the second term to forty-one cadets. The course applies the systems approach to the engineering solutions of problems involving the environment.



A cadet uses an electron microscope in a laboratory exercise for the Department of Engineering

Another new elective, Helicopter Engineering, will be offered during the second term of AY 73-74 and will provide cadets an opportunity to extend their study of aeronautics to the design of helicopters.

The advanced structural analysis elective was revised to incorporate additional interactive computer applications. Seven such programs were used by cadets to learn modern methods of structural analysis and design.

Three officers from the Department, including the Head of the Department, participated in the Seminar on Computer-Aided Design in Engineering which was conducted for the US Army Materiel Command. Two officers participated in research projects. MAJ J. A. Pogorzelski worked on digital computer simulation of a three dimensional linkage with stereoscopic computer display, and MAJ D. G. Lee investigated the settlement and consolidation of the South Fill at West Point. The Department continued to conduct the Professional Engineer Refresher Course and administered the Engineer-in-Training examination for the Commonwealth of Pennsylvania. One officer and seventy-eight cadets took the examination. The Department also continued to sponsor two cadet extracurricular activities, the Cadet Rocket Society and the Cadet Engineering Forum. The latter group participated in the Urban Vehicle Design Competition in Detroit, Michigan, and won First Place for its bumper design.

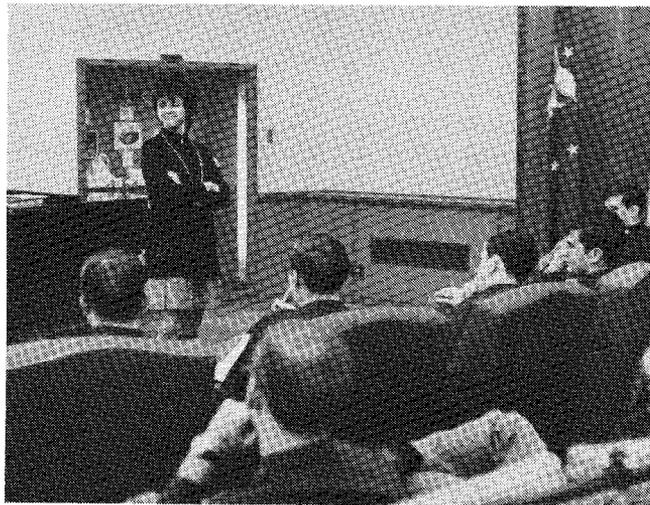
In the summer of 1972 the Department moved to Mahan Hall.

Department of English

Performance by the Class of 1976 on the Grammar Inventory Test resulted in the enrollment of sixty-three cadets in the Department's Special Grammar Program. That figure represents more than a fifty per cent reduction of the previous year's enrollment. Of those cadets participating, only six, owing either to resignation or poor performance on examinations, failed to complete the remedial course. Throughout the conduct of EN 101 and EN 102, clarity of expression and facility with the language were generally evident, even among the majority of the remedial students. To reinforce those skills and emphasize further the rules of grammar, the number of formal writing requirements for EN 101 will be increased next year by fifty per cent.

Extensive use of audio-visual assets was made to complement instruction in each of the standard courses. In EN 402 the difficult concept of aesthetics was introduced through the vehicle of an hour-long multi-media presentation, which captured student interest and provided a working knowledge of an exacting subject more rapidly and effectively than techniques used in the past.

Ten electives were offered each semester. For the first time, two configurations of EN 483, Aspects of American Culture ("The Black American" and "The Sense of the Sixties"), were presented in conjunction with the Office of Military Psychology and Leadership and the Department of History. The interdisciplinary approach to elective studies proved especially rewarding in the teaching of the Department's first course devoted exclusively to black studies. In conjunction with the Elective Program, nine cadets successfully completed honors programs.



Miss Karen Roewade, West Point Visiting Artist, discusses her music with cadets under the auspices of the Department of English

Fine Arts Forum membership increased by ten per cent. A total of 1299 cadets participated in ten active seminars, made thirty-one related trips, sponsored five art exhibits and three film festivals, and heard visiting artist Karen Roewade perform.

Colonel Jack L. Capps continued to serve as chairman of the Advisory Board for the Concordance of the Works of Willaim Faulkner, a body including such eminent scholars as Cleanth Brooks and James B. Meriwether. Captain Charles R. Eckart is currently preparing the concordance of Go Down, Moses, which will be the third in the projected series. Colonel Arthur H. Blair served and continues to serve as Chairman of the Associate Professors' Council at West Point. Lieutenant Colonel Lloyd J. Matthews was selected as the West Point Fellow at the US Army War College for 1973-1974. Lieutenant Colonel Peter L. Stromberg was appointed Permanent Associate Professor of English and will join the faculty in 1974. Captain Francis M. Lazarus participated in an archaeological expedition to Tel Beer Sheba, Israel, which brought increased expertise to the EN 402 faculty. Captain John K. Lyons assumed overall responsibility for the compilation of the West Point Literary Bibliography, an annotated bibliography of literary works by graduates, ex-cadets, and faculty members of USMA.

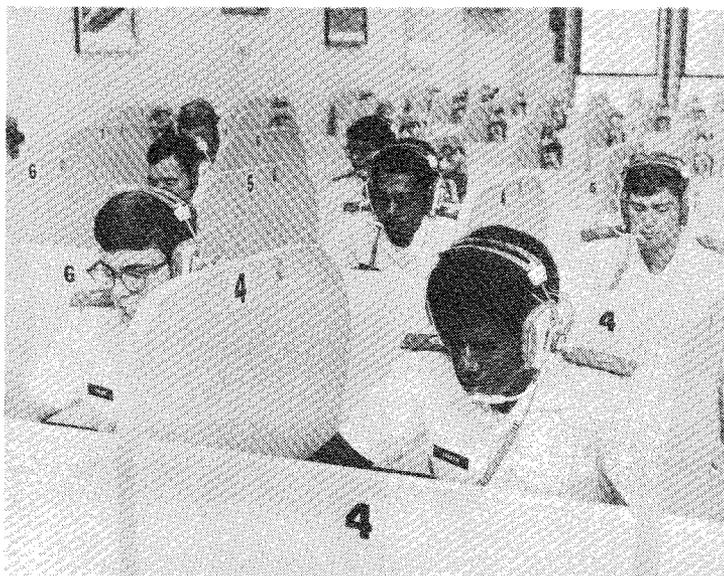
Department of Foreign Languages

In AY 1972-73, the Department of Foreign Languages introduced LS 487-488, Directed Studies in Spanish. Several new textbooks were adopted which considerably enhanced instruction. Military Readings in French is a new compilation of articles taken from French professional military publications. It was prepared in the Department and locally reproduced for use in the LF 252 and LF 382 courses. In the second term of AY 72-73, a new text, Military Readings in Portuguese, was introduced into LP 382. This text was compiled and edited by LTC Roberto Mendes, an exchange officer from the Brazilian Army.

The USMA exchange program with foreign military academies continued to prove rewarding. Four cadets studying Chinese visited Taiwan on leave status under the supervision of a USMA officer-instructor in Chinese. Four cadets studying French visited the Ecole Royale Militaire in Brussels, Belgium, and they in turn escorted four Belgian cadets on a similar two-week visit to USMA. Four cadets from the Heeresoffizierschule II in Hamburg visited West Point and were escorted by an equal number of German-speaking USMA cadets who had been to the German academy in Hamburg. Additionally, numerous official and unofficial contacts between USMA and the appropriate French authorities, capped by a discussion between LTG Knowlton and

the French Army Chief of Staff, General de Boissieu, resulted in the reinstatement of the USMA-St Cyr Exchange Program. For the first time since 1957, four USMA cadets accompanied the Superintendent on a visit to the French Military Academy (Ecole Spéciale Inter-Armes at Coëtquidan) in March 1973, and a like number of French cadets visited USMA in April 1973 with the Commandant of St Cyr, BG DeBarry. The exchange visit from the Brazilian Military Academy at Agulhas Negras took place in November 1972 when two Brazilian cadets visited USMA. In July 1972 two USMA cadets visited Brazil. A total of thirty USMA Spanish-speaking cadets visited fourteen Spanish-American military academies during July and August 1972. In return, twenty-four Spanish-American cadets representing twelve Central and South American countries visited West Point in August 1972. In addition, four of our cadets visited the Heroico Collegio Militar in Mexico City, and an equal number of Mexican cadets visited USMA in August 1972.

Arthur F. Reetz, the civilian professor of German, was awarded the Officer's Cross of the General Order of Merit by the Federal Republic of Germany for his exceptional achievements in the cultivation and dissemination of the German language and culture in his various journalistic and academic activities. 1LT James M. Dunn was invited to read two papers before the Linguistics Society of America. Dr. Frederick C. H. Garcia was invited to read a paper before the Modern Language Association at New York City in December. He was also elected chairman of the Portuguese Committee of the Northeast Conference on the Teaching of Foreign Languages.



Instruction of the Department of Foreign Languages features modern "language labs"

Colonel Walter J. Renfroe, Jr., Professor and Head of Department, devoted a year's sabbatical leave to study in Frankfurt, Germany. LTC Roberto Mendes departed West Point and was replaced as the Brazilian exchange officer by LTC Carlos Guimarães in December 1972.

The Department was called on from time to time throughout the year to provide escorts for official foreign visitors, including the President of Costa Rica, the Defense Minister of the Federal Republic of Austria and the Minister of Interior of Spain.

Department of History

In AY 72-73, the Department of History continued to broaden the range and scope of its course offerings and, as a relatively new department, to refine its organizational structure. Topical elective offerings continued to afford flexibility in scheduling and efficiency in the employment of resources.

As in the past, the Department concentrated its major effort on the teaching of core courses in American, modern European, and military history. Steady progress was made toward achieving the goals of the long-range revision of the military history course, including development of a new text to support instruction on the Napoleonic period and the introduction of instructional units on early modern and naval warfare. In the American and European core courses, writing requirements were modified without de-emphasizing their importance, and the problems approach was exploited to a greater extent in short, second-semester seminars. In all courses, movies, TV shorts, highly specialized in-house lectures, multi-media presentations, and stimulating guest lecturers were used to complement formal classroom instruction.

Approximately 800 cadets enrolled in Departmental electives, which offered varied intellectual experiences. Military history exposure was broadened by introducing detailed courses in sea power and air power, while a course on the History of Asian Religions gained considerable acceptance among cadets. Standard national histories of Germany and France and detailed treatment of the American Revolution added depth to European and American history coverage. The performance of twenty-eight cadets in Advanced Individual Study in History was encouraging to faculty members, who found the quality of work accomplished in this course of a high order.

The use of a Visiting Professor in Military History, sponsored on a trial basis for the first time this year, was highly

successful. Professor Jay Luvaas taught a course on War and Society, delivered numerous lectures on post and elsewhere, represented the Academy at professional meetings, recommended additions to the Library's holdings, and provided expert advice on the curriculum and teaching methods. Ably supported by ISD, he also prepared a TV program entitled "Antietam - Instant Replay" which deals with a desirable method for visiting a battlefield so as to gain important insights. The Visiting Professorship will be continued in 1973-74. Dr. Frank Vandiver, Rice University, has been designated by the Academic Board to fill this position.

The Department presented the fourth ROTC Military History Workshop during June-July 1972. Thirty-nine instructors from Army ROTC Detachments across the nation underwent a rigorous six-week program of instruction in military history. Another Workshop will be offered in the summer of 1973.

Colonel Roger H. Nye, Deputy Head of the Department, on sabbatical leave this year, completed studies pertaining to officer education and career development for the Department of the Army. Colonel Roy K. Flint, Permanent Associate Professor for Military History, rejoined the Department this year. Several members of the faculty delivered lectures on a diversity of subjects at service schools and professional association meetings. Additionally, several members of the Department made major contributions to planning for the American Revolution Bicentennial celebration at West Point.

Department of Law

ACADEMIC

Significant changes were made in both courses in the Second Class core curriculum. The "Introduction to Law and Basic Principles" subcourse was reduced in length, and the "Legal Methods of Proof" subcourse, as a separate entity, was eliminated. This restructuring of the two semester sequence was made to incorporate an expanded study of Constitutional Law in the first semester. In view of the importance of administrative law decisions involving the Army, a specifically designated "Military Administrative Law" subcourse was introduced into the second semester. At the same time, a commercial text, American Constitutional Law, 3d ed. by Tresolini and Shapiro, was adopted.

Approval was obtained from the Academic Board to initiate an elective course in Business and Procurement Law beginning AY 73-74.

The Department published a completely revised Handbook on

Legal Assistance for use by all personnel entitled to legal assistance. The handbook replaced the Department's Handbook on New York Law, which was listed in a publication of the American Bar Association. Numerous requests for copies from other services exhausted available stocks of the earlier handbook. In addition, the equally successful and effective Junior Officer's Handbook on Legal Aspects of Command was revised, updated and republished. Distribution was made to each graduating cadet and to each cadet participating in Army Orientation Training. To better prepare them for their experiences in field units, AOT cadets also received a class in the law and legal procedures affecting the courses of action available to a commander in dealing with disciplinary problems in his command. Department personnel also presented classes to departing officers and to the Staff and Faculty on the subject of Military Justice. Participation in these classes, though optional on the part of the individual departing officer, significantly increased. Participants were provided for their retention complete sets of Manuals for Courts-Martial, regulations, and pamphlets they might need in the administration of military justice and discipline. In September 1972, the Head of the Department attended the Judge Advocate General's World-Wide Conference held at the JAGC School, Charlottesville, Virginia.

STAFF JUDGE ADVOCATE

A substantial amount of the Department's total effort was expended in the accomplishment of its dual function as a major staff activity. Each officer, in addition to performing full academic duties, also performed continuous full-time staff duties. Department officers were assigned as counsel for both the Government and for individuals accused or respondents before courts-martial and boards of officers.

Administrative Law

Approximately 248 written opinions were rendered involving Line of Duty Investigations, Reports of Survey, discharge, fidelity bonds, copyrights, civilian personnel grievances, boundaries, rights and duties involving the military reservation, release of information, taxation of private associations, gifts to trust funds, drafting and interpreting statutes and regulations, and innumerable issues of special application to cadets (e.g. changes in procedures for cadet separation).

Close liaison was maintained with Litigation Division, Office of The Judge Advocate General, Department of the Army, and the United States Attorney for the Southern District of New York in connection with several major cases in which the

United States Military Academy was a party-in-interest.

Military Justice

United States Magistrate's Court held at West Point processed 500 cases, and 32 individuals were administratively barred from the military reservation.

Legal Assistance

There were approximately 7,735 cases involving adoption, citizenship, civil rights, domestic relations, non-support, personal finances, personal and real property, powers of attorney, taxation, torts, wills and estates, and other matters requiring legal advice to active duty and retired military personnel and dependents.

Claims

Military Claims, Personnel Claims and Federal Tort Acts--575 claims, \$69,552.86 paid; Carrier Recoveries--154 claims, \$17,626.84 recovered; Third Party Liability--40 claims, \$30,030.37 recovered.

Procurement Law

Approximately 190 actions involving research and review of construction and procurement contracts, contract appeals, and procurement award boards were processed.

Department of Mathematics

AY 72-73 was the first in which cadets at all placement levels studied Vector Calculus during their Fourth Class year in preparation for its increased use in follow-on science and engineering courses. Initial evaluation indicates that the approach was successful, although follow-up evaluations will be required in order to assess the benefits realized in those courses where the concepts will be applied. As a result of the addition of Vector Calculus to the Fourth Class curriculum, the Vector Calculus elective and other courses in the accelerated programs which incorporated Vector Calculus have been either dropped or severely modified, resulting in the elimination of five courses. The sequence of mathematics courses offered to Advanced Program cadets has also been revised. Those cadets who are enrolled in Advanced Program I may complete their mathematics requirements by the end of the first semester of Third Class year. Those cadets who enroll in Advanced Program III will complete their mathematics requirements by the end of Fourth Class year.

The Academic Board approved the introduction of a new elective course, Intermediate Probability and Statistical Applications (MA 472), which will continue the development initiated in the related core curriculum offering and will introduce the student to a myriad of relevant applications. Study in this area is believed uniquely suited to today's Army officer, who will be required to make many decisions based on probabilistic models. Approval was also received for the conduct of MA 489, Advanced Individual Studies in Mathematics, a tutorial course for the student who is deeply interested in a specific field of mathematics and who has already completed most of the elective mathematics courses.

Two significant changes were made in the administration of Fourth Class advanced mathematics programs. First, in the last ten weeks of the second term, Advanced Programs I and II were combined into a single advanced program. This resulted in a major reduction in the administrative effort required for the preparation of written reviews. The second change was a significant rearrangement of course sequencing. In past years, cadets in Advanced Programs I and II finished their study of calculus before beginning the study of linear algebra, the final element in their Fourth Class mathematics curriculum. This year an alternate day schedule was established which enabled cadets to study vector calculus one day and linear algebra the next, in the manner of two distinct courses. A similar program involving the study of linear algebra, probability and statistics, and differential equations was established for cadets in Advanced Program III. An evaluation of this approach is underway to determine its effectiveness and whether it should be continued.

Department of Mechanics

Since displacing to Mahan Hall, the Department has been completely restructuring and updating its programs. The impetus was a combination of several influences--the need for greater relevance to real-world problems, the emphasis on social responsibility in engineering, and the search for the latest in small, mobile equipment to augment the theory taught in the classroom. The internal organization of the Department was also changed from the traditional alignment of Fluid Mechanics and Solid Mechanics into three groups--Thermo Mechanics, Aero Mechanics, and Solid Mechanics--providing a focus for the Aerospace courses and emphasizing the important discipline of Thermo-Mechanics. The six core courses and fourteen electives are now grouped under these three control categories.

Computer utilization in the elective courses was expanded;

and the new technology of computer graphics has been introduced, largely due to the Department's participation in the Computer-Aided Design in Engineering Seminar. The Department's pioneer effort in audio-visual devices, known as MECHAIDS, has been greatly expanded so that every cadet enrolled in a Mechanics core course has access to a valuable self-help tool. The research program continued with Captain Paul F. Mlakar completing his study of "Dynamic, Non-Destructive Stability Testing of Elastic Systems." Captain Thomas E. Farewell has been involved in the "Solution of Problems of Dynamic Loadings of a Cylindrical Cavity in an Infinite Elastic Medium by the Method of Self-Similar Potentials." Captain Farewell has received an Army Research Office contract in the amount of \$3,730 to complete his research.

The Urban Vehicle Design Competition (UVDC), a student project sponsored jointly by the Departments of Mechanics and Engineering through the Engineering Forum, was held at the General Motors Proving Grounds in Michigan. While the pollution-free car which was designed and built by the cadets entered all phases of the competition, it won its laurels by placing first in the Bumper Design Contest. Another significant Departmental accomplishment was the organization of a Flight Group as an addition to the Cadet Aeronautics and Astronautics Club. This Flight Group will make aircraft available for cadets who are proficient in flying and for those desiring to learn to fly.

The Head of the Department, Colonel Frederick A. Smith, Jr., was chosen to attend a summer program in Coherent Optics and Holography for college teachers at Oakland University under a National Science Foundation grant.

Department of Physics

The major revisions of the three-semester core curriculum Physics sequence begun in AY 71-72 were completed with the introduction of the new version of the third term. Both the dual-track concept and the varying progress rate within the tracks have proved highly popular with cadets. The former provides a course orientation in keeping with the individual cadet's interest and aptitude. The latter allows the better student to progress at a rate commensurate with his own ability and to devote time saved to work which appeals to him. The combination of the two has resulted in a detectably higher level of motivation.



A cadet conducts a demonstration for the Department of Physics during June Week Open House

The Departmental laboratory areas underwent extensive modification and renovation. In one phase of this work, seven classroom-laboratory complexes, consisting of two classrooms with an adjoining laboratory, were constructed. Each laboratory and its associated equipment will be used exclusively by the two instructors assigned the adjacent classrooms, for demonstrations, laboratories, and special projects. In a second phase, the more conventional laboratory facilities in the Department were more than doubled. Included are an x-ray lab facility, a laser lab facility, and facilities for both cadet and officer advanced projects and research.

Two Department officers and two cadets participated in cooperative research with the Army Electronics Command in the summer of 1972. This resulted in the presentation of a paper by one of the cadets at the Eastern Collegiate Science Conference in the Spring of 1973.

Department of Social Sciences

During AY 72-73, the Department taught four standard courses and four advanced versions of these courses, as well as two experimental offerings in economics. Additionally, the Social Sciences Department offered nineteen electives in the fields of anthropology, economics, international relations, and political science, including two new courses, "The Government and Politics of the Soviet Union" and "International Affairs: Theory and Application."



Nathaniel R. Jones, General Counsel of the NAACP, discusses his address to cadets with the Superintendent and the Head of the Department of Social Sciences

In a continuing effort to broaden cadets' intellectual perspectives, the Department enlarged its lecture program during the past academic year. Among the distinguished guests who addressed students enrolled in Social Science courses were: Mr. Robert Berry, Army General Counsel; Dr. Jahangier Amouzegar, Chief of the Iranian Economic Mission to the United States; Dr. Margaret Mead, the noted anthropologist; Paul O'Neill, Assistant Director of the Office of Management and Budget; and Floyd H. Hyde, Undersecretary of the Department of Housing and Urban Development.

The Twenty-Fourth Annual Student Conference on United States Affairs, hosted by the Department, began on 8 November 1972. In all, 160 students representing one hundred colleges and universities participated in the four-day program of lectures, seminars, and round-table discussions which concentrated on the topic, "Emerging Roles in a Transitional International Environment." Among the many business, government, and academic leaders who attended were George Bush, Permanent U.S. Representative to the United Nations, who gave the Keynote Address, and Curtis W. Tarr, Undersecretary of State for Security Assistance, who addressed the Conference on "The Transformation of World Politics."

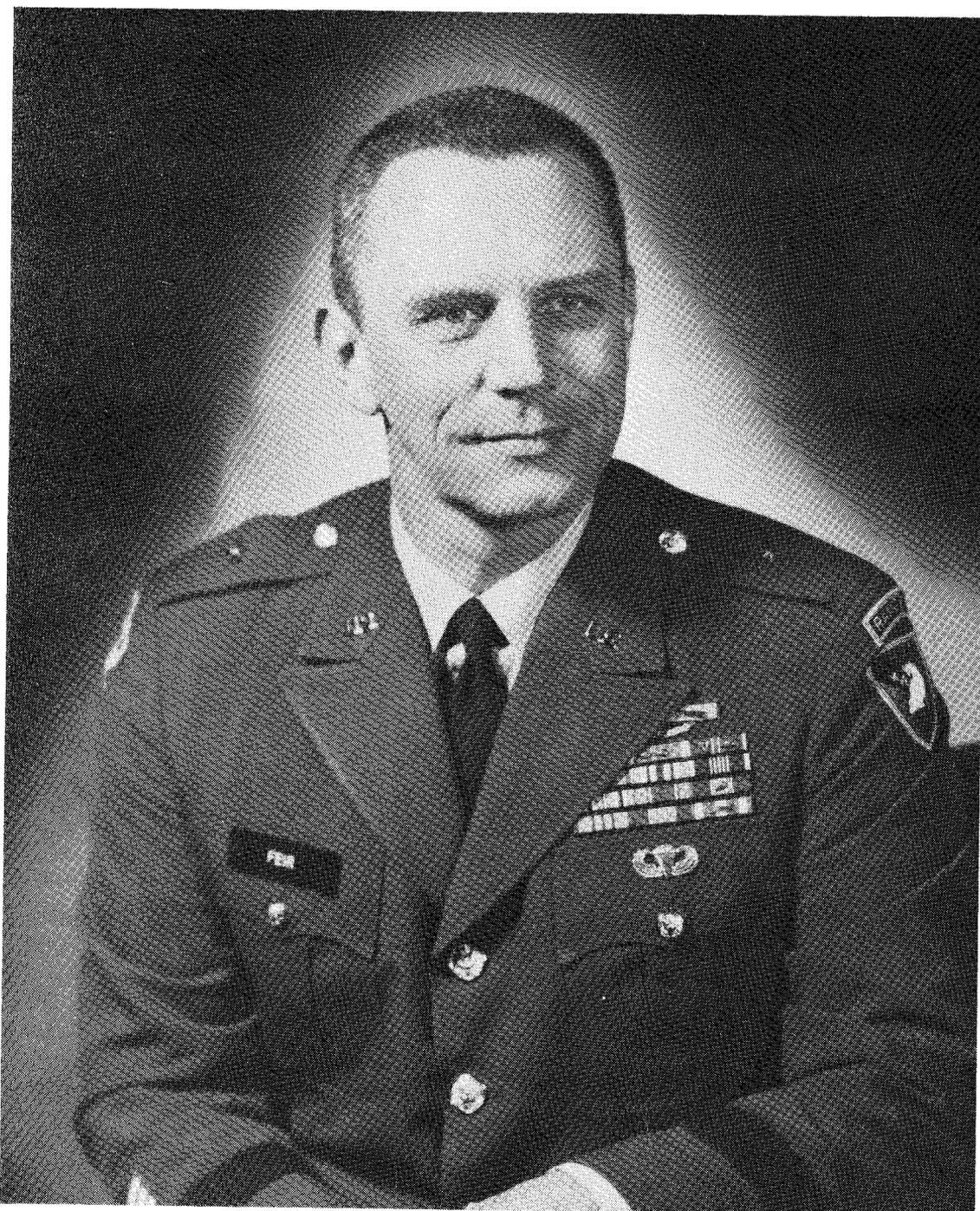
This year, the Domestic Affairs Forum offered seminars on such topics as urban political reform, racism and justice, and

racism in the military. Distinguished guests included Paul T. Jordan, M.D., the mayor of Jersey City, and Nathaniel R. Jones, General Counsel of the NAACP.

The Senior Conference was held 21-23 June, with participants concentrating on "The Army and Changing National Priorities." Numerous scholars and government leaders were invited, including representatives from Department of the Army, the Department of Defense, and the National Security Council. Notable among the conferees were Professor Marion Levy of Princeton and Robert Froehlke, former Secretary of the Army.

During the period 19-21 October 1972, the Debate Council hosted the Sixth Annual West Point Invitational Debate Tournament, attended by twenty-two schools from the eastern half of the United States. West Point was also the scene of the cadets' victory over a strong debate team from the Royal Military College. In all, the Council participated in twenty-nine tournaments and won fifty-eight per cent of the 272 debates on the calendar, while garnering a total of twenty-six trophies and awards. Notable among these were first place in the Pace Invitational Tournament and second place finishes in both the Eastern Forensic Association Championship and the Golden Gavel Tournament.

As in the past, several officers availed themselves of the opportunity to serve with a wide variety of government agencies during the summer months, managing both to make contributions in specific areas and to increase their own expertise. Especially noteworthy during the past academic year were tours of duty with the National Security Council, the Office of Emergency Preparedness, and the Council of Economic Advisors.



Brigadier General Philip R. Feir, 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 K), of which he is the commander, and the Department of Tactics (Appendix L), 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, Sociology of Minorities 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 "Leaderprep" 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 again conducted the Leadership Course for fifty-three ROTC instructors during the summer. Fifty-six ROTC instructors will attend the three-week program in the summer of 1973. Guest speakers and seminar moderators who participated in the MP&L program were:

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

Dr. Robert Colver, Duke University, "Assigning Grades to Students."

Dr. John Beckett, University of New Hampshire, "Management in the Future."

Dr. Arthur B. Sweney, Wichita State University, "Organizational Structure Analysis and Leadership."

Army Orientation Training (AOT)

During AOT, cadets from the Classes of 1974 and 1975 performed those duties in Army units which are normally given to newly assigned second lieutenants. The opportunity to practice leadership with a US Army unit for one month was one of the major components of the leadership development program. During June, July and August, 986 cadets were assigned to units in CONUS, Germany, Alaska, Hawaii and Panama. Of these, a total of 286 cadets participated in a seven-week extended AOT program.

Cadet Evaluation

The Leadership Evaluation System (LES) provides the best available measure of the leadership potential of each cadet and assists in the development of that potential. The LES aims

specifically to (1) determine those cadets who possess outstanding leadership ability, (2) identify those cadets of lesser ability and their specific areas of weakness with a view toward improvement, (3) 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 the use of peer ratings wherein each cadet rates cadets of his own class and one class below him within his own company, by a series of superior-subordinate ratings by cadet supervisors, and by ratings from the company tactical officer. The LES develops a class-wide leadership index for each cadet and an order of merit showing the relative position of each cadet.

Counseling

The formal counseling service established in 1968 under the supervision of the Director of the Office of Military Psychology and Leadership has continued to operate out of the old First Division. This location has proved to be excellent in accessibility for cadets and provides the opportunity for a more responsive counseling service for all concerned. Tactical officers continue to use the counseling center for additional assistance for cadets experiencing difficulty with the LES, and individual cadets continue to seek out assistance in a variety of personal or institutional problems. There does seem to be marked increase in the number of cadet chain of command members seeking consultation or assistance in dealing with individuals under their charge. The counseling center has continued to act as coordinator for all counseling agencies in contact with cadets. To this end, monthly meetings were held to share information and observations as well as coordinate programs. All cadets resigning or separated from USMA are seen in the counseling center, and an effort is made to assist these individuals in any manner possible as well as attempting to determine the true reasons for "motivational" losses.

Research

Research efforts in 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, while close coordination was maintained with the USMA Office of Institutional Research and other agencies on matters of research. Continuing studies of the cadet disciplinary and privileges system and further evaluation of changes in the Fourth Class System progressed during this period. Studies also progressed in such areas as drug information, perceived racial problems

on AOT, cadet commitment to the service and attrition levels, and the Third Class Sponsor Program.

CHARACTER DEVELOPMENT

Cadet Honor Code

The Cadet Honor Code and System continue to serve as 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, only minor modifications were incorporated in the Honor System, the means by which the Code is applied to cadet life.

Religion

Since its beginning, the United States Military Academy has accepted responsibility for the total development of cadets, that is, for their mental, physical, military and moral training. Since 1821, mandatory chapel attendance has been considered an essential element in the moral development of cadets. The basis for such a philosophy stemmed from the vast responsibility that a commissioned officer ultimately must assume toward the men under his command. He must be prepared, not only to lead them in battle, but also to understand their religious backgrounds and occasionally to lend appropriate spiritual guidance. However, as a result of a Supreme Court decision announced in December 1972, the chapel program at the Military Academy was required to be made voluntary in nature. Even though the chapel program is now voluntary, the Academy's responsibility for the moral development of cadets, remains the same. Its methods of fulfilling the religious needs of cadets have been adjusted, as appropriate, to comply with the court ruling. Specifically, the Academy's new program has been designed to be a positive one, one in keeping with the spirit of the Court's decision and not just its letter. As such, cadet religious activities, to include attendance at chapel services as well as participation by cadets as choir members, ushers, acolytes and Sunday school teachers, now are entirely voluntary. The denominational religious services offered to cadets have been expanded and now encompass eleven different denominations. These services are conducted by United States Military Academy Chaplains as well as by visiting ministers from the surrounding communities. Attendance at these denominational services is high and has exceeded that initially forecast when the court's decision was announced.

In further discharging its obligation for the religious, moral and ethical training of cadets, the Academy is stressing intel-

lectual stimulation of cadets rather than formal training. A primary means of accomplishing this intellectual stimulation has been active discussions between cadets and chaplains as well as guest speakers.

The task of encouraging cadets to participate in voluntary religious activities has been left largely to the Academy's chaplains and to cadets and officers who take an active interest in religious activities. Additionally, cadet commanders are expected to play a positive role in encouraging cadets to participate in religious activities and to set the example by their own participation. Cadet response to this change has been favorable.

TACTICS AND MILITARY SCIENCE

The Department of Tactics' four-year Military Training Program provides 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 is accomplished during intensive summer training for all four classes as is graphically illustrated in Appendix M.

SUMMER TRAINING

Fourth Class Summer

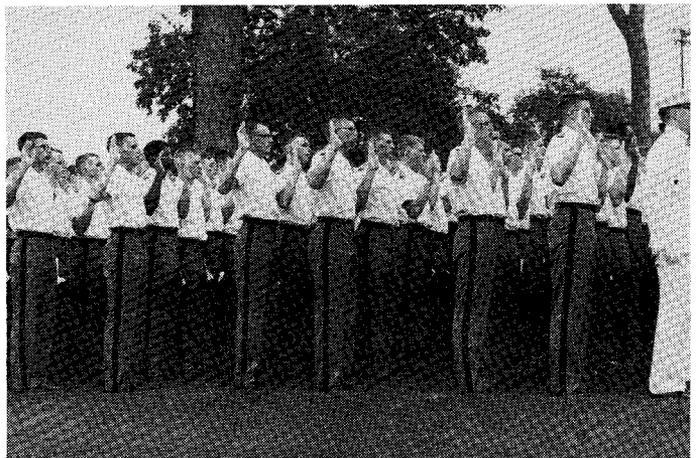
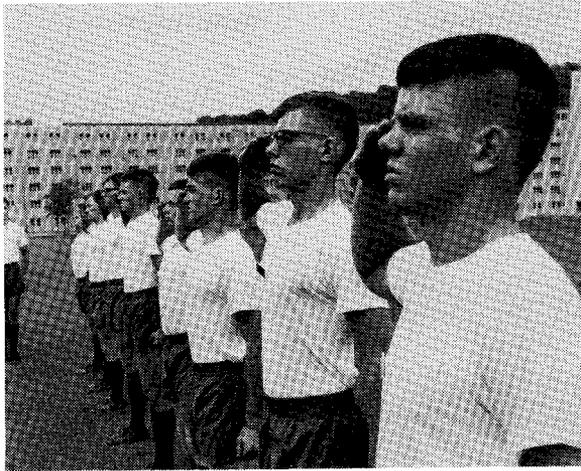
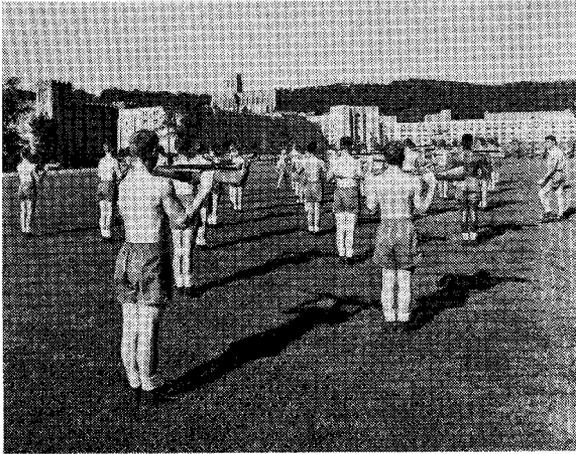
Fourth Classmen enter USMA through New Cadet Barracks where the overall training objective is to indoctrinate, orient, and train members of the incoming class so they are properly prepared to join the Corps at the beginning of the academic year. An important concomitant mission is to further the leadership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

The Class of 1976 entered on 3 July 1972 with a strength of 1,378. Separations during New Cadet Barracks for all reasons amounted to 180, or 13.13 per cent of the incoming class.

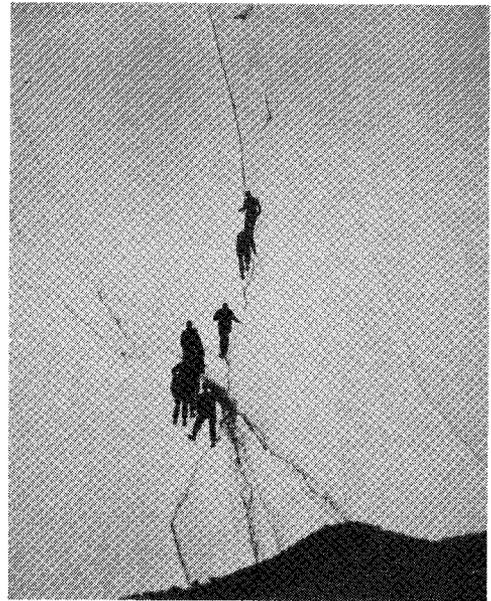
While the primary purpose of New Cadet Barracks embraces subjects which focus upon the unique duties and responsibilities of the USMA cadet, the trend toward tactical field training in basic military skills continues, and the New Cadet Detail members of the Class of 1973 stressed positive leadership techniques in motivating and training the 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

NEW CADET BARRACKS



UPPERCLASS TRAINING



well as qualification firing with the M16 Rifle. For the first time, the M16 Rifle was used for rifle qualification with eleven per cent of the class firing expert. In squad tactics each New Cadet learned the teamwork required in a rifle squad and became exposed to leadership training by serving at least once as a fire team leader or squad leader.

New Cadet Barracks culminated in the traditional bivouac at Lake Frederick and foot march to West Point. The esprit, cooperation, and enthusiasm exhibited by the Class of 1976 during the bivouac and hike attests to the overall success of the program.

By the end of the summer, the Class of 1976 selected as its class motto "Spirit of '76."

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 the senior branch instructors from the Office of Military Instruction (OMI) assisted by officers from the academic departments and by troops drawn from Regular Army units throughout the United States. In 1972, sixty-six officers from the academic departments and 1,500 troops, primarily from the 101st Airborne Division (Airmobile), assisted in Third Class Summer Training at Camp Buckner.

Third Classmen were also required to complete field exercises in Artillery, Engineer, and Infantry training. Map reading, radio-telephone operations, 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 soldiering and small unit tactics as well as to

demonstrate leadership under extremely demanding 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 Army Physical Fitness Examination, and practical work in conducting physical training.

Second Class Summer (Class of 1974)

During the summer of 1972, the Class of 1974 traveled to Army installations in the United States, Panama, and Europe to participate in a wide range of special skill training and orientation programs, or a combination of both. Four hundred and fifty-four attended the Airborne course at Fort Benning, Georgia. In June 1973, twenty-six more cadets (Cl 74) enrolled in Airborne, bringing the total to 480 cadets who have participated in this summer option. The graduation rate for last summer's class of 1974 at the Airborne Course was 98.9 per cent. After presentation of jump wings, these cadets traveled to army posts in the United States and Europe for four weeks of Army Orientation Training. Flight and Ranger training kept cadets occupied with twelve cadets earning Ranger tabs, and forty-nine cadets earning an FAA Rotary Wing private license. Jungle Warfare training in conjunction with Latin American Exchange, and AOT Panama was an interesting summer for thirty cadets. Sixty-nine cadets traveled to Alaska to participate in Northern Warfare training and AOT Alaska. The remaining members of the class either went to Extended AOT or were selected for detail for New Cadet Barracks and Camp Buckner.

Class of 1975

During June 1973 cadets (Cl 75) participated in Airborne training with 454 cadets entering the course with 96.9 per cent earning jump wings. Thirty-six cadets enrolled in Ranger School, and fifty-two cadets are participating in Flight training.

First Class Trip

The new First Class departed West Point on Graduation afternoon for a trip that encompassed six major Army posts. During this trip, each cadet visits four of the six posts. All cadets visit Fort Benning and Fort Hood with Fort Belvoir and Fort Monmouth providing training for a segment of the class while the remainder tour Fort Sill and Fort Bliss. The cadets participate in a TRICAP field training exercise in which the class organizes into tactical units with cadet commanders and staffs. The purpose of the trip is to provide the cadet with more significant

date concerning the roles, tactics, techniques, current equipment, and new developments in combat arms, and 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 Royal Military Academy cadet adjudged by their 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 Camp Buckner and in academic year military training which included fall drill competition and the Cadet Brigade Commander's evaluation of his two cadet details. The trophy was presented to the 1st Regiment, United States Corps of Cadets. A reciprocal award is presented by USMA to the best RMA "college" (nearest equivalent to our cadet regiments).

ACADEMIC YEAR INSTRUCTION

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

Fourth Class

Fourth Class military instruction began with a revised seven-hour subcourse in the military heritage and traditions of the United States Army. This subcourse was followed by two others in basic and advanced map reading totalling twenty-three hours. Plebe year instruction culminated in a twenty-hour subcourse covering the principles and procedures employed in the conduct of military operations with applications at the squad and platoon level, leading to the training at Camp Buckner the following summer.

Third Class

Military science instruction for the Third Class consisted of a 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 the maneuver battalion level. The scope of this course included offensive and defensive operations, airborne and airmobile operations, river crossing operations, the impact of nuclear weapons, command and staff procedures, and the logistical support applicable to a battalion combined arms task force. Since a majority of the Second Classmen had attended specialty schools and Army Orientation Training the preceding summer, valuable personal experiences were contributed in 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. Instructional emphasis was placed on company size counter guerilla operations. 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.

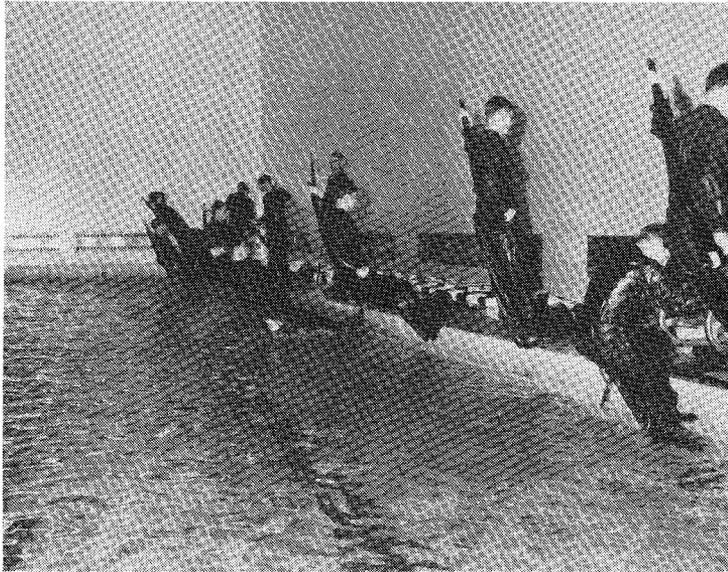
Instructional Program

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 days twice weekly to improve themselves. Those who were low in upper-body strength were scheduled into boxing and wrestling the first

PHYSICAL EDUCATION FOR MILITARY LEADERSHIP

4 th CLASS **3 rd CLASS** **2 nd CLASS** **1 st CLASS**
BASIC PHYSICAL **SPORTS** **LEADERSHIP TRAINING**
ABILITY **TRAINING** **AND EXPERIENCE**

INSTRUCTIONAL	SUMMER - 48 HOURS Diagnostic Testing Conditioning Mass Athletics Posture Obstacle Course (Outdoor)	SUMMER - 28 HOURS Military Physical Training	SUMMER - DETAIL TRAINING NCB 8 hrs. Camp Buckner 6 hrs.
PROGRAM	97 HOURS Swimming - Boxing Gymnastics - Wrestling Golf - Tennis Foundations of Physical Education ADVANCED: Handball Squash SCUBA	Summer - Airborne - Training PERSONAL CONDITIONING 25 Hours Outdoor : Tennis - SCUBA - Skiing - Golf Indoor : Volleyball - Aerobics - Badminton - Handball - Squash - Paddleball WSI - Senior Life Saving - Unarmed Combat	20 Hours
ATHLETIC PARTICIPATION	PARTICIPATE FALL - 20 ATTENDANCES Flickerball Football Soccer Track WINTER - 18 ATTENDANCES Basketball Volleyball Boxing Handball Squash Swimming Wrestling	PARTICIPATE ASST COACH OFFICIAL SPRING - 11 ATTENDANCES Team Handball Cross Country Lacrosse Water Polo Touch Football	ATHLETIC DIRECTOR COACH - OFFICIAL SUPERVISOR
SPECIALIZED INSTRUCTION	Special Swimming Posture Clinic Additional Instruction Reconditioning	Corrective Exercise Voluntary Conditioning	Guidance Program Weight Control
EXAMINATIONS	Physical Ability Test 1 Obstacle Course Physical Ability Test 2	Army Physical Fitness Eval. Physical Ability Test 1 Obstacle Course Physical Ability Test 2 Airborne Physical Fitness Test	Army Physical Fitness Evaluation Test 1 Army Physical Fitness Evaluation Test 2



semester to better 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 516 Fourth Classmen validated one or more of the standard courses in AY 72-73. During the fifth round of instruction, golf, tennis, squash, and handball were scheduled for the Fourth Class. These sports orientation courses were scheduled for ten 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 ten 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.

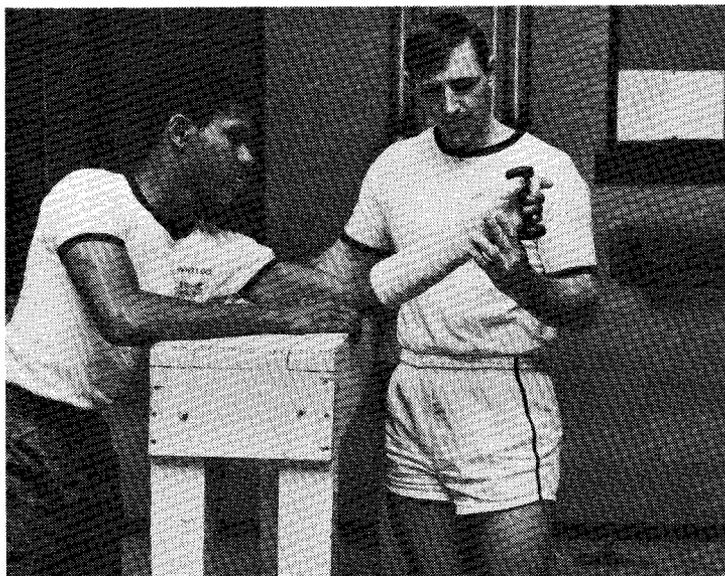
A variety of tests were used to measure physical ability and physical fitness. This year, the two mile run replaced the one mile run as the standard endurance event given to all cadets. With the Army adoption of the Army Physical Fitness Evaluation, this test replaced the Physical Combat Proficiency Test in the Upperclass program. New standardized scoring procedures were initiated for the grading of all tests. This computerized grading procedure, scales and grades each test event based upon class performance during the 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.

A coordinated posture program was conducted using lectures, special clinics, closed circuit television, cadet radio, special posters and a new instructional film in addition to the traditional chain of command emphasis. Double mirrors were installed in each New Cadet Company so that each cadet could see his true lateral body alignment. Individual posture pictures were taken of each New Cadet and special corrective exercises were prescribed for the more serious cases of posture deviation.

The OPE Training Room administered to over 3500 cases of first aid, protective taping, therapy, corrective exercise, and consultations. This figure is 500 less than last year. The injury versus exposure rate was also reduced slightly during the year



and remains favorably low compared to national norms. The New York State High School Athletic Commission held its Injury Prevention Conference at West Point in December 1972 and used the Academy's program as a model program. The OPE Training Room staff, in conjunction with the hospital staff, produced a new twenty minute film entitled "Injury Prevention for the Athlete."

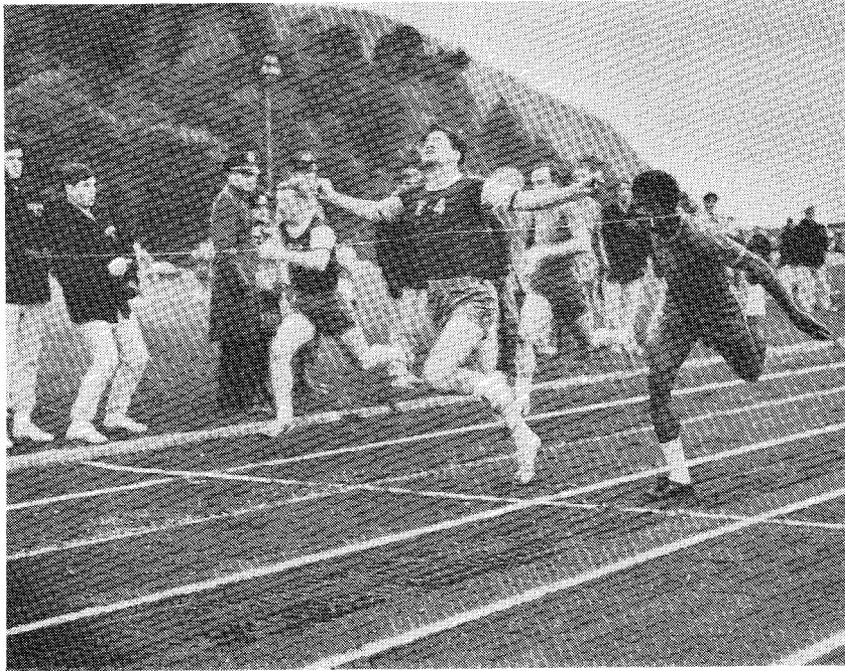
All cadets not physically able to perform because of injury or recent hospitalization reported to a special reconditioning period in lieu of their regular physical education class or intramural period for special exercise and rehabilitation. After a prescribed reconditioning program and release by the trainer, the cadet was returned to his regularly assigned activity. The strength of this program is that the cadet's physical condition is not allowed to deteriorate while waiting for an injury to heal. Instead, the injured cadet develops his general physical condition in addition to reconditioning his injury. During the year, 1212 reconditioning hours were conducted.

All cadets were weighed each month during the year. Cadets whose weights exceeded normal parameters were identified, interviewed, and tested with fat calipers. Overweight cadets were given an opportunity to lose weight voluntarily. A group of twenty-three cadets who did not respond to the voluntary program were placed on a supervised diet-exercise program until proper weight limits had been achieved.

A special development program was conducted during the winter and spring of the year for cadets who were deficient in physical education. Ninety-three cadets were included in this program which was designed to improve strength and endurance. Thirty-five cadets who were deficient at the end of the academic year were required to attend the summer remedial program, 8 - 28 June. The intensified summer program reviews the course work of the past year and is designed to bring the poor performers up to the standards of their class.

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 during the fall and winter. A spring season was conducted under a completely voluntary participation basis. This allowed cadets with academic problems to have more study time during the critical spring period. The fall and winter seasons consisted of seventeen and nineteen attendances respectively. The spring season included four company team sports and a wide variety of individual and recreational sports determined by cadet interest. There were fourteen regular spring attendances with some additional activities held at odd times such as Sundays and evening hours.



The 1971-1972 program consisted of:

FALL

Flickerball
 Football
 Soccer
 Triathlon
 Track

WINTER

Basketball
 Boxing
 Handball
 Squash
 Volleyball
 Swimming
 Wrestling

SPRING

Lacrosse
 Team Handball
 Touch Football
 Water Polo
 (19 other individual and recreational sports).

Staff Development

Development of the Physical Education Instructor Staff increased the professional qualifications of instructors and enhanced effectiveness of instruction. This program included a cross training course in new sports skills, a review of each standard course, participation in numerous professional seminars and conferences, and attendance at civilian institutions to complete advanced degree requirements.

CAREER MOTIVATION

Career Counseling Program

Although the informal approach to career counseling is most effective, it is not relied on completely. The Career Counsel-

ing Program conducted by OMI provided cadets of all four classes accurate information on all branches. 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, OMI conducted a branch orientation panel and additionally furnished each First Classman extensive information on all branches. Following the branch drawing, Senior Branch Instructors provided detailed information from which the First Classmen based the selection of initial assignments. The First Classmen also received informal orientations 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, selected young officers of all combat and combat support branches who have graduated from USMA within the last few years have been invited to return and conduct informal discussions with members of the upper classes (see Appendix N). During these discussions, they have described the duties, responsibilities, and challenges faced on a daily basis by junior officers. Because of the enthusiasm and professionalism displayed by returnees, the program continues to be an unqualified success.

Senior Officer Seminars

Senior members of the Department of the Army Staff were invited to meet informally on Saturday mornings with small groups of selected First Classmen for the purpose of discussing matters of career interest. The speakers were General Bruce Palmer, Jr., Vice Chief of Staff; Lieutenant General Harris W. Hollis, Chief, Office of Reserve Components; and Major General Thomas M. Rienzi, Assistant Chief of Staff, Communications Electronics.

Informal Contacts With Career Officers

The past year open discussion was continually encouraged between cadets and officers assigned to West Point, most of whom have played an active role in the nation's recent military activities at all levels. Through classroom discussions, informal counseling sessions, and social gatherings in officers' homes, cadets gain an understanding of the Army life of 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 pattern 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.

CADET ACTIVITIES

General

The Cadet Extracurricular Activities Program administered by the Cadet Activities Division aids in the development of the "whole man" by providing intellectual, physical, cultural, and moral stimulation for each cadet as well as outlets for individual interests. Cadet participation in this program increased significantly during Academic Year 1972-1973 with 10,503 active cadet memberships recorded in seventy-three cadet activities. Last year the membership in seventy-two activities was 9,677. The Cadet Cycling Club and Cadet Hop Bands were added to the list of extracurricular activities this year. The Cadet Volleyball Club/Team was dropped from the list of 1 May 1973 when the team was raised to Corps Squad status. A list of Cadet Extracurricular Activities, relevant statistics, and a synopsis of sponsored events are shown in Appendix O.

Funds

The annual Cadet Activity Fee assessed each cadet is the major source of funds for the support of Cadet Extracurricular Activities. The Unit Fund, USCC and grants from the West Point Fund provide additional financial support. In FY 73, the Cadet Activities Fund received \$45,000 from the West Point Fund. This grant was distributed to individual club activities with major support provided to the Fine Arts Forum, Station WKDT, Cadet Hop Bands, Dialectic Society, Skeet and Trap Club, and the Cadet

Sport Parachute Club. Selected First Classmen served as ex-officio members of the Cadet Activities Fund Council and participated directly in the control and expenditure of these funds.

Facilities

Construction of Eisenhower Hall is progressing with occupancy expected at the beginning of Academic Year 74-75. In our program to improve facilities of the Cadet Activities Division, the Fourth Class Lounge and Games Room and Cullum Hall were repainted, and furniture in Grant and Cullum Halls was reupholstered.



ATHLETIC PROGRAM

INTERCOLLEGIATE ATHLETICS

Purpose

The Army Athletic Association, a self-supporting organization which was 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. That administration includes scheduling of twenty varsity intercollegiate teams and many other junior varsity and Plebe teams, the procurement and maintenance of a variety of athletic equipment, the proper maintenance of one of the largest physical plants in the country, and the hiring of a highly skilled and professional coaching staff. The program has two basic objectives: to produce intercollegiate teams whose skill and desire will truly represent the traditions of the Military Academy, and to provide the means of self-support for that intercollegiate program. The first objective is accomplished through a busy twenty sport program. Because of the variety of intercollegiate sports that is available, a cadet has an excellent opportunity to compete on an intercollegiate level. By doing so, the athletic program here at the Academy assists in the development of leadership capabilities among the participants, develops increasing esprit within the Corps of Cadets, and instills the will to win or succeed, so vital to the future success of Army officers.

Participation

Over one-third of the Corps of Cadets participated in the intercollegiate program which includes forty-four squads in twenty different sports over the course of the academic year. During the 1972-73 season, on a varsity level alone, Army teams competed in 276 athletic contests, fifteen more than in the previous academic year, winning 157 times or nearly sixty per cent of the events. Appendix P provides more specific information on individual sports. The key to any successful athletic program on the intercollegiate level rests with the athlete. At West Point, athletes are cadets first and athletes

second, which means the sacrifices a cadet athlete must make are that much greater. It is the cadet who must give up the little free time he has to compete in intercollegiate athletics, without the self-glory, adulation and corresponding privileges which are 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. The only reward received is the personal gratification in knowing he has done his best.

The Staff

The effectiveness and success of the overall intercollegiate athletic program is related directly to the skill, knowledge and professionalism of an athletic coaching staff. In this respect, Colonel Jack Schuder, Director of Athletics at USMA, is surrounded by one of the most outstanding and respected coaching staffs in the country. Many coaches at USMA hold high national positions among their peers, while others serve on governing boards of coaching associations, ruling bodies or other athletic organizations. Football coach Tom Cahill, beginning his eighth year as head coach, was honored as "Coach of the Year" in 1966; hockey coach Jack Riley, now entering his twenty-fourth year at the Military Academy, guided the United States Olympic hockey team to the gold medal in the 1960 Olympics, the only Gold Medal the U.S. has ever won in hockey; 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. Recently, swimming coach Jack Ryan, a member of the Executive Board of the Swimming Hall of Fame, was presented a twenty-five-year award for outstanding service to the sport of swimming during the 1973 NCAA Swimming and Diving Championships. Wrestling coach LeRoy Alitz is chairman of the NCAA Rules Committee, a body which is responsible for writing and interpreting the college wrestling rules. He is a past president of the NCAA Wrestling Coaches Association and a recent inductee into the Helms Foundation Hall of Fame for Amateur Wrestling. Coach Carleton Crowell, Army's veteran track and cross country coach, is a past president of the IC4A Track Coaches Association, the Heptagonal Track Coaches Association and the National Track Coaches Association. He was recently honored by the Class of 1973 by being named as honorary member of that graduating class, an honor last bestowed by a class to President Kennedy in 1962. Army fencing coach A. John Geraci was recently named to the United States Olympic Fencing Sports Committee for the 1976 Olympics. Coach Howard Brosseau, head ski coach, is a member of the Board of Executives of the Eastern Intercollegiate Ski Association, and a member of the E.I.S.A. Sanctions Committee. Three new members of the West Point

coaching staff include assistant football coaches Bob Ryan, George Clemens, and Bruce Tarbox. Ryan joins coach Tom Cahill after spending the past three years as a member of the football staff at the University of South Carolina. Clemens is from the University of Rochester where he served as assistant football coach and varsity baseball coach, while Tarbox was a member of the Princeton University football staff.

Spectator Participation

Army athletic teams continue to attract large crowds, regardless of whether they are playing at home or away. The Army football squad played before record crowds and drew one of the best season averages for home attendance ever, despite inclement weather, while compiling a highly respectable 6-4 record against many of the top teams in the country.

In addition, the Academy played host to the Eastern Seaboard Swimming and Diving Championships, the Metropolitan AAU Diving Championships, and a Plebe Wrestling Tournament which attracted many of the finest freshmen wrestlers in the East.

A Resume

Honors for both teams and individuals filled the 1972-73 athletic calendar. In 276 athletic contests, Army's twenty intercollegiate teams were victorious on 157 occasions, suffering 116 losses for a winning percentage of .574. That is five percentage points better than in 1971-72, in spite of an increase in games scheduled. That percentage does not include the record of Army's volleyball team which recently received varsity status and was invited to the National Collegiate Athletic Association Volleyball Championships in San Diego, California. The Cadet Volleyball team achieved a regular season record of 20-4. Seven Army teams compiled a winning percentage over the .700 mark, while three other varsity squads were not far behind.

Army's lightweight football team compiled a perfect 6-0 record. The cadets under coach Eric Tipton won their third straight Eastern lightweight title and tenth championship in the last sixteen years. The cadets routed arch-rival Navy, the team they shared the championship with in 1971. Individual honors went to eleven Army players who were named to the all-League squad. Three players, offensive tackle Bob Mair, center Rich Carter, and defensive end Bill Moore, were named to the team for a second straight year. Other Army players selected were end Don O'Donnell, guard Jim Leonard, quarterback Gene Richardson, halfback Mickey Colbert, tackle George Perkins, linebackers Lloyd Sutton and Joe Tallman and defensive back

Joe Miller.

The pistol team achieved a 12-1 record for a .923 percentage, followed by the cross country team (9-1), the rifle team (10-2), the fencing team (11-4), the squash (11-4) and soccer (8-3-1) teams. Not far behind was the indoor track team (9-4), the golf (10-5) and outdoor track (4-2) teams.

In completing another outstanding season, the Army pistol team under coaches (SGM) Leonard Ross and (MSG) Emil Heugatter, also received a major share of the all-America selections. Bill Epley and Lee Pollock were named to the first team all-America list for a second successive year. Phil Neil, a second team selection a year ago, made the first team in 1973 along with Bob Muh. John DeTroye earned second team all-America laurels.

The Army squad also defeated Navy and the Royal Military College, the highlights of a highly successful season.

The Army football team duplicated its respectable 1971 record with another 6-4 record against many of the top teams in the country. The Cadets also defeated both Air Force and Navy to win the Commander-in-Chief's trophy during the first year of the award, which is presented to the winner of the round robin football competition between the three major service academies. Team captain Steve Bogosian again was an all-East selection and a third team all-American selection at defensive end. Bob Hines gained 844 yards during the year and was named "Back of the Week" by the Associated Press when he gained over 200 yards and scored the winning points on a 49-yard touch-down run against Air Force. Quarterback Kingsley Fink continued his personal assault on Army's passing records with another outstanding season.

Coach A. John Geraci's fencing team completed the year with an 11-4 record, the finest season for an Army fencing team in thirty-three years. The Cadets finished fourth in the Eastern championships and tied for ninth in the NCAA championships. Among the eleven victories was a stunning 15-12 decision over Navy, the first Army victory over Navy since 1948. Dave Huntoon led the saber team with a 31-12 record and finished seventh in the NCAA championships, barely missing all-America honors. Joe Langan was the top foilsman with a 27-11 mark, while George Weightman and George Blackburne led the epee squad. Weightman compiled a 26-10 record while Blackburne finished the season 25-11.

In track, both the indoor and outdoor squads turned in exceptional seasons. The indoor track team record was 9-4 and

finished fifth in the Heptagonal championships. Charlie Ostrand and Kent Butts placed in the 35-pound weight throw during the NCAA Indoor Championships. Ostrand finished fifth with a throw of 62-½ while Butts was sixth with a toss of 60-½.

The outdoor track team won four of six meets during the season and finished fourth in the Heptagonal championships. In addition to the record in dual meet competition, several cadets turned in exceptional performances in the Queens-Iona Relays, the Penn Relays, and the IC4A championships. Perhaps one of the most outstanding efforts in dual meet competition was turned in by team captain Ron Madera against Harvard. Madera, who can run any sprint from 100 to 440 yards, captured four first place finishes including the 220-yard dash, the 440-yard dash, and a leg on both of Army's winning 440 and mile relay teams. Marshall Best tied a Shea Stadium record in the 100-yard dash in the opening meet of the season with a time of 9.5 seconds, equalling the record which was set by Marty Glickman of Syracuse in 1938.

The Army rifle team finished with a 10-2 record including an upset over arch-rival Navy and a decisive victory over the Royal Military College.

Coach Ron Holmberg continued to lead the Army squash team as the Cadets completed another outstanding 11-4 season, finishing fourth in the Nationals and gaining the rank of fifth in the country.

The Army soccer team received an invitation to the NCAA soccer playoffs for the ninth time in the last ten years while posting an 8-3-1 record. For coach Joe Palone, the 1972 season was his twenty-first winning season in twenty-three years.

The lacrosse team received a bid to the NCAA playoffs for the third consecutive year while finishing with a 6-5 record. Defenseman Tom O'Leary was a second team all-America selection while midfielder Rick Goodhand was a third team all-America selection. Team captain Tom Fitzsimmons received honorable mention and was invited to play in the annual North-South lacrosse classic at Princeton University.

Unfortunately, there were six Army teams who failed to post winning records, including the basketball, wrestling, hockey, gymnastics, baseball, and tennis squads. Nevertheless, there were several outstanding individual efforts on these teams. In basketball, team captain Bob Sherwin closed his West Point career with a total of 1,253 points, fourth on the list of Army scorers. He was also named the recipient of the Naismith Hall of Fame award, presented annually to the nation's outstanding player under six feet tall. Sherwin was the first

Eastern player so honored. He also was awarded an NCAA post-graduate scholarship while being named all-East and all-Metropolitan.

In hockey, George Clark led Division I of the Eastern College Athletic Association in scoring twenty-nine goals and thirty-three assists for seventy-two points. On sixteen different occasions, Clark led or shared the lead in goals scored for Army. He moved into third place in single season scoring and second in goals scored in a single season.

The swimming team, which finished with a 7-7 record, shattered several Academy records. Team captain Bill Deatherage set several records in the 500 and 1,000-yard freestyle events, while Tom Slear set two records in the butterfly events.

The baseball team, after a good start, slumped to a 10-13 record. One of coach Eric Tipton's top performers was second baseman Brent Clark who was selected to the Eastern Baseball all-League team, the first Army player selected since 1969.

Many of these fine performers will be returning next year, so the prospects for improvement are certainly encouraging.

POST ACTIVITIES

PERSONNEL AND ADMINISTRATION

Adjutant General Division

DATA PROCESSING BRANCH

Fiscal Year 1973 saw significant changes in the operational environment of the Data Processing Branch, and major advances in business data processing support at the Academy.

Emphasis was placed on the design and implementation of data processing systems in those Post support areas which, of necessity, had not previously been fully pursued. Automation was effected in such areas as a comprehensive Financial Management System, The Army Authorization Documents System, Military Personnel Management, and Civilian Pay and Leave Accounting.

Operational time for the UNIVAC series 70 computer increased steadily each month from a low of 132 hours (contractual limitations) at Fiscal Year 1972 year end, to a monthly average of almost 400 hours this year. This increase in utilization carried with it additional rental costs, but from an economic standpoint, the hourly cost decreased from \$44 to \$27. Benefits accrued by using activities were also significant as a result of expanded and improved support.

In December 1972, the Data Processing Branch underwent a comprehensive Performance Evaluation Review by a DCSPER, Department of Army team to ascertain how effectively the newly installed computer was being utilized during its first year. The team reported that the UNIVAC series 70/35 computer was being utilized in an "efficient and professional manner."

PRINTING BRANCH

Comparative studies on Printing Plant production for Fiscal Years 1972 and 1973 are shown on the following page.

	<u>FY 72</u>	<u>FY 73</u>	<u>% INCREASE/ DECREASE</u>
Jobs Processed	5,425	5,610	+3.2
Plates Processed	29,957	30,477	+1.8
Units Produced	70,629,066	72,643,236	+2.9
Operating Costs	\$416,932	\$431,251	+3.7

In FY 73 approximately twenty-six commercial printing jobs were processed by the Regional Printing Procurement Office, totaling approximately \$63,000.

MAIL AND DISTRIBUTION BRANCH

In October 1972 the United States Postal Service assigned a separate ZIP Code number to the United States Corps of Cadets. This ZIP Code, 10997, will be for the exclusive use of the Corps of Cadets and will speed mail delivery to the Corps.

MILITARY PERSONNEL BRANCH

Enlisted Stabilization

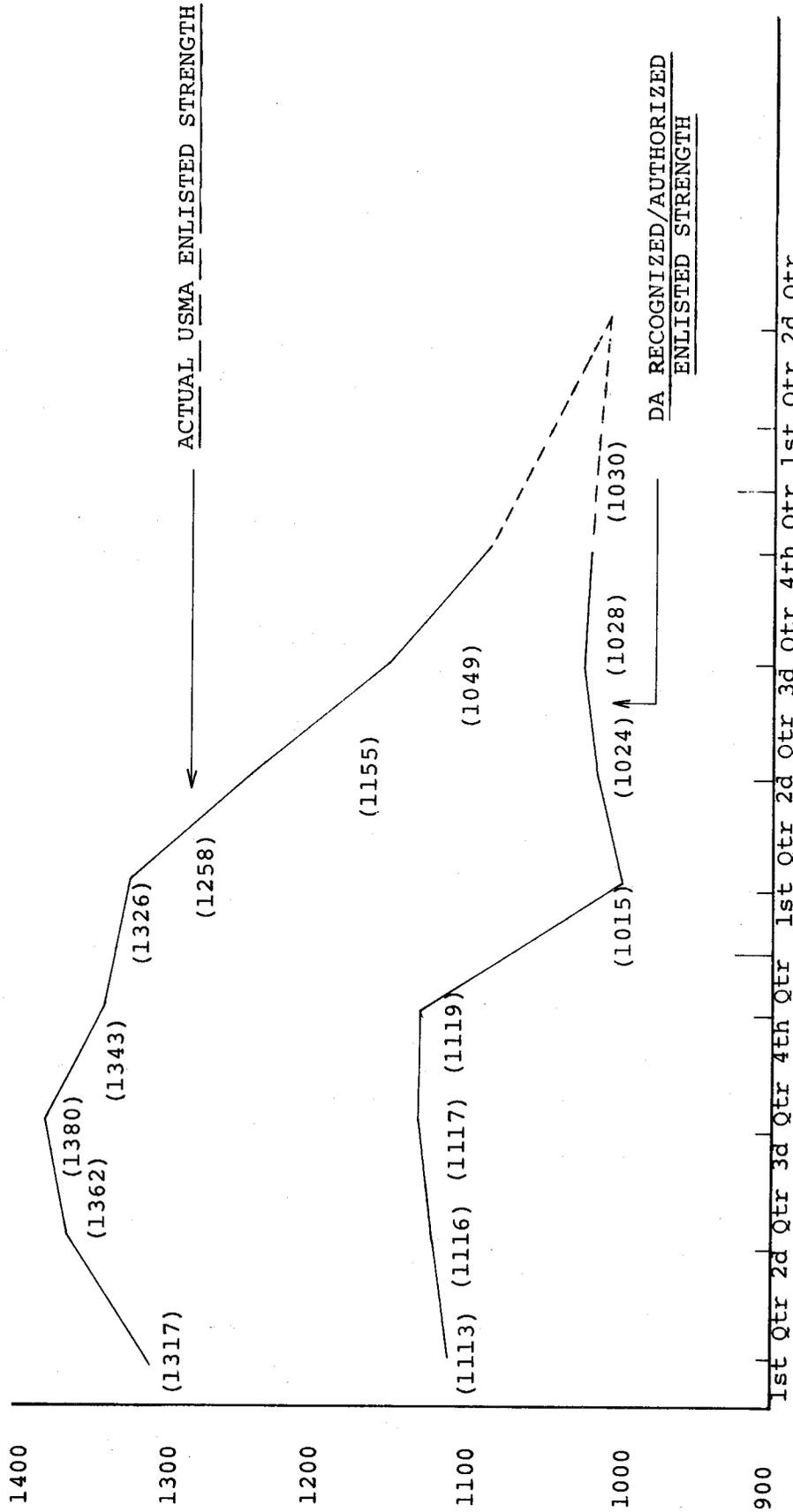
Department of the Army approval was obtained for two year stabilization of all USMA enlisted personnel filling recognized requirements. The overstrength of enlisted personnel at USMA has been reduced significantly during the fiscal year (chart on page 61). The chart below compares actual distribution of enlisted personnel assigned to USMA with recognized requirements by grade:

	E9	E8	E7	E6	E5	E4	E3	E2/1	TOTAL
Authorized/Required	22	47	121	169	292	281	98	-	1030
Actual - 30 Jun 72	19	48	103	119	369	476	188	21	1343
Actual - 30 Jun 73	18	52	102	139	277	281	142	38	1049

Reenlistments

The first term reenlistment objective for FY 73 was two-tenths of one per cent per month of the command's assigned enlisted strength. The average monthly strength for the year was 1229 for a total objective of thirty first term reenlistments. Fifty first term soldiers were reenlisted for a 167 per cent reenlistment goal attainment rate.

BATTALION ENLISTED STRENGTH
(As of End of Each Quarter)



FY 1972

FY 1973

FY 1974

Army Emergency Relief

The Army Emergency Relief assisted thirty-five individuals during Fiscal Year 1973. An extremely successful AER/ARS drive was conducted during April and May which resulted in a contribution of \$13,620 by Post personnel. This amount exceeded the 1972 contributions by over \$4,000.

Survivor Assistance

Casualty notification and survivor assistance was rendered to the next of kin of eighteen dead or missing in action, active duty, and retired servicemen.

COMBINED FEDERAL CAMPAIGN

The 1973 West Point-Orange Area Combined Federal Campaign (CFC) was conducted during October and November. This highly successful campaign netted nearly \$62,000 which exceeded the 1972 campaign amount by \$30,000. This year's success was primarily attributable to the experience gained during the first CFC conducted last year, greater acceptance of the payroll deduction plan, and approval this year for cadets to use the payroll deduction plan.

Personnel Services Division

ESTABLISHMENT

Effective 10 July 1972, the Personnel Services Division was established under the office of the Deputy Chief of Staff for Personnel and Administration (DCSP&A) in order to reduce the span of control of the DCSP&A and to permit better control of fourteen elements under his direct supervision. The Chief, Personnel Services Division has assumed direct supervision of eight areas affecting morale, welfare, and discipline. These activities are Equal Employment Opportunity, Race Relations/Equal Opportunity, USMA Bookstore, Army Community Service, Army Education Center, Alcohol and Drug Abuse Control Program, West Point Elementary School, and Non-Appropriated Funds.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

During FY 73 there has been much progress in the USMA Equal Employment Opportunity Program. The USMA EEO Plan of Action was approved on 12 July 1972. Much emphasis has been placed on improved communications and training. All supervisors and managers have been indoctrinated on the objective of the program, and an upward mobility training program has been developed for the work force. Since 15 July, twenty-five

courses have been offered to over 200 personnel. Indicative of the progress made in the EEO program is the fact that there have been no formal EEO complaints at USMA in the past twelve months, as compared with a previous average of twelve per year at USMA.

RACE RELATIONS/EQUAL OPPORTUNITY (RR/EO)

The organization of the RR/EO branch was completed 1 January 1973. With the establishment of the RR/EO staff an extensive Race Relations Training Program was initiated for personnel at West Point. Since 1 January, 500 officers, enlisted and civilian personnel have received at least sixteen hours of instruction. The Corps of Cadets received at least eight hours, and 116 E6's received the four hours of instruction directed by DA. In addition, an abbreviated course in Race Relations was given to forty-four members of the Federal Training Council of New York and New Jersey. In February, the most extensive Black History Week ever observed at West Point included a spectrum of activities that was well received by the West Point and surrounding communities. With the publication and implementation of the USMA RR/EO Affirmative Action Plan, 1973 has been a year of significant progress.

USMA BOOKSTORE

Gross revenues for the USMA Bookstore increased approximately eleven per cent during FY 1973 to \$255,000. Net profits also increased to an all time high, approaching \$18,500. Liaison with the Education Center was established in January to provide the textbooks for all C.W. Post graduate courses taught at West Point. Efforts continue to provide prompt and expanded book service to the Academy and the West Point Community.

ARMY COMMUNITY SERVICE

In FY 73 the Army Community Service (ACS) Program extended assistance to 12,821 active duty and retired military members or their families, unaccompanied "waiting wives," and widows. Averaging forty-five volunteers per month (twenty-five at West Point and twenty at Stewart Annex), the distaff members of the West Point community contributed 1,676 volunteer hours at West Point and 1,482 hours at Stewart Annex.

A social worker in a consulting capacity at the United States Army Hospital was available and assisted in nineteen cases. A Volunteer Orientation Training Program was held in November 1972.

ARMY EDUCATION CENTER

Since the establishment of the MOS Library in 1972, study materials continue to be received and assembled in kit form for the convenience of the West Point enlisted personnel in preparation for their periodic MOS proficiency tests. In February 1973, graduate programs in Counseling and Guidance and Business Administration were established at West Point under the auspices of the C. W. Post Center of Long Island University. By the end of the Spring Term, a total of eighty-six officers, enlisted, and dependent personnel accounted for 119 course enrollments. In May of 1973, the Pre-discharge Education Program (PREP), a preparatory educational program for completion of high school and college entrance study, was established at West Point using Veterans Administration in-service educational entitlement.

ALCOHOL AND DRUG ABUSE CONTROL PROGRAM

The major impetus of the USMA Alcohol and Drug Abuse Control Program continues to focus on education and the prevention of alcohol and drug abuse. The USMA Urinalysis Screening program was revised in September 1972. Approximately 130 tests are administered at random each month. There has been no significant drug abuse problem identified at West Point. Counseling services are provided through the USMA Alcohol and Drug Control Office with close coordination with the Mental Hygiene Clinic of the hospital. Efforts continue with the Town of Highlands to support a community center to deal with the alcohol and drug related problems in both the military and civilian communities.

The Corps of Cadets' activities in this area have been directed by the Office of Military Psychology and Leadership. Special emphasis has been placed on the USCC Alcohol and Drug Intervention Council which has been responsible for a very dynamic program within the Corps.

West Point Elementary School

ENROLLMENT

The 1972-73 school year began on 21 August 1972 with an actual membership of 949 pupils. Thirteen exceptional children attended special schools. As of 30 May 1973, eighty-six pupils had been transferred out and eighty-six new entrants recorded. The highest membership on any one day was 979. Cumulative enrollment for the year was 1,035. On 30 May 1973, sixty-nine eighth graders were graduated and ten pupils in grades kindergarten through eight were retained in grade.

PROFESSIONAL STAFF

Sixty professional personnel serviced the school. The school profited from full-time services of a school psychologist, nurse, speech correction, and reading teacher.

Sixteen teachers were engaged in graduate study. One member of the faculty completed study for a Master's Degree.

In-service training courses were provided for the administrators and faculty. These included four in-service drug prevention sessions for the entire faculty.

TESTING RESULTS

The academic potential of the pupil population and the competency of instruction were reflected in several standardized tests.

The Lorge Thorndike Test of Mental Ability was administered to 599 pupils in grades three through eight. Of those tested, 70.79 per cent scored in categories Bright Normal through Genius Level, with 1.67 per cent scoring in the Genius Level and .34 per cent Borderline Defective.

The Iowa Test of Basic Skills was administered to 589 pupils in grades three through eight in November 1972. All grades achieved a ninety-two percentile or higher. Third grade students achieved a ninety-nine percentile. The West Point Elementary School far exceeded national averages when results were compared with 160 school systems from forty-six states.

The Metropolitan Readiness Test was administered to 111 kindergarten pupils in May 1973. Of those tested, seventy-two per cent scored in the High Normal and Superior Categories.

The Youth Fitness Test established by the American Association for Health, Physical Education and Recreation (AAHPER) designed to give a measure of physical fitness for both girls and boys in grades five through twelve was administered to 670 pupils. Official Standard Achievement Certificates were presented to 111 pupils attaining the fiftieth through the seventy-ninth percentile on the AAHPER Youth Fitness Test. Twenty-two pupils who scored at the eightieth through eighty-fourth percentile were awarded Merit Emblems. Presidential Emblems, the highest awards, were presented to the fifty-four students who scored at or above the eighty-fifth percentile on all seven items of the test.

OTHER PUPIL SERVICES

Forty-five referrals were made to the school psychologist. Seven children were found to have learning disabilities of such magnitude that special placement in learning disabilities classes during academic year 1973-74 was effected. Through the recommendation of the school psychologist a learning disability teacher and an aide were requested in the budget to man a resource center to provide special assistance for twenty or more children throughout the school who require rehabilitation of milder deficits. Since August 1970, an increasing number of entering children have been found to have academic and behavioral distortions preventing them from adjusting well to a standard non-handicapped classroom. The degree of defect in one or more of the areas of perception, auditory memory, coping with abstractions does not warrant placement in a Board of Cooperative Educational Services program. Efforts to help since August 1970 have included the following: modification of demands and limited remediation by regular classroom teacher, special training once or twice a week for thirty minutes with the school psychologist, and an ungraded class AY 1972-73 for eight pupils whose common difficulties, age range, and interests permitted their being grouped.

Three hundred pupils were screened by the speech correction teacher. Of the seventy-six pupils who received speech correction, eleven improved to the degree of dismissal, fourteen were transferred, twenty-eight were recommended for continued correction, and twenty-three are scheduled to be rechecked in September 1973. Problems encountered included articulation, tongue thrust, stuttering and infantile speech.

Despite professional scarcity, a full-time reading teacher was engaged in October 1972. Of the thirty-eight pupils assisted in that area, thirteen progressed sufficiently to be returned to the regular classroom.

INTERIM ACCOMMODATIONS OF PUPILS

For the third year the Open Plan organizational pattern was implemented. Thirty fewer pupils were assigned than during the first year of its operation. Highlighting the curriculum of the Open Plan during academic year 1972-73 was extensive creative dramatic activity in both language arts and social studies.

Decreased school enrollment permitted release of three classrooms enabling room assignments to be made for primary physical education, an ungraded class, and a remedial/corrective reading room.

CHANGES AND INNOVATIONS

The grading system of grades two through six was revised to include a teacher-parent conference in lieu of grades for the first marking period. Grading symbols were changed so that grades one through six currently use the same letters to designate progress: E-excellent, G-good, A-average, P-passing, and U-unsatisfactory. Grading symbols for kindergarten were changed to denote: M-Most of the time, P-part of the time, N-not yet. An ungraded class was established for selected pupils with varying degrees of learning difficulties.

Junior High interest groups were extended to include advanced metal enameling, games, improved handwriting, individual investigations in science, molding by hand, patterns, percussion ensemble, rock polishing, and speed reading.

The New York University In-Service Reading Program acted as a catalytic agent for all teachers of reading at West Point Elementary School. They more confidently grouped pupils and individualized the program.

Technology and creativity enlivened other areas of the language arts. Peer demonstrations were viewed on video tape. A teletrainer and film supplied by the New York Telephone Company was used to enhance listening and speaking skills. The teletrainer consists of an amplifier and control unit which produces dial tone, ringing and busy signals, and a connection between two telephones.

To insure that all faculty members who taught mathematics were aware of recent and future changes in the Silver Burdett mathematics program, a consultant briefed teachers during orientation week. Additional mathematical interest among third graders was stimulated by an inter-class competition. A tutorial system at the fourth grade level provided an opportunity for pupils who had mastered skills to assist their peers. Mathematics in the ungraded class used the Spectrum Mathematics Series as the basis for an individualized program, supplemented by laboratory kits, games, and teacher prepared materials. Instructional time in mathematics was increased at both the seventh and eighth grade levels.

At the junior high level scientific experimentation was increased. The unit on electricity-electronics was expanded to include the completion of twenty-five experiments. Additionally, occupational education in the electricity-electronics field was introduced. The unit on human biology was eliminated from the eighth grade science course to avoid repetition of material covered in the health course. As a result of pupil research in the earth and biological sciences, a representa-

tive of Kinemerrics, Inc., gave a slide lecture on earthquakes for seventh and eighth grade pupils. The scientific background of approximately fifty-four per cent of the members of the eighth grade warranted recommendation for advanced placement in science in high school.

A plastics program was introduced on the eighth grade level of industrial arts. The plastics industry was studied. Eighth grade girls benefited from the use of new homemaking books which contained an excellent section on consumer education. The School Nurse gave instruction on child care during home arts classes.

A string ensemble was initiated at the intermediate level and two percussion ensembles were formed at the upper grade levels. Seventh and eighth grade vocal music moved forward with the acquisition of Silver Burdett's latest texts in the series "Making Music Your Own." Popular music was highlighted through the newly issued periodical "Pipeline." Modern arrangements for handbells were added and the bell choirs were invited and played at the Christmas Concert of the Chapel of the Most Holy Trinity. Competition was keen during the school song writing contest.

Interesting corridor displays, the use of several new games, and simulation of dining scenes employing oral dialogue elevated the primary-intermediate French program in the esteem of the students. Basic requirements for the French course were exceeded in both eighth grade sections. Thirty eighth grade French students were recommended for second year French in high school.

Open Mess Division

Centralization of the club system under the Installation Club Manager continued, as directed by Department of Army. In addition to the three operating branches (Officer, NCO, and Packaged Alcoholic Beverage Sales Outlet), an Administration Support Branch was established to perform the functions of accounting, purchasing, warehousing, and personnel administration for the system.

While menu and manning level changes helped to reduce the overall impact of inflation, escalating food and personnel costs, coupled with reduced sales, have made this a most difficult year.

The West Point Noncommissioned Officers Club was completely renovated during the period 1 November through 1 April 1973. The approximate cost was \$22,000. This included building

a new bar and party room in the basement, converting the old bar into a Dining Room and refinishing the entranceway and Ballroom. This renovation has increased the capacity for the club to hold parties, a larger bar area and a separate Dining Room.

Civilian Personnel Division

MANAGEMENT EMPLOYEE RELATIONS

Union Contract

Negotiations with AFGE Local 2367 have continued for an eight month period. However, the Union membership has not ratified the contract. Contract provisions cover a number of highly significant areas of labor-management relations.

Employee Handbook

A handbook was prepared and issued to every civilian employee which incorporates, in general terms, important and useful information concerning civilian employee rights, obligations and privileges.

Suggestion Program

A number of significant actions including the appointment of a determined and enthusiastic Incentive Awards Program Chairman have resulted in the highest number of employees participating in the program thus far. The suggestion rate per thousand employees is 196.2.

RECRUITING AND STAFFING

Reduction of Hire-Lag

USMA's hire lag has been reduced from approximately 175 to approximately sixty-five. This reduction is significant because it occurred during a period of restrictive recruiting and tight Department of Defense controls. These controls included (a) a two month hire and promotion freeze, (b) a separate two-month Class Act promotion freeze, (c) a low average-grade target which has been met, and (d) a strict Department of Defense control on hiring anyone not affected by base closures, transfers of function or reorganization.

Merit Promotion Program

A revision of USMA's merit promotion procedures for announcing,

applying and for supervisors rating of applicants has reduced by two weeks the time used to fill merit promotion vacancies.

SOCIAL ACTIONS PROGRAMS

This year highlighted USMA's cooperation extended to community groups and high schools who are undertaking training and hosting enrollee programs in predominately minority group areas. USMA is furnishing training programs, instructional material and is authorizing the use of its facilities and equipment for social action programs such as the Board of Cooperative Education, Youth-on-Board, Summer Employment Youth, Neighborhood Youth Corps, and Operation Mainstream.

TRAINING AND DEVELOPMENT

Upward Mobility

Coordination with the Board of Cooperative Education at Goshen, New York, resulted in getting certified instructors to conduct the following courses at USMA; plumbing, auto repair, refrigeration, and air conditioning. Other training such as typing, shorthand, English language, and high school equivalency were conducted under the program.

Post Chapel Division

Religious activities were characterized by increased participation and ecumenicity. In addition to the Christmas Eve Candlelight Service and the two week Vacation Bible School, the following inter-faith worship experiences were instituted during the fiscal year: Presidential Prayer Breakfast, West Point; Martin Luther King, Jr., Memorial Service, West Point; Sermons from Science, West Point and Stewart Annex; Good Friday, West Point; and Post Chaplains' Clergy Day, West Point and Stewart Annex. The inter-faith Vacation Bible School was the largest in the history of West Point and growth was experienced in such religious activities as, youth ministry, adult lecture series, and family enrichment programs. The West Point (Post Chapel) Junior Church almost doubled, and the women's inter-faith activities were expanded. New activities at both Post Chapels included the establishment of Summer Sunday Schools, Post Chapel Councils, and new Christian Youth Fellowship groups. The Protestant Men of the Chapel was newly organized at West Point.

The renovation of a building complex adjacent to the Post Chapel and its use as a Chapel Center has met a long-standing need.

Provost Marshal Division

The priority of assignment of military policemen to West Point was continued by DA throughout FY 73 and enabled the 57th Military Police Company to perform all assigned missions and support all events and activities without requiring additional military police augmentation from First Army's military police assets.

OPERATIONS

Casket bearers, color guards, and firing parties were furnished for sixty-seven on-post and forty-one off-post funerals. Seven color guards were provided upon request of nearby communities. Five 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 the six home football games and June Week activities. 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. Emphasis has been placed upon the performance of the USMA gate guard personnel. Distinctive dress, with dress blue uniform worn on special occasions during the winter months, has contributed towards improving the morale of the soldier and the image of the Academy.

REGISTRATION

At the end of FY 73, a total of 8674 privately owned motor vehicles were registered. Of this number, 1620 belong to officers on active duty, 550 belong to retired officers, 1685 to active enlisted men, 690 to retired enlisted, 3730 to civilians, and 400 are temporarily registered vehicles.

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 621 criminal type incidents investigated. This was an increase of slightly less than four per cent over FY 72, and a relatively moderate increase with respect to nation-wide statistics. Two crime surveys were completed, thirty-nine physical security inspections were conducted, and personnel participated in eight personal security missions

for visiting dignitaries. There were 2732 requests for investigative assistance completed, including criminal records checks and assistance rendered to federal, state and local police authorities. Stolen property valued at \$14,848 was recovered.

SAFETY

Although the motor vehicle accident experience of the graduating Class of 1973 was not high, with only one lost time injury and no fatalities, the experience of the underclassmen is cause for concern. Two cadets from the Class of 1974 were involved in a motor vehicle accident resulting in one fatality and one lost time injury. Another cadet motor vehicle accident resulted in one death and three injuries sustained by members of Class of 1975.

During FY 73, military personnel including cadets, sustained eighteen recordable injuries, resulting in an average of 8.13 lost time injuries per million man days of exposure. This is an increase of two injuries over last year's total. Seven of these injuries resulted from three cadet motor vehicle accidents. Civilian employee injuries climbed from twelve for FY 72 to twenty for FY 73, producing an injury rate of 3.58 injuries per million man hours worked. Motor vehicle accidents accounted for fifty-six per cent of the military injuries.

Army motor vehicle accidents were greatly reduced during FY 73. A reduction of sixteen accidents over last year's total of sixty-three resulted in an improved frequency rate of 9.53 accidents per million miles traveled.

Special Services Division

FACILITIES

The Ski Lodge at Victor Constant Ski Slope was opened for use during the 1972-1973 season with approximately 27,000 persons using the facility. The Lodge was constructed at a total cost of \$78,000, of which \$70,000 was donated by the Class of 1948 through the Superintendent's Gifts Program. The remaining \$8,000 was funded from nonappropriated funds generated by operation of the ski slope. Furnishings were supplied through a nonappropriated fund grant from First US Army.

A new scoreboard was installed in Smith Rink in time for the second half of the hockey season. New nets and goal

A new pool filter system was installed at North Pool.

The Stewart Annex Craft Shop underwent a major renovation in March 1973 with the modification of Woodworking and Ceramic areas. This remodeling resulted in more woodworking space for patrons and increased use.

Two Special Services activities at Stewart Annex were moved to new locations. Youth Activities moved from Building 2500 to Building 1400, the old Service Club building, providing more space for activities. New furnishings were installed at the time of the move. The Library was moved from Building 2502 to Building 1402, which had housed the Air Force Library. New furnishings have been ordered for the building. The move of each facility has made the activities more accessible to patrons.

The construction of an additional five A-frame billets at the Youth Camp brings the number of billets to ten. Each one is designed to accommodate twelve to fifteen campers and/or counselors per session. With the existing facilities, the camp can accommodate 345 campers and thirty-five staff members in the three two-week sessions.

SPORTS CHAMPIONSHIPS

The West Point All-Star Basketball Team won the Westover AFB Christmas Tournament, 17-23 December 1972. West Point All-Star Teams finished in First US Army Sports Championships as follows:

- a. First Place in Flag Football, 5-10 Nov 72.
- b. Second Place in Wrestling, 5-9 Feb 73.
- c. First Place in Basketball, 24 Feb-3 Mar 73.
- d. First Place in Volleyball, 6-11 May 73.

LOGISTICS

Communications-Electronics Division

COMMUNICATIONS SYSTEMS BRANCH

In December 1972 the Academy concluded an action with the New York Telephone Company, at the direction of the Department of the Army, to convert all Class B telephone service (1200 lines) at West Point to New York Telephone Company service from Highland Falls, New York. West Point equipment associated with this Class B service has been retained primarily to relieve congested conditions in residual Classes A and C service and to replace manual switchboards serving Camp Buckner and vicinity. A portion of this retained equipment is being used temporarily as a dedicated switch providing access to the Academic Computer Center until the permanent switch, under contract, is installed. Upon the completion of contract action to expand and upgrade the telephone cable serving Camp Buckner, facilities occupied by present switchboards can be vacated, and summer augmentation communications personnel requirements can be substantially reduced. Common-user telephone service has been further improved by installation of additional trunks and an automatic equipment routiner that identifies and locates deficiencies more rapidly than manual methods. The expanded need for expedited and private telephone communications serving the Superintendent, Dean, Commandant, USCC, and key staff and faculty personnel has been met by increasing the existing PAX system. Classified messages and data transmissions are handled by the AUTODIN terminal at Stewart Annex operated by USASTRATCOM. TELEX service for unclassified messages, connected to AUTODIN at Griffiss AFB during recent years, was transferred to the commercial refile station, Fourth Naval District, Philadelphia, Pennsylvania.

AUDIO-VISUAL SYSTEMS BRANCH

Improvements in audio-visual systems were stressed throughout FY 73 to keep pace with expanding work loads within present personnel authorizations. This has been accomplished mainly through modernization and semi-automation of equipment and organizational changes. Public address systems continue to be improved by modern solid-state components and high fidelity loudspeakers. The Recording Studio has added the capability to process cassette tapes. The Training Devices Section has changed our wood and metal working machinery. The Photo Lab has installed chemical criteria, semi-automatic slide processing, and camera equipment. Equipment has been added to the CATV system making one channel available to ISD for ITV programs

and another channel for commercial Spanish language programs. Appropriate radio frequencies have been obtained thereby permitting the addition of a fourth radio net that will serve to separate the Fire Department and Military Police nets and still retain complete compatability between nets. The Graphic Aids and Audio-Visual Support Center (AVSC) sections were reorganized and relocated within Thayer Hall. The Graphic Aids gained expanded and individual work areas and improved lighting. The AVSC gained sufficient space and built a "Self-Help" film preview studio for the convenience of the faculty in their class preparations. Statistical information is contained in Appendix Q.

Construction

GENERAL

During the past year, construction continued to progress on the Cadet Activities Center. The new thirty-six unit Bachelor Officers Quarters on Merritt Road were completed and occupied in March 1973 as was the new Post Exchange north of the Post Cemetery. The Architects Collaborative (TAC), engaged by the US Military Academy to develop the Master Plan, completed Phase I work in December 1972 and is now proceeding with Phase II which is due for completion in the summer of 1973.

CADET ACTIVITIES CENTER

Construction of the Cadet Activities Center began in January 1971, and is scheduled for completion in March 1974. By 30 June 1973 approximately seventy-five per cent of the structure is completed with the majority of the effort now being devoted to the interior. This recreational and social structure will contain a 4,500 seat auditorium, reception hall for 150 persons, ballroom accommodating 1,000 persons, snack bar with 1,000 seats, a large lobby, and activity rooms. The facility will be fully air-conditioned. Adjacent parking for 145 cars will also be provided.

POST EXCHANGE

The new single-story, modern Post Exchange was completed in January 1973, stocked and open for business by the end of March 1973. In addition to a large, attractive, fully air-conditioned retail section, the structure has numerous external shops with entries directly off the parking lot. The parking area provides space for 219 cars and is immediately adjacent to the new Post Exchange Service Station which had been completed the previous year.

BACHELOR OFFICERS QUARTERS

The new Bachelor Officers Quarters on Merritt Road near the Fire Station, which began in the Fall of 1971, were completed in March 1973. The BOQ is a two story brick veneer structure that consists of thirty-six living units with kitchenettes, partial basement, and suitable parking. The facility provides authorized accommodations for twelve captains or field grade officers and twenty-four lieutenants.

ACADEMIC FACILITIES ALTERATION

Areas in Thayer Hall and Bartlett Hall, vacated by the relocation of the Departments of Engineering, English, and Mechanics to Mahan Hall, are being altered to allow for expansion of remaining academic functions. This project includes approximately 150 rooms, and consists of a varying magnitude of alterations in both buildings, to include removal, relocation, and installation of partitions, equipment, and utilities. Work began in May 1972 and is anticipated to be completed in August 1973. Areas that require the most extensive modifications are the Instructional Television Center in Thayer Hall, and the conversion of classroom space to a Chemistry Laboratory in Bartlett Hall.

EXPANSION OF CAMP BUCKNER

This project will provide thirteen new prefabricated aluminum barracks (2,400 square feet each), two hot water generator buildings with utilities, one signal facilities building, a second story addition to the headquarters building, roads and sidewalks for the new structures, and improvements to the mess hall. Work commenced in March 1973 and is scheduled for completion in April 1974.

SEWAGE TREATMENT FACILITIES

Construction on Secondary Sewage Treatment Facilities at the Target Hill Treatment Plant and Camp Buckner began in the Fall of 1971. The Target Hill Plant is scheduled for completion in October 1973. When completed, the new facility will comply with Federal regulations for pollution abatement of the Hudson River. The compact secondary treatment facility at Camp Buckner was completed in June 1973.

OTHER CONSTRUCTION

Cullum Road was widened to three lanes from its intersection with Jefferson Road around the Plain to its intersection with Washington Road. This widening and realignment, plus a

modification of the Thayer-Cullum road intersection, now orients through-traffic along Cullum Road around the periphery of the Plain rather than through the congested academic area along Thayer Road. Work still in progress on this project is on the Washington-Ruger road intersection at the north end of the Plain. While the intersection modification has been completed, work is still underway in providing a pedestrian tunnel under the intersection for access to the Cadet Activities Center and adjacent facilities. Scheduled completion date for this project is in September 1973.

Stone Facing is now being placed on the Cullum Road viaduct and associated retaining walls from the north end of Mahan Hall to the library. This FY 73 MCA Program project began in April 1973, and is currently scheduled to be completed in January 1974. This particular project had been deferred earlier to allow completion of the road within the available authorization.

A final FY 73 MCA Project, currently underway, is the Modification to Utilities Improvement and Modernization Project. This work is being accomplished to restore or increase the efficiency and capacity of post utilities systems and equipment that have required updating due to age and expanded requirements.

The Consolidated Services Facility, a complex of warehousing, administrative space, and industrial activities programmed to be developed in the vicinity of Washington Gate was not included in the FY 73 MCA Construction Program. This project has now been reduced in scope and will be incorporated into the FY 76 Program as the Consolidated Warehouse and Garage Project. Based on security requirements, a Minor MCA Project has been initiated to complete the motorpool portion of the original project.

During the summer of 1972, efforts were undertaken to improve the picnic facilities on Constitution Island for cadets and their guests. Two company-sized, open-sided shelters and fifteen family-size picnic areas were completed. In addition, work is well underway on developing four historic walks which traverse all appropriate areas of known historical interest. Descriptive plaques describing each historic site have been installed. Supplementing these walks, pathways are also being prepared for the cadets and their guests on the north side of the island.

USMA Planning Advisory Board and Future Construction

The USMA Planning Advisory Board (PAB) has continued to insure that the USMA construction requirements are planned,

programmed, and executed in the most efficient, economical, timely, and effective manner possible. The Board met at West Point during October 1972 to review Phase I of the USMA Master Plan and evaluate the USMA Military Construction Program, with emphasis on scope, standards, criteria, and cost estimates. The Board has recommended to the Secretary of the Army the accomplishment of the three projects contained in the Academy's FY 74 construction program.

NEW HOSPITAL

A five story, fully air-conditioned hospital is planned with 100 patient beds capacity, outpatient clinics, supporting facilities, and an adjacent parking area with approximately 400 spaces.

UTILITIES EXPANSION

This project is an improvement and modernization project to extend utility systems to the Washington Gate area. It includes the utility systems to support the new hospital.

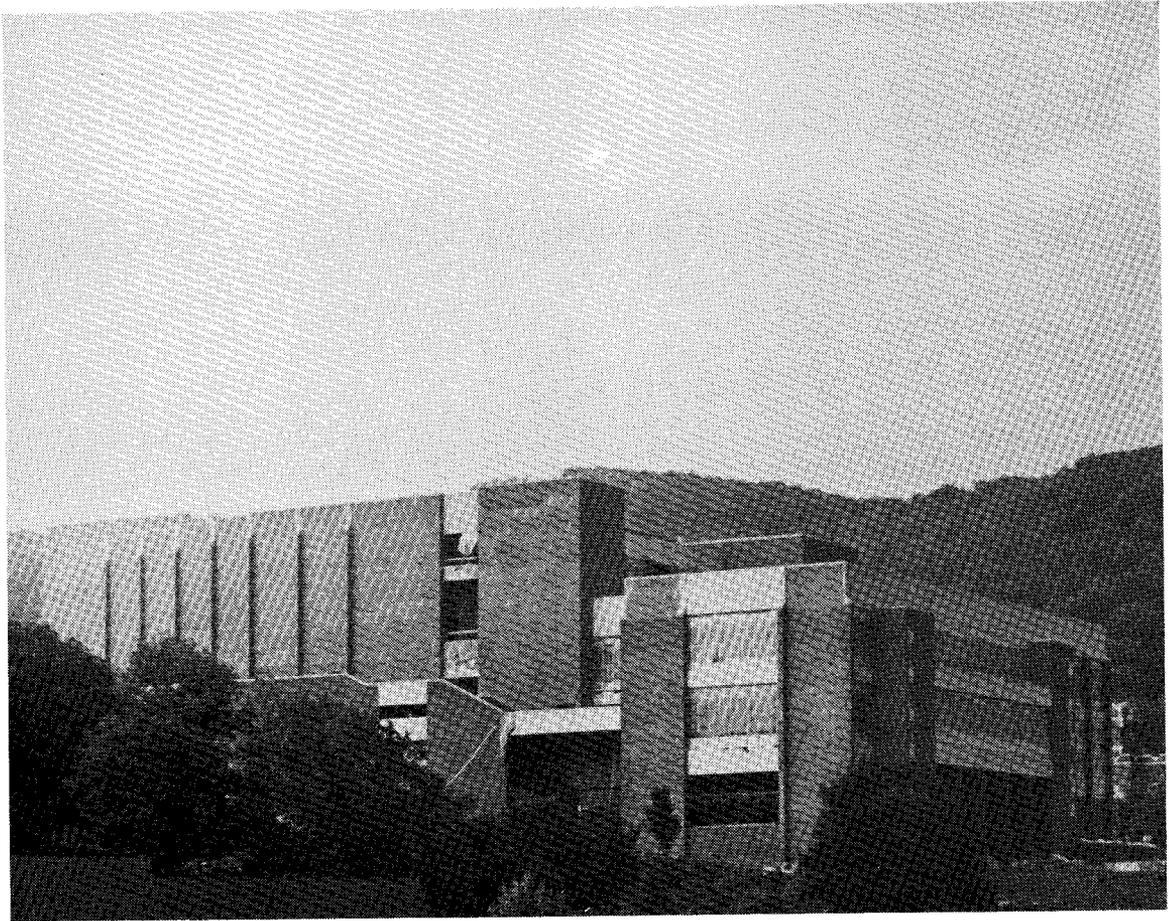
BARRACKS MODERNIZATION

This project will modernize nine existing permanent barracks to current standards for bachelor enlisted personnel. Improving the living standards of the enlisted personnel is consistent to the Army's goal of enhancing the attractiveness of the military service.

The Board supported the FY 75 program which includes an addition to the gymnasium, a new commissary, improvements to older cadet barracks, new public comfort stations, a new visitor's information center/museum, a project to provide artificial turf at Clinton Field, and a remote surveillance and alarm capability to monitor utility systems in 13 major public buildings. The gymnasium additions remain the most urgent requirement to support the expanded Corps of Cadets. A summary of the Future Construction Program is included as Appendix R.

Engineer Division

For the third successive and successful year, concerted efforts have realized the acquisition and application of funds in excess of \$3.2 million toward the accomplishment of Backlog of Essential Maintenance and Repair (BEMAR) and other maintenance requirements. Only with such adequate and continuing increases to funding programs can an effective level of maintenance be provided to protect the multi-million dollar investment in the USMA plant.



EISENHOWER HALL
Cadet Activities Center under construction

In anticipation of the computerized maintenance management system (Integrated Facilities System-IFS), this Division recently implemented a part of that IFS System called Facility Condition Inspections. A 100 per cent inspection was accomplished of the various components of all buildings, utilities, roads, and grounds. Family Housing was inspected on a sample basis. These inspections were conducted by craftsmen and engineers knowledgeable in the maintenance of the components they were inspecting. The condition of the facilities was graded (1) satisfactory, (2) marginal, or (3) unsatisfactory. The correction of the deficiencies found for condition (2) and (3) amounted to \$25 million and \$6.8 million respectively. This funding requirement was included as part of the overall Unconstrained Requirements Report (URR) submitted to DA for evaluation of the Real Property Maintenance Activities (RPMA) for FY 73 through FY 75. It is anticipated that "Unconstrained Maintenance Requirements," as developed above, will replace the BEMAR as it was used in the past.

Additionally, the task force concept was implemented this year as a means of providing a systematic method of accomplishing planned structural maintenance on a selective and concentrated basis in major buildings. The level of maintenance performed by the multi-trade teams composed of selected journeyman skills is somewhat more extensive than that normally accomplished by preventive-maintenance-type crews. The work requirements are derived through building inspections and accumulated job orders. The requirements are planned, estimated materials procured, and jobs assigned en masse to the task force. To date, four teams have been deployed using currently authorized personnel. This concept has proven most successful and productive.

In conjunction with the Engineer Division and the Installation Planning Board, The Architects Collaborative is presently reviewing and updating the Master Plan for the Military Academy. The architects' final Phase II report is scheduled to be presented to the Installation Planning Board in August 1973, and the Planning Advisory Board in September 1973.

Family Housing Division

STONY LONESOME HOUSING

During FY 73 the final project utilizing available Prior Fiscal Year 1966 construction funds, applicable to improvements of the Stony Lonesome housing area, was forwarded to the local USMA Contracting Officer for advertisement during June 1973. Subject to acceptance of favorable bid response from Office, Chief of Engineers, the project will provide

concrete sidewalks, curbs, and storm drainage systems throughout the housing area. The tentative cost working estimate has been established at \$51,000. A summary of improvements previously made to Stony Lonesome housing living conditions include: gutters and downspouts added as required (\$22,632); trash compactors installed in twenty-four units (\$4,079); street lighting installed (\$4,700); attic exhaust fans installed (\$64,800); and drainage deficiencies corrected (project still active), \$127,500. Total improvements to the housing area will approximate \$275,000 upon completion.

In addition to the above improvements, current planning being developed between USMA, Department of the Army and District Engineer of Baltimore include the following: exterior bulk storage, refuse storage/removal and sidewalks, sidewalks and curbs along main road (remaining requirement), replacement of sliding glass doors with thermopane, replacement of glass panes over entry of F units with thermopane, wearing course on roads and parking area, patios for units not having decks, dishwashers, garages, and additional landscaping.

In addition to the above items included in the scope of the proposed project, the following items have been determined to be Family Housing operation and maintenance requirements: two-way heat systems; refastening and, if required, replacement of storm door hardware; replacement of defective guides, frames and handles on windows; replacement of hardware on bifold closet doors; replacement of bathroom floor tiles; refinishing oak floors; fastening of base cabinets and vanities to walls; resand baseboards and trim, spackle cracks, reseal loose nails in conjunction with repainting. USMA Family Housing will examine the procedures necessary to obtain additional funding.

MINOR MCA PROGRAM

The recently implemented accelerated Minor Construction Appropriations Program which provided Family Housing with \$250,100 in additional funding during FY 72 was equally successful during FY 73.

The response to our FY 73 Minor Construction Program submission resulted in Department of the Army approving \$49,600 to improve the electrical service to Stewart Terrace, 164 units of company grade and enlisted housing (Capehart) and \$49,100 to provide garbage disposal units in 281 units of Wherry housing (181 enlisted, 100 company grade) at Stewart Annex, Newburgh, New York. Total funding amounted to \$98,700 (CWE).

Additionally, the following projects within installation approval authority (under \$25,000) have been approved locally for accomplishment under the FY 73 Minor Construction Program: at USMA - updating electrical service in Central Apartments, \$25,000; installing garbage disposal units in 136 enlisted housing units, \$24,000; in 82 units of company grade housing, \$14,400; providing 220 volt electric outlets in quarters for air conditioning, 200 units of enlisted housing, \$20,000; 100 units of company grade housing, \$10,000; providing storm doors, enlisted housing, Band Quarters, 421A-H; 422A-Q, 30 units; senior enlisted housing, Qtrs 423 through 434, \$9,000; providing exterior lighting, front and rear, ten enlisted units, \$2,000; and improving water pressure throughout South Apartments, company grade units, \$7,000. At Stewart Annex - providing garbage disposal units in 164 units (Capehart), company grade and enlisted housing, \$24,000; providing two 220 volt electric outlets in quarters for air conditioning units, Wherry housing, company grade and enlisted, \$22,500; providing two 220 volt outlets for air conditioning units, Capehart housing, company grade and enlisted, \$16,000 and providing slop sinks in basements, 164 units of Capehart housing, company grade and enlisted, \$24,600. Total funding amounted to \$198,500 within local approval authority.

The total Minor MCA program for 1973 was \$297,200.

O&M FAMILY HOUSING

Normal maintenance and repair projects accomplished during the fiscal year included:

- a. Interior painting of 150 units, USMA, \$140,950.
- b. Interior painting of 169 units, Stewart Annex, \$79,925.
- c. Refinishing of wooden floors, 74 units, USMA/Stewart Annex, \$30,053.
- d. Exterior painting, 269 units, Stewart Annex, \$85,601.
- e. Replace pavement, Qtrs 2606, Stewart Annex, \$2,250.
- f. Replace deteriorated gas line, Stewart Gardens, Stewart Annex, \$9,759.
- g. Replace deteriorated sewer lines, Wherry housing, Stewart Annex, \$15,273.
- h. Rehabilitate burned out quarters 516A, USMA, \$6,850.
- i. Replace asphalt shingle roofs, 22 family housing buildings, Stewart Annex, \$24,830.

j. Replace gutters and downspouts, Capehart housing, Stewart Annex, \$25,123.

k. Replace roofs, family quarters, Stewart Annex, \$18,550.

l. Replace roofs, family quarters, USMA, \$18,000.

Total Family Housing O&M funds - \$457,164.

SELF-HELP PROGRAM

Family Housing Division implemented an accelerated self-help program during Fiscal Year 1973. Participation in the self-help program for occupants consisted of mandatory attendance at self-help orientation classes. Of 953 quarters occupants at USMA, 909 responded at USMA and 468 of a possible 571 participated in the program at Stewart Annex. Additionally, Family Housing vastly expanded its items of issue (expendable and non-expendable) temporary loans and hand receipt items available to quarters occupants.

At the present time, only general observation as to the success of the program can be made in that shop personnel in-house requirements on nuisance calls have been reduced. As the program continues more realistic evaluation of the program will be made.

Maintenance Division

This was the first year the cellular concept was attempted for summer maintenance augmentation at West Point. Although there was no precedent, the support rendered by a properly equipped maintenance detachment proved far superior to that provided in past years by augmentation with just individual TDY personnel. Increased and expanded emphasis was placed on equipment preventive maintenance techniques and user responsibilities. In this connection, maintenance awareness classes (demonstration and practical application) on individual equipment items for operators/supervisors of using agencies were conducted by this division. Mechanic and inspector technical skills were updated through the use of training courses sponsored by equipment manufacturers at no cost to the government. Courses were conducted at both the manufacturers' facilities and at West Point for over forty individuals on air conditioning, ignition systems, power and disc brakes, automatic transmissions and vehicle electrical systems.

Medical Department Activity

HEALTH OF THE COMMAND

Health of the command was very satisfactory during FY 73. The

Military Academy's hospitalization rate (average daily per cent of assigned Army active duty military strength occupying hospital beds) was .32 per cent vis-a-vis .36 per cent for FY 72. The CONUS rate for FY 72 was .79 per cent. The non-effective rate (average daily Army active duty military personnel non-effective for medical reasons per 1000 average strength) was 7.2 per cent as compared to 7.6 per cent last year. The CONUS non-effective rate for FY 72 was 15.3 per cent.

PREVENTIVE MEDICINE

Army Pesticide Monitoring Program

The Preventive Medicine Service participated in the Army Pesticide Monitoring Program during the spring of 1973. Samples of water, sediment, soil, starlings and fish will be submitted. The service plans on using reserve personnel on weekends for collection of many of these samples.

Occupational Vision Screening Program

Over 900 civilian employees were given a complete screening, visual analysis, and appropriate vision safety counseling during the first quarter of FY 73. This completed the screening of the entire civilian employee population of the Military Academy and Stewart Annex under the Occupational Vision Program reactivated during FY 72. Subsequently, new employees have been screened on a periodic basis in this continuing program. The program's goal is to assure the maximum visual efficiency and safety of all civilian employees. The program is carried out by the Eye Clinic staff, with coordination and assistance from the USMA Safety Office.

Contact Lens Fitting

More than fifty-five new contact lens fittings were completed by the Eye Clinic staff under the provisions of AR 40-3. Approximately eighty per cent of these fittings were accomplished for Corps Squad athletes who would be endangered or visually handicapped without the use of contact lenses while participating in their sport. A new policy became effective in September under which any cadet desiring contact lenses may acquire them off the USMA Reservation after appropriate medical clearance by the Eye Clinic and after securing authorization from his tactical officer. This policy is a follow-up to the policy of last year which denies the right of any civilian practitioner to fit contact lenses at USMA. The adoption of this policy permits continuing care for those cadets previously fitted by a civilian optometrist formerly on post, and creates a means by which cadets may acquire this important service not provided by the US Army Hospital.

Eye Trauma Study

The staff ophthalmologist is continuing the study of cause and prevention of eye trauma here at USMA. The study continues, but preliminary results show that the leading causes of direct eye trauma result from handball, squash, and paddle ball. Protective measures have been recommended to reduce these injuries by use of appropriate protective spectacles or protective cages.

NEW AND IMPROVED SERVICES AND EQUIPMENT

Hospital Wards and Clinics

During FY 73 the Recovery Section of Ward 5B was renovated into a six patient unit system with each unit containing its own emergency resuscitation equipment. This allowed more personal convenience and more efficient patient care. A large window was installed in the Intensive Care Section between the nurses' station and the acutely-ill room for more constant monitoring of the seriously ill patient. During December 1972 an internal reorganization of the hospital clinics took place. This resulted in the OB/GYN Clinic being relocated from the basement to the fourth floor and combined with the Surgical Clinic, thereby placing all clinics responsible to the Department of Surgery in one central location. The Medical Clinic was moved from the fourth floor to the basement at the same time. The Allergy Clinic was moved from the Emergency Room and combined with the Immunization Clinic in the basement. The above relocations of clinics resulted in centralizing the Medical Clinic, Pediatric Clinic, Immunization/Allergy Clinic, Dermatology Clinic, EKG Clinic, and Medical Exam Section under the Department of Medicine. Concurrently, with the above changes, a Family Practice Clinic was established in the Emergency Room. This was done to facilitate outpatient care to the active duty and dependent military community with regards to routine medical problems.

Veterinary Activities

Food inspection for non-appropriated fund facilities is now conducted at the West Point Commissary. This eliminates traffic congestion and a safety hazard in front of Building 630. Small animal clinics are now conducted twice weekly by appointment only. The advantages of this system include: increased clinic time, increased internal efficiency within the Veterinary Service, reduced waiting time for pet owners, and fewer parking problems in the area of Building 630 during small animal clinic hours. To insure better control of

rabies, the Veterinary Service has set up a system by which owners of pet animals living at West Point and Stewart Annex will be notified when their pets' rabies immunizations are due. This should insure a higher percentage of animals having a current rabies immunization. An incinerator for the disposal of infectious waste and animal carcasses is now in operation. Infectious waste is now disposed of daily during the normal work week in accordance with Army regulations.

Army Health Nursing

The Army Health Nurse along with the Physical Therapist and the Psychiatrist are responsible for the orientation and supervision of the Home Visitor Program to the Handicapped sponsored by the NCO Wives' Club. Activities of the volunteer include: socializing in the home setting, motivating and directing in homemaking activities, activities of daily living, recreation, and transportation to and from therapists when necessary. As of April 1973, Continuity Calling is being carried out by the Army Health Nurse and her Administrative Assistant. Telephone calls are placed to the patients who are dependents or active duty retired, seven to fourteen days after discharge from the hospital.

New Equipment

Eighty-four items of major equipment totaling \$190,000 in value were procured during the report year. Most singularly significant was a new radiological system for the primary x-ray room which included diagnostic, fluoroscopic, and television capability. Our laboratory service was appreciably automated by the addition of an eight-channel blood chemistry autoanalyzer, a PH Blood Gas System, a modern centrifuge, a Bilirubinometer, and a tissue embedding center. Other principal items include nineteen additional electric beds, a portable physiological monitor, a portable electrocardiograph, two new audiometers, a fibre optic surgical light, two new infant incubators, an anesthesia ventilator, a new medical records dictation system, and modular dental and ophthalmic treatment units. Two new metropolitan ambulances and two new van-type ambulances were added to the fleet which is now entirely less than two years of age. This assures support of longer range evacuation which will be complicated by the closing of St. Alban's Naval Hospital. Engineering Division installed a new emergency generator to meet the increased emergency power requirements of all wards and services resulting from the technological improvements in medical-electronic life sustaining equipment.

Addition Of A Third Diagnostic X-Ray Room

With priority support from Engineering Division, a third x-ray room was designed, equipped, and made operational during the fiscal year. The two existing rooms were inadequate to cope with the volume of radiological examinations now routinely adjunct to modern diagnostic procedures. This was most acutely demonstrated by the inordinate waiting times and cancellations of appointments when mass physical exams were conducted. By addition of a third room, which was primarily equipped from residual excess parts of equipment out of the system replaced in our principal room and from a system no longer used at the West Point Annex dispensary, cadet admission and airborne physicals and annual active duty physicals can now be conducted rapidly without disruption of other essential diagnostic procedures.

Knee Rehabilitation Program

The success of the West Point Winter Knee Squad Program initiated in FY 73 has prompted the Hospital Orthopedic Service and Physical Therapy Section and the Office of Physical Education to introduce an Ankle Program designated to reduce the morbidity resulting from ankle sprains. The emphasis of the program is on treatment of the acute injury using modalities to reduce swelling while immediately commencing progressive weight bearing, strengthening and motion exercises during the phase of soft tissue and ligamentous healing. Since introducing the program, only four patients with ankle sprains have required casts. During the past year, the Hospital Orthopedic Service and Physical Therapy Section, Office of Physical Education with the cooperation of the Instructional Support Division, have collaborated in the production of another movie: "Injury Prevention and the Athlete - The West Point Program" which graphically portrays the role of the physician, the Physical Therapist, and the Office of Physical Education in the team approach to injury prevention.

OTHER HIGHLIGHTS

Food Service Division

The Food Service Division officially converted to an eight hour per day schedule with an estimated annual savings of \$7,625. In coordination with the Office of Physical Education, Food Service Division, USAH expanded the supervised weight control program for cadets. Cadets accepted for the program subsist on a calorie restricted diet in the dining hall, USAH. Weights are checked and recorded weekly. Thirty-three cadets

began the program; twelve were dropped. The remaining twenty-one showed a total weight loss of 282½ pounds.

New Cadet Barracks 1972

The patient load generated in the Emergency Room by New Cadets, Class of 1976, was much less than for the New Cadets; Classes of 1975 and 1974--1209 visits, versus 1393 and 2075, respectively. Total cadet admissions to the hospital during NCB 1972 were essentially unchanged when compared to NCB 1971--157 vis-a-vis 150. The overall patient workload for NCB 1972 was considered well within normal limits. The number of New Cadets requiring spectacles for clear or comfortable vision remained the same as last year, at approximately fifty-nine per cent. From prescriptions supplied to the Eye Clinic on the Vision Survey Forms, spectacles were issued to over eighty-eight per cent of these New Cadets on the first day of NCB (compared to sixty-eight per cent last year). The number of New Cadets wearing contact lenses remained at approximately ten per cent. The adoption of a policy which allows New Cadets to wear contact lenses during the NCB period led to no real medical problems. This policy greatly reduced NCB and post-NCB non-productive time, reduced clinic workload, and made adjustment to the NCB program easier for that ten per cent of the New Cadets.

Medical Augmentation

One officer (MSC) and sixty-seven enlisted men of the 101st Airborne Division provided medical augmentation for the MEDDAC support of summer training. Since the Task Force Commander did not choose to bring a Medical Corps officer, a doctor from USAH, USMA provided coverage for approximately 600 summer troops residing at Camp Natural Bridge. This provisional medical detachment provided staff for the dispensaries at Camp Buckner, Camp Natural Bridge, and Lake Frederick (Youth Camp). In addition, they provided direct medical support for all ranges and field maneuvers involving New Cadets, or Buckner Training. They assisted in portions of the medical station during the Buckner stakes. One man assisted the Preventive Medicine Officer. Greater personnel turbulence was primarily due to the fact that medical personnel were assigned from eight stations in Third Army Area.

Department of Military Hygiene

Cadet details were given refresher training in Emergency Medical Care during Instructor Training Week I and Instructor Training Week II. In addition, a block of instruction on adolescent reaction to stress was presented by the Military Hygiene Consultation Service staff to the NCB details.

Cadets assigned to blister details were given specialized training by the staff podiatrist. The New Cadets received a total of seven hours of instruction; three hours of First Aid, two hours of Field Sanitation, and two hours of Personal Hygiene. A written test was administered during NCB Military Sweepstakes to test the New Cadets' knowledge of medical subjects. The results of this test indicated that the material taught was retained by most of the New Cadets. During June Week 1973, the Yearlings were given three hours of practical application of Emergency Medical Care and one hour of Sex Hygiene. The practical application portion of the instruction was reduced from four to three hours, and proved less effective than in past years.

Supply and Services Division

Several internal management goals of the Supply and Services Division were realized at the close of FY 73. The division's efforts to curtail the use of employee sick leave and the use of overtime resulted in a significant improvement over FY 72 standards. Efforts to lessen the use of sick leave through the identification of sick leave abusers resulted in decreasing sick leave usage by 5003 hours. Sick leave usage for FY 72 amounted to 38,943 hours versus 33,940 hours utilized in FY 73. Effective controls over the use of overtime were instrumental in reducing overtime from 2112 hours expended in FY 72 to 1216½ hours used in FY 73. This reduction amounts to a savings of 895½ hours in use of overtime. The cost reduction quota of \$26,500 established for the division was exceeded at mid-year. Cost reduction actions totalled \$167,500 for FY 73. Civilian employees of the division were provided ample opportunity to participate in installation, correspondence, government off-post courses, and upward mobility training.

Seven commissary employees and ten laundry employees received training under the auspices of the Upward Mobility Program. One meat cutter supervisor attended advanced technical schooling at Fort Lee, Virginia, and ten meat market personnel were enrolled in Department of the Army correspondence courses. Nine USMA employees received warehousing instruction conducted by the Consolidated Supply Branch in support of the Upward Mobility Program. Increased emphasis was placed on the Incentive Awards Program during the latter half of FY 73. Through this effort, the number of suggestions increased from four at mid-year to eighty-two or 102.5 per cent of the fiscal quota of eighty suggestions. Based on the reorganization of the Consolidated Supply Branch, one officer position, Assistant for Services, was eliminated in the Office of the Chief of Supply and Services Division.

The dollar value of sales transactions in the Clothing Sales Store increased from \$258,970 recorded in FY 72 to \$368,260 in FY 73. This increase was a direct result of the relocation of clothing and textile items previously stocked and issued from the Consolidated Supply warehouse and the transfer of this function to the Clothing Sales Store. Initial and gratuitous issues continued to decline as operations in Vietnam terminated and personnel assignments stabilized. A renovation of the store was completed by replacing inadequate display gondolas. This action enabled the store to display larger quantities of items and provided the patron with a more efficient self service facility.

Self Service Supply Center sales for FY 73 were \$760,000 compared to \$704,030 recorded in FY 72. The number of appropriated fund accounts served by the center totalled 159 at the end of FY 73. Also serviced by the center were thirty-four non-appropriated fund accounts and forty-five reimbursable accounts. A total of 238 accounts are now supported by the center, an increase of twenty over FY 72. In addition to West Point and Stewart Annex agencies, the center provides logistical support to activities such as National Guard units, Naval Reserve units, Army Recruiting Service, Bullion Depository, and the Newburgh Urban Renewal. A system of handling controlled items and items classified as subject to abuse through excessive demand was implemented to restrict the purchase of selected items. A decision not to replace the overaged addressograph machines in the center eliminated the expenditure of \$7,000. This decision was based on AG Data Processing's approval to prepare the Master Stock List.

Management goals assigned to the Consolidated Supply Branch during FY 73 were to reduce the order and ship time of commodities and to reduce the out of stock position of each line item on the authorized stockage list. These goals were achieved, and the use of the AUTODIN facility at Stewart Annex enabled the branch to be more responsive for customer requisitions for repair parts. Equipment and supplies required to support the FY 73 Cadet Summer Training Program were obtained by the Accountable Officer. These transactions totalled \$4.5 million. This monetary total represented a decrease of \$.5 million as compared to FY 72 and was due to lesser requirements for tactical vehicles, electronics, construction, and missile equipment. A total of 139 line items of material valued at \$587,900 was obtained from government excesses and Defense Industrial Plant Equipment Center (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 259,717 in FY 72 to 297,485 in FY 73. Furnishings and equipment for the Science Building, Mahan Hall, totaled 908 line

items at an acquisition cost of \$451,840.20. The Consolidated Supply Branch initiated action to return excess summer training munitions to Seneca Army Depot, thereby reducing the safety hazard sufficiently to allow public use of the fill area south of the ammunition storage facility. The inactivation of the 50th Engineer Company generated ninety-four line items as excess to the validated requirements of the 528th Engineer Detachment. Currently, ninety-three of these line items have been turned in, processed and reported to the appropriate National Inventory Control Point. The Department of the Army Equipment Survey Team reduced the USMA equipment authorization levels by sixty-three line items. This equipment is currently being processed for turn-in and disposal. The branch processed thirty-two requisitions to obtain the furnishings for the new BOQ facility. The tire retread program, which was implemented in the latter part of 1971, has resulted in a savings of approximately \$4,200 during the current fiscal year. A total of 305 tires were recapped during this period. The conversion of the Instructor Support Division television capability to color generated 311 excess black and white television sets. These sets were reported to the Electronics Command for disposition instructions. Although the number of line items of equipment requested in support of the 1973 Cadet Summer Training Program increased from 104 to 110, the deletion and reduction of the number of major items of equipment requested more than offset the increase in line items. Requests for furnishings and equipment for the Cadet Activities Center were processed to the Purchasing and Contracting Division for procurement early in FY 74. A total of eighty-three line items were submitted for procurement with a material value of \$314,348.11.

During the 1st Quarter, FY 73, the Commissary Branch conducted a patronage and price comparison survey in the commissary stores. The significant findings of this survey were that subsistence items, normally procured from the commissary stores were not otherwise available at a reasonable distance and at reasonable prices from commercial sources. The survey also revealed that commissary patrons realize a twenty-nine per cent savings. Commissary net retail and issue sales were \$8,606,959 in FY 73, a 9.6 per cent increase over comparable sales in FY 72. Gross sales and issues, including surcharge receipts, were \$8,833,969. Several improvements in the operation of the retail store and in service provided to West Point community were implemented during FY 73. The trial period of utilizing general merchandising procedures, 1 November 1971 to 30 October 1972, involving such marketing techniques as special markings on voluntary price reductions, vendor displays, contests and limited advertising was considered a success. The savings to the patron during this period was

\$21,000. Six new checkout stands were installed in the West Point store at a cost of \$4,800. Several promotional sales in cooperation with vendors were conducted in the commissary. Vendor sales promotions of this nature included a Betty Crocker \$1 refund coupon for the purchase of four items, Lever Brothers \$50 gift certificate and Chicken of the Sea free sailboat contest. Continued emphasis was placed on the replacement of outmoded and aged equipment. Among other equipment placed in the commissary during the fiscal year were a meat mixer grinder and a completely automated meat wrapping, weighing, and labeling system. An intrusion alarm system was installed in the Stewart Annex commissary in November 1972. In December 1972, a health and beauty aids section was opened in this store. The construction of a new commissary in the vicinity of the Post Exchange was approved as a portion of the USMA MCA Program for FY 75.

The United States Army Troop Support Agency in a technical visit report of the Laundry and Dry Cleaning Branch, recommended that a review be made of the current prices assessed cadets for laundry and dry cleaning services and a proposal be developed for revising these prices to a level that would recover processing costs. This proposal was reviewed along with other factors being considered in connection with future price adjustments. An analysis of the Laundry and Dry Cleaning Operations reports for the fiscal years 1965 through the first nine months of FY 73 revealed that the laundry and dry cleaning operation had consistently operated at a loss. A proposal was forwarded to the agency recommending that the cadet laundry rate be increased from \$6.70 a month to \$10.60 and that the cadet dry cleaning rate be increased from \$2.80 a month to \$3.75. The management goal established for the Laundry and Dry Cleaning Plant during FY 73 was to reduce operating expenses and increase productivity. The branch provided assistance to Fort Hamilton by providing organizational laundry and dry cleaning support. This mission was originally scheduled to cover only the period that a new laundry facility was under construction at Fort Dix. However, Fort Hamilton personnel stated their intention to continue this arrangement on a permanent basis because of the quality of service received. The personnel staffing of the branch was reviewed with a view towards reducing the manpower ceiling. This action was based on the installation of labor-saving equipment and the effective use of WAE personnel to augment the workforce during abnormal workload periods. A GS-09, GS-03, and WG-02 position were eliminated and a WS-01 position was cancelled and reestablished as a WG-02 position. A significant reduction in the laundry operating loss was accomplished during FY 73. This result was partially attributable to cost reduction actions credited

to the laundry. Additional savings were realized by a self-imposed moratorium on the hiring of replacement personnel initiated in November 1972. 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 improved internal plant operations and reduced operating expenses. Among the management improvements in this category were the installation of a 400 pound drying and conditioning tumbler and two 400 pound washer-extractors. The installation of this equipment will enable further personnel reductions. During the DA Worldwide Laundry and Dry Cleaning Seminar, held at West Point in October 1972 and sponsored by the Supply and Services Division, the branch sought assistance in improving the packaging of cadet laundry bundles. A new procedure in use within USARAL was recommended for implementation at West Point. This new wrapping machine was installed in February 1973. The machine incorporates the use of a heat-sealable polyethelene material which can withstand excessive handling conditions.

Discussions were held during the fiscal year with representatives of the Engineer Division and The Architects Collaborative relative to the proposed sites for a cemetery annex and the life expectancy of the Post Cemetery. The conclusion drawn from these discussions was that, based on the present interment rate, available gravesites would be exhausted by 1990. This situation would mean that members of the Class of 1960 and thereafter would not be buried in the Post Cemetery unless death occurred while these personnel were serving on active duty.

Efforts of the Post Food Advisor during the fiscal year were directed towards organizing an installation menu board, providing technical assistance in upgrading food service operations, and establishing a training program for assigned military mess personnel. The purpose and function of the menu board was to provide a means for reviewing the Master Menu and determining the extent to which the menu could be implemented locally. The upgrading of food service operations included recommendations for the establishment of short order and specialty dining facilities as a means of providing a greater variety of popular foods in varied environments and at hours more suited to the desires of the individual soldier. Also included in these recommendations were the procurement, installation and use of equipment to upgrade the attractiveness, efficiency and effectiveness of the present facilities. Training of military mess personnel was conducted jointly by the Cadet Mess and Army Commissary.

Transportation Division

MOTOR POOL BRANCH

Operations

Vehicles assigned to the Transportation Motor Pool, USMA, were driven a total of 2,855,660 miles in FY 73 compared to a total of 2,856,290 miles in FY 72. Mileage credited to assigned personnel in FY 73 amounted to 1,065,388 as compared to 1,107,682. This reflects a minor decrease, which was the result of reduction in the number of assigned personnel during FY 73. Vehicles assigned to Stewart Annex were operated a total of 525,813 miles in FY 73 as compared to 442,046 miles in FY 72. Assigned mileage for Stewart Annex personnel during FY 73 was 111,936 as compared to 104,012 miles for FY 72. The Post Taxi Service was discontinued in February 1973 and replaced by a post-wide Shuttle Bus Service. This was accomplished by utilizing the same personnel but affording greater service over a roadnet covering the entire post, making available to all post personnel a shuttle system with a fifteen minute service. The intent is to reduce parking problems and overloading of existing roadways by POV's. The operation and maintenance cost per mile for FY 73 was \$.1237 as compared to an operation/maintenance cost in FY 72 of \$.1480. The reduction is a direct result of management techniques which provided for the receipt of new vehicle equipment into the AUV fleet, which then decreases the cost of maintenance repairs by removing older vehicles from the system which have exceeded life expectancy standards either in years or miles. Included in these cost factors are increased pay allowances for both military and civilian employees which normally tend to raise the CPM.

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

	<u>FY 1972</u>	<u>FY 1973</u>
Cost per Mile Operations	\$.0758	\$.0790
Cost per Mile Maintenance	.0722	.0447
Total Cost per Mile	.1480	.1237
<u>Performance Indicator, USMA</u>	<u>FY 1972</u>	<u>FY 1973</u>
Number of Miles Operated	2,856,290	2,855,660
Miles by Assigned Drivers	1,107,682	1,065,388
Average Number of Vehicles Operated	355	362
Vehicle Idle Days	24,939	28,138
Hours of Operation	534,571	845,000

<u>Performance Indicator, SA</u>	<u>FY 1972</u>	<u>FY 1973</u>
Number of Miles Operated	442,046	525,813
Miles of Assigned Drivers	104,012	111,936
Average Number of Vehicles Operated	65	71
Vehicle Idle Days	2,538	3,200
Hours of Operation	165,084	181,422

Vehicle Fleet

Under the provisions of MTDA SWIF BAA-08 the authorization for all USMA elements is a total of 474 vehicles. These are broken into two operational segments as follows: USMA, 404; Stewart Annex, 70. As of 30 June 1972, the actual on-hand assets were USMA 350, Stewart Annex 70. All other assets/shortages have been programmed, but delay in receipt is due to two factors; first, the late submission of request for vehicles by ATAC to the procurement agency GSA and secondly, the late approval by Congress of funds with which DOD and DA can initiate purchasing action. A review of all equipment authorized was made, and recommended changes were submitted to realign present authorizations of equipment to actual needs of all activities. This review was made in conjunction with DA Vehicle Survey Team and DA Logistics Team visit to the Academy during FY 1973. These teams substantiated the increases of authorized allowances which were a result of DCSCOMPT Equipment Survey Team findings and recommendations which surveyed all post activities. The realignment of vehicular assets for the command resulted in design vehicles in accordance with DA policy.

WATERCRAFT BRANCH

Operating expenses for FY 73 were \$22,744 compared to that of \$26,510 for FY 72. Included in FY 73 expenditures is \$9,181 for annual hull inspections and repairs on the three assigned vessels. Utilization was down in FY 73 - 1,018 hours compared to 1,161 operating hours in FY 72. Fewer operating hours are attributed to bad weather and loss of personnel. Watercraft's staff consists of two Warrant Officers and eight enlisted men, augmented by four seasonal civilian personnel.

TRAFFIC AND ADMINISTRATION BRANCH

During FY 73 there has been a gradual but significant increase compared to FY 72 in the movement of Household Goods, inspections of inbound and outbound Household Goods Shipments and tons of freight shipped.

Terminal Operations Section

The broader use of commercial contractors for handling personal

effects for personnel residing in the eight county area of responsibility has resulted in a slight decline in tons handled by Transportation personnel.

During FY 72, shipment of cadets' unaccompanied baggage for AOT trips consisted of 1075 footlockers via common carriers to and from CONUS and overseas destinations. Costs included line haul transportation charges plus indirect costs of preparing GBL's, processing, shipment, and receipt of footlockers (requiring approximately 472 man-hours).

During FY 73, cadets' unaccompanied baggage has been shipped via parcel post using DA Label 18, requiring no direct postage fees or shipment costs to USMA. Total savings realized - \$14,300, plus a projected savings of \$9,600 for FY 74.

Treasurer, USMA

The Accounting and Disbursing Branch received and distributed to Cadet Accounts a total of \$13,295,724.57 during FY 73. The cadets received a pay raise from \$265.35 to \$283.05 a month on 1 January 1973. For the three upper classes all of the net (12.04) increase was allotted to each cadet's personal checking account. For the Plebes, the majority of the raise (7.04) went to their Fixed Account and the remainder (5.00) to their checking accounts. The Treasurer has continued in his efforts to streamline methods of budgeting and crediting charges to the Cadet Fixed Accounts. The Treasurer's investment program netted \$218,710.54 which was pro-rated to the cadets in their April statements based on the amount on deposit in each individual's Fixed Account.

As has been the case during recent years, FY 73 proved to be another challenging year for the Cadet Mess staff. The Cadet Ration Allowance (CRA) was increased from \$1.72 to \$1.78 effective 1 January 1973. However, the three per cent increased CRA was immediately offset by nationwide escalating food costs which have risen as much as twenty per cent for some key items. To meet these rising costs, the Cadet Mess successfully adopted lower cost menus and eliminated high cost items such as veal and certain cuts of beef so that traditional favorites were retained and quantities of servings not cut. In order to continue to maintain operations in the face of the increasing costs, the Treasurer has requested another increase in the CRA. The outcome, which involved coordination with the other academies, is pending at this time. The Mess management has, with the excellent cooperation of the Civilian Personnel Office, continued to emphasize employee training, equal opportunity, and upward mobility programs. Various training programs are underway and a significant number of positions have been

upgraded to provide promotion opportunity primarily for the bottom wage scale waiter force.

The Cadet Store continued to accomplish all its varied support missions for the Corps of Cadets in an exemplary fashion. Of particular note, the uniform manufacturing branch, with the Comptroller's assistance, has begun a program to automate its stockage requirements and production schedule for all sized items. Also, the Cadet Store coordinated a poll of the Class of 1976 wherein the cadets participated in the selection of a new double knit blazer, trouser and shirt and tie combination for Uniform Tango. During the fiscal year the Cadet Store completed a study required by DA every three years to justify continuance of the Uniform Factory as an "in-house" operation. Continuation of the operation was approved for only one year. Further evaluation has been directed by DA. Other Cadet Store management actions and suggestions resulted in annual savings of approximately \$20,000. Of particular note was the reduction of approximately 700 overtime hours during New Cadet Barracks.

The Cadet Restaurant's gross sales at the five Boodlers, and the carry-out store totaled \$372,250.10 for FY 73 as compared to \$366,484 for FY 72. Due to rising costs, the Treasurer was forced to raise prices on some key items at the beginning of the academic year. The Treasurer also received \$13,188 from the Pizza concessionaire. These funds, applied to the Cadet Restaurant account increased the overall revenue to a point that another price increase was not necessary this fiscal year.

The Hotel Thayer maintained an occupancy rate of sixty-five per cent for FY 73 as compared with fifty-two per cent for FY 72. This is a favorable rate when compared to civilian hotels of similar size in the New York area. The gross revenue for each month of the FY was greater than the corresponding month during the preceding year. At year-end, gross revenue was \$1,900,000 as compared to \$1,450,045 for FY 72. During the year the public restrooms were renovated, a new stairway and sidewalks were completed in front of the hotel, the outdoor patio was covered, and a program to replace the windows in all the guest rooms was completed. Revenue continues to be sufficient to cover all operating and maintenance costs as well as to finance the capital improvement and renovation program.

COMPTROLLER
Resources Management

FUNDING

Total funding provided by Department of the Army amounted to \$41,973,000 (Operation and Maintenance, Army Appropriation \$39,622,000; Family Housing Management Account \$2,351,000) to support the operation and maintenance of the Military Academy, family housing facilities, Headquarters 1st Region ARADCOM, and US Army facilities at Stewart Annex. Sufficient funds were received to finance mission and base operations requirements including \$4,842,000 for the reduction of the Backlog of Essential Maintenance and Repair (BEMAR). A chart of the USMA FY 1973 Funding Program is presented on page ninety-nine.

MANPOWER

Manpower resources authorized USMA as of 30 June 1973 totaled 4,622, a net decrease of 43 spaces from the total authorized during FY 1972.

DISTRIBUTION OF MANPOWER
as of 30 June 1973

	TOTAL		OFFICER		ENLISTED		FULL TIME PERMANENT CIVILIAN	
	DA		DA		DA		DA	
	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>	<u>Auth</u>	<u>Act</u>
Total	4,622	4,691	833	881	942	1,049	2,847	2,751
MISSION	1,208	1,243	635	665	119	137	454	441
SUPPORT	3,414	3,448	198	226	823	912	2,393	2,310

Totals include TOE units: 528th Engineer Detachment; USMA Band; 2nd Aviation Detachment; and 57th MP Company.

During FY 73 the Academy realized a net increase of 100 civilian spaces (53 full time, 47 part time), a net increase of three officer spaces, and a reduction of 99 enlisted spaces. The 50th Engineer Company (Constr) was replaced by the 528th Engineer Detachment (Utilities). Additional military spaces were provided for the Race Relations/Equal Opportunity Program

and counseling for minority cadets. The MEDDAC is included in the manpower distribution chart above, however, effective 1 July 1973 the responsibility for operations of MEDDAC will be transferred to the Health Services Command and will be a tenant unit. Continuing manpower utilization surveys and management assistance studies were conducted by the ODCSCOMPT to assure minimum essential staffing, maximum effectiveness of operations, and maintenance of a clearly defined program for adequate manpower.

COST REDUCTION PROGRAM

FY 1973 Cost Reduction savings reported by USMA activities totaled \$413,800. These savings resulted from the validation of 71 management actions and enabled USMA to achieve 150.5 per cent of the DA assigned goal of \$275,000.

USMA DOLLAR RESOURCES
FY 1973

USMA FUNDING PROGRAM

Military Personnel, Army Appropriation	\$44,558,696
Operation and Maintenance, Army Appropriation	39,622,000
Family Housing Management Account	2,351,000
Reimbursements	<u>6,732,000</u>
Total	\$93,263,696

USMA OPERATIONAL EXPENSES

Military Pay and Allowances	\$28,663,000
Civilian Pay and Allowances	29,123,000
Cadet Pay and Allowances	15,895,696
Travel and Per Diem	1,995,000
Supplies and Equipment	<u>17,587,000</u>
Total	\$93,263,696

USMA OPERATIONAL EXPENSES BY FUNCTIONAL CATEGORY

Logistic Activities	\$31,828,000
Academic Areas	14,195,000
Tactics Department	9,010,000
Hospital	4,704,000
Stewart Field	3,706,000
Other Post Activities	<u>13,925,000</u>
Total	\$77,368,000
(Excludes Cadet Pay & Allowances)	\$15,895,696

OFFICE OF THE DIRECTOR OF
INSTITUTIONAL RESEARCH

General

The Office of the Director 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. Additionally, the Office initiates and participates in the establishment of long-range goals relative to this research at USMA. In carrying out those 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 1973, 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, twenty-seven reports were completed during the year (Appendix S).

SOCIO-ECONOMIC BACKGROUND STUDY

A second report on the relationship between socio-economic background and officer performance was completed in which three primary factors were identified which motivate officers to perform in such a manner as to merit early promotions. The three factors seem to be fundamental to unique social backgrounds; i.e., attitudes which are instilled in men during their formative years such that they become overriding motivating forces.

MILITARY ATTITUDE AND ASSOCIATION SCALES

During the past year research was conducted which was designed to test the validity of the R-score under operational conditions. The R-score is a resignation index based on responses to the Military Association and Military Attitude Scales. Results indicated that the Military Association Scale is sufficiently valid to warrant further analysis, while the Military Attitude Scale does not appear to be a useful operational instrument.

RESEARCH IN SUPPORT OF ADMISSIONS

Two major studies were instituted in support of admissions:

(a) the evaluation of the Athletic Activities, Extracurricular Activities, and Faculty Rating, Leadership Potential and Whole Man Scores, and (b) validation of CEER (College Board Tests and High School Rank) and ACEER (ACT Tests and High School Rank) composites. The first project is designed to evaluate the adequacy of the currently used method of determining such scores as compared with both the Air Force method and locally developed methods as they relate to the operational use of the Tri-Service Academy forms. The second project is primarily a validation of methods of equating CEER and ACEER composites which were used in the admissions process for the Class of 1976.

MINORITY STUDY

During the past year, a study was completed comparing the attitudes of black and white cadets toward minority group issues. This project demonstrated significant differences between the attitudes of black and white cadets. The results of this study should provide assistance in the recruitment of minorities.

GRADUATE RETENTION AND PERFORMANCE CORRELATIONS

Several studies were initiated dealing with relationships between Aptitude for the Service Ratings (ASR) received as a cadet and officer performance, and Military Career Commitment Gradient (MCCOG) responses and active duty status. The MCCOG was additionally evaluated to determine whether there was a suitable, less time consuming substitute, and to examine relationships between MCCOG response and Cadet Leadership Evaluation Scores, academic area of concentration, and/or preferred field of graduate study. Results point out that the MCCOG is a valid indicator of graduate retention on active duty, and that the ASR is positively correlated to graduate performance.

Other Activities

CONSULTATION AND DATA SUPPORT SERVICES

In addition to its own studies, the Office of the Director 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 assistance provided to the Engineer Division, DCSLOG, with a facilities survey. Professional advice was provided on form design, form processing, and assistance was rendered in writing the computer program to process the results. Some progress has been made

in the development of a Management Information System to support the institutional research effort at USMA. Further progress in this area has been impeded by a lack of continuity in data processing personnel.

OPTICAL SCANNING FACILITIES

The Optical Scan Model DM100 has proven to be a valuable asset to the Office of the Director of Institutional Research as well as other USMA agencies. The conversion of questionnaire forms has been completed, and additional applications are anticipated.

Other Institutional Research

During the year, the Medical Research Unit at the USMA hospital continued its data collection for long-range medical research projects, and completed two research studies (see Appendix S). 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 S). The Office of Military Psychology and Leadership continued its analysis of the Fourth Class System and the Leadership Evaluation System.

FIRST BATTALION, FIRST INFANTRY

The First Battalion, First Infantry has the mission of serving as the command element for all enlisted personnel assigned or attached to the United States Military Academy, and of providing operational, maintenance, and administrative support to the Academy.

Organization

MANPOWER AUTHORIZED

	<u>FY 72</u>	<u>FY 73</u>	<u>%CHANGE</u>
Officers	30	27	-10%
Enlisted	1038	937	-9.7%

CHANGES

The loss of 99 authorized personnel resulted from the deactivation of the 50th Engineer Company and the activation of the 528th Engineer Detachment. Company A was formed with previously authorized TDA positions in Headquarters Company, and the 528th Engineer Detachment. Company A serves as the command element for the Post Transportation Section, the Post Maintenance Section, and the Engineer Detachment.

Total Operating Expenses

FUNDED COST:

	<u>FY 72</u>	<u>FY 73</u>	<u>%CHANGE</u>
Travel & Per Diem	None	\$ 274	N/A
Equipment & Services	\$ 67,020	162,768	+143%
Military Personnel	\$766,083	681,945	-11%
Civilian Kitchen Police	<u>None</u>	<u>243,527</u>	<u> </u>
TOTAL	\$833,103	\$1,088,514	+31%

Major Activities

The First Battalion, First Infantry provided military justice and administrative and logistic support to the 1500 summer augmentation troops who are attached to support the training of the United States Corps of Cadets. In addition, the First Battalion supervised and coordinated the "West Point in Sound and Light" presentation for the incoming fourth class and the Superintendent's Reception for the graduating class. The First Battalion also provided 1943 mandays of

enlisted detail support to requesting post agencies. This was a decrease of 2246 mandays from the 1972 figure.

Future Plans

The Commander and Staff of the Battalion began planning for the complete renovation of all enlisted barracks in FY 1974. The renovation will be a major effort for FY 74 and will result in significantly improved living conditions for all Battalion personnel.

OFFICE OF INFORMATION

Community Relations Division (CRD)

The Community Relations Division 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, operation of the USMA Speakers' Bureau, as well as those projects in the statistical summary listed below.

Information Packets Sent Out	5,844
Bus Permits Issued	1,663
Visitors' Queries Answered by Letters	272
Tours Coordinated (Quasi-Official Visits/Ceremonies) .	152
Speaking Engagements Coordinated	44
Speeches or Remarks Prepared for Superintendent, USMA	72
Visitors Served by Visitors Information Center Personnel (1 Jul-19 Nov 72; 15 Apr-30 Jun 73)165,195
Class of 1976 Plebe Parents Orientation, 3 July 1972:	
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	123
Coordination for Support to Civilian Groups	115
Color Guard and Firing Party	12 & 4
Parachute Team	7

News Media Division (NMD)

In addition to overseeing the preparation, publication, and distribution of the Pointer View (Post weekly newspaper), the preparation and dissemination of cadet hometown news releases, general news releases, and publicity for recurring events (Thayer Award, Graduation), NMD increased its coverage of a wide variety of Academy programs and activities. These included the Admissions program (emphasis on educational

visits and minority recruiting), USCC and cadet-related activities, and special academic projects and programs related to the Academy's Equal Opportunities Program.

Throughout the year, NMD provided support to numerous outside agencies and activities using Military Academy facilities. This included television and radio news teams who visited the Academy in conjunction with Admissions-sponsored educator visits, as well as various network and local news teams that covered the ghost, Navy's missing mascot, and other stories.

NMD was also responsible for providing technical assistance and a color slide presentation for use by ABC-TV during the Army-Nebraska and the Army-Navy football games in 1972.

This year, the Pointer View continued to expand its coverage of special events. Two photographic supplements were prepared: one highlighting the Army-Navy game; the second featuring the Thayer Award presentation to General of the Army Omar N. Bradley.

Special events covered by this Division during the year include: the entry of the Class of 1976, New Cadet Barracks, Camp Buckner Training, Adventure Training, Founders Day, Plebe Parent Weekend, Thayer Award, Dedication of Buffalo Soldier Field, and June Week Activities. In addition to these, the Division increased its coverage of many Academy/Cadet-related programs. These included Academy exchange visits, ROTC exchange visits, the Army Science Conference, Fine Arts Forum presentations, and others.

Certain notable events took place during the year which attracted nationwide publicity. These included the Hagopian/Brown/Jaremko case. Considerable press interest was generated as a result of the court case brought about by the above-named cadets. Although the Information Office was restricted by the court as to the nature and content of the information it could release, the Division provided media representatives with statistical information of a general nature over a period of several weeks.

GHOST STORY: First publicized by an Associated Press wire story, the report of a ghost appearing in the cadet barracks soon became a story of national interest covered by all major television networks, the national magazines, and leading dailies throughout the country. The Information Office answered in excess of 100 press queries and general interest letters over a period of three months.

NAVY'S GOAT: Following quickly on the heels of the ghost story was the appearance of Navy's goat at West Point. Although the bulk of press interest was regional, photographs and short news items were carried nationwide. In addition to answering press queries, the Division also assisted cadets in obtaining advertisements in The New York Times and The Washington Post.

SYLVANUS THAYER AWARD: The presentation of the sixteenth annual Sylvanus Thayer Award to General of the Army Omar N. Bradley resulted in a considerable amount of favorable publicity. On the day of presentation, the Information Office arranged a press conference with General Bradley, and distributed 300 news releases in connection with the event.

HONOR CASES: In late May, an alleged cheating incident involving a physics examination was reported. Prompt and forthright disclosure of all releasable facts relating to the case resulted in minimum adverse publicity. Several cadets brought the case to a federal district court. No public statements or releases were made during the litigation in keeping with guidelines set down by the court. Later reports of a silenced cadet graduating in June resulted in a significant amount of editorial comment.

CHAPEL CASE: The court-mandated change in the Academy's chapel attendance policy generated limited press interest. This resulted, at least in part, from the time frame in which it came (cadets were away on Christmas leave), and a positive Academy response.

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

Major News Releases	1,232
Media Serviced.	6,622
Pictorial Releases.	539
Hometown Releases from IO, USMA	880
Hometown Releases through the US Army Hometown News Center	4,159
Hometown Releases (Pictorial) through the US Army Hometown News Center.	2,290
Replies to Press Queries.	392

Press Representatives Assisted.	265
<u>Pointer View</u> (Post Newspaper) published and distributed (4 pages weekly during academic year; biweekly during the summer months).	42
Radio Projects Supervised	8
T Television Projects Supervised.	12
Press assisted in conjunction with Educator Visits. .	20
Audio/Visual Materials furnished to various Army and Alumni organizations in connection with Founders Day	78

Special Projects Division (SPD)

The Special Projects/Administrative Division supervised and coordinated all of the administrative activities of the Information Office's divisions during FY-73. In addition, the Division supervised the IO budget and property book. Some of the activities included arranging pregame and post-game press luncheons for home football games, United Fund Campaign, Army Relief Campaign, Savings Bond Drive, supervision of the Cadet Information Detail, and clearance of manuscripts and films. During the year, forty-two manuscripts/articles and two films were processed by the Division. The Division acted as the responsible agency for the overall coordination of the office's June Week responsibilities to include news releases, photographic coverage, press invitations, and the press reception following graduation. In addition, the Division assisted in the supervision and coordination of the Orientation Program for Parents of the Class of 1976 held on 3 July 1972.

The Division completed contract negotiations with Universal Studios for the production of a West Point Admissions Film. The majority of the filming was completed during the fiscal year. The fifteen to twenty minute, sound-color film should be ready for distribution in the fall.

During the year, the Division completed assisting, coordinating, and clearing the Hammermill West Point brochure project. The brochure was designed as a promotional device for the Hammermill Paper Company. Because of the high quality of the work, the Academy will also benefit from the brochure, which will be completed and distributed late this summer.

Sports Information Division (SID)

BROCHURES

SID prepared and distributed individual pamphlets for fall (soccer, cross-country, 150-pound football) and spring (baseball, golf, lacrosse, tennis, outdoor track) sports, and larger brochures for football, basketball, and combined winter sports.

PROGRAMS

Additionally, SID edited programs for all home football games in 1973 and supplied substantial information for inclusion in the Army-Navy football program. The Division also provided programs for all home contests in cross-country, soccer, 150-pound football, basketball, fencing, gymnastics, hockey, indoor track, swimming, squash, wrestling, baseball, lacrosse, tennis, and outdoor track.

SPECIAL PROGRAMS

Programs for Eastern Seaboard Swimming and Diving Championships held at West Point were prepared. SID also assisted with the editorial content for the anniversary program built around the Army-Royal Military College Weekend.

ARMY SPORTSLETTER

Eighteen issues of the Army Sportsletter were prepared and distributed to a subscription list of more than 1,200.

ARMY FOOTBALL HIGHLIGHTS FILM

SID assisted with the production of the 1972 Highlights film. Twenty-five prints were made, receiving a worldwide distribution.

NEWS RELEASES

The Division prepared and disseminated news releases on local, regional, and national levels. Included were releases on day-to-day sports events, individual hometown features, magazine articles, photo captions, statistics, individual and team records. During the football season, fact sheets, statistical information, and press box speed cards are prepared on a weekly basis. A running play-by-play and statistical report are prepared during home football games for distribution to the working press in attendance.

RADIO TAPES

Promotional pieces were recorded with football and basketball coaches and players for distribution to local, regional, or national outlets. Falling into this category is work done in conjunction with the talent and production crews of the Army Football Radio Network, to insure satisfactory broadcasts for both home and away games.

TELEVISION

The Division worked directly with ABC-TV for broadcasts of Army football games with Nebraska (Michie Stadium) and Navy (Philadelphia).

ARMY HOT LINE

In its second year of operation, the Army hot line is continuing to improve. This recording device provides daily updated sports information.

EASTERN SEABOARD SWIMMING AND DIVING CHAMPIONSHIPS

These championships were held at West Point in March. SID was responsible for program and press support.

PLEBE WRESTLING TOURNAMENT

This tournament is an annual event held at West Point for collegiate wrestlers in the freshman class. The Division worked closely with the Wrestling Office in preparation of bracket sheets, pairing of competitors, mat and scoring sheets, and presentation of awards.

VISIT BY NEW YORK METS

Coordinated by the Mets, SID arranged for proper press credentials, assisted WBNR Radio in the broadcast of the game, and served as liaison for arranging radio interviews and photographs.

VARSITY SPORTS

Members of the SID staff traveled with various varsity teams to insure that proper publicity was in evidence while teams were away from West Point. Pre-game trips included radio and TV appearances and interviews with sports writers.

Statistical data on Sports Information Division activities during FY 73 are shown below:

Major News Releases (including Hometown Program)	630
Media Serviced . . . (Approximate) (ea).	385
Athletic Brochures Prepared	11
Special Programs Prepared	3
Individual Game Programs Prepared	135
<u>Army Sportsletters</u> Prepared	18
Press Representatives Assisted	640
Radio Tapes on Army Sports Events	260
News Stories "Staffed" on Army Sports Events	175
Speaking Engagements or Public Appearances	25

WEST POINT MUSEUM

Academic Support

The Museum Staff gave a total of 176 lectures on the evolution of weapons in support of the Department of History and the Office of Military Instruction. Classes were conducted at the Museum, where the Museum's extensive collection of weapons could be made available to Cadets. The Department of Foreign Languages used the facilities of the Museum to conduct special classes in Spanish. A total of sixty-six academic displays in support of European and American military, social and political history contributed to the support of classroom lectures.

Public Museum

Completion of the General Pershing World War I Staff Car Diorama made it possible to open the entire first floor of the Museum to the public, improving visitor circulation as well as providing another interesting display to Museum visitors. Attendance for FY 1973 was 321,003. The Museum was host for the Middle Atlantic Regional Workshop for the American Association for State and Local History held at West Point 12 to 14 April 1973.

Acquisitions

A total of 263 objects were cataloged during FY 1973. Outstanding among this year's acquisitions was a gift of ten paintings from the Edgar W. and Bernice Chrysler Garbisch Collection of Primitive Art, including rare views of West Point and Fort Montgomery, and the painting "Christmas Eve, 1863" by Thomas Nast.

Fort Putnam

In support of the plan to proceed with the development of Fort Putnam, as a major feature of the Academy's participation in the American Revolution Bicentennial, the Museum staff provided assistance for an accurate scale model of the Fort and arranged for the pattern work and the casting of a bronze French four-pounder cannon and carriage to be emplaced at Fort Putnam.

Reference and Research

The Museum Staff answered a total of 880 reference letters, many on technical matters pertaining to arms and uniforms. Staff members acted as research consultants for Time-Life's

forthcoming publication of a book on the US Army from after the Civil War to the early 1900's. They also provided information and uniforms for a series of special US Army Recruiting Posters. Additional photographic equipment was obtained and a dark room equipped in order to supply the increased demand for specialized photography.

Loans

Loans of objects in the Museum Collections, FY 73, were made to the Smithsonian Institution, Hudson River Museum, and a number of Army Museums from New York to Alaska. Cadets and officers at USMA made use of 1,730 objects in the Museum Collections during fiscal year 1973. An overall total of 4,195 loans were recorded.

Conservation

The Mural in Washington Hall "The Fifteen Decisive Battles of the World" by Tom Loftin Johnson, has been restored. Since the Mural measures thirty feet in height and seventy feet in width, this project was a major undertaking that will preserve an outstanding work of art for many years to come.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division administers the Academy's gifts and memorials program, which involves the establishing of policies and procedures, administering the receipt of donations, implementing programs, and insuring the completion of projects financed by donated monies. Most of the donations and gifts received by the Military Academy are channeled through the West Point Fund of the Association of Graduates. Since its inception in 1961, the West Point Fund has received approximately \$2,600,000 to support a variety of projects which benefit the Military Academy and the Corps of Cadets. During FY 73 \$283,377.90 was donated to the Fund, with disbursements for this period totaling \$191,171.08.

With the staff reorganization which became effective on 1 September 1972, the Alumni Affairs & Gifts Program Division assumed the responsibility for planning, coordinating, and implementing a variety of Alumni functions which were previously performed by the Alumni Secretary. Foremost among them were the 1972 Homecoming activities, the 1973 Thayer Award, Founders Day 1973, and Alumni programs during June Week 1973.

ASSOCIATION OF GRADUATES

The Association continued to maintain historical records, now numbering approximately 32,000, concerning USMA graduates and addresses for our 22,000 living alumni. During the year the Association assumed responsibility for publication of Assembly magazine and the Register of Graduates, and fund raising for the West Point Fund as well as custodianship of it.

In addition to its administrative functions, the Association supported the Academy in planning and implementing USMA alumni activities, including the 1972 Homecoming program, the 1973 Thayer Award ceremonies, 1973 Founders Day activities, and 1973 June Week alumni reunions.

ACADEMIC CALENDAR
(AY 1972 - 1973)

1972

3 July	Monday	New Fourth Class enters (Class of 1976)
27 August	Sunday	Beginning of Reorganization Week
2 September	Saturday	End of Reorganization Week
4 September	Monday	Labor Day (Duties suspended)
5 September	Tuesday	First Term begins
9 October	Monday	Columbus Day
23 October	Monday	Veterans Day (Classes suspended)
28 October - 29 October	Saturday - Sunday	Homecoming Weekend
23 November	Thursday	Thanksgiving Day (Classes suspended)
22 December	Friday	Christmas leave begins at 1200 hours

1973

7 January	Sunday	Christmas leave ends at 1730 hours
20 January	Saturday	First Academic Term ends at 1200 hours
22 January	Monday	Second Academic Term begins
19 February	Monday	Washington's Birthday (Classes suspended)
24 March	Saturday	Spring leave for three upper classes begins at 1515 hours
1 April	Sunday	Spring leave for upper classes ends at 1800 hours
26 May	Saturday	Second Academic Term ends for First Class at 1200 hours
28 May	Monday	Memorial Day (Duties suspended)
31 May	Thursday	Second Academic Term ends for under classes at 1515 hours
3 June	Sunday	Baccalaureate Sunday
6 June	Wednesday	Graduation Day, Class of 1973
2 July	Monday	Class of 1977 enters

THE ACADEMIC PROGRAM
(AY 1972 - 1973)

4th Class (Freshman) Year	<u>Credit Hours</u>	2nd Class (Junior) Year	<u>Credit Hours</u>
Mathematics	14	Mechanics	7
Engineering Fundamentals	4	Electrical Engineering	7
Environment	5	Physics	3.5
English	5	Social Sciences	5
Foreign Language	<u>5</u>	Law	5
	33	Electives (3)	<u>7.5</u>
			35

3rd Class (Sophomore) Year	<u>Credit Hours</u>	1st Class (Senior) Year	<u>Credit Hours</u>
Mathematics	3.5	Engineering	7
Chemistry	7	History of the Military	7
Physics	7	Art	7
Foreign Language	7	Social Sciences	10
History, Europe or America	5	Electives (4)	2.5
English	2.5	English	<u>2.5</u>
Psychology*	2.5	Leadership*	36
Electives (1)	<u>2.5</u>		
	37		

*Conducted by the Office of Military Psychology and Leadership.

Note: Cadets pursuing a general program or concentrating in Basic Sciences or in Applied Sciences and Engineering are required to take one additional semester course of mathematics in lieu of an elective in the 3rd Class year and one additional semester course of mechanics in lieu of an elective in the 2d Class year.

ELECTIVE COURSES
(AY 1972 - 1973)

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
Data Control and Processing with COBOL
*Cartography
Physical Geology
Individual Research Projects (Geography, Geology or Astronomy)
Vector Calculus and Differential Equations
*Differential Equations (Intermediate) and Probability Theory
and Statistical Inference
*Complex Analysis and Probability Theory and Statistical
Inference
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
Real Variable Theory
Introduction to Theoretical Physics I
Introduction to Theoretical Physics II
Solid State Physics
Quantum Mechanics
Experimental Physics
Nuclear Physics
Special Topics in Physics

*Added in Academic Year 1972-1973

ELECTIVE COURSES - Cont

APPLIED SCIENCE AND ENGINEERING

Soil Mechanics
*Engineering of Environmental Systems
Design of Concrete Structures
Advanced Structural Analysis
Individual Engineering Project
Electromechanical Energy Conversion
Electromagnetic Fields
Digital Computer Systems
Communication Systems
Computer Engineering
Solid State Electronics
Advanced Topics in Electrical Engineering
Computer Science Fundamentals
Principles of Surveying
Individual Computer Science Projects
Space Sciences
Scientific Management
Systems Engineering and Decision Making
Mechanics of Materials
Introduction to Applied Aerodynamics
*Aerodynamics of V/STOL Flight
Aerospace Propulsion
*Direct Energy Conversion
*Experimental Mechanics
Compressible Aerodynamics
Heat Transfer
Space Mechanics
Aerospace Structures
Continuum Mechanics
Mechanical Vibrations
Flight Mechanics
Individual Mechanics Project
Engineering Materials
Management Engineering
Automotive Engineering
*Helicopter Engineering
Operations Research
Nuclear Reactor Theory

*Added in Academic Year 1972-1973

ELECTIVE COURSES - Cont

HUMANITIES

English Literature from the Beginnings to 1660
English Literature from 1660 to 1900
Contemporary Literature
American Literature of the Nineteenth Century
Introduction to Fine Arts
Introduction to Music
The Novel
Shakespeare
Seminar in Aspects of American Culture
Seminar in Major British Authors
Seminar in Major American Authors
American Studies: Expositors of 19th Century American Thought
American Studies: Social Criticism in 20th Century American
Prose
Honors Course (Literature or American Studies)
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
*Advanced Russian Language
Russian Language through Literature
Russian and Soviet Civilization
Soviet Russian Literature
Military and Scientific Readings in Russian
Soviet Expository Writings

ELECTIVE COURSES - Cont

HUMANITIES - Cont

Spanish Language through Literature
Military Readings in Spanish
Survey of Spanish-American Literature
Modern Spanish-American Literature
Survey of Spanish Literature
Modern Spanish Literature
*Directed Studies in Spanish I
*Directed Studies in Spanish II

*Added in Academic Year 1972-1973

ELECTIVE COURSES - Cont

NATIONAL SECURITY AND PUBLIC AFFAIRS

Geography of the USSR
Geography of Communist China
Regional Geography of the U.S.
Issues Confronting Man and His Environment
History of Russia
History of U.S. Foreign Relations
Topics in American History
Topics in European History
Revolutionary Warfare
Twentieth Century Warfare
Topics in Military History
Seminar in History
Individual History Project
International Law
Seminar in Military Aspects of International Law
Managerial Psychology
Sociology: Society and Culture
Social Psychology
Military Institutions of the U.S.
Behavioral Science Research
Organization Theory
Policy and Administration
Quantitative Analysis in the Social Sciences
Middle Eastern Studies
Government and Politics of Latin America
Comparative Economic Systems
Political Philosophy
Seminar in Public Policy
Macroeconomics
Managerial Economics
Major Political Systems of East Asia
*Government and Politics of the Soviet Union
*International Affairs: Theory and Applications
Microeconomics: Theory and Applications
National Security Seminar
International Economics and Economic Development
Problems of Developing Nations
Political and Cultural Anthropology
Public Policy Decision-making and Debate
Individual Social Sciences Project

*Added in Academic Year 1972-1973

TENURE FACULTY APPOINTMENTS
(AY 1972 - 1973)

Lieutenant Colonel Peter L. Stromberg, M.A.
as Associate Professor of English, in December 1972

Major Daniel W. Shimek, J.D.
as Associate Professor of Law, in July 1973

GRADUATE SCHOOLS ATTENDED BY
FACULTY MEMBERS

Air Force Institute of Technology	Northwestern University
Albany Law School	Ohio State University
Alliance Francaise	Oklahoma State University
American University	Oregon State University
Arizona State University	Oxford University
Bonn University	Pennsylvania State University
Boston University	Pontificia Universidade
Brown University	Catolica
California Institute of Technology	Pratt Institute
Case Western Reserve University	Princeton University
Catholic University of America	Purdue University
Catholic University of Ottawa	Rensselaer Polytechnic Institute
City College of New York	Rice University
Claremont University Center	Rosary College of Illinois
College of William and Mary	Rutgers University
Columbia Teachers College	San Jose State College
Columbia University	Seton Hall University
Cornell University	Simmons College
Creighton University	South Dakota School of Mines
Cumberland School of Law	and Technology
Dartmouth College	Stanford University
Dickinson School of Law	State University of New York,
Drexel Institute of Technology	Albany
Duke University	State University of New York,
Eastern Michigan University	Buffalo
Emory University	Stetson Law School
Fairleigh Dickinson University	Stevens Institute of Technology
Florida State University	Syracuse University
Fordham University	Temple University
Free University of Berlin	Texas A&M University
George Washington University	Texas Technological University
Georgetown University	Texas Women's University
Georgia Institute of Technology	Tufts University
Guanabara State University	U.S. Naval Postgraduate School
Harvard University	University of Alabama
Howard University	University of Arizona
Indiana University	University of California,
Institut d'Etudes Politiques (Paris)	Berkeley
Iowa State University	University of California, Davis
Johns Hopkins University	University of California,
Kansas State University	Los Angeles
Louisiana State University	University of Ceara
Massachusetts Institute of Technology	University of Chicago
Michigan State University	University of Coimbra, Portugal
Middlebury College	University of Colorado
Monterey Institute of Foreign Studies	University of Connecticut
New York University	University of Denver
North Carolina State University	University of Erlangen

GRADUATE SCHOOLS - Cont

University of Florida
University of Frankfurt
University of Geneva
University of Georgia
University of Hawaii
University of Illinois
University of Iowa
University of Kansas
University of Madrid
University of Massachusetts
University of Miami
University of Michigan
University of Minnesota
University of Missouri
University of New Hampshire
University of North Carolina
University of Notre Dame
University of Oklahoma
University of Oregon
University of Peiping
University of Pennsylvania

University of Pittsburgh
University of Rhode Island
University of Richmond
University of Rochester
University of Southern
California
University of Tennessee
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
Virginia State College
Washington State University
West Virginia University
Western Carolina University
Worcester Polytechnic Institute
Yale University

HIGHEST DEGREES EARNED
(AY 1972 - 1973)

Department	Bachelors			Masters			Doctorate			Total										
	P	AS	T	P	AS	T	P	AS	T	P	AS	T								
Office of the Dean	0	0	0	1	2	12	3	18	0	2	3	0	5	1	4	15	3	23		
Chemistry	0	0	1	1	0	7	13	20	1	2	1	2	6	1	2	8	16	27		
ES&GS	0	0	0	1	4	25	23	53	0	2	1	0	3	1	6	26	23	56		
Elec Engrg	0	0	0	0	2	6	12	20	1	1	1	0	3	1	3	7	12	23		
Engineering	0	0	0	0	1	14	11	26	1	2	0	1	4	1	3	14	12	30		
English	0	0	1	1	0	1	14	27	42	2	1	2	0	5	2	16	28	48		
Foreign Languages	0	0	1	4	5	0	3	17	31	51	2	0	2	4	2	3	20	35	60	
History	0	0	1	0	1	0	3	24	16	43	3	0	3	7	3	3	28	17	51	
Law	0	0	0	0	0	0	0	0	0	0	1	3	10	6	20	1	3	10	6	20
Mathematics	0	0	0	0	1	3	20	46	70	1	2	0	0	3	2	5	20	46	73	
Mechanics	0	0	0	0	0	1	21	11	33	1	2	0	0	3	1	3	21	11	36	
Physics	0	0	0	0	0	1	10	18	29	2	3	1	1	7	2	4	11	19	36	
Social Sciences	0	0	0	0	0	1	26	19	46	1	3	4	0	8	1	4	30	19	54	
Total	0	0	2	6	8	3	22	196	230	451	16	23	28	11	78	19	45	226	247	537

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

DOCTORATES EARNED BY
FACULTY MEMBERS
(AY 1972 - 1973)

<u>Name</u>	<u>Institution</u>	<u>Field</u>	<u>Dissertation</u>
Biggerstaff, A.C.	Cornell University	Civil Engineering	A Photogrammetric System for Recording Historic Structures
Chancellor, G.W.	Arizona State University	Analytical Chemistry	Determination of the Stepwise Formation Constants for Mixed Tetrahedral Nickel (II) Halide Complexes
Dowling, D.E.	Columbia University	English	A Concordance to the Poems of W.H. Auden
Jackson, D.J.	Georgia Institute of Technology	Physical Chemistry	The Physical Absorption of Argon and Nitrogen on Sublimated Sodium Chloride Particles
Lowry, M. II	Syracuse University	Geography	Geographical Characteristics of a Bi-Racial Society: Mississippi Case
Mets, D.R.	University of Denver	History	A Case Study in Arms Control: Naval Limitations Before Pearl Harbor and Post-War Arms Control Theory
Paolino, M.A.	University of Arizona	Mechanical Engineering	Vorticity Models for Predicting Transient Flow Phenomena
Summers, W. M.	Harvard University	Economics	Externalities of Paper and Paperboard
Wright, F.M.	University of Colorado	Political Science	The Politics of an Environmental Interest Group: The Scenic Hudson Preservation Conference

FACULTY PUBLICATIONS
(AY 1972-73)

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Agnew, J.B.	"The Improbable Alliance: The Central Powers and Coalition Warfare, 1914-1918"	<u>Parameters</u> , Winter 1972
Aimone, A.C.	Abstracts of Articles from <u>Journal of the Illinois Historical Society</u> , <u>New Jersey Highlander</u> , and <u>Lincoln Herald</u>	<u>American History and Life</u> (quarterly)
Aimone, A.C.	"Civil War Quiz" (recurring feature)	<u>New York Civil War Roundtable Newsletter</u> (10 issues each year)
Aimone, A.C.	"104th Illinois Infantry Regiment"	<u>Journal of the Company of Military Historians</u> , Spring 1973
Aimone, A.C.	"Official Records of the American Civil War: A Researchers Guide"	<u>USMA Library Bulletin</u> , No. 11, 1972
Aimone, A.C.	"Recent Journal Articles" (a quarterly bibliography of military affairs)	<u>Military Affairs</u> (4 issues each year)
Alcalá, R.H. (co-author)	"The New Military Pro- fessionalism"	<u>Military Force and American Society</u> , B.M. Russet and A. Stepan (eds.), Harper and Row, 1973
Alcalá, R.H.	"The New Politics of National Security: A Selected and Annotated Research Bibliography"	<u>Military Force and American Society</u> , B.M. Russet and A. Stepan (eds.), Harper and Row, 1973
Baxter, C.	"Pakistan and Bangladesh"	<u>Yearbook on Inter- national Communist Affairs</u> , Hoover Insti- tution, 1973
Buckley, F.J.	"Software Testing - A State of the Art Report"	<u>Proceedings of the IEEE Symposium on Software Reliability</u> , May 1973

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Capps, J.L.	"Modern Education and the Military Academy"	<u>Journal of the Haile Selassie I Mil. Academy</u> , Harar, Ethiopia, 1972
Costantino, M.S. (co-author)	"A Capacitor for Use at High Pressure and Low Temperature"	<u>Review of Scientific Instruments</u> , May/Jun 1973
Costantino, M.S. (co-author)	"Dielectric Anomalies in Solid Methane at Low Temperatures and High Pressures"	<u>Physical Review Letters</u> , Vol 29, p 1098, 1972
Dickey, J.S.	"A Personal Statement" (textbook chapter)	<u>Military Force and American Society</u> , B.M. Russet and A. Stepan (eds.), Harper and Row, 1973
Garcia, F.C.H.	"Richard Francis Burton e Luís de Camões: O Tradutor e o Poeta"	<u>Ocidente, Revista Portuguesa de Cultura</u> , Lisbon, 1972
Garcia, F.C.H.	"Understanding a Comparison by Juan Valera"	<u>Papers on Romance Literary Relations</u> , Martha O'Nan (ed.), 1973. A shorter version of this paper read at the Annual Meeting of the Modern Language Association in Dec 1972
Garcia, F.C.H.	Translation of Charles Boxer's "Camões and Diogo do Couto" as "Camões e Diogo do Couto--Irmãos em Armas e nas Letras"	<u>Ocidente, Revista Portuguesa de Cultura</u> , Lisbon, 1972
Gordon, D.J. and Smith, D.F.	"Matrix Infrared Spectra and Anharmonic Force Fields of NCO ⁻ "	<u>Journal of Chemical Physics</u> , Vol 58, p 1636, 1973
Griess, T.E.	"A perspective on Military History"	TBP, Office of the Chief of Military History
Heinlein, J.J., Jr.	"China's Force Posture: Factors in the Policy Process"	<u>Comparative Defense Policy</u> , E. Warner (ed.), The Johns Hopkins University Press (TBP)

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Heinlein, J.J., Jr.	"China's Ground Forces"	<u>Politics and Military Power in China in the 1970's</u> , W.W. Whitson (ed.), Praeger, 1972
Humphrey, C.L.	"Analysis of the Free Fall Experiment"	<u>American Journal of Physics</u> (TBP Aug 1973)
Humphrey, C.L.	"Interactive Graphic Computer Programs for Classroom Instruction in Physics"	Prepared as part of CAD-E Seminar Proceedings, USMA, 1972
Jackson, D.J.	"III Dichloromaleic, Chloromaleic, Dichlorofumaric and Chlorofumaric Acids"	<u>Journal of Electro-analytical Chemistry</u> , Vol 38, 1972
Jackson, D.J.	"Heats of Adsorption and Site Energy Distributions for Ar and N ₂ on Sublimated NaCl"	Presented at the American Chemical Society 47th National Colloid Symposium, Ottawa, Canada, Jun 1973
LaFrenz, R.L.	"Explosive Excavation for Water Environment and Road Cut Applications"	Published as miscellaneous paper E-72-1, U.S. Army Engineer Waterways Experiment Station and presented before the Panel on Peaceful Nuclear Explosions, International Atomic Energy Agency, Vienna, Austria, Nov/Dec 1972
Longcor, C.R.	"An Extended Finite Differences Method for the Solution of System Problems"	Proceedings of Army Science Conference, USMA, 1972
Longcor, C.R. and Slade, P.B.	"A Systems Approach to Electronic Tandem Ignition Control in the Wankel Engine"	Proceedings of National Electronics Conference, 1972
Lowry, M., II	"Schools in Transition"	<u>Annals, Association of American Geographers</u> , Vol 71, pp 28-40, 1972

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Luvaas, M.J.	<u>Dear Miss Em</u>	Greenwood Press, 1972
Luvaas, M.J.	"Old Books and the Young Historian"	TBP, Office of the Chief of Military History
McIntosh, W.A.	"A Note on Will Kemp"	<u>American Notes and Queries</u> , Summer 1972
McIntosh, W.A.	"Handel and the Muse"	<u>Cithara</u> , May 1973
McIntosh, W.A.	"Handel, Walpole, and Gay: The Aims of the Beggar's Opera"	<u>Eighteenth-Century Studies</u> , Spring 1973
McIntosh, W.A.	"Musical Design in <u>Pericles</u> "	<u>English Language Notes</u> , 1973
Mets, D.R.	"Arms Control Since Hiroshima"	TBP, <u>United States Naval Institute Proceedings</u>
Patrick, F.G. (co-author)	<u>FORTRAN IV, Programming</u>	Prindle, Weber and Schmidt, Inc., 1973
Peckham, J.H.	"A Study of Performance Indicators to Improve Maintenance Procedures of High Voltage Circuit Breakers"	Proceedings of IEEE Annual Power Conference, 1973
Perdew, E.L. and Prothero, M.B.	<u>Atlas of Landforms</u> (second edition)	John Wiley & Sons, Inc., 1973
Perry, R.O.	"Warfare on the Pampas in the 1870's"	<u>Military Affairs</u> , Apr 1972 (Received MONCAD Award)
Ridgeway, M.H.	Ten book reviews on military topics	<u>Library Journal</u> (various issues)
Russell, J.T.	"Edgar Allan Poe, the Army Years"	<u>USMA Library Bulletin</u> No. 10, 1972
Shrader, C.R.	"The Case for Army Officer Sabbaticals"	<u>Military Review</u> , May 1973
Shrader, C.R.	"The False Attributions of an Eucharestic Tract to Gerbert of Aurillac"	<u>Medieval Studies</u> , Jun 1973

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Sinnreich, R.H. (co-author)	"The Art of Scenario Design"	<u>Simulation and Games</u> , Dec 1972
Sinnreich, R.H.	"Policy Making: A Conceptual Scheme"	<u>American Politics Quarterly</u> , Jan 1973
Smith, D.F. (co-author)	"The Parr-Brown Anharmonic Potential Function Applied To CO ₂ , CS ₂ , OCS, N ₂ O, HCN, and ClCN"	<u>Journal of Chemical Physics</u> , Vol 57, p 523, 1972
Smith, D.F. (co-author)	"Anharmonic Bend-Stretch Interaction Force Constants in Bent Triatomic Molecules"	<u>Spectrochimica Acta</u> , Vol 28A, p 2387, 1972
Streett, W.B. and Hill, J.L.E.	"Phase Equilibria in the System Ne-CH ₄ at Temperatures from 96 to 180 K and Pressures to 4300 Atmospheres"	<u>Proceedings of the VIII International Congress of Refrigeration</u> , Washington, DC, 1971, Vol I
Streett, W.B. (co-author)	"Three-Atom Correlations in the Lennard-Jones Fluid"	<u>Journal of Chemical Physics</u> , Vol 57, p 4999, 1972
Streett, W.B. Erickson, A.L., and Hill, J.L.E.	"Phase Equilibria in Fluid Mixtures at High Pressures: The He-CH ₄ System"	<u>Physics of the Earth and Planetary Interiors</u> , Vol 6, p 69, 1972
Streett, W.B. and Erickson, A.L.	"Phase Equilibria in Gas Mixtures at High Pressures: Implications for Planetary Structures"	<u>Physics of the Earth and Planetary Interiors</u> , Vol 5, p 357, 1972
Streett, W.B. Ringermacher, H.I. and Burch, J.L.	"Sound Velocity, Adiabatic Compressibility and Specific Heat of Liquid and Dense Fluid Krypton"	<u>Journal of Chemical Physics</u> , Vol 57, p 3829, 1972
Taylor, W. (co-author)	"The Military and American Society"	<u>The Annals of the American Academy of Political and Social Science</u> , Mar 1973; also, with minor changes, in <u>American Defense Policy</u> , 3rd ed., The Johns Hopkins University Press, 1973

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Votaw, J.F.	"Sapienta Per Historiam: An Essay on Opportunities and Method"	TBP, Office of the Chief of Military History
Weiss, E. (co-author)	<u>Guidelines for Library Handbooks</u>	Task Force on Public Relations, Federal Library Committee, Library of Congress, 1972

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH
FACULTY MEMBERS ARE ACTIVE

Academy of Management
Air Force Association
Alabama Bar Association
American Academy of Mechanics
American Academy of Political and Social Sciences
American Anthropological Association
American Association for the Advancement of Science
American Association for Portuguese and Brazilian Culture
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 Association of University Women
American Bar Association
American Chemical Society
American Concrete Institute
American Economic Association
American Folklore Society
American Foreign Service Association
American Geographical Society
American Geological Society
American Geophysical Union
American Helicopter Society
American Historical Association
American Institute of Aeronautics and Astronautics
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 Ordnance Association
American Philological Association
American Physical Society
American Political Science Association
American Psychological Association
American Society for Engineering Education
American Society for Information Science
American Society of Civil Engineers
American Society of International Law
American Society of Mechanical Engineers
American Society of Physics Teachers
American Society of Public Administrators

Appendix I

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE -

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 Education in International Business
Association for Educational Communications and Technology
Association for the Study of Connecticut History
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
Bar Association of the District of Columbia
Bar of the Court of Military Appeals
California Teachers Association
Catholic Library Association
Chemical Society (Great Britain)
Chinese Language Teachers Association
Civil Affairs Association
Classical Association of American Academy in Rome
Conference on College Composition and Communication
Connecticut Library Association
Cook County Bar Association
Council for Basic Education
Council on Foreign Relations
Defense Supply Association
Federal Bar Association
Goethe Society of America
Hispania Society
Illinois Society of Professional Engineers
Institute of Early American Historians
Institute of Electrical and Electronic Engineers
Institute of Strategic Studies
International Association of Business and Professional Women
International Association of School Librarians
International Institute (Madrid)
International Society for Military Law and Law of War
International Studies Association
Inter-University Seminar on the Armed Forces
Latin American Studies Association
Library Automation Research and Consulting Association
Library of Political Affairs

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE -

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 Scholastic Fraternity for the Liberal Arts
National Society for Professional Engineers
New York Academy of Sciences
New York Library Association
New York State Bar Association
New York Technical Services Librarians
Northeast Conference of Slavic Studies
Northeast Modern Language Association
Operations Research Society of America
Organization of American Historians
Phi Beta Kappa
Practicing Law Institute
Renaissance Society of America
Reserve Officers Association
Societe des Professeurs Francaise en Amerique
Societe International Arthurienne
Society for Experimental Stress Analysis
Society for History of Geographical Discoveries
Society of American Archivists
Society of American Military Engineers
Society of Automotive Engineers
Society of Experimental Test Pilots
Society of Industrial and Applied Mathematics
Society of the Cincinnati
Southeastern New York State Library Resources Council
Southern Historical Association
Special Libraries Association
Virginia Historical Society
Washington Linguistics Club
Western Economics Association
Western Historical Association

LECTURE PROGRAM
(AY 1972 - 1973)

DEPARTMENT OF CHEMISTRY

Dr. Elliott F. Osserman, Associate Director, Institute of Cancer Research, Columbia University, "Investigations of the Immunology of Human Cancer"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Mr. Jack Present, Executive Director of the Newburgh, New York Urban Renewal Agency, "Urban Renewal: Steps Toward A Better Urban Environment"

Dr. Robert Jensen, Associate Professor and Chairman, Soviet-East European Programs, Syracuse University, "Soviet Transportation Policies"

Mr. Jerome Kretchmer, Administrator, N.Y.C. Environmental Protection Administration, "The Urban Environment"

Dr. K. L. Franklin, Hayden Planetarium, "Stellar Evolution"

Mr. Lawrence Rich, The National Trust, London, England, "The Environment of England"

DEPARTMENT OF ENGINEERING

Mr. Maguire and Mr. Norausky, U.S. Army Weapons Command, Rock Island, Illinois, "U.S. Army Small Arms Development"

LTC George D. Waters, Office of the Assistant Vice Chief of Staff, DA, "Operations Research in the Army"

BG Winfield S. Scott, Commandant, Defense Systems Management School, "Management in the Military"

GEN Louis Rachmeler, U.S. Army Missile Command, "Missile Design and Engineering Management"

Dr. I. Robert Ehrlich, Stevens Institute, "Land Locomotion and Military Development"

GEN Henry A. Miley, CG Army Materiel Command, "Design to Cost"

DEPARTMENT OF ENGINEERING (Cont'd)

- CPT J. B. Holeman, Defense Systems Management School, "The Use of Simulation to Improve Court Operations"
- Dr. Edward Teller, Lawrence Radiation Laboratory, "Technology and National Security"
- Mr. John I. Meyer, Head Architect, Sverdrup and Parcel and Associates, "Architect-Engineer Interaction"
- Mr. Donald Frey, Chairman of the Board, Bell and Howell Corporation, "Reflections of a Manager"

DEPARTMENT OF ENGLISH

- Prof Robert H. Gurland, Scholar and Author, "The Categorical Imperative"
- Dr. Bernard Spivack, Author and Teacher, "Poor Hamlet's Enemy"
- Dr. Richard Noland, University of Massachusetts, "Hard Times and the Greening of England" and "Backgrounds to English Victorian Literature"
- Prof William Barrett, New York University, "Scientific Morality"
- Dr. Charlotte Spivack, University of Massachusetts, "Dante's Double Journey"
- Prof Charles Frankel, Scholar and Author, "Plato and Hume: An Idealist and a Skeptic"
- Prof John Seelye, University of Connecticut, "Rivers and the Opening Land"
- Dr. Carl Schmidt, New York University, "Hesse, Archetypes in Bodhisattvas"
- Prof Robert H. Walker, George Washington University, "American Literature and the Current Revolution in American Values"

DEPARTMENT OF FOREIGN LANGUAGES

- Mr. J. P. Cosnard desClosets, Director, Choate School, "La gastronomi francaise"
- Mr. Parker P. F. Huang, Yale University, "The Influence of Chinese Tradition on the Chinese Spoken Language"

DEPARTMENT OF FOREIGN LANGUAGES (Cont'd)

Prof Francis M. Rogers, Harvard University, "Portugal's Atlantic Islands"

Prof Fred Y. Wang, Seton Hall University, "Chinese Calligraphy"

DEPARTMENT OF HISTORY

Prof Stanley Elkins, Department of History, Smith College, "Growth of National Identity: Pre-Jacksonian Period"

MSGR Edward J. Sutfin, Chairman, Department of Philosophy, Fine Arts and Religion, Norwich University, "Modern Trends of Hinduism in India"

Prof John Shy, Department of History, University of Michigan, "Development of US Military Policy in the Nineteenth Century"

Dr. Martin Blumenson, U.S. Naval War College, "Patton and Montgomery as Coalition Commanders"

Dr. Grayson Kirk, President-Emeritus, Columbia University, "American Foreign Policy Planning: Post-World War II"

Prof Oron Hale, Department of History, University of Virginia, "Execution of Post-World War II Policy in Germany: Origins of the Cold War," "German War Documents"

Prof Kenneth S. Lynn, Department of History, Johns Hopkins University, "The Psychological Origins of Progressivism"

Prof Frank Vandiver, Provost, Rice University, "The Splendid Little War"

Dr. John Meyendorff, St. Vladimir's Orthodox Seminary, "Russian Orthodox Church and the Russian Revolution"

Prof Edward M. Coffman, Department of History, University of Wisconsin, "Blacks in the U.S. Army"

Prof Theodore Ropp, U.S. Army War College, "The Scientific Revolution"

Prof Norman A. Graebner, Department of History, University of Virginia, "The Orgins of the Cold War"

DEPARTMENT OF HISTORY (Cont'd)

BG Richard L. Clutterbuck, British Army, Ret., University of Exeter,
"Elite Organizations in Malaya"

DEPARTMENT OF LAW

Dr. Helmut Rumpf, Senior Legal Advisor, Ministry of Foreign Affairs,
Bonn, "Mutual and Collective Security Arrangements--The U.S.
Presence in Germany"

Prof Paul J. Liacos, Boston University, "The 4th Amendment:
Judicial Tool in the Preservation of Liberty"

Associate Justice H. Blackmun, U.S. Supreme Court, "Reflections on
the Court"

DEPARTMENT OF MATHEMATICS

Dr. Raymond Myers, Professor of Statistics, Virginia Polytechnic
Institute and State University, "Combining Mathematics and
Statistics to Solve Some Real World Problems"

DEPARTMENT OF MECHANICS

Dr. David Roylance, Army Materiels and Mechanics Research Center,
Watertown, Massachusetts, "Composite Materials"

Prof J. D. DenHartog, Professor of Mechanical Engineering, Massachu-
setts Institute of Technology, "Mechanical Vibrations"

Prof Verne L. Roberts, Biosciences Division, University of Michigan,
"Biomechanics"

Mr. Charles Sewell, Grumman Aerospace Corporation, "Aircraft
Development and Testing"

Prof Arthur Bergles, Iowa State University, "Boiling and
Condensation Heat Transfer: Theory vs. Practice"

Mr. Larry Rodderick, Langley Directorate, Langley, Virginia,
"Aerospace Structures"

DEPARTMENT OF PHYSICS

Prof Julius Sumner Miller, Professor of Physics, El Camino College,
California, "Dramatic Demonstrations in Physics"

DEPARTMENT OF PHYSICS (Cont'd)

Dr. Roger E. Linnemann, President, Radiation Management Corporation,
"Medical Aspects of Nuclear Radiation"

DEPARTMENT OF SOCIAL SCIENCES

Mr. Robert W. Berry, General Counsel of the Army, "DOD Organization"

COL Jack Merritt, Deputy Director, Program Analysis Staff, National
Security Council, "The National Security Council System"

Dr. Jahangir Amouzegar, Chief, Iranian Economic Mission to the U.S.,
"Ideology and Economic Growth in the Context of Middle Eastern
Economic Structure"

Dr. Margaret Mead, American Museum of Natural History, New York,
New York, "Role of Youth in Society"

Mr. J. Knubel, National Security Council Staff, "Defense Budget
and National Priorities"

Prof Joseph J. Malone, Chairman, Department of History, Kansas State
University, "Monarchies and Republics in the Arabian Peninsula"
and "The Persian Gulf in World Strategy"

Dr. Warner Schilling, Columbia University, "Strategic Arms Limitation
Talks"

Dr. Abdul A. Said, American University, "Arab Revolutionism"

Mr. Michael Power, National Security Council Staff, and Mr. Thomas
Timberman, Bureau of Politico-Military Affairs, State
Department, "Mutual and Balanced Force Reduction in Europe"

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

Dr. Donald E. Smith, Professor of Political Science, University of
Pennsylvania, "Religion and Politics"

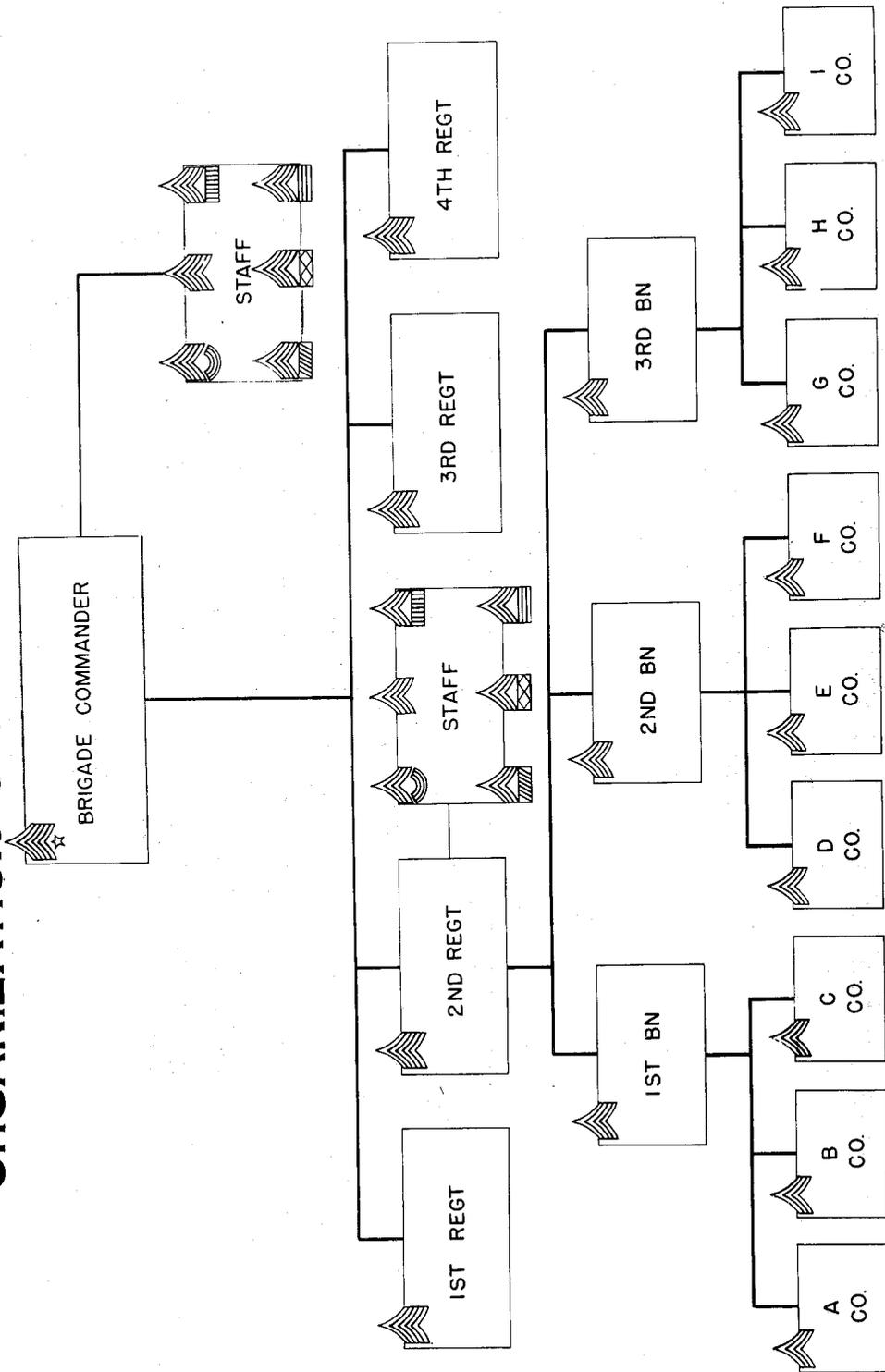
Dr. Kramnick, Department of Political Science, Yale University,
"Political Values"

Ms. R. Eldrige, Political Consultant to Mayor Lindsay; Mr. James
Smith, NYC Manpower & Career Development Agency; Mr. Mark
Reiter, NYC Bureau of the Budget; Mr. Peter Montavani, Director,
Project Transition, Fort Dix, "NYC Viet-erans"

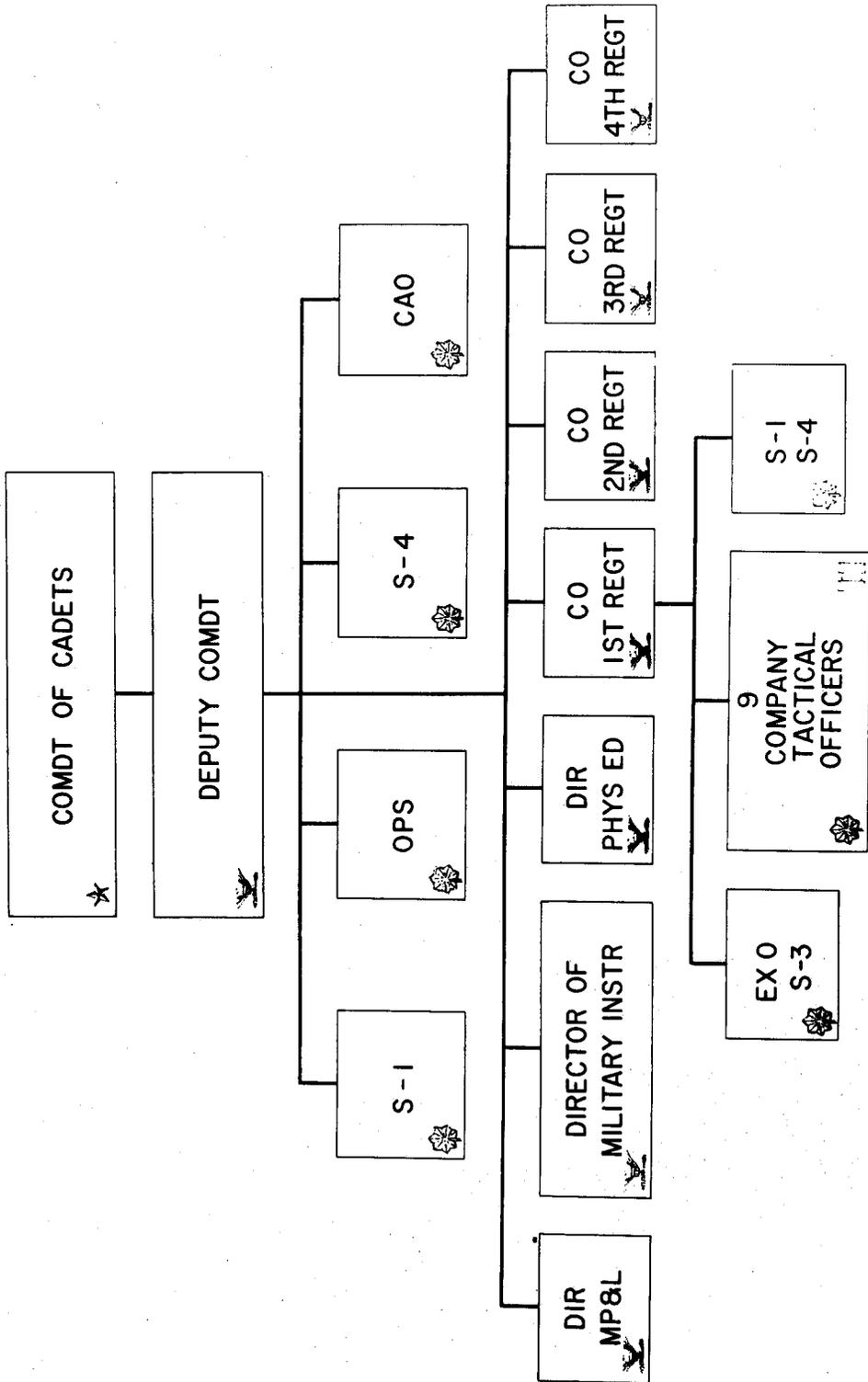
DEPARTMENT OF SOCIAL SCIENCES (Cont'd)

- Mr. John Sen, Defense Intelligence Agency, "The Chinese Military Threat"
- Mr. Richard Wich, Foreign Broadcast Information Service, "Sino-Soviet Relations"
- Dr. Kenneth Fedor, Cost of Living Council, Washington, D.C., "Inflation Controls"
- Dr. Rudolph Tokes, University of Connecticut, "Dissent in the Soviet Union"
- Mr. Jay Kriegel, Special Counsel to NYC Mayor, "Urban Political Decision-Making"
- Mr. Fred Laughlin, Cost of Living Council, "Wage-Price Controls and the Inflation Dilemma"
- Dr. James Blaker, Office of the Secretary of Defense, "China's Economic System"
- Mr. William Hyland, National Security Council Staff, "Current Decision Making in the USSR"
- Prof J. K. Zawodny, University of Pennsylvania, "Internal Problems of Violent Organizations"
- Prof Donald H. Regan, University of Michigan, "Justice and Equality"
- Mr. John Whitney, President, Pathmark Division, Supermarket's General Corporation, "The Role of Intuition in Management"
- LTC Dana G. Mead, Special Assistant to the President; Mr. Floyd Hyde, Undersecretary of H.U.D.; and Mr. Paul O'Neill, Assistant Director of O.M.B., "Decision-Making in the Public Sector"

ORGANIZATION U S CORPS OF CADETS



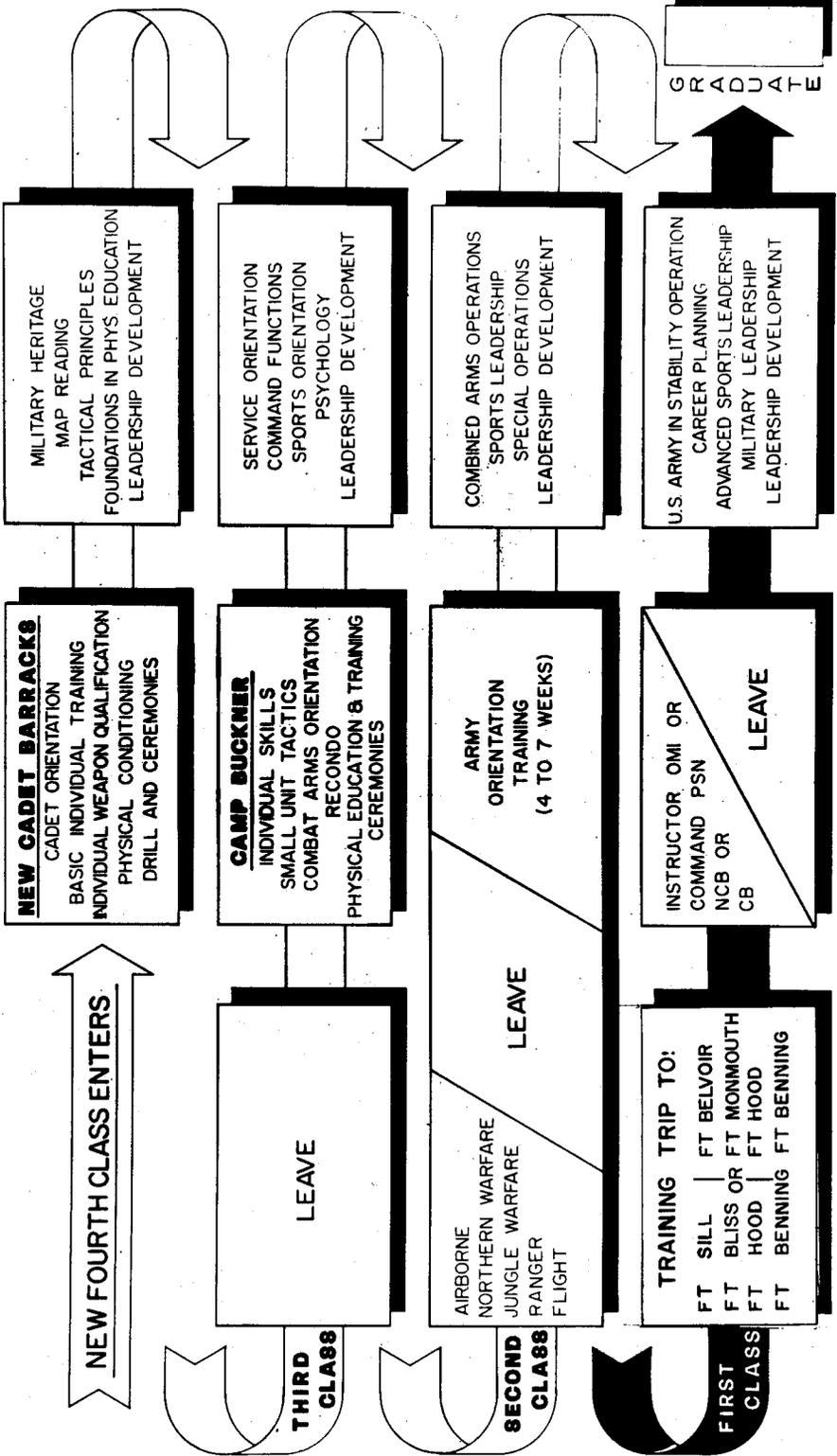
ORGANIZATION DEPARTMENT OF TACTICS



FOUR YEAR MILITARY TRAINING PROGRAM

SUMMER	ACADEMIC YEAR
JUNE	SEPTEMBER-MAY
JULY-AUGUST	

NEW FOURTH CLASS ENTERS



RECENT RETURNEE AND GUEST SPEAKER LIST

Guest Speakers:

Mr. Robert W. Fisch Museum Curator, USMA 3 - 4 October 1972	"Weapons and Uniforms of the 19th Century"
Major Anthony Crighton Office of Military Instruction, USMA 30 - 31 October 1972	"The British Experience in Peace Keeping Operations"
Brigadier General Eugene P. Forrester Director, Office of Personnel Directorate Washington, DC 27 November 1972	"Career Planning"
Mr. Robert W. Fisch Museum Curator, USMA 28 - 29 November 1972	"Weapons and Uniforms of the 20th Century"
Lieutenant Colonel Angus Robertson British Liaison Officer United States Army Infantry Center 6 - 7 December 1972	"Urban Insurgency"
Lieutenant Colonel Ariek Trizdon Israeli Army Marine Corps Command and Staff School Quantico, VA 12 December 1972	"Airmobile Raid"
Major General Robert M. Shoemaker Commander 1st Cavalry Division (TRICAP) 10 January 1973	"TRICAP Division Lecture"
Professor Lyman, B. Kirkpatrick Brown University 10 - 11 January 1973	"U.S. Army in Stability Operations Worldwide"
USMC Amphibious Warfare Presentation Team Marine Corps Development and Education Command 14 - 15 March 1973	"Amphibious Operations"

Lieutenant Colonel Allen T. Lindholm
Directorate of Military Support
Department of the Army
20 - 21 March 1973

"Civil Disturbance"

Captain Michael Hardy
Tactics/Combined Arms Department
United States Army Field Artillery School
6 and 9 April 1973

"Nuclear Weapons Operations"

Captain Keirn C. Brown, Jr.
Captain James J. Kenady
USAIS
Fort Benning, GA
10 - 11 April 1973

"Ranger/Airborne"

Lieutenant Commander Michael J. MacDonald
Department of Tactics, USMA
10 - 11 April 1973

"U. S. Navy"

Lieutenant Colonel David R. Mets
Department of History, USMA
12 - 13 April 1973

"U. S. Air Force"

Major Larry R. Ogle
Office of Military Instruction, USMA
16 - 17 April 1973

"U. S. Marine Corps"

The following officers presented an orientation on the Basic Officer's Course for their respective branches on 4 and 5 April 1973:

Captain Carrol J. Howard
Captain Elmo V. Bessent
Captain Peter W. Massmann

Infantry

Major James Mathison
Captain John C. Gale

Armor

Major Heston W. Higginbotham

Air Defense Artillery

Major Barry C. Myer

Field Artillery

Captain James R. Hudnell

Engineer

Captain Alden L. Robinson

Signal

Recent Returnees:

AIR DEFENSE ARTILLERY:

Kopp, David L '71
LT 501-56-6746
3d Bn (Abn), 4th AD Artillery
82d Abn Division
Ft Bragg, North Carolina 28307

Hitchcock, Frederick G '71
LT 465-82-4849
1st Bn (Ambl), 3d AD Artillery
101st Abn Division
Ft Campbell, Kentucky 42223

ARMOR:

Knowlton, William A., Jr. '70
LT 002-34-9350
Troop C, 1st Sqdn, 10th Cavalry
4th Infantry Division (Mech)
Ft Carson, Colorado 80913

Erickson, Michael E '71
LT 344-44-0233
D Co (Cbt Spt) 1st Bn, 13th Armor
1st Cavalry Division (TRICAP)
Ft Hood, Texas 76544

CORPS OF ENGINEERS:

Burke, William J '69
CPT 343-42-6057
EOAC #73-1
US Army Engineer School
Ft Belvoir, Virginia 22060

Mark, Kenneth M '70
LT 350-40-4375
EOAC #73-2
US Army Engineer School
Ft Belvoir, Virginia 22060

FIELD ARTILLERY:

DeCort, Donald P '70
LT 201-38-1546
1st Bn, 82d FA
XVIII Abn Corps Arty
Ft Bragg, North Carolina 28307

McGuire, Terrence J '71
LT 522-68-5750
Btry C, 1st Bn, 19th FA
4th Infantry Division (Mech)
Ft Carson, Colorado 80913

INFANTRY:

Shadid, Theodore M '70
LT 448-46-3241
D Company (Cbt Spt), 2d Bn
327th Infantry
101st Abn Division (Ambl)
Ft Campbell, Kentucky 42223

Holcombe, Joseph L '71
LT 227-74-3142
HHC, 1st Bn, 8th Cavalry
1st Cavalry Division (TRICAP)
Ft Hood, Texas 76544

MILITARY INTELLIGENCE:

Helsel, Dennis E '69
CPT 207-36-8333
E Company, 2d Bn
US Army Security Agency School Bde
Ft Devens, Massachusetts 01433

Wittmayer, Chris G '70
LT 098-38-0734
Direct Support Company
163d MI Battalion (Cbt)
Ft Hood, Texas 76544

MILITARY POLICE:

Young, Terry H '69
CPT 202-36-3607
Military Police Advance Course
US Army Military Police School
Ft Gordon, Georgia 30905

SIGNAL:

Desannoy, David A '70
LT 471-58-6271
Plans and Operations Division
STRATCOM Agency
US Army Intelligence Command
Ft Holabird, Maryland 21219

Jamison, David K II '69
CPT 430-84-2335
Signal Officers Adv Crs #73-2A
US Army Signal Center and School
Ft Monmouth, New Jersey 07703

CADET EXTRACURRICULAR ACTIVITIES

<u>Activity</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Aeronautics and Astronautics Club	*	2	*Conducted FAA Private Pilot Ground School, a Tactics Seminar, a Model Airplane Seminar, and a Space Flight Seminar. Visited Wright-Patterson AFB, Ohio.
Amateur Radio Club	1	1	Participated in the American Radio Relay League "Sweepstakes" Contest. The club contacted stations in all 75 sections that the United States and Canada are divided into for this relay. A radio teletype capability was added this year.
Astronomy Club	*	4	*Received a presentation on techniques of Astronomical observing. Traveled to Hayden Planetarium in New York City, New York; Barnes Engineering, Stamford, Connecticut; United States Naval Observatory, Washington, D.C.
Audio Club	*	1	*Held lectures and demonstrations on purchase and use of stereo and four channel equipment.
Behavioral Science Club	*	1	*Sponsored the observance of Black History Week in February 1973. Made weekly excursion trips to Letchworth Village, Thiels, New York to work with the mentally retarded children. Visited Moreno Institute and Phoenix House in New York City, New York.
Chinese Language Club	*	5	*Sponsored three film presentations, one slide presentation, and one lecture on China. Two second classmen participated in a language and cultural trip to Taiwan during the summer of 1972.

Academic Group

<u>Activity</u>	<u>Number Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Computer Forum	88	*	1	*A First Classman led an Artificial Intelligence Seminar in developing a computer chess program. Visited the IDIOM Corporation in Mount Kisco, New York to view a special computer graphics demonstration.
Debate Council & Forum				
Debate Council	40	1	29	Cadet debaters won 26 awards and trophies for excellence in intercollegiate debate. United States Military Academy won Royal Military College debate and trophy and placed second (to United States Air Force Academy) in annual Interservice Debate Tournament. The Debate Council's win record was 59%, the second best record in a decade. Hosted the West Point Invitational Debate Tournament with 22 participating universities.
Student Conference on United States Affairs	153	1	0	Hosted the twenty-fourth Annual Conference on United States Affairs attended by 159 students representing seventy-nine colleges, including sixty-seven cadet participants. Twenty-nine senior officials attended.
West Point Forum	313	0	9	Participated in six intercollegiate student conferences, one National Model United Nations, one convention on Slavic studies and a trip to Washington, D.C. The Personal Finance Seminar hosted one formal lecture and held individual counselling sessions for over 100 cadets in various aspects of personal finance.
Engineering Forum	198	1	3	An automotive seminar was sponsored. A Flintlock pistol fabrication program was also sponsored by the Forum. Pistols were built and tested by members of the group. Traveled to United States Army Missile Command and NASA Manned Spaceflight Center at Huntsville, Alabama.

<u>Activity</u>	<u>Number of Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Fine Arts Forum	1299	11	31	Presented a full schedule of cultural events consisting of plays, concerts, lectures, exhibits and seminars. The major events sponsored included: <u>Kiss Me Kate</u> , <u>Trinidad Tripoli Steel Band</u> , <u>Shakespeare's Midsummer Night's Dream</u> , <u>George Faison Universal Dance Experience</u> , <u>Barefoot in the Park</u> , <u>No Place to be Somebody</u> , <u>The Birds</u> , <u>Jacques Brel is Alive and Well and Living in Paris</u> , <u>Ferrante and Teicher</u> , <u>Haunted Houses</u> , and <u>Smithsonian Puppet Theater's adaptation of Tom Sawyer</u> .
French Language Club	216	0	3	Visited the French Consulate in New York City, New York and attended a conference at the State Department and French Embassy in Washington, D.C.
Geology Club	95	0	4	Visited <u>Onesquethaw Cave</u> , <u>Clarksville</u> , <u>New York</u> ; the <u>New Jersey Zinc Mine</u> at <u>Ogdensburg</u> , <u>New Jersey</u> ; <u>Knox Cave</u> at <u>Knox</u> , <u>New York</u> ; the <u>Gregory Ward Cave System</u> at <u>Clarksville</u> , <u>New York</u> .
German Language Club	264	0	4	Toured the <u>Harry Diamond Laboratory</u> and attended briefings at the <u>State Department</u> and <u>Central Intelligence Agency</u> in <u>Washington, D.C.</u> Toured the <u>United Nations</u> in <u>New York City</u> , <u>New York</u> .
Mathematics Forum	138	0	0	Sponsored lectures presented by several officers assigned to <u>West Point</u> .
Military Affairs Club	215	3	1	Sponsored a fall and spring weapons familiarization and firing event and sponsored a <u>USAWC Current Affairs panel</u> . They toured the <u>battlefield</u> at <u>Gettysburg</u> , <u>Pennsylvania</u> .
Portuguese Language Club	116	0	3	Visited <u>New York City</u> , <u>New York</u> ; <u>Washington, D.C.</u> ; <u>Mount Vernon</u> , <u>New York</u> .

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Rocket Society	76	2	2	Presented a lecture, a static firing demonstration, and launched model rockets for three cub scout dens. They conducted a model rocket launch exhibit. The group toured Redstone Arsenal, Alabama and went to Cape Kennedy, Florida to observe the launching of Apollo 17 and tour NASA launch facilities.
Russian Language Club	132	0	4	Visited the CIA, the Pentagon and the State Department in Washington, D.C.
Spanish Language Club	135	0	2	Visited the Inter-American Defense Board, Inter-American Defense College, Brazilian Embassy, and Pan American Building in Washington, D.C.
Academy Support Group				
Cadet Glee Club	162	5	11	The Glee Club performed before a total live audience of 110,310 in their concert tour which covered eleven states. Included in the tour was an appearance at the Presidential Inauguration. In addition they presented a thirty minute concert at the SCUSA Banquet, sang Christmas carols in all housing areas on West Point, presented a Winter Concert and a June Week concert. They also sang "Alma Mater" at the Thayer Award Presentation.
Fourth Class Glee Club	85	3	1	Sang in concert in Croton-on-Hudson, New York. Also sang combined Christmas concert with Ladycliff College, went Christmas carolling with Cadet Glee Club and Ladycliff College, and presented a Plebe Parent Week-end concert at West Point, New York.
Information Detail	57	0	2	Individuals increased their knowledge of broadcast and printing media and military programs through participation in orientation trips to New York City, New York.

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Public Relations Council	27	N/A	N/A	Participated in special Christmas and Spring Leave Trips in addition to Boys State/Boys Nation and Candidate Testing trips.
Scoutmasters' Council	242	1	2	Hosted 11th Annual West Point Camporee at Lake Fredrick. An official Guide Service for visiting scout groups was established in conjunction with the Information Office.
Competitive Athletic Group				
Bowling Club and Team	106 10	6	9	Placed one team in Eastern Doubles Qualifying competition at Springfield, Massachusetts. Placed second (doubles) in the Association of College Unions Tournament at Albany, New York.
Handball Club and Team	25 20	6	3	Four cadets participated in National Championships. Competed with Rensselaer Polytechnic Institute, Westside YMCA, Downton Athletic Club, FBI, New York Athletic Club, Jamaica YMCA and Pentagon Team. West Point - DAC Trophy was retained by the Cadet Handball Team.
Judo Club and Team	50 19	5	3	Clinic presented by George Harris (Olympic Champion). Competed in Eastern NCAA Championships with two cadets placing second and two cadets placing fourth. Competed in the National Championships at California with one cadet placing fourth, one cadet placing sixth and one cadet placing seventh.
Karate Club and Team	99 30	3	3	Competed with Newark College of Engineering, Princeton University, and hosted West Point Invitational Tournament. Won a first place yellow belt and second place brown belt. Also competed with Brown University and New York University.

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Rugby Football Club and Team	133 70	*	3	*Hosted the Second West Point Rugby Tournament with six visiting teams. West Point took second place. Competed with University of Florida, The Pensacola Naval Air Station and Tulane University at New Orleans during Spring Leave and competed in Tri-State Tournament at State College, Pennsylvania. The cadet Rugby Team gained a respectable position among the top Rugby Teams of the Eastern United States.
Sailing Club and Team	47 20	4	4	Competed in the America's Cup Regatta, a collegiate championship event. Participated in service academy eliminations at Royal Military College and sailed on Coast Guard Yawls at United States Coast Guard Academy. The last two events broadened the team's experience with various classes of boats.
SCUBA Diving Club	173	*	6	*Participated in day and night dives in the Boston area. Toured the Navy underwater school and visited the Army Special Forces School at Key West, Florida. Qualified 77 people as basic divers, 29 as advanced instructors and 17 as instructors. Assisted in repair of large water storage tank near Smith Rink and assisted in repair work on Stilwell Dam. Conducted ecology clean-up operations at Lusk Reservoir and Hessian Lake in Bear Mountain State Park.
Volleyball Club and Team	35 20	6	3	Because of outstanding season record, competed in the NCAA Volleyball Championships held in California and placed fourth. The Cadet Volleyball Team was elevated to Corps Squad Status, Spring of 1973.
Water Polo Club and Team	39 29	1	5	Held the Cummings Memorial Invitational Tournament at West Point attracting four of the top five teams in the East. Entrants: Yale, Fordham, Harvard, Villanova, Penn State, Cornell, St. Francis. Placed fifth in Eastern Championships at Yale.

<u>Activity</u>	<u>Number Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
<u>Corps Support Group</u>				
<u>Bugle Notes</u>	27	N/A	7	Updated and republished <u>Bugle Notes</u> for AY 73-74.
Cadet Band	114	*	6	*Supported twelve after taps football rallies, six mess hall rallies, three mess hall concerts, all home football games, two 150 lb football games, the Goat-Engineer game and eight Brass Choir presentations at Chapel Service.
Class Committees (4)	144	N/A	N/A	Sponsored respective class weekends throughout the year. Made recommendations concerning class privileges and the Fourth Class System.
Dialectic Society	163	6	23	Sponsored five Rock Concerts: "Clean Living" & "Raun McKinnon", "Don McLean" & "Raun McKinnon", "Temptations", "Black Oak Arkansas" & "Malo", "Blood Sweat and Tears". Produced the 1973 One Hundredth Night Show, entitled "WHY".
Hop Committees (4)	144	N/A	N/A	Planned and conducted fifty upperclass and forty-three fourth class hops. Supported the Victory Party following the Army-Navy Football game at Philadelphia.
Hop Bands	48	*	4	*Provided music for forty-five events during the year to include Buckner Hops, Buckner Beach Parties, Mess Hall Entertainment, Cadet Hops, and Company Parties. Presented concerts at Harriman College, Ladycliff College and supported the Army-Navy Victory Party at Philadelphia.

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<u>Howitzer</u>	123	N/A	27	Prepared the 1973 Edition of the <u>Howitzer</u> for publication. Presented special editions of the 1972 <u>Howitzer</u> to representatives of the President and Vice President and personally to the Secretary of Defense, Secretary of the Army, Chairman of the Joint Chiefs of Staff, Chief and Vice Chief of Staff of the Army, Deputy and Assistant Deputy Chief of Staff for Personnel, Director of Military Personnel Management, and the Sergeant Major of the Army.
<u>Pointer</u>	129	N/A	3	Published the following nine issues: Harvest, Halloween, Navy, Christmas, Gloom, Mobilization, Spring, Ring Weekend and June Week. Responsible for publication of the first cadet Poetry Anthology in twenty years. Sold calendars, winter scenes and Christmas Cards to the Corps of Cadets.
<u>Rabble Rousers</u>	32	19	9	Supported six football games; five basketball games; four baseball games; four lacrosse games at home and four football games; three basketball games; and two lacrosse games away from West Point. In addition the Rabble Rousers planned and conducted rallies, and team send-offs.
<u>Ring & Crest Committees (4)</u>	144	N/A	N/A	Administered Class Crest and Class Ring selection. Arranged for and sponsored Class Banquets during the year.
<u>Slum and Gravy</u>	71	N/A	27	Published Slum and Gravy Bi-weekly during the academic year covering all aspects of Army sports.
<u>WKDT Radio Staff</u>	46	N/A	34	Presented 60 hours of live programming each week, covered 24 home athletic contests and provided music for five record hops. Provided music in the mess hall at Tuesday and Thursday dinner meals. Final approval was gained authorizing WKDT to establish an educational FM station. The studio has been completely remodeled and rewired in preparation for FM broadcasting which will begin in September 1973.

<u>Activity</u>	<u>Number of Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
<u>Military Skills Group</u>				
Mountaineering Club	96	N/A	0	Held four training sessions at Blackcap Mountain, West Point, New York.
Pistol Club and Team	25 25	1	4	Won the team championship in the Orange County Pistol League. Competed in the United States Army Pistol Match at Ft. Meade, Maryland.
Riding Club and Team	188 15	5	8	Participated in the West Point Riding Club Show. Gave a demonstration at the rededication of Cavalry Plain as Buffalo Soldier Field and presented a June Week demonstration. Competed against a number of member colleges of the Intercollegiate Horse Show Association.
Rifle Club and Team	24 12	2	2	Hosted the United States Military Academy Open Indoor Rifle Match with 46 competitors and the United States Military Academy Open Outdoor Smallbore Position Match with 44 competitors. West Point Gold Team placed second in the Conventional Sectional Match at Ridgewood, New Jersey with 1570 out of 1600 possible points.
Skeet & Trap Club and Team	91 12	5	5	Team won the Eastern Intercollegiate Championship in skeet and second place in trap. The team entered the ACU-I National Skeet & Trap Championships as the defending champion in international skeet, however, they were unable to win any first place titles this year.
Sport Parachute Club and Team	92 29	2	8	Entered annual West Point Invitational Parachute Meet and placed first overall. Participated in Labor Day Leapfest at Ft. Bragg, North Carolina, the North Eastern Competition Circuit and Conference Meets at Pepperell, Massachusetts; Governor's Cup competition at Orange, Massachusetts; Collegiate Nationals at Deland, Florida. Placed second in Collegiate Nationals.

<u>Activity</u>	<u>Number of Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Triathlon Club and Team	35 30	4	2	The Team defeated all competition except the United States Pentathlon Team. Placed second in the 1973 National Championships.

Recreational Group

Chess Club	122	3	7	A cadet placed first in the New York Quadrangular Match. Another cadet placed first in the Class "C" Long Island Intercollegiate Match. Club members also placed first in the West Point Initial Open Tournament and another cadet placed first in the West Point Second Semester Open.
Cycling Club	141	N/A	3	Approved as a cadet extracurricular activity, Spring 1973. Participated in a twenty-four hour Marathon at Central Park in New York City, New York.
Outdoor Sportsmen's Club	348	N/A	3	The hunting group traveled to Camp Drum, New York to hunt grouse and small game; the archery group traveled to Camp Drum, New York to hunt deer; the fishing group traveled to Ft. Hancock, New Jersey for deep sea fishing. Plebes were allowed to hunt for the first time this year.
Ski Club	329	*	2	*Held standard, advanced and refresher courses. Held a Ski Swap and Ski Hop. Assisted with ski instruction on Victor Constant Slope. Four cadet members of the Ski Patrol passed the National Ski Patrol Senior Test and six passed the Patrolman Test. Ten Ski Instructor cadets passed the United States Eastern Amateur Association Ski Instructor Tests. Twenty instructors participated in an instructor clinic at Vail, Colorado.
Ski Patrol	81	*	2	
Ski Instructor Group	112	*	2	

<u>Activity</u>	<u>Number Cadets</u>	<u>Number of Major Home Events</u>	<u>Number of Trips</u>	<u>Remarks</u>
Religious Participation Group				
Cardinal Newman Forum	101	N/A	1	Participated in a retreat at Garrison, New York
Cadet Chapel Choir "A" & "B" Squads	177	N/A	5	Sang at the Army Services at the National Cathedral and on the main concourse of the Pentagon. Also sang at the Union Avenue Baptist Church in Memphis, Tennessee. The Manhattanville Glee Club and Smith College Choir joined the Cadet Chapel Choir to sing in services at West Point.
Cadet Chapel Sunday School Teachers	129	N/A	N/A	Conducted Protestant Sunday School for post dependents.
Catholic Chapel Choir	152	N/A	4	Sang at Services at St. Raymond's Catholic Church and St. Barromeo's Catholic Church, New York City, New York; St. Pius X at Albany, New York; St. Vincent Ferrer, New York City, New York; Sacred Heart Church at Rollingdale, New York.
Catholic Chapel Sunday School Teachers	45	N/A	1	Participated in one excursion trip to New York City, New York. Conducted Catholic Sunday School for parish members.
Fellowship of Christian Athletes	326	N/A	N/A	Held one prayer breakfast each month. Sponsored the annual conference at Camp Buckner.
Jewish Chapel Choir	30	N/A	2	Participated in services at Oakland Jewish Center, Bayside, Long Island and at Bell Park Jewish Center, Queens Village, Long Island.
Other Protestant Religious Groups	143	N/A	N/A	This year the Latter Day Saints, Baptist Student Union and Church of Christ, Scientist, conducted organized meetings.
Protestant Discussion Group	321	N/A	N/A	Conducted Bible discussions and prayer meetings. Attended off post retreats.

1972-73
ARMY VARSITY SPORTS SUMMARY

FALL

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	'73 CAPTAINS
150-1b FOOTBALL*	6	6	0	0	1.000	WON	GENE RICHARDSON
CROSS COUNTRY	10	9	1	0	.900	WON	DALE FLETCHER
SOCCER	12	8	3	1	.708	TIED	CHIP CIUPAK
FOOTBALL	10	6	4	0	.600	WON	SKIP WHITMAN JIM WARD
	<u>38</u>	<u>29</u>	<u>8</u>	<u>1</u>	.776	3-0-1	

WINTER

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	'73-74 CAPTAINS	
PISTOL	13	12	1	0	.923	WON	CHARLES GLEICHENHAUS	
RIFLE	12	10	2	0	.833	WON	GARY STINNETT	
FENCING	15	11	4	0	.733	WON	ED POLOM	
SQUASH	15	11	4	0	.733	LOST	GEARY BAUMAN	
TRACK (INDOOR)	13	9	4	0	.692	LOST	AL SAMPLE	
SWIMMING	14	7	7	0	.500	LOST	TERRY YOUNGBLUTH	
BASKETBALL	24	11	13	0	.458	WON	PETE JACKSON	
WRESTLING	22	9	12	1	.432	LOST	MIKE CAMPO	
HOCKEY	26	9	16	1	.365	---	GEORGE CLARK	
GYMNASTICS	12	4	8	0	.333	LOST	BILL PIERCE	
SKIING	(1st-EISA DIV II (W) CHAMPIONSHIP) (12th-EISA CHAMPIONSHIP NCAA QUALIFYING MEET) (2nd-CORNELL/CORTLAND INVITATIONAL MEET)							BOB ANDERSON
	<u>166</u>	<u>93</u>	<u>71</u>	<u>2</u>	.566	4-5		

SPRING

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	'74 CAPTAINS
GOLF	15	10	5	0	.667	WON	DAVE RODARTE
TRACK (OUTDOOR)	6	4	2	0	.667	LOST	MARSHALL BEST
LACROSSE	11	6	5	0	.545	LOST	TOM O'LEARY
BASEBALL	23	10	13	0	.435	LOST	CARL MC NUTT
TENNIS	17	5	12	0	.294	LOST	JIM ARMSTRONG
	<u>72</u>	<u>35</u>	<u>37</u>	<u>0</u>	.486	1-4	
TOTALS	276	157	116	3	.574	8-9-1	

*Eastern Lightweight League Champions
Appendix P

Against Air Force -- 5-1

COMMUNICATIONS-ELECTRONICS OPERATING STATISTICS

Communications Services:

West Point:

Installed Telephones	3271
Commercial Long Distance Calls	214,236
Dial Service Assistance	1,486,657
Telephone Work Orders	7,051
Teletype Messages	6,223
Trouble Calls	2,642

Stewart Annex:

Installed Telephones	434
Commercial Long Distance Calls	7,836
Dial Service Assistance	362,347

Photographic Services:

Negative Equivalents	248,117
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Training Support:

Graphic Aids Fabrications	46,815
Training Devices Fabrications	8,261

Electronics Support:

Completed Work Orders	5,213
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Audio-Visual Support Center:

Items Loaned and Maintained Plus Film Showings	10,993
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FUTURE CONSTRUCTION PROGRAM

<u>PROJECT</u>	<u>CWE (\$)</u>
<u>FY 75</u>	
Gymnasium	\$ 9,150,000
Commissary	6,500,000
Improvements to Bldgs 602, 735, 738, 740 & 751	240,200
Public Comfort Stations	330,000
HVAC Surveillance	570,000
Improvement of Athletic Field & Training Area	777,000
Visitor Information Center/Museum	7,600,000

FY 76

Cadet Athletic Center	20,000,000
Consolidated Warehouse & Garage	2,200,000
Improvements to Cavalry Plain-Traffic, Parking & Athletic Fields	3,000,000

FY 77

Upgrade Roads & Parking	3,500,000
Conversion of the Present Hospital Bldg.	7,400,000
Signal Facilities Bldg. 667	1,000,000

FY 78

Consolidated Administration Bldg.	1,000,000
Rehabilitation of Bldg. 720 & Cadet Club Rooms	400,000
Community Support Center	1,150,000
Rehabilitation of Cullum Hall	420,000
Outdoor Athletic Facilities	1,700,000

FY 79

Cadet & Community Recreation Support Facilities	1,200,000
Solid Waste Collection and Disposal	1,000,000
Outdoor Athletic Facilities	1,500,000

LONG RANGE PROGRAM

Ammunition Storage Facility	1,600,000
Cemetery Annex	1,200,000
Ventilate Bldg. 687	100,000
Modernize Admin Space (Bldg. 600)	1,000,000
Utility System Improvements	2,000,000
Recreational Support Facilities	1,300,000

Appendix R

USMA INSTITUTIONAL RESEARCH REPORTS, FY 1973

Office of the Director of Institutional Research

1. Content Analysis of the Open-Ended Responses from the First Class Questionnaire (Class of 1972).
2. Analysis of Nominees Dropping Candidacy, Declining Appointments, or Becoming Cadets.
3. The Prediction of Resignations by the Military Attitude and Military Association Scales.
4. Some Concomitants of Cadet's Use of Their Time.
5. Characteristics of the Class of 1976.
6. Results of First Class Questionnaire Class of 1972.
7. Summary of Institutional Research at the US Military Academy for Fiscal Year 1972.
8. Summary of Responses to New Cadet Barracks Questionnaire Class of 1976.
9. Reference Groups and Success at USMA: A First Inquiry.
10. Admission Scores of the USMA Class of 1976 (Candidates and Cadets).
11. A Research Note on the Civilian Occupations of USMA Graduates.
12. Attrition and Admissions Scores, Class of 1974.
13. Candidates Declining Appointment to the Class of 1976.
14. The Value Profiles of Cadets.
15. Summary of Responses, Reorganization Week Questionnaire, Class of 1976.
16. Summary of Responses, Reorganization Week Questionnaire (Upperclasses), Classes of 1973-1975.
17. Trends in Admission Variables through the Class of 1976.
18. A Partial Assessment of Intercollegiate Athletics at USMA.
19. The Plebe Parent Booklet and The Challenge.
20. Social Maturity of Cadets (A Research Note).
21. Factor Analysis of the Military Association and Attitude Scales.
22. A Comparison of New Cadets at USMA with Entering Freshmen at Other Colleges Class of 1976.
23. Cadet Perceptions of Officer Orientations.
24. Attitudes and Values Related to Officer Success.
25. Cadet Faking on Psychological Tests.

Appendix S

26. Comparison Between Attitudes of Black and White Cadets Toward Minority Group Issues.
27. Aptitude for the Service Ratings as a Predictor of Junior Officer Performance.

Office of Military Instruction

1. Study for the Four Year Summer Training Program of USMA.
2. Study of the Impact of Branch Drawing on Career Motivation.
3. US Military Academy Branch Drawing as a Management Tool for the US Army.

Office of Physical Education

1. The Physical Performance of Cadet Airborne Training Failures.
2. Computer Programming of ALSTAN.
3. Results of Graduate Physical Education Questionnaire, Classes of 1963 and 1968.
4. Comparison Between HSMPT and PAE for the Classes of 1974 and 1975.
5. Measurement of Selected USMA Performance Variables Among the Class of 1975 Recruited Athletes.
6. Profile of Third Class Cadets Deficient on the Army Physical Fitness Evaluation.
7. Analysis of the Administration of the Physical Aptitude Examination to Candidates to the USMA Class of 1975.

US Army Hospital and Medical Research Unit

1. A Year's Experience in Student Mental Health at West Point.
2. Evaluation of Myositis Ossificans (Extremity Injuries).

