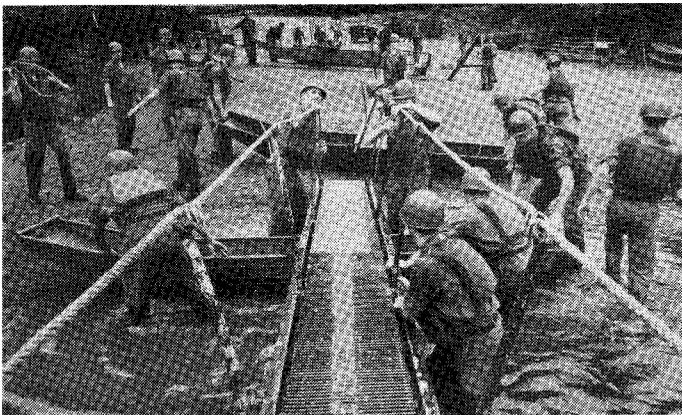


The Annual Report of the Superintendent

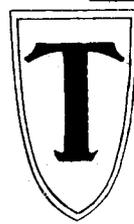
1 July 1973 30 June 1974



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

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30 June 1974

SUBJECT: Annual Report of the Superintendent, 1 July 1973
through 30 June 1974

HQDA (DACS)
WASH DC 20310

This report provides a record of the United States Military Academy for the period 1 July 1973 through 30 June 1974.

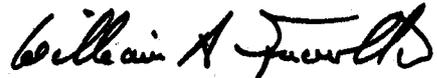
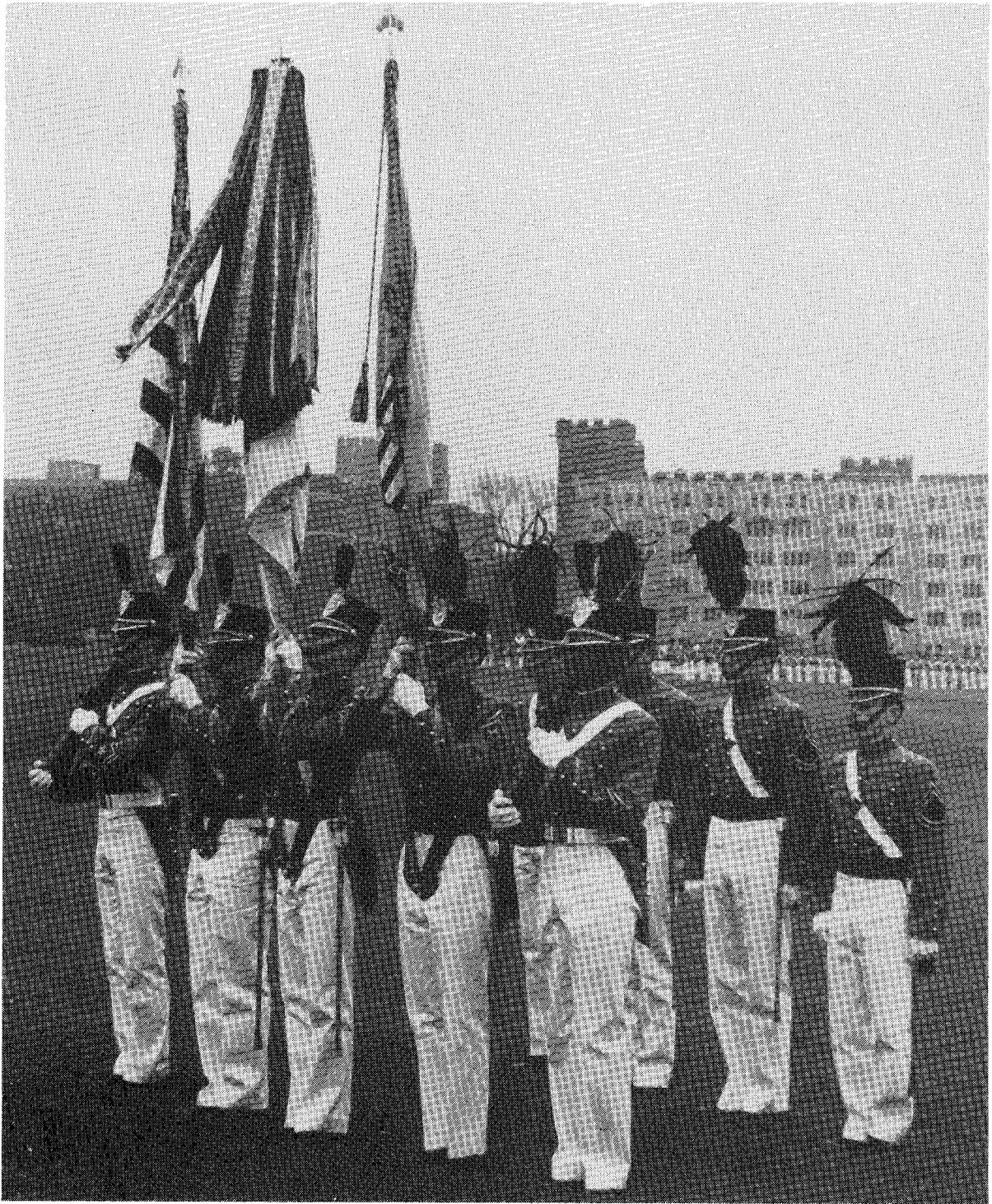

WILLIAM A. KNOWLTON
Lieutenant General, USA
Superintendent

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

Fiscal Year 1974 saw continuing improvements in the attitude and understanding of the general public as well as improvements in admissions procedures. As a result the Class of 1978 will have been chosen from the largest applicant pool in the United States Military Academy's history. The quality of the nominated applicants is extremely high and for that reason the admitted class may also be the largest in history. The Class of 1977, which entered at beginning of this reporting period, is also a high-quality class. More than two-thirds of them ranked in the upper fifth of their high school classes and 78% received varsity letters in one or more sports. One-third were captains of their varsity teams and more than half were presidents or vice presidents of high school clubs.

The academic evolution at the Academy reached a milestone with the completion of the last of the series of actions in response to the recommendations of the Curriculum Review Board. The position of Visiting Professor of Military History, heretofore renewed on an annual basis, has been made permanent. Refinement of the Elective Program has continued and though there was a net decrease in electives offered, a new Geography field was introduced. In national scholarship competition, the high quality of the Academy academic program was again demonstrated in the selection of six winners of scholarships and fellowships, including a Rhodes Scholarship, plus three Honorable Mentions.

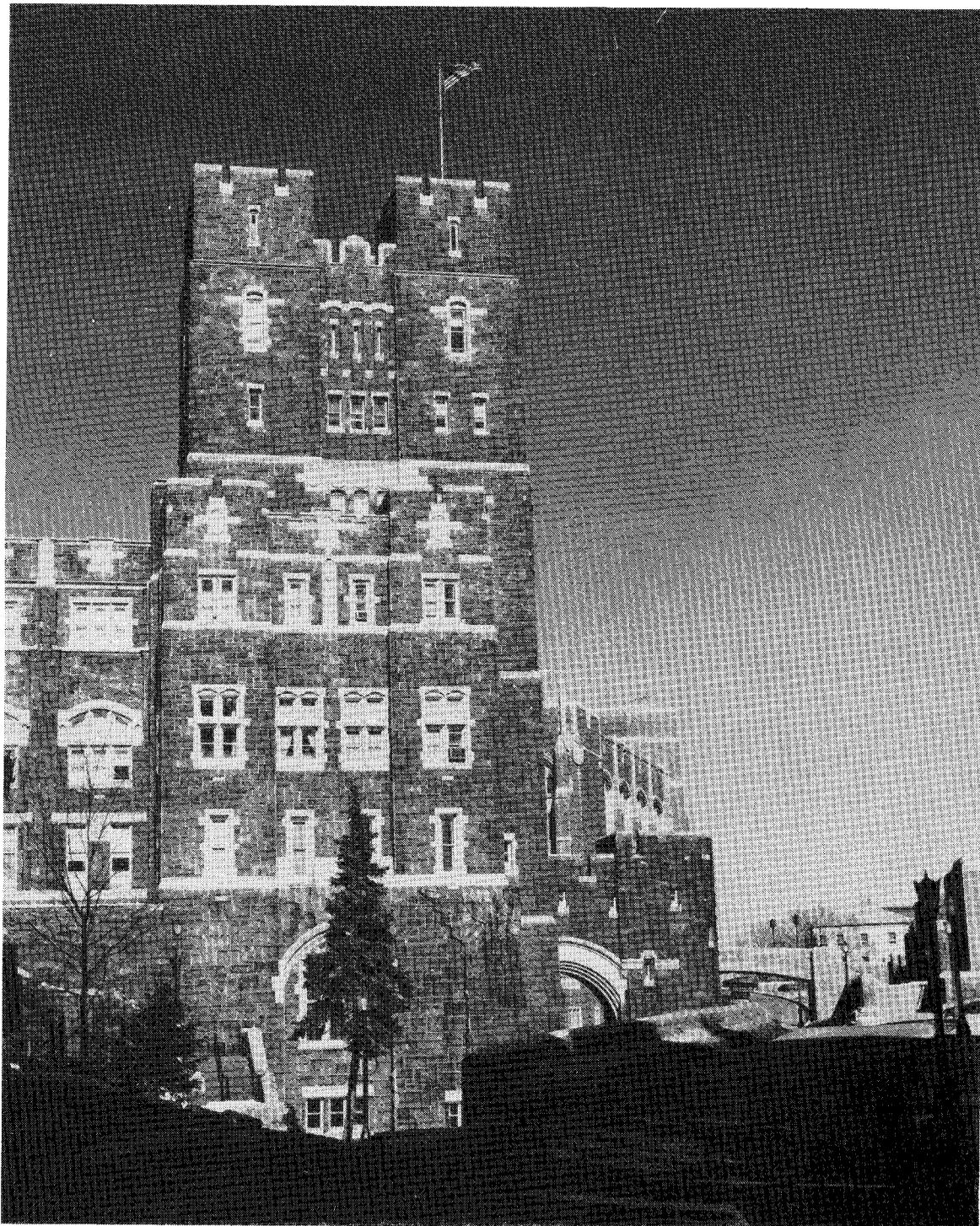
The Academy's military training program prepares the cadet for his military duties as a commissioned officer. This program, too, is under constant review and analysis. Improvement this year included the complete revision of the Cadet Regulations, known as the Blue Book. In addition, the cadets eliminated the ancient custom of silencing under the Honor Code. Employed only 15 times in the last half century, the custom was no longer effective in the enlarged Corps. The long-standing First Class Trip was also eliminated. Not only did this action result in economies, but the trip had become redundant in view of the wide travel to Army bases by cadets during their second summer.

Significant improvements in the Military Academy's physical environment include the grand opening of the Cadet Activities Center, Eisenhower Hall, attended by Mrs. Mamie Eisenhower, and approval by Congress of a new hospital to be erected

near the Washington Gate entrance to the Academy. Construction was begun of new prefabricated aluminum barracks plus numerous support facilities at Camp Buckner, all of which should be completed by late 1974.

Two major reviews by outside agencies of Academy operations were begun during the year. A Department of Defense Committee on Excellence in Education was established to conduct a broad analysis of the academic and administrative operations of the Service Academies. The General Accounting Office began an intensive review of cadet attrition, financial management and training programs.

The 826 members of the Class of 1974 graduated on 5 June 1974. Theirs was an outstanding class. We are confident they will distinguish themselves in service to their country and do honor to their Alma Mater.



Headquarters United States Military Academy

ADMISSIONS PROGRAM

GENERAL

The Admissions effort during this period was successful and was characterized by refinement of existing programs. Program consolidation and pilot programs indicate improvement in quality and quantity for the new class entering 8 July 1974. In fact, the Class of 1978 will be chosen from the largest applicant pool and the greatest number of nominated candidates in USMA history.

CLASS OF 1977

The 1,376 newest members of the Corps arrived at West Point on 2 July 1973. There were 5,630 nominated and examined applicants for this class, of which 2,131 were ultimately found qualified. The quality of the young men matriculating at West Point continues to be high.

Ninety per cent of the incoming class ranked in the top two-fifths of their high school classes, with 67% in the first fifth and 23% in the second fifth. Of those who took the ACT examinations, 63% scored in the 21-36 range on the English portion; 95% in that range on the mathematics portion; 86% in social studies; and 89% in natural sciences. Of those who took the SAT examination, 68% were in the 500 to 800 range in verbal aptitude, and 95% were in that range in mathematics aptitude.

Among their various honors, 646 entering cadets were members of the National Honor Society. Two hundred eighty were class presidents or student body presidents. There were 713 presidents, vice-presidents or the equivalent of school clubs. Additionally, 1,202 participated in varsity athletics of whom 1,079 were lettermen and 458 were team captains. Scouting participants numbered 894 including 190 Eagle Scouts.

EQUAL ADMISSIONS OPPORTUNITY

The Equal Admissions Opportunity Program continues to succeed in increasing the number of entering minority cadets. One hundred and forty-four minority cadets entered with the

Class of 1977. Approximately 225 minority candidates have been offered admission to the Class of 1978.

The West Point Admissions Field Force in Chicago, operated under the auspices of the National Urban League, completed its first admissions cycle. For the Class of 1978 candidates, this pioneering effort resulted in eight blacks from the Chicago area being offered admission to either West Point or the Preparatory School.

ADMISSIONS FIELD FORCE

The field organization has been reorganized to reduce the number of controlled recruiting areas to about 370. This refinement maximizes the employment of scarce Admissions Participants such as Reserve Liaison Officers in order to use them in areas that are most productive. The Fourth Annual Liaison Conference at West Point in June 1974 added 85 new officers to the program and brought the total to about 400 effectives. These Liaison Officers, plus selected alumni, continue to provide the nucleus for field force management and the necessary service to USMA candidates. Army Athletic Association Pointers, Admissions Participants who specialize in athletic recruiting, were added to the field force roster so that they may work closer with the rest of the field force. In May 1974, the First Annual District Representative (DR) Workshop was held, bringing together the more productive Pointers and civilian Admissions Participants who had not had the opportunity to attend a workshop at West Point. The conference was highly successful.

ADMISSIONS SUPPORT PROGRAMS

Cadet Public Relations Council (CPRC)

Speaker programs before Christmas Leave and on either side of Spring Leave made use of 750 cadets. Presentations were made in every state, the District of Columbia, Puerto Rico, Canal Zone and Europe (at dependent schools). In addition to the three annual programs, 154 cadets participated in special programs in conjunction with Boys State/Boys Nation, Candidate Testing, and a Thanksgiving ethnic special effort. Beginning in September 1973, CPRC assumed responsibility for the provision of cadet escorts for the Candidate Tours Program sponsored daily, Monday through Saturday, for prospective applicants and candidates. In summary, CPRC continues to make a significant contribution to the total Admissions effort and has provided each cadet participant valuable experience.

Candidate Testing

The Department of Defense Medical Review Board (DODMRB) continued to schedule Medical Examinations for all candidates. Some 8,000 candidates for West Point were tested during the year.

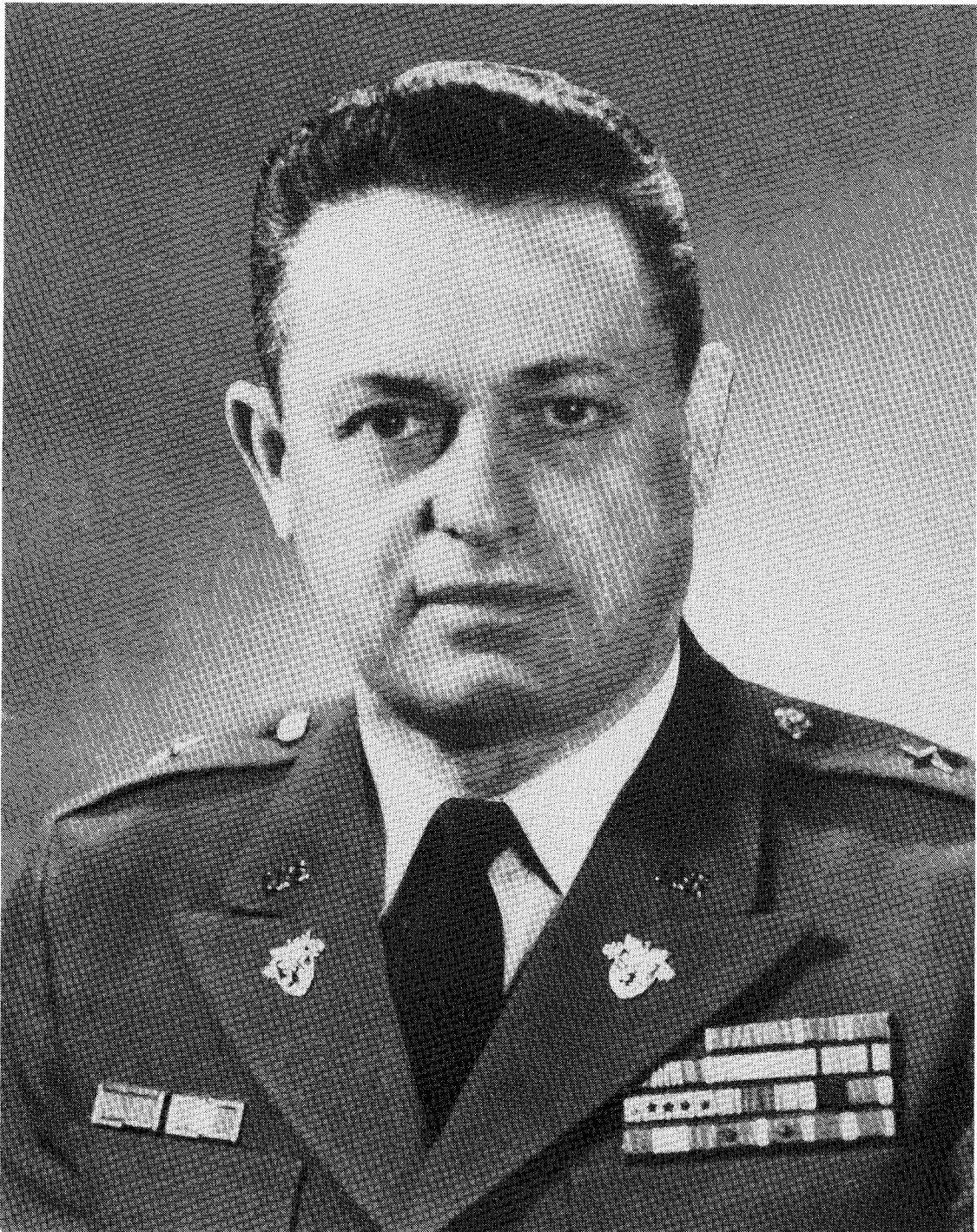
The Physical Aptitude Examination was administered at 182 sites during the past year. Of these sites, 28 were Class I installations and the remainder were National Guard Armories and ROTC Units. About 5,000 candidates were tested by those sites. Admissions Participants participated at many of the test sites as advisors and counselors to the candidates.

Educator Visits

There were a total of 19 Educator Visits. Fourteen of these visits were held in the fall of 1973 and the remaining five in the spring of 1974. These visits brought educators, Congressional staff members and Admissions Participants to West Point for three days' orientation and tours of the Academy and its facilities.

Admissions Information

The Admissions Publications and Public Information section conducted several pilot programs during the year. Aside from the many annual, quality publications produced in the section (the USMA Catalog, Barron's Profile, a variety of Parent/Candidate/Cadet informational publications), greater emphasis was placed this year on media promotion. Admissions contracted N. W. Ayer and Son, Inc., to produce a series of 50 television spots which were aired nationally during June Week 1974, a number of television newsfilms, a series of radio scripts for use by Members of Congress in announcing their nominations for the Academy, an Admissions Audit to determine the effectiveness of and future directions for expanding the Admissions field force programs, a Media Review to determine which national media would serve USMA promotion programs to best advantage, and a new four-color promotional booklet. In conjunction with USAREC, a filmstrip (with comments by LTC Pete Dawkins) was produced; it will accompany Army Recruiting Command publications to high schools throughout the country and will also be used by USMA representatives to inform interested candidates of West Point opportunities. Admissions, working jointly with the Public Affairs Office, entered the final phase of a general information film produced by Universal Studios.



Brigadier General John R. Jannarone
Dean of the Academic Board - June 1965 to January 1974



Colonel John Somers B. Dick
Head, Department of Mathematics - October 1967 to January 1974
Acting Dean of the Academic Board - January 1974 to August 1974

ACADEMIC PROGRAM

OVERVIEW

During AY 73-74 the Academic Board completed the last of a series of actions in response to the recommendations of the Superintendent's Curriculum Review Board. These included the adoption of measures that will have a significant effect on the academic program beginning with AY 74-75. These measures will contribute substantially to the overall objective of increasing the effectiveness of the Academic Program and of fostering improved cadet study habits.

THE FACULTY

The past academic year was one of transition for the faculty. Brigadier General John R. Jannarone, who had served as Dean of the Academic Board for over eight years, retired after more than 35 years of commissioned service. His tenure as Dean coincided with a period of accelerated and far-reaching curricular development, and the academic innovations and changes which he implemented will exert a continuing and beneficial influence on the Military Academy's Academic Program.

Colonel John Somers B. Dick, former Head of the Department of Mathematics, was named Acting Dean to replace General Jannarone and became the seventh man to serve in this capacity since the Dean's Office was established by an Act of Congress in June 1946. Colonel Dick will serve as Dean until his retirement in August 1974 at which time the new permanent Dean will assume the post.

The Department of the Army approved as permanent the position of Visiting Professor of Military History. During the past year Dr. Frank Vandiver of Rice University ably served as the second scholar to occupy this position. Besides performing the myriad tasks associated with his position, Professor Vandiver completed a draft of his forthcoming biography of General Pershing. Dr. I. B. Holly, Duke University, was

chosen by the Academic Board to replace Dr. Vandiver for AY 74-75 and Dr. R. Don Higginbotham of the University of North Carolina was chosen for AY 75-76.

Lieutenant Colonel Farrell G. Patrick was designated to replace Colonel Lloyd J. Matthews for the coming year as USMA Fellow at the Army War College.

Lieutenant Colonel William B. Streett, Director of USMA's Science Research Laboratory, was awarded a Guggenheim Fellowship for AY 74-75. He is the first Academy faculty member to be honored with this prestigious award which is given to men and women of high intellectual and personal qualifications who have demonstrated unusual capacity for productive scholarship or unusual creative ability in the fine arts. LTC Streett will use the \$10,000 Fellowship during a sabbatical year of research in theoretical and experimental high pressure physics at Oxford University in England.

THE CURRICULUM

The Academic Board continued its review and refinement of the elective options available to cadets and the Elective Program in general. This continuous process of review and analysis led to the establishment of a new Geography field of elective concentration under the National Security and Public Affairs Area for AY 74-75, bringing the total number of elective fields to 24, and a revision in the number and types of elective courses available to cadets. A net decrease of five elective courses was approved, making the total number of electives 159 for the next academic year.

Several curricular studies initiated in response to recommendations of the Superintendent's Curriculum Review Board were completed during the past academic year. The actions taken as a result of these studies will bring about significant changes in the academic program for AY 74-75.

Early in the academic year the final reports of the committee chaired by Colonel Elliott C. Cutler, Jr. to study the scheduled load carried by cadets, and the committee chaired by Colonel John Somers B. Dick to study the Fourth Class Mathematics load were delivered. After an extensive analysis of the recommendations of these committees, the Academic Board approved a plan to reduce the number of class attendances for cadets. The new "Lesson Drop Plan" requires an across-the-board decrease of 10% of the number of lessons taught in all core (required) courses with two exceptions.

The total decrease in mathematics attendances is to be during the Fourth Class year, and all foreign language drops are to be during the Third Class year. The unscheduled class periods will show up as added study time for the cadets. The reductions will be effective commencing with AY 74-75, with the entering Class of 1978 being the first to experience the total effect of the new program. The curricular modification is responsive to the Curriculum Review Board's recommendations to reduce the number of class meetings the cadet has in a given period of time and to reduce the mathematics load during the Fourth Class year.

In conjunction with the Lesson Drop Plan and in response to another Curriculum Review Board recommendation, the Academic Board reduced the disparity in the number of elective options open to cadets by changing the number of elective choices for concentrators in the Humanities and the National Security and Public Affairs (NSPA) areas from eight to seven. Cadets concentrating in the Basic Sciences and the Applied Sciences and Engineering areas and those pursuing generalized programs will continue to be afforded six choices. The decrease in electives for Humanities and NSPA area concentrators results from requiring all cadets to take the same basic reduced mathematics program of six semester courses and will take effect with the Class of 1978. (Previously, cadets concentrating their electives in the Humanities and NSPA areas had been required to take only five semester courses of mathematics.) The standardization of the mathematics program has the effect of deferring the cadet's decision on his area of concentration until the latter part of his Third Class year, when he has experienced a broader academic exposure and can make a more informed choice.

The Permanent Associate Professors' Council completed a detailed study of USMA grading policies for the Academic Board. As a result of the Council's recommendations, it was considered inadvisable to establish an Academy-wide policy concerning the frequency of grading. However, the Academic Board directed the academic departments to re-evaluate individual policies with respect to pedagogical effectiveness and the motivation and long-term retention of cadets. To further stimulate motivation for learning and to promote the development of a sense of individual responsibility toward study, the revised Regulations for the United States Corps of Cadets make a clearer distinction between the recognition of academic excellence and the enjoyment of general privileges. Class privileges, for example, which were formerly contingent upon the maintenance of a 2.3 average in all

courses, are now granted to all cadets who are academically proficient and otherwise eligible.

ACADEMIC ORGANIZATION

USMA General Orders Number 31, dated 14 February 1974, re-designated the Office of Military Psychology and Leadership as the Office of Military Leadership (OML) and established an academic branch of OML as an element of the USMA academic organization. The Office remains an instrumental agency within the Department of Tactics with the Director under the supervision of the Commandant of Cadets. However, the Director will not also be under control of the Dean of the Academic Board for academic functions in the same manner as prescribed for Heads of Academic Departments. This reorganization resulted from a study to investigate the optimum organization for behavioral science instruction at USMA and from the Academic Board's consideration of a recommendation of the Curriculum Review Board.

CADETS

Forty-seven cadets were designated Distinguished Graduates of the Class of 1974, authorizing their early attendance at civilian graduate schools. Two cadets elected to undertake graduate studies immediately; seven chose to attend medical school under the Army-subsidized Medical School Program. The remaining cadets opted to defer their graduate study and to acquire recommended initial troop experience as junior officers.

Two recent actions by the Department of the Army will have an effect on graduate schooling alternatives beginning with the Class of 1978. In a new policy affecting both USMA and ROTC graduates, the immediate graduate schooling option of the Distinguished Graduate School Program will be eliminated. In the future Distinguished Graduates will be sent for advanced degrees between their fourth and tenth years of service, if warranted by their records of duty performance. In a sense the change is more apparent than real -- for USMA -- since in recent years very few Distinguished Graduates have elected to undertake graduate school immediately upon graduation.

The second change is the elimination of provisions under which up to one percent of each USMA graduating class was permitted direct entry into medical school under the Army-sponsored Medical Schooling Program. In the future, graduates will compete with other eligible Army officers for such training.

In national scholarship competition, cadets and recent graduates won two National Science Foundation Fellowships and three Honorable Mentions, two Olmsted Scholarships, and one Rhodes Scholarship--bringing the USMA Rhodes Scholarships total to 53. In the second year of competition authorized by the Department of the Army, two cadets were awarded Hertz Foundation Fellowships for doctoral study in the applied physical sciences.

ACADEMIC ACTIVITIES

Office of the Dean

PLANS AND PROGRAMS OFFICE

The activities of the Plans and Programs office continued to focus on the preparation of curricular studies and reports for the Academic Board. Its members also reviewed and updated a variety of publications concerning academics, published two new booklets--"The Cadet Academic Administration Guide" and "18 Questions Cadets Frequently Ask About the USMA Academic Program"--and acted as technical advisors on two films about USMA. Additionally, the office members were actively engaged in each of the major curricular studies mentioned earlier.

OPERATIONS DIVISION

In September 1973, Colonel John W. Mastin, the Director of the Operations Division for more than 13 years, retired. He was replaced by Colonel Charles E. Watkins. The Division continued to be concerned with maintaining academic records, scheduling course and term-end examinations and facilities, counseling the cadet on his individual academic programs, and providing transcripts and letters of recommendation.

A significant change was instituted in the procedure for assisting third classmen in developing an academic program for their remaining four terms. The voluntary involvement of academic instructors serving as Company Academic Counselors was given added emphasis. These officers became more deeply involved in the counseling process, thereby affording cadets more individual counsel and better overall advice. An additional improvement in operational capabilities was achieved by modifying the time-sharing computer-assisted course registration system to accept a six-character course designation rather than a five-character one. This change expanded the capability of the total system of course designations and made it more responsive to departmental needs. A further refinement provided an interface between the time-sharing

cadet-oriented system and the official course record stored on computer tape. This mating of systems eliminated the need to prepare for each cadet a computer card listing all course enrollments and changes, replacing it with a simplified enrollment card. The implementation of this procedure saved processing time and minimized errors.

INSTRUCTION SUPPORT DIVISION (ISD)

The Instruction Support Division hosted a series of Computer-Aided Design in Engineering seminars in July-August 1973 for senior Army Materiel Command laboratory directors and scientists. These seminars, jointly participated in by ISD personnel and other USMA faculty, resulted in side benefits which produced major breakthroughs in ADP and Instructional Technology. One breakthrough involved the integration of television and ADP technology to facilitate teaching of computer-aided design. Another effort involved an expansion and enhancement of the capabilities of the Graphics Compatibility System (GCS) with two major works being published--the GCS Primer and the GCS Programmer's Reference Manual. This package was further disseminated to recognized ADP institutions for appropriate field testing throughout the country. In addition, use of GCS was introduced into the academic program by the development of four TV programs.

ISD greatly expanded its Dean's Program in Special Skills, offering 34 courses in computer and instructional technology fields. More than 180 staff and faculty completed the courses. ISD also increased its capabilities in the Dean's Reading Improvement Program and taught in excess of 320 cadets and achieved a notable success by doubling the average reading rates of these cadets and improving their reading comprehension by 20 percentiles.

A "One Stop Shop," the Educational Assistance and Scheduling Element (EASE) for academic instructional support, was made operational. EASE was organized in coordination with the Communications-Electronics Division. It provides the instructors with a single agency in which to obtain instructional media advice, gain assistance in work order preparation, and schedule auditoriums and telecasts. It encompasses the whole spectrum of media support from standard graphic aids and photography to the advanced application of television and computer graphical design and display.

A \$275,000 "Electronic Switching Center" was installed by Western Electric Company to service the Academic Computer

Center by providing direct access to its computer configuration from 150 remote terminals. This system was installed under the auspices of the Department of the Army and USASTRATCOM as a means of obtaining research data regarding state of the art ADP communications interfaces. This action singles out the Academy as the only academic institution in the United States possessing such sophistication of capabilities.

The final transfer of AG Data Processing Branch personnel to ISD in December 1973 established the Academic Management Information Center as an official organizational entity. During the year, many significant system changes to ensure the integrity of data on the Cadet Information Data Base were undertaken. These included the design and development of base initialization programs as a first step towards completely integrating the Cadet Data Base.

SCIENCE RESEARCH LABORATORY

Four officers were engaged in full-time research in the Science Research Laboratory during AY 73-74. Research in infrared spectroscopy and in low-temperature, high pressure physics continued during the third year of a three-year grant of \$45,030 from the U.S. Army Research Office. In addition, a cooperative research program on water purification by reverse osmosis was established with the U.S. Army Mobility Equipment Research and Development Center.

Seven scientific papers were published from the results of research carried out by the laboratory staff, and several additional papers have been accepted or are being processed for publication. Lieutenant Colonel William B. Streett presented lectures on his research at Harvard University and at the University of Lisbon (Portugal) and presented a plenary lecture at the Sixth Experimental Thermodynamics Conference, Leeds University, England. Lieutenant Donald F. Smith presented a paper on his research at the 29th Symposium on Molecular Structure and Spectroscopy. The officers assigned to the Laboratory also presented local seminars, taught in several academic departments, and supervised or technically assisted cadet research projects.

In January 1974, the Science Research Laboratory moved into permanent facilities, in Rooms 52 and 81 of Bartlett Hall. The new facility is equipped with safety areas for high pressure research and provides greatly needed space to accommodate the expanding research effort.

THE LIBRARY

Recorded library use rose drastically over last year. Circulation exceeded 127,500. Interlibrary loan transactions numbered 4,180 and reserve book room usage accounted for 4,000 items. These increases amounted to over 25%. Parallel intensified use of all reference areas was also noted with documents, serial publications and audio-visual materials leading the list, requiring added interpretive services by the library staff. New volumes catalogued for the main library and departments increased from 13,155 to 17,051. Withdrawals, as a result of a coordinated library and faculty weeding effort, numbered 3,647.

As a result of the Curriculum Review Board's recommendation the library is in the process of implementing its 10-year development plan. Specific actions taken so far include the commencement of a reclassification project converting all titles from the Dewey Decimal System to the Library of Congress classification system. Concurrently the library is concluding plans for typing-in with the Ohio College Library Center, a computer-based automated data base for cataloging information which will expedite catalog card production, facilitate bibliographic searches and streamline serial control.

Major improvements in the quality of book selection include the adoption of an Approval Plan for obtaining scientific and technical books. Full faculty participation adds to the success of this procedure.



First Captain Jack Pattison and the Regimental Commanders watch as General of the Army Omar N. Bradley tries out his desk in the Omar N. Bradley Library

On 2 April 1974 the Omar N. Bradley Library, containing the papers of General of the Army Omar N. Bradley, was dedicated. General Bradley and many other dignitaries attended the ceremonies.

The Lieutenant Colonel Edward H. White III (USMA 1952) Space Science and Technology Collection was formally accepted in a ceremony on 31 May 1974.

Other significant additions to the library research collections include: the Tully McCrea Papers 1848-1856 (cadet and Civil War letters) -- gift of Mrs. George S. Smith of Sacketts Harbor, N.Y.; the Colonel J. Caldwell King, USMA 1923, collection of books on Discovery and Exploration; and Mr. Robert Sinnott's additional gift of 116 rare books on chess and cryptography.

Among highlights of the 11 exhibits held in the library were the Watercolors and Drawings by Brevet Major General Truman Seymour, USMA 1848, jointly sponsored by the Library, Museum, and the Fine Arts Forum.

Department of Chemistry

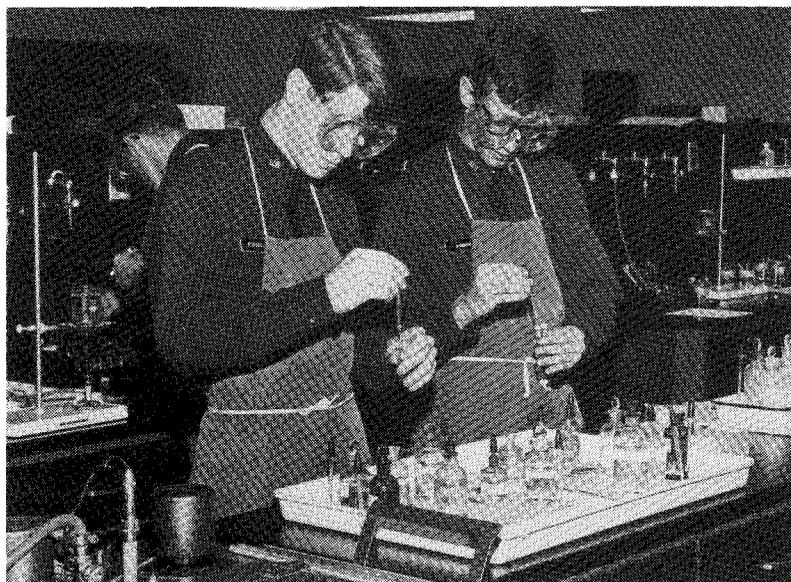
A new chemistry laboratory with 96 cadet working positions was completed and used during AY 73-74. This new facility greatly increased the flexibility of scheduling and conducting laboratory exercises in support of all chemistry courses. An additional benefit of having the new laboratory is that adequate working space is now available for cadet and instructor research projects.

The problems of environmental pollution and the role of chemistry and chemical instrumentation in the solution of these problems was integrated into the lecture program in general chemistry whenever possible. This approach provided additional emphasis to the Department's attempt to stress the relevance of chemistry as part of the cadet instruction.

Enrollment in chemistry electives was again substantial. This, in part, was due to the high level of interest in the medical field. More than the usual number of cadets were enrolled in Advanced Individual Study in Chemistry. One of the cadets enrolled in this course was chosen to present his results at the Eastern Colleges Science Conference.

An extensive effort was made to review and use the most recently available educational films, as well as to update and revise

locally produced visual aids. Two new color films which illustrate the use of items of laboratory equipment were produced in conjunction with the Instructional Support Division.



Cadets using the new chemistry laboratory facilities

Department of Earth, Space and Graphic Sciences

Enrollments in all electives remained high. EV 385 - Issues Confronting Man and His Environment - continued its high cadet interest, leading all elective courses at USMA with an AY 73-74 enrollment of 353 cadets.

The second edition, Atlas of Landforms, authored by Department faculty, was published in February 1974 by John Wiley and Sons, Inc. Advanced orders for the first printing of 6,800 copies are encouraging and a second printing is scheduled for August 1974.

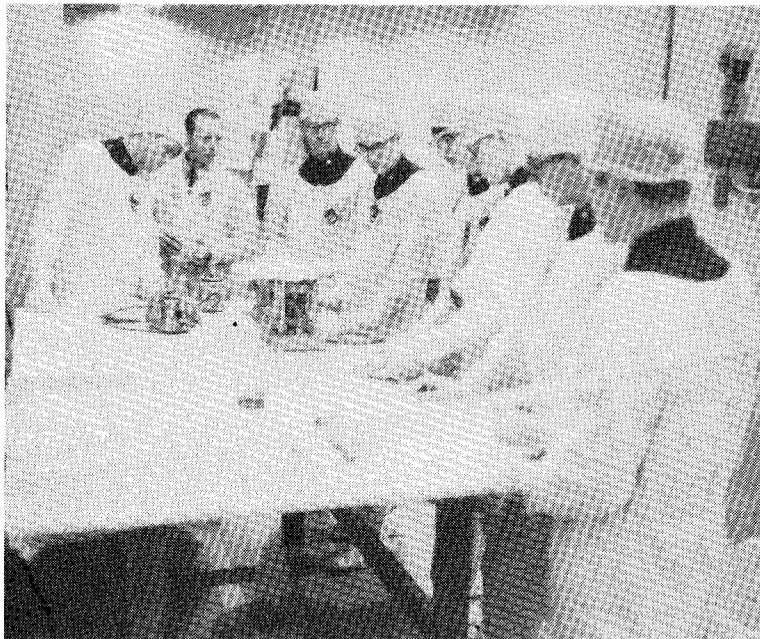
The department's unnarrated 22-minute multi-image ecology production, "The Good Earth," highlighting problems confronting man and his environment, continues its popularity. In addition to its use in cadet instruction, this presentation has been shown to more than 15,000 persons at high schools, colleges, and professional meetings. Of special note was its presentation in February 1974 to the North Carolina State Professional Engineering Society, North Carolina State University, and in March 1974 to the 13th Annual Junior Science, Engineering and Humanities Symposium, University of Wisconsin at Madison, Wisconsin.

Interest remained high in the computer science elective courses with EF 489 Advanced Individual Study projects completed: an Ophthalmology Information System in conjunction with Dr. Allison at the West Point Army Hospital; a Cullum File Information Retrieval System for the Association of Graduates; and a COBOL program to compute and print the Commandant's List.

Department of Electrical Engineering

The electronics text used in EE 304 was rewritten along with its associated problem pamphlets, study problems, and laboratory exercises. Initial design for the solid state conversion of the classroom electronics demonstrator was completed, and a prototype was constructed and tested.

A communications satellite tracking project to determine ionospheric density was started. This project is open-ended and will be carried on for several years. A surplus radar antenna was obtained and placed on top of Bartlett Hall. A newly designed quad yagi antenna was constructed by two cadets and two officers from the Department to allow acquisition of the signal from NASA synchronous satellite ATS 1.



Nuclear Engineering students measure radioactivity of nuclear fuel specimens at the Army Pulse Radiation Facility, Aberdeen Proving Ground

Department of Engineering

In all courses there was continued emphasis on providing cadets with opportunities to gain knowledge and understanding of engineering as a decision-making process. Increased effort was spent on developing an environment which encourages the application of previously learned scientific principles to the analysis, synthesis, and design of systems. Refinements in text material, improvements in audio visual aids, revision of laboratory experiments, and increased use of computer-based exercises combined to provide additional opportunities for cadets to learn through direct involvement in design projects. Classroom instruction was supplemented by field trips as appropriate.

A new elective, Helicopter Engineering, was taught in the second term. The course consists of fundamental concepts employed in helicopter design and incorporates computer techniques to facilitate the design process.

Environmental Systems Engineering, in its second year, has been restructured to be more technically intensive and more quantitative in its approach to land-use and to problems of water and air quality.

The Department again conducted refresher courses for Post personnel preparing for Professional Engineer and Engineer-in-Training certification and administered the Pennsylvania State Engineer-in-Training test to one hundred and four cadets and seven officers. The Department also sponsored the Academy's delegation to the Eastern Colleges Science Conference at Worcester Polytechnic Institute where two cadets won prizes for technical papers in their respective fields.

Department of English

In addition to normal instructional duties, the EN 402 Instructor Group edited Readings in Philosophy, Religion, Art, and Science, a 344-page volume which will become the basic text for the course. To provide a better sequence of study to cadets concentrating in literature and American Studies, the Department's English Elective Program was restructured, to include the redesignation of a number of courses. Throughout the academic year course-related lectures by distinguished artists and scholars were sponsored by the Department. Of especial note were presentations by Ayn Rand, Loren Eiseley, C. Hugh Holman, Bernard Knox, and John Houseman.

The Cadet Fine Arts Forum continued to increase in membership and scope. The 1406 members of the Forum participated in 10

active seminars, made 32 related trips, arranged five art exhibits, attended 12 major stage productions, and sponsored USMA Visiting Artist Alan Price. The West Point William Faulkner Concordance Project, which proceeds under the general editorship of Colonel Jack L. Capps, was granted \$2,000 for further research by the Faculty Development and Research Fund.



Cadets and faculty enjoy the Heritage Theatre's informal readings of Shakespeare, Sheridan and Shaw

Department of Foreign Languages

The summer exchange program with foreign military academies was continued, with exchange groups normally composed of one officer from the Department and four cadets visiting academies in Belgium, Austria, Germany, Mexico, and the Republic of China on Taiwan. Return trips to USMA were made by groups from each of those countries except the Republic of China. Groups of one or two cadets visited the military academies of 13 South American countries for a week, and a return visit to West Point was made by 26 Latin American cadets. Ten USMA cadets and an officer instructor spent three weeks in the language and area orientation program of the USA Russian Institute in Garmisch, Germany. In the spring of 1974 four French cadets from St. Cyr, accompanied by two officers, visited West Point for one week.

Captain J. C. Thompson and six cadets accompanied the Superintendent to Mexico in October 1973 on the occasion of the 150th Anniversary of the Mexican Military Academy and Captain D. S. Thornblom and four cadets represented USMA at the 100th Anniversary celebration of the Guatemalan Military Academy.

Dr. Frederick C. H. Garcia, civilian professor of Portuguese, served as president of the Luso-Brazilian Section of the Northeast Modern Language Association. Colonel James R. Ross, Associate Professor of Chinese and Russian, was elected to the Executive Board of the Chinese Language Teachers Association.

Department of History

During AY 73-74, the Department of History concentrated major teaching efforts on standard courses in American, modern European, and military history. In the military history standard course, new lessons on World War II in the Pacific and on the early war in Europe neared completion in consonance with the long-range military history course revision scheduled for completion during AY 76-77. Additionally, a monograph entitled "European Military Thinking and Doctrine, 1870-1914" was completed and will be incorporated into the core military history course.

Departmental electives were well received by cadets, more than 870 of whom were enrolled this academic year. Thirty-four cadets produced quality work in their Advanced Individual Study in History. A Black history course and a course on the history of the Far East were added as regular electives this year. The other annual elective offerings dealt with the history of U.S. Foreign relations; Russia; 20th century warfare; and revolutionary warfare. Topics in American history were concerned with the growth of modern America from 1920-1955 and with the history of Latin America while those in European history centered on the history of Western religious thought and Victorian Great Britain.



Visiting lecturer Professor Russell Weigley and History 402 cadets

The Department presented the fifth ROTC Military History Workshop during June-July 1973. Forty instructors from Army ROTC detachments across the nation underwent a rigorous five-week program of instruction in military history. Another workshop will be offered in the summer of 1974.

Department of Law

The first year of the course in Business and Procurement Law proved highly successful with the enrollment being over-subscribed, necessitating turning away of applicants.

The Department's pamphlet, Junior Officer's Handbook on Legal Aspects of Command, has brought highly favorable comments from users around the world. This booklet is being republished by the 8th Infantry Division, the Seventh Army NCO Academy and the U.S. Army Advanced NCO course. In addition, numerous smaller units have made copies of this pamphlet required reading for all officers.

Courses in Military Justice were given to all departing officers as well as all cadets participating in Army Orientation Training (AOT) during the summer. The departing officers were presented with Manuals for Courts-Martial as well as complete sets of regulations covering military justice and discipline.

In November, the Judge Advocate General of the Army, MG George S. Prugh, spoke to the law course students on the recent Geneva Conventions concerned with the law of war. In May, the Department celebrated its 100th Anniversary with a lecture by Mr. Louis Nizer who spoke on the celebrated Rosenberg case. These lectures were well received and the cadets expressed an intense interest in the topics as presented. In September of 1973, the Head of the Department attended The Judge Advocate General's World-Wide legal conference held at the JAGC School, Charlottesville, Virginia.

A prize for the highest ranked cadet in law formerly awarded by the American Bar Association is now given in honor of and has been named the Major General Clement A. Trott Memorial Award. This award, consisting of a set of books on jurisprudence, will be given annually.

STAFF JUDGE ADVOCATE

A substantial portion of the Department's total effort was expended in the accomplishment of its dual function as a major staff activity. Every 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. In this and in the other significant areas there was a sharp increase in activity.

Administrative Law

Approximately 325 written opinions were rendered involving Line of Duty Investigations, Reports of Survey, discharges, fidelity bonds, copyrights, civilian personnel grievances, boundaries, rights and duties involving the military reservations, 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 separations).

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 251 cases and 251 individuals were administratively barred from the military reservation.

Legal Assistance

There were approximately 7,200 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 Claims Acts--707 claims, \$111,190.24 paid; Carrier Recoveries--176 claims, \$21,647.12 recoveries; Third Party Liability--48 claims, \$33,071.31 recoveries.

Procurement Law

Approximately 180 actions involving research and review of construction and procurement contracts, contract appeals, and procurement award boards were processed.

Department of Mathematics

Significantly increased use was made of the Instructional Support Division facilities through the production of four television tapes designed for instructing cadets in fundamental mathematical topics. One of the objectives was the employment of television and computer graphics to display mathematical ideas in a dynamic manner that is beyond the capability of the instructor in the classroom. A second goal was to emphasize pictorially the wide range of applications of mathematical models in analyzing dynamic systems with which the cadet is familiar. The tapes were extremely well received by cadets and enhanced understanding of the concepts displayed.

The scheme for presenting linear algebra and vector calculus on alternate days, introduced in AY 72-73 for Advanced Program cadets during their Fourth Class year, proved to be successful and was continued during the second semester of AY 73-74.

MA 489, Advanced Individual Study in Mathematics, was taught for the first time during the fall semester. MA 473, the new elective course in Intermediate Probability and Statistical Applications, was offered in the spring term. The 19 cadets enrolled in the course studied several advanced statistical concepts and their applications to many "real world" type problems.

Because the Lee Saber is awarded for excellence in the core mathematics courses only, a second award has been established. This award recognizes excellence in all mathematics courses and thereby takes into account a cadet's performance in mathematics electives. The award sponsored by General Bradley is designated The General of the Army Omar N. Bradley award for Excellence in Concentrated Mathematics Studies and was presented for the first time at the Awards Convocation on 4 June 1974.

Department of Mechanics

The Department of Mechanics devoted its effort during AY 73-74 to the up-dating and refinement of its methods of teaching. Perhaps the most fruitful and certainly the most unusual accomplishment has been the expansion of its collection of audio-visual devices, known as MECHAIDS. A series of new Problem Pamphlets was also developed for all core courses in an effort to economize on the usage of paper and improve the quality of classroom problems.

The Department continued its emphasis on in-house research by completing a yearlong project that studied the Solution of

Dynamic Problems of Dynamic Loading by the Method of Self-Similar Potentials. The Department launched a new research endeavor in holography and gained an Army Research Office grant in the amount of \$6,650 to support it. The principal investigator of this project will be LTC Charles M. Radler who will build and equip a holographic laboratory to study non-destructive testing of composite materials.

A number of cadet special projects were allied with faculty research. The most impressive was entitled "The Optimal Design of Heat Transfer Components of a Rankine Cycle Silent Power Generator." It won first prize in the Engineering Category at the 1974 Eastern Colleges Science Conference.

New opportunities were developed for inter-agency cooperation between the Department of Mechanics and the Army Materials and Mechanics Research Center at Watertown, Massachusetts.

The guest speaker program was an important adjunct of the instruction and featured several prominent engineering professors as P. J. Den Hartog, Massachusetts Institute of Technology and Arthur M. Squires, City College of New York.

In the extracurricular activities of the Department, a significant accomplishment has been the development of a Soaring Group within the Cadet Aeronautics and Astronautics Club to permit interested cadets to fly gliders on weekends under supervision of Mechanics instructors.

The physical expansion within the Department has also been impressive. Rearrangement of laboratories and other facilities within Mahan Hall provide for the first time the kind of classroom, office, and laboratory space that is essential for efficient work.

Department of Physics

The major revision of the three-semester core curriculum, which introduced the dual-track concept with AY 71-72, continued its development. In the second year of the new program for Second Class physics, a new block of instruction on science and society was introduced and enthusiastically received by cadets concentrating in National Security and Publics Affairs and the Humanities.

New laboratory facilities, completed during the spring of 1973, were occupied by the Department. This required a complete reorganization and relocation of all Department equipment.

During the year, the seven new classroom-laboratory complexes were used successfully for laboratories and major demonstrations and permitted the efficient sharing of expensive items of equipment. In the new laboratories in the basement, the Department located a new x-ray machine and established a special laser lab, facilities which provide valuable additions to the advanced laboratory program.

The cooperative summer research program continued with the assignment of one officer to the Electronics Command Laboratories at Ft. Monmouth and was expanded through the sponsorship of an officer and cadet to the Harry Diamond Laboratories in Washington, D.C. The work done in physics by this cadet resulted in the publication of a paper at a laboratory symposium where it won first prize for undergraduate work. A paper on the same subject was later presented to the Eastern Colleges Science Conference at Worchester Polytechnic Institute where it won second prize in the field of Physical Science and Mathematics.

Department of Social Sciences

During AY 73-74, the Department taught four standard courses and four advanced versions of these courses, as well as four experimental offerings in political science and economics. Additionally, Social Sciences taught 19 electives in the fields of anthropology, economics, international relations, and political science.

The Twenty-Fifth Annual Student Conference on United States Affairs, hosted by the Department, began on 31 October 1973. In all, 160 students representing 100 colleges and universities participated in the four-day session of lectures, seminars, and round-table discussions which concentrated on the topic, "Building A Generation of Peace." Among the many business, government, and academic leaders who attended were Governor Nelson A. Rockefeller, who gave the Keynote Address, and Professor Zbigniew Brzezinski, Director of the Tri-Lateral Commission, who delivered the Summation Address.

This year, the Domestic Affairs Forum offered seminars on the topics "Economic Prospects: 1974" and "Corruption and the Public Trust." Distinguished guests included John E. Sheehan, Member, Board of Governors of the Federal Reserve System, and Michael F. Armstrong, former Chief Counsel of the Knapp Commission.

The Senior Conference was held 13-15 June 1974, with participants concentrating on "Educating the Professional Soldier."



LTG and Mrs. Knowlton, BG (Ret) George A. Lincoln and Cadet Muh with Governor and Mrs. Nelson Rockefeller at the Student Conference on United States Affairs

Numerous scholars and government leaders were invited, including representatives from Department of the Army and Department of Defense. Notable among the conferees were Professor Morris Janowitz of the University of Chicago and Robert Berry, Army General Counsel. Senator Barry M. Goldwater delivered the Keynote Address.

During the period 15-17 March 1974, the Debate Council hosted the District VIII Debate Tournament, attended by 18 schools from the northeastern United States. During the year, the Council participated in 25 intercollegiate tournaments and won 139 of the 250 debates on the calendar, while garnering a total of 24 trophies and awards. Notable among these were first place in the Pace Invitational Tournament and a third place finish in the New York State Forensic Association Championship.

Office of Military Leadership

As mentioned earlier under Academic Organization, the Office of Military Psychology and Leadership was redesignated the Office of Military Leadership (OML) by USMA General Orders Number 31 dated 14 February 1974. Under the reorganization, all academic courses were placed in the Academic Branch under the control of the Dean through the Director.

The mission of the Academic Branch of OML is to provide a progressive program of instruction in the Behavioral Sciences and Personnel Management with emphasis on the study of leadership. In accomplishing this mission, OML presented core courses in General Psychology to the Third Classmen and Military Leadership to the First Classmen. Elective courses, to include Managerial Psychology, Sociology, Social Psychology, American Military Institutions, Organizational Behavior, Sociology of Minorities and Individual Research, were offered. Highlights of the academic program included the acquisition of laboratory space on the 4th floor of the 1st Division and the acquisition of high quality lab equipment for conducting psychological experiments with animal and human subjects. The number of laboratory periods was increased in the Advanced General Psychology course concurrent with their introduction into the General Psychology course. The emphasis was on learning by doing. A similar emphasis took place in PL 401, Military Leadership. Practicum periods were introduced in the course for the specific purpose of applying human and organizational behavior principles to the solution of contemporary military leadership problems. While practical work has always been a part of Leadership periods of instruction, its formal inclusion in the POI clearly establishes its importance.



Brigadier General Philip R. Fier, 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;

- 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.

Army Orientation Training (AOT)

The opportunity to serve in the role of a junior officer in an active Army unit for at least four weeks during AOT

remains a key component of the cadet Leadership Development Program. A total of 867 cadets of the Classes of 1974 and 1975 participated in AOT in units in Alaska, Hawaii, Panama, USAREUR, and CONUS in 1973. Of these, 155 cadets took part in a seven-week extended AOT program in lieu of participating in the other options of airborne, flight, jungle, northern warfare, or ranger training. AOT Planning Conferences were conducted in April at West Point for all CONUS AOT project officers and in Heidelberg for all USAREUR AOT project officers to coordinate the 1974 AOT program for 48 First Classmen who attended Defense Race Relations Institute (DRRI) and flight training in 1973 and 858 Second Classmen scheduled for AOT in 1974. A practical "Leaderprep" course, tailored to provide cadets a grasp of leadership methods for dealing with situations in their AOT units, was presented to all cadets during June Week prior to their departure for summer training.

Senior Department of the Army Visitors Program

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 professional interest. The speakers were Lieutenant General James G. Kalergis, Assistant Vice Chief of Staff; Lieutenant General Edward M. Flanagan, Jr., Comptroller of the Army; Lieutenant General Bernard W. Rogers, Deputy Chief of Staff for Personnel; Lieutenant General Fred Kornet, Jr., Deputy Chief of Staff, Logistics; and Major General Harold R. Aaron, Assistant Chief of Staff for Intelligence. All of these discussions were enthusiastically received by cadets and are considered to be of special value in stimulating career motivation.

Cadet Leadership Evaluation

The Leadership Evaluation System (LES) continues to provide the best available measure of the leadership potential of each cadet and to assist in the development of that potential. LES is designed to provide accurate, usable information regarding the leadership strengths and weaknesses of each cadet. With this information, the system can accomplish its two primary functions:

The leadership development of each cadet through performance counseling and guidance sessions, and

The elimination of any cadet who, after receiving assistance over a reasonable period of time, is unable to meet the

leadership standards of the Corps of Cadets.

The evaluation of a cadet's leadership ability and his inferred leadership potential is based on multiple ratings, rankings and assessments. These include: peer ratings wherein each cadet rates and rank orders cadets of his own class and one class below him within his own company; a series of superior-subordinate ratings by cadet supervisors; ratings from the company tactical officer; assessments by instructors and officers-in-charge of sports and extracurricular activities; and performance evaluations of specific leader assignments. A number of recent changes to the system were incorporated in a new LES regulation published in October.

Counseling

The formal counseling service established in 1968 under the supervision of the Director of the Office of Military 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 service for all concerned. Tactical officers use the counseling center for backup assistance to cadets experiencing leadership difficulties, and individual cadets in increasing numbers bring to the counselors a variety of personal or institutional problems. This assistance is provided in either private or group counseling sessions, as appropriate. The number of cadets seeking consultation or assistance in dealing with individuals under their charge continues to increase. The counseling center also continues to act as coordinator for all counseling agencies in contact with cadets. To this end, monthly meetings are held to share information and observations as well as coordinate programs. All cadets resigning or separated from USMA are interviewed 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.

ROTC Workshop

OML conducted a Leadership Workshop for 54 ROTC and service school instructors during the summer of 1973. Fifty-five Army ROTC and service school instructors will attend a similar three-week program in the summer of 1974. This annual workshop has had an appreciable effect on leadership instruction throughout the officer education system.

CHARACTER DEVELOPMENT

Cadet Regulations

Cadet regulations, known as the Blue Book to cadets and graduates, have been rewritten. Compared to the previous Blue Book, the new one is greatly reduced in size and complexity. Most significant, however, is the fact that it is designed to create an atmosphere in which each cadet will have continuing and frequent opportunities to make choices and to exercise his own judgment. These increased opportunities for choice will contribute significantly to the development in each cadet of that all-important characteristic of a good Army officer -- self-discipline. The tone of the new regulation is positive, and their character is long on spirit and short on letter. The committee which drafted the new regulations drew not only on its own experience, but also incorporated recommendations of several cadet as well as officer study groups. The result is a manageable and understandable document which should have a genuinely positive influence on both the Corps and on cadet development. The new regulations were not designed to liberalize cadet life. They are more, rather than less, demanding and ultimately will create an atmosphere of growth for those qualities and attributes the Academy seeks to instill in its graduates.

Cadet Honor Code

The Honor Committee has acted to eliminate silencing as a cadet custom. This custom had come into being through the cadets' desire to maintain the highest standards of honor and integrity and to demonstrate rejection of those among them who did not meet these standards. During their annual examination of the Honor System, the Cadet Honor Committee made a particularly thorough evaluation of the custom of silencing. This assessment was related, at least in part, to the continuing, unattractive and frequently incorrect publicity relating to the silencing and subsequent experiences of a recent graduate. The custom of the silence, though rarely invoked, obviously had come to have many troublesome connotations. Of particular concern to the Committee was the fact that cadets had become increasingly aware that their motives and the custom itself were neither understood nor supported by many citizens, members of Congress, Army officers on active duty, and even a great many cadets. Moreover, it was clear that even the best of explanations would neither convince on the one hand nor develop support on the other. Thus, following its own review, the Committee informally determined the Corps-wide view on this subject, and as a result announced the elimination of the silence.

FOURTH CLASS SYSTEM

The Fourth Class System continues to be an important part of the total developmental process. It permits the socialization and equalization of cadets, identification of mal-adjusted cadets, and also provides leadership development opportunities for upperclassmen. Upperclass cadets continue to participate actively in the annual review and resulting changes in the system. A significant change this year was the modification of traditional mess hall policy for the Fourth Class following Spring Leave in an effort to improve mess hall decorum, to reduce inequities between Corps Squad and company tables, and to produce an appropriate mealtime atmosphere among all cadets.

HUMAN RELATIONS TRAINING

The Human Relations Training program was further expanded and improved during the year to provide sensitization and information in the area of racial understanding, alcohol/drug abuse and human effectiveness. Three officers and 12 cadets graduated from the Defense Race Relations Institute in July 1973 as qualified race relations seminar leaders. The entire First Class participated in 12-hour racial awareness seminars with officers, enlisted personnel and civilian employees during the academic year. The DRRI graduates and other members of the USCC Human Relations Council assisted in the improvement of the current race relations training program. Two cadets attended National Institute of Mental Health sponsored drug abuse prevention seminar leaders' courses. With other members of the USCC Alcohol and Drug Dependency Intervention Council, they assisted in the upgrading and presentation of effective alcohol/drug abuse prevention training. The First Class received an expanded block of instruction on evaluating and counseling adolescents, which was of material assistance to the First Class in their leadership roles in New Cadet Barracks and during the academic year. The new Fourth Class also received highly useful instruction by the Counseling Office during New Cadet Barracks designed to help them understand and cope with stresses and stress reactions of New Cadet Barracks.

THIRD CLASS SPONSOR PROGRAM

Last 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. In addition to this formalized program, open discussion was continually encouraged this past year between all cadets and officers assigned to West Point.

Through classroom discussions, informal counseling sessions, and social gatherings in officers' homes, cadets gain a better understanding of the Army life of career officers.

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

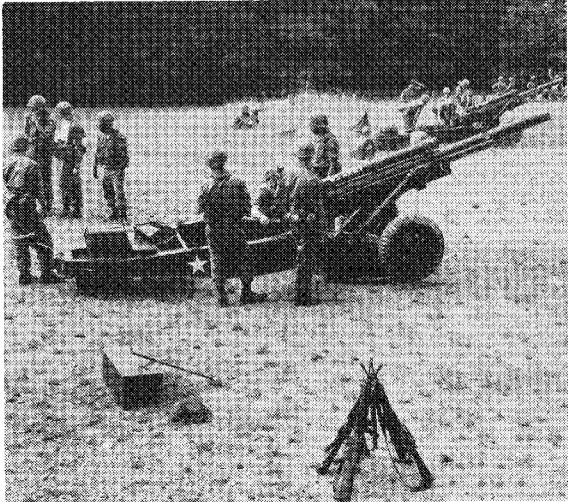
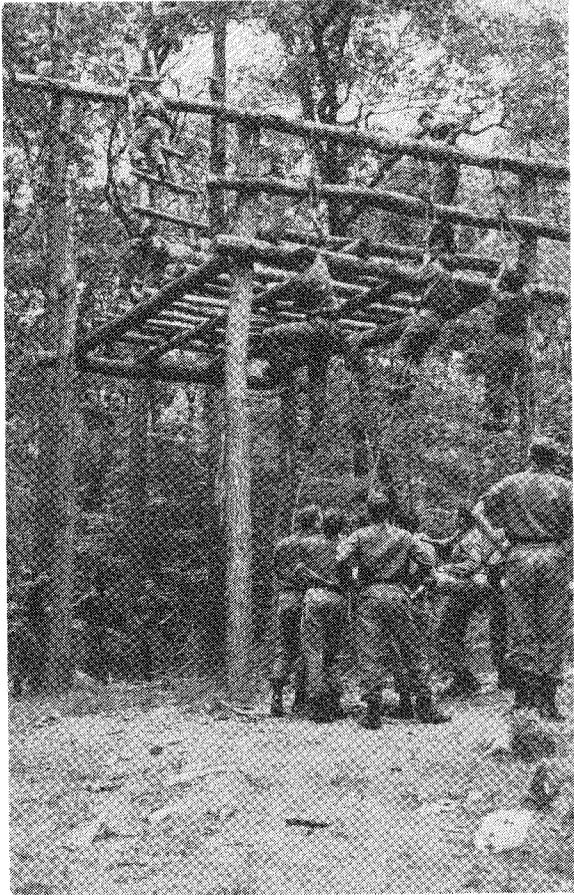
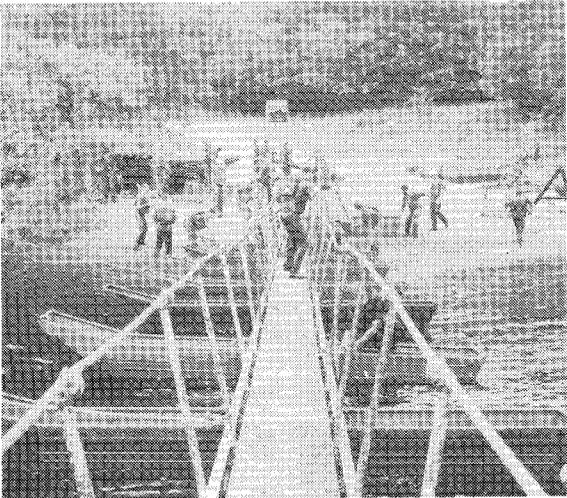
Fourth Classmen enter USMA through New Cadet Barracks where the overall training objective is to indoctrinate, orient, and train members of the incoming class so they are properly prepared to join the Corps at the beginning of the academic year. An important concomitant mission is to further the leadership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

The Class of 1977 entered on 2 July 1973 with a strength of 1,376. Separations during New Cadet Barracks for all reasons amounted to 164, or 11.91 percent of the incoming class.

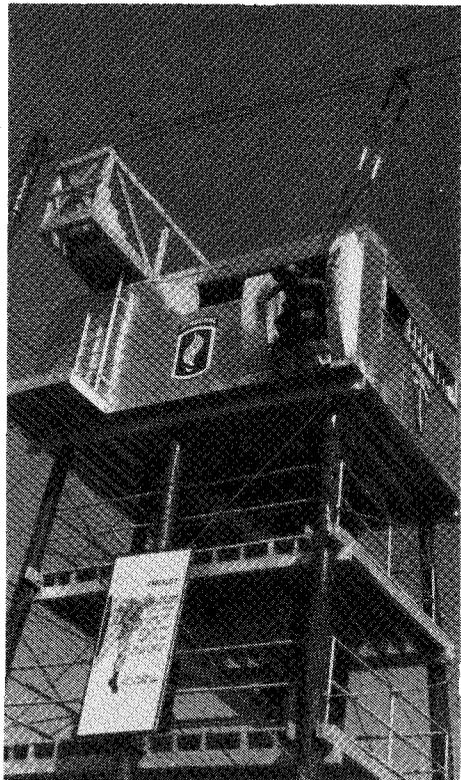
While the primary purpose of New Cadet Barracks embraces subjects which focus upon the unique duties and responsibilities of the USMA cadet, the trend toward tactical field training in basic military skills continues. Positive leadership techniques in motivating and training the new cadets were strongly stressed. In addition, physical training was increased by 50% through emphasizing a stringent program of running and exercise.

The tactical training program can be generally categorized as basic individual training. New Cadets received training in battle drill, squad tactics, marches and field craft, as well as qualification firing with the M16 rifle. 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.

THIRD CLASS SUMMER



SECOND CLASS SUMMER



New Cadet Barracks culminated in the traditional bivouac at Lake Frederick and foot march to West Point. This year the hike was extended to cover 3½ more days incorporating more field training and an opportunity for relaxation before the beginning of the academic year. The New Cadets missed the first 1½ days of Reorganization Week which allowed the upperclass to organize themselves separately, thus minimizing the confusion experienced in past Reorganization Weeks. The esprit, cooperation, and enthusiasm exhibited by the Class of 1977 during the bivouac and hike attest to the overall success of the program.

By the end of the summer, the Class of 1977 selected as its class motto "Esprit de Corps."

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 by 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 1973, 45 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 also completed 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; day and night attack problems; day and night defense problems; 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 Examinations and practical work in conducting physical training.

Second Class Summer (Class of 1975)

During the summer of 1973, the Class of 1975 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-three attended the Airborne course at Fort Benning, Georgia. In June 1974, 45 more cadets (Class of 1975) enrolled in Airborne, bringing the total to 498 cadets who have participated in this summer option. The graduation rate for last summer's class of 1975 at the Airborne Course was 97.1 percent. After presentation of jump wings, these cadets traveled to army posts in the United States and Europe for four weeks of Army Orientation Training (AOT). Flight and Ranger training kept cadets occupied with 32 cadets earning Ranger Tabs, and 52 cadets earning an FAA Rotary Wing private license. Jungle Warfare training was an interesting summer for 73 cadets. One hundred eight cadets traveled to Alaska to participate in Northern Warfare training and AOT Alaska and 6th Army Area. The remaining members of the class either went to Extended AOT or were selected for detail for New Cadet Barracks and Camp Buckner.

Summer Leave Programs (Class of 1975)

During this past summer, members of the Class of 1975 participated in foreign exchange programs with the Military Academies of Austria, Belgium, Germany, Japan, Mexico, and with thirteen Latin American countries.

Ten cadets participated in Ghana and Nigeria on Crossroads Africa, a program dedicated to building mutual understanding and friendship between the peoples of Africa and the United States.

In addition, three cadets served as summer interns with either the Office of Economic Analysis, Department of Interior or Supreme Headquarters Allied Powers Europe.

Two other cadets conducted advance research projects under the sponsorship of the Harry Diamond Laboratories and Fort Monmouth.

During August 1974, 38 members of the class volunteered and were assigned as tactical and training officers for the New York Army National Guard Officers Candidate School at Camp Smith.

Class of 1976

During June 1974, cadets (Class of 1976) participated in Airborne training with 495 cadets entering the course with 94 per cent earning jump wings. Thirty-six cadets enrolled in Ranger School, and 52 cadets are participating in Flight training.

SANDHURST TROPHY

The Sandhurst Trophy is presented annually to the regiment attaining the highest score in these unit-oriented activities: Corps squad participation; Intramurals; Physical Fitness; Fall and Spring Ceremonies; Cadet Brigade Commander's Evaluation. The trophy, an encased sword, is a replica of the sword presented at Sandhurst to the best cadet in the graduating class. This year the Sandhurst Trophy was presented to the Fourth Regiment, USCC.

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 basic skills in preparation for subsequent summer training. The curriculum for the graduating cadet is planned to prepare him for active duty. Guest lecturers for the past academic year are listed in Appendix J.

Fourth Class

Fourth Class military instruction began with a revised 17-hour subcourse in the military heritage and traditions of the United States Army. This subcourse was followed by a map reading subcourse of 13 hours. Plebe year instruction culminated in 25-hour course, Small Unit Tactics 1, covering the principles and procedures employed in the conduct of military operations at the squad and platoon level, providing a foundation for the training at Camp Buckner and the following summer.

Third Class

Military science instruction for the Third Class consisted of a 27-hour course, Small Unit Tactics II, which is designed to teach the cadet the fundamentals and principles of combat operations using as a vehicle the mechanized infantry company.

Second Class

Second Classmen received instruction in a one-semester course of 27 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 curriculum was a 24-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-sized counter-guerilla operations.

PHYSICAL EDUCATION

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

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

Instructional Program

The physical training program conducted during New Cadet Barracks 1973 stressed the development of all components

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 PROGRAM	<p>SUMMER-48 HOURS Diagnostic Testing Conditioning Mass Athletics Posture <u>Obstacle Course (Outdoor)</u></p> <p>70 HOURS Swimming - Boxing Gymnastics - Wrestling Golf - Tennis Foundations of Physical Education</p> <p>ADVANCED: Handball Squash SCUBA</p>	<p>SUMMER - 28 HOURS Military Physical Training</p> <p>PERSONAL CONDITIONING 25 Hours Outdoor : Tennis - SCUBA - Skiing - Golf Indoor : Volleyball - Aerobics - Badminton - Handball - Squash - Paddleball WSI - Senior Life Saving - Unarmed Combat</p>	<p>SUMMER - Airborne - Training</p> <p>SUMMER - DETAIL TRAINING NCB 8 hrs. Camp Buckner 6 hrs.</p>
ATHLETIC PARTICIPATION	<p>PARTICIPATE</p> <p>FALL - 20 ATTENDANCES Flickerball Soccer Track Football Triathlon</p> <p>WINTER - 18 ATTENDANCES Basketball Boxing Squash Wrestling Volleyball Handball Swimming</p> <p>SPRING - 11 ATTENDANCES Team Handball Cross Country Lacrosse Water Polo Touch Football</p>	<p>PARTICIPATE</p> <p>ASST COACH OFFICIAL</p>	<p>ATHLETIC DIRECTOR COACH - OFFICIAL SUPERVISOR</p>
SPECIALIZED INSTRUCTION	<p>Special Swimming Posture Clinic Corrective Exercise Guidance Program Weight Control Additional Instruction Reconditioning Voluntary Conditioning</p>		
EXAMINATIONS	<p>Physical Ability Test 1 Obstacle Course Physical Ability Test 2</p> <p>Army Physical Fitness Eval. Physical Ability Test 1 Obstacle Course Physical Ability Test 2 Airborne Physical Fitness Test</p>	<p>Physical Fitness Test Army Physical Fitness Eval. 2 Mile Run</p>	<p>Army Physical Fitness Evaluation Test 1 Army Physical Fitness Evaluation Test 2</p>

of physical fitness, with special emphasis on cardiovascular endurance and running. After a progressive conditioning program, the New Cadets were running three miles in 25 minutes. During the academic year, the Fourth Classmen attended three physical education classes per week.

The standard Fourth Class courses (Boxing, Gymnastics, Swimming and Wrestling) were scheduled in blocks of 20 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 semester to better develop their strength and coordination. Fourth Classmen who exhibited a superior level of performance in the standard courses after 12 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 543 Fourth Classmen validated one or more of the standard courses in AY 73-74. During the Fifth Round of Instruction, golf, tennis, squash, and handball were scheduled for the Fourth Class. These sports orientation courses were scheduled for 10 attendances each for all those 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 10 attendances in lieu of sports orientation.



The upperclass program of instruction was conducted during seven instrumental 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. The two-mile run was the standard endurance item administered to all classes.

Specialized Instruction

The Special Physical Education Section provided individual assistance and instruction for cadets in the area 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.

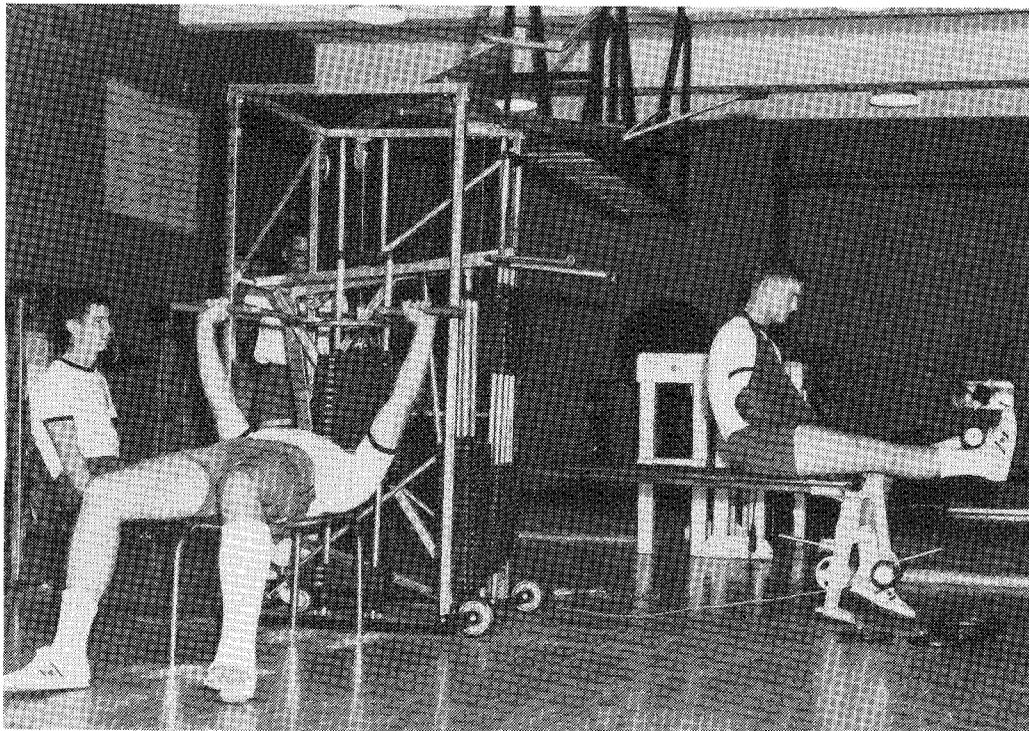
The OPE Training Room administered to over 3,800 cases of first aid, protective taping, therapy, corrective exercise, and consultations. The injury versus exposure rate was reduced slightly during the year and remains favorably low compared to national norms. All cadets not physically able to perform because of injury or recent hospitalization reported to a special reconditioning program and after 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, 4,651 reconditioning visits were conducted.

The injury prevention program has received much favorable national publicity. Five presentations describing the

program were made at national and regional professional conventions during the year.

All cadets were weighed every two months during the year. Cadets whose weights exceeded normal parameters were identified, interviewed, and tested with skin calipers. Overweight cadets were given an opportunity to lose weight voluntarily. A group of 22 cadets, who did not respond to the voluntary program, was 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. This program, designed to improve strength and endurance, included 157 cadets. All Third and Fourth Classmen who were unable to perform seven pullups were placed on a special program to improve upper body strength during the spring intramural season. The third floor wrestling room was transformed into a strength development room during the year. Five pieces of Nautilus equipment and three new Universal machines were purchased to equip the much-needed new facility. Careful scheduling of Corps Squad athletics and remedial programs produced maximum use during afternoon, evening and weekend periods. To augment the program, 10 additional Universal machines have been purchased and will be located in the cadet barracks area.



Intramural Athletics

Each cadet who did not participate directly in an inter-collegiate sport or a competitive club squad was required to participate in the intramural athletic program during the fall and winter. The spring season remained 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 17 and 19 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 14 regular spring attendances with some additional activities held at odd times such as Sundays and evening hours.

USMA was represented at the New York Golden Gloves Tournament for the first time. The two cadets who entered both reached the finals and Cadet Jerry Johnson went on to win the championship in his weight class. The entrance of these two cadets in this competition generated a great deal of very favorable publicity for them and for the Corps of Cadets.



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 a new sports skill, a review of each standard course, participation in numerous professional seminars and conferences, and attendance at civilian institutions to complete advanced degree requirements.

CADET ACTIVITIES

General

The Cadet Extracurricular Activities Program administered by the Cadet Activities Division provides intellectual, physical, and cultural activities for each cadet as well as outlets for participation in intercollegiate athletics not in the Corps Squad area. Cadet participation in this program increased significantly during Academic Year 1973-1974 with 10,947 active cadet memberships recorded in 74 activities and 7,471 cadets participating in 448 trips. Last year the membership was 10,503 and 6,027 cadets participated in 399 trips. The Cadet Volleyball Club/Team was dropped from Corps Squad status and returned as an extracurricular activity in our competitive athletic group. The Triathlon Club added a Marathon Team, the Cycling Club added a Cycling Team to their activities, and the Dialectic Society organized an Acting Troupe. In the fall of 1974, the Cadet Rocket Society will become a part of the Cadet Engineering Forum. 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 74, the Cadet Activities Fund received \$31,203 from the West Point Fund. This grant was distributed to individual club activities with major support provided to the Skeet and Trap Club, Glee Club, Riding Club, Sport Parachute Club, and Volleyball 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

Eisenhower Hall was officially opened on 30 May 1974 and was used for the Graduation Hop during June Week. The auditorium of the building will be ready for use beginning in the fall. All of the club rooms and photographic dark rooms in Building 720 were repainted and improved wiring installed. New furnishings were added to Grant Hall.

ATHLETIC PROGRAM

INTERCOLLEGIATE ATHLETICS

Purpose

The Office of the Director of Intercollegiate Athletics, a self-supporting organization which was established in 1892 as an outgrowth of earlier promotional efforts in support of intercollegiate athletics at the U.S. Military Academy, administers the overall athletic program for the Superintendent under the supervision and guidance of the Director of Intercollegiate Athletics. That administration includes scheduling of 20 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, 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 20-sport program. Because of the variety of intercollegiate sports available, a cadet has an excellent opportunity to compete on that level. The athletic program here at the Academy thus 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 which is so vital to the future success of Army officers.

Participation

Over one-third of the Corps of Cadets participated in the intercollegiate athletic program which includes 39 squads in 20 different sports. On a varsity level alone in 1973-74, Army teams competed in 262 athletic contests, winning 135 times for a winning percentage of .425. It must be noted that the primary purpose of the Academy is to train young men to become career officers in the U.S. Army; thus,

athletes participating in corps squad sports are considered cadets first, regardless of their respective talent in a particular sport. It is the cadet-athlete who must give up the little free time he may have 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.

The Staff

The effectiveness and success of the intercollegiate athletic program is directly related to the skill, knowledge and professionalism of the athletic coaching staff. In this respect, Colonel Jack Schuder, Director of Intercollegiate Athletics at USMA, is surrounded by one of the most respected coaching staffs in the country. Many West Point coaches hold high national positions among their peers, while others serve on governing boards of coaching associations, ruling bodies or other athletic organizations.

John Geraci, Army fencing coach, has been selected head coach of the 1974 U.S. World Fencing Team which will be competing in the World Fencing Championships in Grenoble, France. Coach Geraci also is a member of the U.S. Fencing Masters Team which will be competing in Karlsruhe, Germany, later in the summer.

LeRoy Alitz, Army wrestling coach, is chairman of the National Collegiate Athletic Association Wrestling Rules Committee. He is also a past president of the NCAA Wrestling Coach Association. In addition, he was inducted into the Helms Foundation Amateur Wrestling Hall of Fame in 1972.

Howard Brosseau, Army ski coach, was selected "Coach of the Year" in Division II West of the Eastern College Athletic Conference this past winter, the first time the division has honored its member coaches. He is also a member of the Board of Executives of the Intercollegiate Ski Association and a member of the E.I.S.A. Sanctions Committee.

Ron Holmberg, Army tennis and squash coach, is currently president of the Eastern Intercollegiate Tennis Coach Association. He is also on the Advisory Board of Tennis magazine.

Carleton Crowell, Army track and cross country coach, is past president of the IC4A Track Coach Association, the Heptagonal Track Coach Association and the National Track Coaches Association.

Jack Riley, Army hockey coach, passed a coaching milestone during the 1973-74 season as his Army squad presented him with his 300th victory as a coach, all of them here at West Point. He is one of only a handful of college coaches who have won 300 or more college hockey games. Coach Riley, beginning his 25th year at West Point, guided the United States Olympic hockey team to the gold medal in the 1960 Olympics, the only Olympic Gold Medal the U.S. has ever won in hockey.

Eric Tipton, Army's veteran baseball and lightweight football coach, is a member of the National Football Hall of Fame. He was an All-American at Duke University and was considered one of the finest punters in college football. Coach Tipton has guided Army 150-pound football teams to 11 Eastern championships in the last 17 years.

Jack Ryan, Army's swimming coach, is a member of the Executive Board of the Swimming Hall of Fame. He also was presented a 25-year award for outstanding service to the sport of swimming in 1973.

Several new coaches have been added to the West Point staff.

Homer Smith, a former assistant coach at the University of California at Los Angeles (UCLA), was named Army's 27th head football coach in January. A graduate of Princeton (1954), Coach Smith played three years of varsity football for the Tigers as a fullback, earning all-East and all-Ivy recognition in 1952 and 1953. He also lettered three years in track. As an assistant coach under Pepper Rodgers at UCLA, Coach Smith played a major role in the installation of the Bruins' Wishbone-T attack which saw UCLA lead the nation in rushing during the second year of its inception in 1973.

The new Army head coach has seen head coaching responsibility at Davidson and the University of the Pacific. While at Davidson he led his football squad to its first Southern Conference championship in 1969.

Coach Smith has selected a new staff of assistants, with one exception, to help improve Army's football picture. Bruce Tarbox, offensive line coach, was the lone holdover from coach Tom Cahill's staff. He will have the same responsibility under Coach Smith. Newcomers to the football staff include John Stiegman, defensive coordinator; Frank Gansz, offensive coordinator; Troy Winslow, defensive backfield; John Wade, offensive line; Dick Bowman, defensive line and kicking coordinator; and Mike Mikolayunas, receivers.

Coach Tarbox, a graduate of Syracuse, played professional football for four years with the New York Giants, Los Angeles Rams and New York Jets. He began his collegiate coaching at Princeton in 1969 as an assistant freshman coach. He joined the West Point staff in 1973.

Coach Stiegman, a Williams College graduate, has seen head coaching assignments at Rutgers and the University of Pennsylvania. He comes to West Point from Iowa Wesleyan where he was head football coach and athletic director.

Coach Gansz is a Naval Academy graduate (1961) and comes to West Point from Oklahoma State where he was Recruiting Director and Assistant Athletic Director. He has also served as an assistant coach at Air Force and Navy.

Coach Winslow, a graduate of the University of Southern California, was an assistant coach at Guilford College for one year. He was a high school football coach for three years before accepting the opportunity to coach at West Point. Coach Winslow quarterbacked the Trojans in the Rose Bowl in 1967.

Coach Wade, a small college all-American while at South Carolina State, was an assistant at Davidson College and North Carolina State before coming to West Point.

Coach Mikolayunas, an All-Southern Conference receiver from Davidson College with professional playing and high school coaching experience, will be responsible for the receivers.

Spectator Participation

Army athletic teams continue to attract large crowds, whether they are playing at home or away. The Army football team, despite a disappointing 1973 season, nonetheless averaged just under 40,000 for home football games. The Cadets also attracted 58,000 at Penn State, 50,000 at Georgia Tech and just under 42,000 at Air Force.

A Resume

Army varsity teams posted another winning record during the 1973-74 season. In 262 encounters the Cadets were victorious 135 times, lost 122 times and played to a tie on five occasions. These results account for a winning percentage of .525.

One Army team went through the entire schedule unscathed. Coach Eric Tipton's lightweight football team won all six of its games enroute to the Eastern Intercollegiate Lightweight Football championship. The Cadets have won or shared the Eastern title for the past four years and 11 out of the last 17 years.

Overall, a total of 12 Army teams finished the season at .500 or better, but seven others were on the losing side of the ledger.

In addition to the lightweight football team's successfully defending its title in 1973, five players were named to the all-League team. Halfback Tom Weber, guard Joe Bonnet, defensive tackle Chuck Cobb, defensive end Vic Pasini and line-backer Jay Gruskowski all were selected to the all-League squad.

The pistol team finished second with an 11-1 record, a percentage of .917. The lone defeat came at the hands of Air Force. Two Army shooters received first team all-America recognition by the National Rifle Association. Bob Muh was named to the first team for the second year in succession while Steve Banks made the first team after completing his first year of varsity competition. Team captain Charlie Gleichenhaus received honorable mention.

Coach Al O'Neill's rifle team won eight of nine meets for an .889 percentage, in addition to finishing first in the Sectionals. Team captain Gary Stinnett was a second team all-America selection by the National Rifle Association. He also equaled an Academy record with a 573. Stinnett holds or shares four Academy rifle records. Both the pistol and rifle teams defeated arch-rival Navy and the Royal Military College, Kingston, Ontario, Canada during the winter season.

For the 21st consecutive year, coach Joe Palone guided Army's soccer team to a winning season. The 1973 Cadet squad finished with a 9-2-3 record and earned a bid to the NCAA playoffs. One of Army's two losses came at the hands of Navy by a 2-0 margin. The other was a 2-1 setback against Oneonta State in triple overtime in the NCAA playoffs. The Cadets shut out Brown 2-0 during the regular season, a team which went on to gain the national semi-finals. Chip Ciupak, Army's team captain, led the squad in scoring for the third consecutive year with nine goals and five assists. Randy Nelson was second in scoring with eight goals and two assists. Goalie Bert Wells closed out his career in excellent fashion. He allowed just 10 goals in 1973 while making 143 saves. He was credited with 12 shutouts during three years of varsity play. Ciupak finished his career with 34 goals and 20 assists.

After three straight losing seasons Army's hockey team turned things around in dramatic fashion. Coach Jack Riley's skaters won 20 games, lost just seven and tied one. The 20 wins equaled an Academy hockey record for victories in a season. The Cadets also received a berth in the Eastern

College Athletic Conference Division II hockey tournament at the conclusion of the season. Team captain George Clark led the squad in scoring for the second year in succession with 47 goals and 31 assists. It was the second best single season effort in history. Clark also was named to the College Division East all-America team, the first hockey player under Coach Riley to be so honored. Dave Rost, George Christophersen and Tom Garver, all plebes, played major roles in helping Army post its first winning mark in four years. Rost, a center, was second in scoring with 23 goals and 44 assists.

Christophersen, a defenseman, had nine goals and 30 assists, one assist short of the Army record for defensemen. Garver, a goalie, started in every game despite limited experience. He was credited with 770 saves and put together a goals-against average of 4.02.

Army's fencing team, under John Geraci, won 10 and lost four during the winter. The Cadets highlighted the season by trouncing Navy 18-9, marking the first time since World War II that the Cadets had defeated the Middies two straight years in fencing. Team captain Ed Polom finished with a 31-6 mark in foil during the regular season, one of the best records in history. In three years of fencing Polom compiled a record of 74 victories and 35 defeats.

Although considered a rebuilding year, Army's cross country team nonetheless finished with a 7-4 record, the 10th straight winning season. Coach Carl Crowell's harriers were sparked by the performance of Dennis Trujillo, a yearling. Trujillo shattered the Academy record at the West Point course, touring the rugged five-mile course in 24:32.4 in a triangular meet against Rutgers and Montclair State. The old record was 24:40, set by Les Alm in 1972.

Three other Army squads finished above the break-even mark. The golf team finished with an 8-6 record and a fourth place finish in the Eastern golf championships. Dave Rodarte (71), Bill Mather (72), Greg Stone (75), Sean Powers (75) and Bill Weber (78) combined to set an Academy mark of 371 against Fordham. The outdoor track squad was 4-3 in dual meet competition. Perhaps the best individual effort during the spring came from Al Sample. Sample won the discus championship in the Heptagonals with a toss of 164 feet 7 inches. He then came back to finish first in the discus against arch-rival Navy with an effort of 173 feet 4 inches, the best effort of his varsity career and just three feet two inches short of the Academy record. The baseball team posted its first winning season in five years by finishing with an 11-10 record. Three players were chosen to the all-East second team. Hank Evans, a

lefthander who finished with a 3-1 mark on the mound, outfielder Brent Clark and shortstop Kingsley Fink all made the second team. Evans had the best earned run average on the Army pitching staff, a 1.75. Clark batted .315 and led the team in runs batted in with 16. Fink finished with a .294 average.

The squash and indoor track squads finished at the .500 mark. Coach Ron Holmberg's squash team was 7-7 while the indoor track team finished 5-5. Once again Al Sample was the stand-out performer during the indoor track season. Competing in the 35-lb weight event, Sample finished fourth in the NCAA Indoor Track and Field Championships in Detroit. The Army indoor track captain tossed the 35 lb. weight 62 feet 11½ inches, the finest performance of his career.

Army's ski team turned in a highly respectable year, winning the Division II West championship, taking top honors in the Cornell-Cortland Invitational and finishing second in the Alfred University Ski Meet. Five skiers were selected to the Division II West all-Star team. Team captain Bob Anderson was honored on both the jumping and cross country teams in nordic competition while John Herrin made the cross country team and Mike Hodges the jumping squad. Reggie Fadden and Gary Williams were honored on the alpine event team.

Army's football, basketball, swimming, tennis, lacrosse, gymnastics and wrestling squads finished on the losing side of the ledger; however, there were some notable individual efforts.

In football quarterback Kingsley Fink broke most of Army's all-time passing records. He compiled 1,141 yards passing and four touchdowns during the 1973 season, setting two individual records, three season marks and four career standards. In three years, Fink passed for 3,079 yards, completing 257 of 588 attempts.

Ted Kanamine, a plebe, turned in one of the finest individual efforts in swimming in many years. Kanamine led the team in scoring with 130½ points and set two Academy records and four plebe standards. He established records in the 200-yard freestyle (1:44.2) and the 500-yard freestyle (4:46.38). He also was named to the Eastern Intercollegiate Swimming League Dual Meet team for his effort in the 200-yard freestyle.

Army tennis captain Jim Armstrong finished with a 10-6 mark playing in the No. 1 position during the 1974 spring season. Although not eligible to play next spring, Armstrong closes out his tennis career with 24 victories and nine defeats.

In lacrosse, team captain Tom O'Leary was named a second team all-America by the United States Intercollegiate Lacrosse Association. O'Leary made all-America all three years of his varsity career. He was a first team all-America selection as a yearling, in addition to being named the "Top Defenseman in the Country." He was a second team pick in his last two years. Teammate Rick Goodhand was an honorable mention all-America pick. He gained second team honors a year ago. Both O'Leary and Goodhand participated in the annual North-South lacrosse game and distinguished themselves. Goodhand scored two goals while O'Leary had a goal and one assist.

Vaulting specialist Dave Milidonis was the only Army performer to qualify for the individual finals in the Eastern Intercollegiate Gymnastics League championships. Milidonis finished fourth with a score of 18.225. Brandt Atkins of Penn State won the event with a score of 18.825.

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

POST ACTIVITIES

PERSONNEL AND ADMINISTRATION

Adjutant General Division

AG DATA PROCESSING BRANCH

Data processing efforts during Fiscal Year 1974 were primarily ones of improving existing systems and secondarily of implementing new systems in the areas of logistics and personnel management, while continuing to operate within a two-shift, five day per week schedule dictated by staffing and funding restrictions.

Minor improvements were made to the installation Financial Management System, the Pay and Accounts System for the US Corps of Cadets, and the Civilian Pay and Leave Accounting System. These system modifications were made at the request of the user agencies to further reduce manual effort, to provide additional management data, and to ensure more timely reporting.

The Civilian Pay and Leave Accounting System was converted from a weekly processing cycle for one-half of the civilian work force, thus standardizing the pay and leave years of all employees, producing more meaningful management data, and saving 16 hours per month of computer time which was reallocated to newly installed systems.

New ADP systems implemented during the year included:

Officer Availability and Civil School Slot Management System - designed to control and administer the evaluation, selection, and civil schooling of officer instructors prior to and during their assignment to USMA.

Cadet Store Uniform Tariff and Inventory Control System - designed to provide Cadet Sales Store management with production requirements and inventory control data.

Integrated Facilities System - designed to provide the

Directorate of Facilities Engineering with timely real property maintenance data essential to monitor the facilities maintenance effort and to establish maintenance priorities.

Automated Property Book System - using the Family Housing Property Book as a pilot account, a prototype system was designed to provide property book, hand receipt, and inventory control for ultimate application to all property book accounts at USMA.

PRINTING BRANCH

For the first time in a decade, production took a downward trend. This reduction can be attributed to local regulatory efforts and general awareness of the nationwide paper shortage. As an overall result, overtime has been reduced to a minimum with overtime usage appearing only during the First Quarter. Comparative studies on Printing Plant production for Fiscal Years 1973 and 1974 are shown below:

	<u>FY 1973</u>	<u>FY 1974</u>	<u>%INCREASE/ DECREASE</u>
Jobs Processed	5,610	5,376	- 4.2
Masters Processed	30,477	27,291	- 10.5
Units Produced	67,384,450	63,560,353	- 5.1
Operating Cost	\$431,251	\$464,681	+ 7.8

In FY 74 approximately 16 printing jobs were processed by the Regional Printing Procurement Office, totaling approximately \$49,000.

MAIL AND DISTRIBUTION BRANCH

Continuing efforts were made by the Mail and Distribution Branch to reduce the cost on postal mailing for official mail. Specifically, increased command emphasis was placed on mandatory use of cheaper third and fourth class rates for mailing printed material, catalogs, books and parcels, with a reduction in the use of air mail and other special mail services. Also, there was an increased use of cheaper certified mail rather than registered mail for mailing important items requiring proof of delivery.

MILITARY PERSONNEL BRANCH

Reenlistments

Effective 1 October 1973, Department of the Army established a reenlistment objective of one percent of a command's

assigned enlisted strength per month. The average monthly enlisted strength for USMA was 1004 for a total objective of 120 reenlistments for the FY. 140 soldiers reenlisted during FY 74 for a 116.7 percent reenlistment goal attainment rate.

Special Unit Enlistment (SUE) Option

As of 1 August 1973, USMA was added to table 5-41, AR 601-210, as a SUE unit for enlistment purposes. This option guarantees an individual's assignment to USMA subsequent to enlistment and satisfactory completion of training. During FY 74, 151 individuals selected USMA under the SUE option.

Army Emergency Relief

The Army Emergency Relief assisted 44 individuals during FY 74. An extremely successful AER/ARS drive was conducted during April and May which resulted in a contribution of \$19,771 by Post personnel. This amount exceeded the 1973 contributions by over \$7,000.

Combined Federal Campaign

The 1974 West Point-Orange Area Combined Federal Campaign (CFC) was conducted during October and November. This year's campaign was the most successful ever, netting over \$74,000 which exceeded the 1973 campaign by \$12,000. Continued acceptance of the payroll deduction plan (75% of the total contributed was by this method) and increased awareness of the objectives by the contributors were primary reasons for this year's success.

Survivor Assistance

Casualty notification and survivor assistance was rendered to the next of kin of 35 dead or missing in action, active duty, and retired servicemembers.

Personnel Services Division

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 other drug abuse. Approximately 130 biochemical tests are administered each month under the urinalysis screening program. A significant drug abuse problem at USMA has not been identified. Emphasis has been placed on coordinating, counseling and self-help resources. Counseling

and referral actions are provided through the Alcohol and Drug Control Office with close coordination with the mental hygiene clinic of the hospital. Significant strides have been made in the area of referring alcohol abusers to self-help groups.

ARMY COMMUNITY SERVICE

In FY 74 Army Community Service (ACS) extended assistance to 14,672 active duty and retired military members of their families, unaccompanied "waiting wives" and widows. An average of 50 volunteers per month (30 at West Point and 20 at Stewart Annex) contributed 4,126 volunteer hours.

Many new programs have been initiated and are extremely successful. Three sessions of English classes for foreign born wives of servicemen were completed with 33 students enrolling in the courses. A program of financial management assisted 35 families who were experiencing financial difficulty. Three hundred new families were assisted by the welcome committee which resulted in better adjustment to the West Point/Stewart Annex community. Seventeen needy families were assisted at Christmas.

Renovation of the ACS facilities at West Point and expanded services for the residents of Stewart Annex were completed. Emergency care for children of Army families was established and provided services to six families whose children were left alone during temporary family crises.

A Volunteer Orientation Training Program was conducted in October 1973.

ARMY EDUCATION CENTER

In FY 74 the Army Education Center was renovated and remodeled to provide separate rooms and space for the MOS Library, testing activities, and counseling services. Two high school GED completion courses (PREP), funded through V.A. in-service entitlement, were conducted for enlisted personnel resulting in 22 completions out of 24 enrollments. The on-post C. W. Post Graduate Program, which was started in FY 73 is progressing, and 33 members of the Staff and Faculty or their civilian dependents received their MS or MBA degrees in May 1974. Orange County Community College (OCCC) conducted 12 on-post undergraduate credit courses. The United States Armed Forces Institute (USAFI) and Project Transition were terminated on 31 May 1974. Thirty-eight personnel participated in OJT or formal training courses on and off post for

transition purposes during FY 74. In addition to receiving hundreds of study references through pinpoint distribution, the MOS Library has received consolidated study books for nine MOS's. There were 96 personnel enrolled in MOS-related courses from Army service school non-resident programs.

EQUAL EMPLOYMENT OPPORTUNITY

USMA has made significant strides in EEO over the past year (FY 74). A Federal Women's Advisory Committee has been established to work with the FWPC Coordinator. A 16-Point Program Coordinator and Advisory Committee have been appointed for the purpose of addressing the special employment problems of Spanish-surnamed personnel. The Upward Mobility Program has been revised and is now considered to be one of the most comprehensive in the Department of the Army. Still playing a vital role in the EEO program are the 20 EEO counselors who by their diligent efforts have resolved 99 complaints on an informal level with only two complaints reaching the formal stage in FY 74. Emphasis continued on improving communications with EEO officials participating in supervisor training seminars and new employee orientation.

USMA BOOKSTORE

Department of the Army approval was received to continue operation of the USMA Bookstore as a separate activity rather than transfer its operation to the Post Exchange system. Gross revenues increased from \$255,000 to approximately \$300,000, reflecting an 18% increase. New profits during the period remained approximately the same as the previous fiscal year, \$18,500, because of increased operating costs.

The Bookstore continues to provide services, books, and other merchandise necessary for career education that is not otherwise conveniently and economically available.

RACE RELATIONS/EQUAL OPPORTUNITY (RR/EO)

The RR/EO Branch completed its first academic year of Race Relations Education to improve the racial awareness of West Point personnel. In AY 73-74, 2502 officers, enlisted personnel, cadets, and civilian personnel received 12 hours of guided group discussion in race relations. By December 1973 the RR/EO Branch was staffed full time with four officers and three NCOs. Since June, nine officers and enlisted men, and 12 cadets were trained at the Defense Race Relations Institute to become discussion group leaders.

National Hispanic Heritage Week (September 1973) and National Black History Week (February 1974) included a spectrum of activities that were well received by the West Point community. To assist all race relations instructors and interested students, a reference library was established and 20 films were purchased to stimulate discussion in seminars.

West Point Elementary School

ENROLLMENT

The 1973-74 school year was begun on 4 September 1973 with an actual membership of 915 pupils. Thirteen exceptional children attended special schools. As of 12 June 1974, 119 pupils had been transferred and 82 new entrants recorded. The highest membership on any one day was 935. Cumulative enrollment for the school year was 997. On 12 June 1974, 72 eighth graders were graduated and 31 pupils in grades kindergarten through eight were retained in grade.

PROFESSIONAL STAFF

Fifty-four professional personnel serviced the school. Career professionals represented 37% of the faculty. The school profited from full-time services of a school psychologist, nurse, speech correction teacher, reading teacher, and a learning disabilities teacher. Sixteen members of the faculty were engaged in graduate study. Two teachers received Master's Degrees.

An in-service reading program was arranged for the second year in succession. Under the direction of the Director of the Center for Developmental Learning and Reading, Mount Saint Mary College, Newburgh, eight two-hour sessions were conducted in which the following topics were expanded: Classroom Testing, Motor Development, Aspects of Learning Disabilities, Individualized Instruction, Use of the Library and Individualized Instruction, Creativity, Role Playing, and Breaking the Failure Cycle.

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 in October 1973 to 587 pupils in grades three through eight.

Of those tested, 68.8 percent scored in categories Bright Normal through Genius Level, with 2% scoring in Genius Level and 0.2% Defective.

The Iowa Test of Basic Skills was administered to 587 pupils in grades three through eight in November 1973. The test includes skills testing in vocabulary, reading, language, work study and arithmetic. All grades achieved an 85th percentile or higher. Third and fourth grade students achieved a 96th percentile. The West Point Elementary School far exceeded national averages when results were compared with 160 school systems from 46 states.

The Metropolitan Readiness Test was administered to 110 kindergarten pupils in May 1974. Of those tested, 72% scored in the High Normal and Superior Categories. Thirty-six percent scored in the Superior Category.

The Youth Fitness Test established by the American Association for Health, Physical Education and Recreation designed to give a measure of physical fitness for both girls and boys in grades five through 12 was administered to 327 pupils in the fall of 1973 and 332 pupils in the spring of 1974. Official Standard Achievement Certificates were presented to 168 pupils attending the 50th through the 79th percentile on the fitness test. Twenty-eight pupils who scored at the 80th through 84th percentile were awarded Merit Emblems. Presidential Emblems, the highest awards, were presented to the 95 students who scored at or above the 85th percentile on all seven items of the test.

OTHER PUPIL SERVICES

Psychological services continued under the direction of the school psychologist. Two new instruments of measurement were introduced. Sixty-six students were evaluated by the school psychologist of which 25 were referred for special assistance by the learning disabilities teacher. The learning disabilities teacher provided special assistance to 28 students throughout the school who required rehabilitation of mild learning disabilities. Academic year 1973-74 was the first year that WPES had a learning disabilities teacher.

Thirty-five pupils received the assistance of the special reading teacher. The reading teacher worked closely with the school psychologist and the learning disabilities teacher which enhanced the quality of the special reading assistance.

In September 1973, 228 kindergarten and first grade children were screened by the speech correction teacher. Concurrently, speech classes were begun for the children who were to continue the speech program for AY 1972-73. Teacher referrals were also being accepted and tested. At midyear selected kindergarten children were retested and scheduled for speech classes. The total number of pupils being assisted by the speech correction teacher was 55. During the academic year 1974-75 special effort will be made to establish both a structured written and verbal coordination between the speech correction teacher and the homeroom teachers of the children being served.

CHANGES AND INNOVATIONS

Reduced enrollment permitted disbandment of the Open Plan Organization and return of the multi-purpose room for two of its intended functions, physical education and lunch room.

Junior High interest groups were extended to include stained glass crafting, a French Club, modern dance, nature crafts and creation, and frontier arts and crafts.

The total number of books in the two Instructional Media Centers is now in excess of 18,000. In the K-4 library program a new emphasis was given to the educational objective to teach children to produce media materials. One such highlight was a bookmark contest whereby pupil contest winners had their bookmarks reproduced and distributed to their classmates. Fourth graders enjoyed making transparencies to support their research reports. Book displays and updated bibliographies were prepared on timely topics such as Ecology, Black History, and Feminism. Special book displays for grades five through eight included Halloween Books, Newberry Award Books, Minority Peoples Books, Book Week Books, New Books, Christmas Books, Suggested Eighth Grade Reading Books, Black History Books, Books Worth Reviewing, and Earth Week Books.

In the eighth grade science program the basic 25 experiments in the area of electricity-electronics were supplemented with a unit of circuit analysis. Students explored the series parallel circuit and the interaction of components within the different circuits. A new experiment called the "Sound Level Meter" was introduced in the section on instrumentation. That experiment was designed to show another application of the d'Arsonval meter movement and its use in the area of sound pollution. The data collected by the student was used as a basis for discussion on the dangers of that form of pollution.

At the instigation of the Director of the Center for Developmental Learning and Reading, reading corners were established in the primary classrooms. Rugs, cushions, book display racks, and even an old rocking chair added to the informality of the corner. One third grade class extended the idea by weekly scheduling a child to read orally to a group of classmates.

Figure drawing from life models, fellow students, was successfully incorporated into the fourth grade art program. A series of classes that included quick-action sketches, contour drawing, and finally longer poses resulted in greater confidence in drawing the figure. When the children understood that a life-like portrait of the model was not the object, they were able to concentrate on proportion and the feeling of movement in their figure drawings. Fourth graders also showed great interest in the art of puppetry. Each class divided into groups to plan puppet plays and create needed characters and scenery. Puppet heads were modeled from paper mache and painted. Colorful felt bodies were sewn on wildly imaginative costumes. Puppet shows were followed by a student evaluation of each play.

A new seventh grade bell choir was added to three existing groups increasing the total number of student participants to 27. The choral program was greatly enhanced by additional sheet music and modern arrangements for the bell choir. Four new bells will be added in August 1974.

A new course in music appreciation was established for two eighth grade sections. The developed course content was not limited to the New York State general music curriculum. Emphasis was placed on composition. Units designed to improve rhythm discrimination assisted students to compose and perform their own three-part percussion ensemble compositions. Correlative improvement was noted in student pitch discrimination which aided in composing an original melody for the school song contest.

The plastics program was expanded to include both the seventh and eighth grades. In the wood area, turning on the lathe was introduced and made available to all seventh and eighth graders. Both spindle turning and faceplate turning were demonstrated to the students. In the ceramic area experimentation with rapid firing process was successful. The process greatly increased the number of projects that could be produced in the year. A new series of glazes, called "Crystaltone" was introduced, much to the delight of the students. Also new this year was the process of bisque staining of bisque ware.

Civilian Personnel Division

During the fourth quarter, the DCSPER Baltimore Field Office and the New York Region, Civil Service Commission, conducted a survey of Civilian Personnel Management at USMA. A very favorable report resulted from that survey.

MANAGEMENT EMPLOYEE RELATIONS

Union Contract

Negotiations with American Federation of Government Employees Local 2367 were completed. Although there was a delay of ratification by the Union membership, ratification now appears imminent.

Employee News Bulletin

Spanish-speaking employees are now able to read the Civilian Personnel Employee Bulletin in their native language. This major breakthrough is a direct result of a Spanish-speaking MER Specialists being assigned.

RECRUITING AND STAFFING

The Academy has hired its third Visiting Professor of Military History. The new professor was hired under the provisions of the Inter-governmental Personnel Act. This is the first such appointment at the Academy under this act.

SOCIAL ACTIONS PROGRAMS

During the year, USMA has participated in several special employment programs. Both mentally and physically handicapped individuals are employed here. Disadvantaged youth were employed under the Summer Employment of Youth Program as were adults and youth under the Neighborhood Youth Corps Program. FY 74 was a year of extensive cooperation between USMA and Board of Cooperative Education (BOCES). USMA is furnishing training programs, instructional material and work experience for individuals enrolled in various BOCES programs.

TRAINING AND DEVELOPMENT

USMA hosted the Northeast Region DCSPER Executive Seminar on Labor Relations in May 1974. Fifty-three Commanders, Civilian Personnel Officers and Labor Relation Executives participated.

Upward Mobility

The USMA Upward Mobility Program is well underway with over 250 employees registered, oriented, and tested. The counseling phase began in June with first priority to those in blue collar occupations. This Upward Mobility Program has been reviewed by officials from approximately 20 different installations and DCSPER, with favorable comments from all.

Post Chaplain Division

Growth and expansion in facilities and programs marked the Post Chaplain Division during the fiscal year. The new Post Chapel Center, Building 692, functioned in a dual capacity as an administrative building and religious education center. The following groups met in the new Center on a continuous basis: The Adult Bible Class, Junior Church, Mormon Sunday School, Roman Catholic High School CCD, Lutheran Catechism Classes, EM/WAC Bible Study, Protestant Women of the Chapel, Episcopal Confirmation Class, and Episcopal Lay Readers' Class. Dr. Jack Jones, first civilian Director of Musical Activities, expanded the ministry of music by assembling a high school youth choir. An active folk group also functioned throughout the year. New carpeting was placed in the Post Chapel at West Point and the outside of the Chapel was painted. The interior of the Post Chapel at Stewart Annex was also painted. The Protestant Men and Women of the Chapel organized an extensive visitation program in the late summer to all incoming personnel and these same groups sponsored in April the largest Couples' Conference ever held at West Point. During the year the Senior Christian Youth Fellowship held two retreats as did the Protestant Women of the Chapel. The Protestant Men of the Chapel held an off-post retreat in the fall. The year was climaxed with the celebration of the 30th Anniversary of the Post Chapel with the Chief of Chaplains, Chaplain (MG) Gerhardt Hyatt, as guest speaker.

Provost Marshal Division

OPERATIONS

Military Police personnel strengths declined during the first and second quarters of FY 74, requiring augmentation by the 759th Military Police Battalion, Fort Dix, New Jersey, for military police support of Army home football games. A 51-man military police force from this unit supported each of the six home games. Personnel strengths improved markedly during the second half of the fiscal year so that no further augmentations were required to support special events.

In addition to the six home football games, major events which were supported during FY 74 were Plebe Parent activities, West Point Sound and Light, 4 July Fireworks Display, Cadet leave activities, hockey and basketball games, restricted operations at the PX Gasoline Station, security of Cadet vehicles and June Week activities.

Casket bearers, color guards and firing parties were furnished for 74 on-post and 22 off-post funerals. Color guards were provided upon request of nearby communities. Three honor guards were provided for visiting civilian and military dignitaries.

Members of the Women's Army Corps were assigned and utilized as military police for the first time. A total of five military policewomen were assigned during the fiscal year.

REGISTRATION

At the end of FY 74, a total of 8433 privately-owned motor vehicles were registered. Of this number 2202 belong to officers on active duty, 728 belong to retired officers, 2250 belong to enlisted men on active duty, 1102 belong to retired enlisted men, 1630 belong to civilians and 571 are temporarily registered vehicles.

INVESTIGATION ACTIVITIES

There were 645 incidents which were investigated by CID agents or military police investigators. This represents an increase of 4% when compared with FY 73. Three crime surveys were completed, 47 physical security inspections were conducted and investigative personnel participated in 14 personal security missions. There were 1,809 requests for investigative assistance completed to include criminal records checks and assistance rendered to federal, state, and local police authorities. Stolen property valued at \$16,866 was recovered.

SAFETY

The motor vehicle accident experience of the graduating class of 1974 was quite favorable when compared with previous years. Only three cadets of this class were hospitalized as the result of Cadet P.O.V. operations, and no fatalities were recorded. One of these injuries resulted from motorcycle operations prior to receipt of Cadet autos in March of 1974.

During FY 74, military personnel including cadets sustained 32 recordable injuries, resulting in a rate of 15.78 lost-

time injuries per million man-days of exposure. This is an increase of 14 injuries over last year's total. Civilian employee injuries dropped from 20 for FY 73 to 19 for FY 74 producing a civilian injury rate of 3.36 injuries per million man-hours worked. Motor vehicle accidents accounted for 31% of the military injuries.

For the second year in a row, Army motor vehicle (AMV) accident rates have shown vast improvement. A reduction of 13 accidents over last year's total of 47 resulted in a lessened frequency rate of 8.60 accidents per million miles traveled. This is a 46% reduction in AMV accidents in two years.

Recreation Services Division

IMPROVEMENTS TO FACILITIES

Rehabilitation of Smith Rink included construction of a patrons' corridor on the west side of the building and reduction of the rink size to facilitate increased seating capacity. The surface of the rink was painted and lined to accommodate four indoor tennis courts. A new filtration system was installed in South Pool number one. A permanent-type storage building was constructed at Buffalo Soldier Field. New water and air lines were installed underground at the ski slope to improve snow making capabilities on Nose Dive and Moffett's Run. A small docking facility was installed at the Round Pond Recreation facility to accommodate an expanded boating program on the lake for canoes, rowboats, pedal boats and sailboats. The five house trailers previously located at Lake Frederick were moved to the Round Pond/Wilkens Pond area and emplaced. Eight new overnight camping sites were constructed and 10 new picnic sites were cleared, bringing the total to approximately 120 sites. A new patio was built on the west side of the Youth Center, Building 779. At Stewart Annex a new Auto Self-help Center was established in Buildings 2300 and 2302. Facilities include six bays, a paint spray booth and a lift rack.

PROGRAM IMPROVEMENTS

An extensive Recreation Services equipment loan pool was established, containing such items as camper trailers and boats with motors and trailers. These items are available for a nominal charge. Items available for use at no charge include tents, sleeping bags, lanterns, camp stoves, ice chests and picnic kits. A sports equipment issue facility was established at the West Point Cadet Gymnasium and the gymnasium at Stewart Annex for lending such personal-use

items as squash rackets, paddleballs and rackets, handballs and gloves, sweatsuits and shoes. New lounging furniture was procured for all outdoor swimming areas at West Point and Stewart Annex. Major items acquired by the Recreation Center include electric guitars; amplifiers; table games such as fussball, TV tennis and air hockey; and specialized equipment such as a sound-light show set and movie cameras.

SPECIAL PROGRAMS

A Crafts Week was held at West Point with the theme, "Ecology - Conserve and Recycle," featuring demonstrations in auto tune-up, metal casting from aluminum cans, paper making, and glass blowing. The First Annual Ski Carnival was held at Victor Constant Ski Slope with 70 competitors participating. Special programs at the Recreation Center included Circle Line Tours of New York City, twice-monthly theater trips, and other special interest programs which included a chess tournament, TRADOC pool tournament, and special parties and dances. Twenty camperships to attend the West Point Youth Camp were made available to disadvantaged boys and girls, eight through 13, from the local communities of Highland Falls, Fort Montgomery, New Windsor, and Newburgh. The Orange County Department of Social Services assisted in the selection of the youths who attended.

LOGISTICS

Communications-Electronics Division

COMMUNICATIONS SYSTEMS BRANCH

The expanded communications required to support continued construction at the Academy has resulted in numerous support programs provided commercially and from local resources. Communications support to Camp Buckner was upgraded to dial service with the completion of a 200-pair cable, thereby reducing summer augmentation personnel requirements by 50%. Common user telephone service has been further improved by system reconfiguration, installation of additional trunks to the Newburgh calling area, and Automatic Number Identification equipment which will provide accurate accounting of long distance commercial calls. The expanded need for "state of art" computer switching capability resulted in the installation of a computer access switch in Thayer Hall. This switch provides 400-line local switching with long distance computer-to-computer switching. Message and data transmission is presently handled by AUTODIN facility, Stewart Annex, and operated for 1st Region ARADCOM by USACC. Unclassified message traffic continues to be supported by the commercial refile station, Fourth Naval District, Philadelphia, PA.

AUDIO-VISUAL SYSTEMS BRANCH

Audio-Visual systems were improved during FY 74 with completion of preparations to relocate the Photographic Laboratory, the procurement of Other Procurement Army (OPA) funded automated color equipment, equipment calibration and modernization for the A-V Support Center, and an improved public address system in Michie Stadium and South Auditorium. These have aided academic instruction and cadet training. The Recording Studio has increased the speed of its tape copying capability from reel-to-reel and cassette. Training Devices has improved and changed obsolete metal and wood working machinery. Electronics Maintenance has redesignated portable public address systems with the objective of increased reliability, flexibility and fidelity to meet the wide variety of program formats. The Camp Buckner cadet call system has been improved and expanded in conjunction with the construction of a new barracks area. Graphic Aids obtained two devices for more economical methods of lettering used for displays and vugraphs permitting this section to increase its workload without personnel increases. Consistent with Academy objectives, overtime was reduced 30% because of

improved operating and scheduling methods and continuous management approval. Statistical information is contained in Appendix Q.

Family Housing Division

STONY LONESOME HOUSING

During FY 1974 final plans were developed and a contract was awarded to execute the Stony Lonesome Improvement Project. Work was begun on 10 June 1974. The project will provide improvements to include landscaping, paving, curbs, sidewalks, storage sheds, trash inclosures, dishwashers, thermopane in sliding glass doors, clothes drying racks, concrete patios, private fences, and other minor miscellaneous items. Contract award by breakout is as follows: Contract amount \$661,000; Supervision and Administration (S&A) @ 3½% \$23,135; contingency @ 1½% \$9,915; Government furnished equipment \$20,000; total cost working estimate \$714,050.

MINOR MCA PROGRAM

Department of the Army provided \$39,000 in Minor Construction Appropriations Program (MCA) funds for improvement projects within installation approval authority (under \$25,000). Projects consisted of modernization of kitchen, senior officer unit, current working estimate (CWE) \$5,000; installation of a gas heater, senior officer unit, CWE \$960; improvement to playground area, CWE \$2,640; restoration and return of two quarters to Family Housing inventory, CWE \$8,400; first phase of our playground improvement program, housing areas, CWE \$22,000.

O & M FAMILY HOUSING

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

USMA

- a. Exterior painting, 236 units, \$172,060.
- b. Reroofing 153 units, Gray Ghost & Brick Row, \$53,930.
- c. Interior painting, 222 units \$159,610.
- d. Refinish wooden floors, 53 units (includes STAX) \$20,220.

- e. Refinish sinks, 4 units, \$145.
- f. Replace linoleum floors, 83 units, \$33,655.

STAX

- a. Exterior painting, 122 units \$35,300.
- b. Interior painting, 123 units, \$49,840.
- c. Replace furnace (Qtrs 4257) \$800.
- d. Repair gas leak, \$800.

Total Family Housing O & M Funds - \$526,360.

Maintenance Division

Shop supply inventories were significantly reduced. Supply procedures were improved and buying practices scrutinized. This concentrated effort resulted in the release of an additional 300 sq ft of supply space for repair purposes, and a cost savings of \$42,000. The quality of Quarterly Maintenance Services performed on Engineer type equipment was improved by instructing maintenance personnel on repair procedures and conducting random final inspections of completed jobs. Adoption of new position standards by DA for Heavy Mobile Equipment Mechanics resulted in a one-grade reduction for 27 persons. To provide management much-needed maintenance information, an ADP system was proposed for a Maintenance Job Order Control System. When it becomes operational in FY 75, it will result in rapid preparation of maintenance reports and a lower equipment deadline rate.

Supply and Services Division

Internal management goals during FY 74 were to reduce overtime and sick leave; to seek additional means of reducing operating expenses; to provide civilian personnel with ample training and educational opportunities; to reduce manpower authorization where productivity and performance effectiveness were below acceptable standards; and to pursue a policy of management position review. All of these established goals were achieved at the conclusion of the fiscal year. The Division's efforts to curtail unnecessary employee sick leave and overtime resulted in improvements over FY 73 standards. Sick leave usage for FY 74 amounted to 28,329 hours versus 33,940 used in FY 73. Effective controls on the use of overtime helped to maintain a low

number of overtime hours. In FY 74, 1,208 hours of overtime were expended compared to 1,215½ hours used in FY 73. The Division again exceeded its annual cost reduction goal. Validated cost reduction actions totalled \$161,200 for FY 74 compared to the command-assigned goal of \$35,000. As a result of an internal manpower and position survey, 13 positions were downgraded, seven eliminated, and one position was converted from military to civilian. In addition, the need for 45 military personnel to augment the laundry and dry cleaning branch during cadet summer training was eliminated.

The dollar value of sales transactions in Clothing Sales Store increased from \$374,206 recorded in FY 73 to \$482,150 in FY 74. Gratuitous issues declined during the fiscal year. Significant cost reduction actions credited to the store were the elimination of a sewing machine operator position and the adoption of a suggestion to discontinue the maintenance of stock record cards within the store. The facility was enlarged, enabling a more efficient use of the available display area.

Self Service Supply Center sales for FY 74 were \$778,341 compared to \$759,824 recorded in FY 73. The number of appropriated fund accounts served by the Center totalled 160 at the end of FY 74. Also serviced by the Center were 33 nonappropriated fund accounts and 50 reimbursable accounts. A total of 243 accounts are now serviced by the Center, an increase of five over FY 73. In addition to West Point and Stewart Annex agencies, the Center provides logistical support to non-tenant activities such as National Guard units, National Reserve units, Army Recruiting Service, Bullion Depository and the Newburgh Urban Renewal. A survey conducted by the Manager of the Center revealed an estimated annual cost reduction saving of \$17,200 to DOD through the use of the Center by these activities. In addition, the Center has been credited with \$7,800 in validated cost reductions through better buying practices and by restricting the sale of tools.

The management goal established for the Laundry and Dry Cleaning Branch during FY 74 was to reduce operating expenses, increase productivity and reach a financial breakeven point in its operation. The United States Army Troop Support Agency in a technical visit report in 1973 recommended to the command that a review be made of the prices assessed cadets for laundry and dry cleaning services and a proposal be developed for revising these prices to a level that would enable processing costs to

be recovered. This proposal was reviewed along with other management improvement considerations. Increased laundry and dry cleaning rates became effective 1 Sep 1973. Laundry service was increased from \$6.70 to \$10.60 and dry cleaning service was raised from \$2.80 to \$3.75 per month. Local interpretation of the Government Phase IV price freeze displayed the implementation of the rate increase from 1 July to 1 September. The use of 45 military personnel to augment the laundry during the summer months was discontinued in 1974. A review of management productivity reports revealed that the plant was operating at a low performance efficiency with the additional military personnel. As a fuel economy measure, action was taken to cease operations during the Christmas holiday period and to reduce operations during the month of June 1974. The employee workload during these periods did not justify the operation of the plant on a full 40-hour week basis. The personnel staffing of the plant was also reviewed with a view toward reducing the manpower ceiling. This action was based on the installation of labor-saving equipment and the work as employed (WAE) personnel to augment the work force during abnormal workload periods. The position of Plant Superintendent was combined with a previously cancelled position of General Laundry Foreman, and five laundry and dry cleaning positions were eliminated. This industrial facility continued to institute actions toward modernization. Several new items of equipment were installed which improved internal plant production flow and reduced operating expenses. Among the management improvements in this category were the installation of four 400-pound washer-extractors, a 50-pound washer-extractor and six finishing machines. The result of these management efforts was obvious in March 1974, when the laundry realized an operating profit of \$5,840.66. This profit represented the first time the laundry reached the break-even point since before FY 65. The laundry and dry cleaning elements were credited with \$39,200 in validated cost reduction actions during FY 74. In the food service area a USMA Regulation was published and another developed to improve food service support on the installation.

The position of Cemetery Sexton in the Post Cemetery was eliminated. The duties of this position were combined with the duties of the Cemetery Grounds Maintenance Worker Foreman, Directorate of Facilities Engineering, USMA.

The Property Control Branch processed requests for furnishings and equipment for Eisenhower Hall to the Purchase and Contract Division during FY 74. A total of 139 line items were

submitted for procurement with a material value of approximately \$465,000. Equipment and supplies required to support the FY 74 summer training program were also obtained by the branch. These transactions totalled \$3 million and represented a decrease of \$1.5 million as compared to FY 73 monetary requirements. This financial decrease was attributed to reduced requirements for tactical vehicles, weapons, ammunition, and the use of organic construction equipment.

A total of 78 line items of material valued at \$198,606.13 was obtained from government excesses and Defense Industrial Plant and Equipment Center resources in place of new procurement. The Property Control Branch was assigned the responsibility for monitoring ground fuel consumption to determine if USMA activities were adhering to DA policy to reduce consumption of ground fuels to the absolute minimum level commensurate with operational necessities. The DA-established FY 74 fuel reduction goals are based on FY 73 consumption experience. A 10% reduction in fuel consumption was in effect from 5 July 1973 to 8 November 1973, a 20% reduction was in effect from 8 November 1973 to 31 December 1973 and a 15% reduction was in effect from 1 January 1974 to 30 June 1974. During the 3rd Quarter FY 74, USMA achieved a 24.5% reduction in ground fuel consumption as opposed to a 15% goal. Consumption of ground fuels during FY 74 totalled 615,479 gallons compared to the FY 74 goal of 605,320.

The branch published USMA Regulation 75-1, which relates to issue, turn-in, and accountability procedures for ammunition. This regulation was revised to include procedures to account for expended ammunition. This control will enable USMA to detect at an early stage the misappropriation of ammunition supply items and will assist responsible range officers in maintaining better control over ammunition.

An aluminum recycling program was started 13 April 1974. 1,678 pounds of aluminum were recovered during the first scheduled visit of the recycling unit. Of this quantity, 1,023 pounds were turned in by individuals and 655 pounds were recovered by the Boy Scouts. The central theme of this program is the recovery of our natural resources, conservation of energy and the elimination of solid waste material in our sanitary landfill. The recycling unit personnel pay 15¢ per pound for all aluminum beverage cans and clean household aluminum scrap delivered to the mobile unit. The program is open to all individuals and organizations, military and civilian, without restriction. A total of 5,442 pounds of aluminum was collected through FY 74.

The Property Control Branch is also developing an installation program for the recovery of recyclable trash and waste material. This program will feature the recovery of cardboard and quality paper products. The material will then be processed through Property Disposal channels with the proceeds of the sale in excess of the disposal sales expense being returned to West Point. This plan is awaiting final approval of a contract initiated by the Defense Property Disposal Officer at the Military Ocean Terminal in Bayonne, New Jersey, to pick up recyclable trash and waste material at a central point on the installation.

The branch was also assigned the responsibility for determining the accuracy and efficiency of storage space utilization and occupancy. The object of this task is to review the current storage space and utilization and occupancy report with the intent of validating actual requirements for additional storage space construction.

During August 1973, the Property Control Branch relocated from Building 801 to Building 667-A with a minimum loss of productivity. The branch submitted \$19,200 in validated cost reduction actions as a result of position management review, retention of summer training equipment and reuse of shipping containers.

Commissary net retain and issue sales were \$9,908,546 in FY 74, a 15.1% increase over comparable sales and issues in FY 73. However, when adjusted by the US Bureau of Labor Statistics Wholesale Processed Food Index, FY 74 sales showed an actual decline, although the annual patronage count remained relatively stable and the number of line item transactions increased sharply. The number of monthly customer actions also correlated with the fluctuations in the availability of petroleum products at the Post Exchange. The commissary, in cooperation with suppliers, afforded patrons the opportunity to participate in several promotional sales. Vendor sales promotions of this nature included a \$50 certificate, an AM/FM radio, a portable bar, a free turkey, two water piks, and numerous cents-off coupons. Three customers were declared winners in the COMSWEEPS 73 contest and were awarded \$25 each. Because of supply shortages and abnormal market conditions, a meat purchase limitation policy was implemented on 26 July 1973. This limitation was required to control the sale of beef, which was being withheld from the market, and other meat items which would have eventually borne the brunt of the beef shortage. As beef became more readily available, the limitations were first eased, then completely removed on 30 August 1973. In con-

junction with the Academy's recycling program, the commissary implemented procedures to salvage recyclable paper and cardboard for resale. A weights and measures program was initiated with the assistance of the Orange County Bureau of Weights and Measures. This program requires the daily checking and balancing of scales, semi-annual unannounced inspections by county officials, and sealing of measuring and weighing devices.

Several improvements in the operation of the retail stores and in the service provided to the West Point community were adopted in FY 74. Continued emphasis was placed on the replacement of outmoded and aged equipment. During FY 74, a pallet truck, a sanitary washing machine, two automatic computer scales, five cash registers, and two refrigerated display cases were purchased. Tours of duty and positions continued to be evaluated to utilize personnel more effectively in support of operations and to provide maximum patrol service. Cost reduction actions were validated for \$2600 through the position management review. A cost reduction action for \$47,000, based on an increase in productivity, was also submitted for approval.

Transportation Division

MOTOR POOL BRANCH

Operations

<u>Performance Factors, USMA</u>	FY 73	FY 74
Total Miles Operated	2,855,660	2,179,456
Miles by Assigned Drivers	1,065,388	675,623
Average Number of Vehicles Operated	362	372
Vehicle Idle Days	28,138	33,761
House of Operation	845,000	840,220
 <u>Performance Factors, Stewart Field</u>		
Total Miles Operated	525,813	417,298
Miles by Assigned Drivers	111,936	82,118
Average Number of Vehicles Operated	71	60
Vehicle Idle Days	3,200	3,687
Hours of Operation	181,422	157,745
 <u>Cost Per Mile Factors</u>		
Cost Per Mile-Operations	\$.0790	\$.1103
Cost Per Mile-Maintenance	.0447	.1155
Total Cost Per Mile	.1237	.2258

The 73.2% increase in cost per mile for the entire AUV fleet is attributed to the following:

a. Cost of Fuel

	<u>FY 73</u>	<u>FY 74</u>	<u>% Increase</u>
MOGAS	.1713	.3569	106
Diesel	.1671	.2789	66

b. Pay increases for both military and civilian personnel.

c. Cost increases for tires, tubes, batteries and repair work by local repair shops.

d. Warranty repair work has all but expired on most vehicles. Decrease in performance factors relative to FY 73 are attributed to the following:

(1) Overall command reduction of fuel consumption, i.e., less 16% MOGAS and less 15% diesel for motor vehicles.

(2) Increased use of post shuttle bus service.

c. Reduction of trips for quasi-official and unofficial support.

Vehicle Fleet

During FY 74 a survey was conducted which resulted in a reduction of the number of passenger-type vehicles and a slight increase in truck-type vehicles. This, combined with substitutions of appropriate administrative use vehicles for tactical vehicles, has culminated in a subsequent change to the USMA authorization which was forwarded to DA and is pending approval.

	<u>FY 73</u>	<u>FY 74</u>
Vehicles Authorized USMA	404	405
Vehicles Authorized STAX	70	57
	<u>474</u>	<u>462</u>

Vehicles on Hand 30 June

USMA	350	377
Stewart Annex	70	59
	<u>420</u>	<u>436</u>

WATERCRAFT BRANCH

Operating expenses for FY 74 were \$21,028 compared to that of \$22,744 in FY 73. Watercraft are operating with a staff

of two warrant officers and six enlisted men, augmented by four seasonal civilian personnel. Utilization hours for FY 74 were 1,239 compared to 1,018 during FY 73. Much-needed repairs to the dock have been effected.

TRAFFIC AND ADMINISTRATION BRANCH

Implementation of a new system for shipment of graduating cadets' baggage resulted in considerable improvement over the method used in past decades. A new procedure was implemented in processing shipments of more than 800 graduating cadets. Direct pickup of parcel post cartons, commercial on-site packing of fragile items, and direct pickup by for-hire carriers resulted in shipments being sent from West Point three to four weeks sooner than in FY 73. In addition to quicker receipt and valid cost savings, the resulting fewer handlings are expected to reduce significantly loss and damage claims and tracing actions. For the second year, the use of parcel post for shipments of cadet AOT baggage has resulted in considerable dollar savings to the government and improved service to the cadets. The volume of household goods shipped during FY 74 has increased, as nearly 150 additional families from Stewart Annex have required moves due to the phase-out of ARADCOM. Also contributing to the increase is the allowance by DA for military members in grade E-4 to ship their full allowance of household goods after two years service, contrasted with four years service previously.

Treasurer, USMA

The Accounting and Disbursing Branch received and distributed to Cadet Accounts a total of \$13,764,816.66 during FY 74. The cadets received a pay raise from \$283.05 to \$300.45 a month on 1 October 1973. For the three upper classes all of the net (13.58) increase was allotted to each cadet's personal checking account. For the Plebes, the majority of the raise (8.58) went to their Cadet 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 Accounts. The Treasurer's investment program netted \$250,184.82, which was pro-rated to the cadets in their April statements based on the amount on deposit in each individual's Cadet Account.

The Cadet Store continued to accomplish its various support missions for the Corps of Cadets in an exemplary fashion despite various market shortages combined with considerable inflation. Substitute raw materials and finished goods were adopted for the Corps of Cadets to combat the shortage/

inflation influence. Of the \$42,850 in validated cost reductions during the year, \$27,900 resulted from management actions in identifying satisfactory materials to replace standard items. As a result of the Army Audit Agency's Report of August 1972, the OIC of the Cadet Store wrote, staffed, and published a comprehensive "Integrated Accounting and Control Procedures" Manual which covers the full spectrum of the varied Cadet Store functions. The costing procedures specified in the new manual will net out a considerable government subsidy in the price of cadet uniforms and services. The full impact of the new costing procedures will require four years to spread over the entire Corps of Cadets. By that time cadet charges will have increased about \$575.00 over current four years' charges for uniforms, haircuts, textbooks, etc. Although the increase is significant, it is still within the cadets' budget and will serve directly to reduce the operating cost of the Academy.

FY 74 proved to be one of the most successful years for the Cadet Mess. The Cadet Ration Allowance (CRA) was increased from \$1.78 per cadet per day to \$1.92 effective 1 July 1974 and further increased to \$2.50 effective 1 January 1974. The increased CRA enabled the Cadet Mess to "break even" financially in February 1974, the earliest date within the FY it has done so in recent years. Additionally, popular items eliminated or reduced in frequency from menus during the past several years were reinstated, much to the delight of the Corps. FY 74 also marked the introduction of waitresses into the Cadet Mess staff. The female staff members were readily accepted by the Corps and, from the practical standpoint, doubled the employee recruiting base. The Mess management, through its internal training programs, continued emphasis on equal opportunity, and upward mobility programs, provided greater promotional opportunities for its employees -- particularly in the low-grade, low-skill waiter positions. Employee turnover (voluntary quits) during the year was reduced by over 50%. This success can be attributed to the introduction of females into the work force as well as greater promotional opportunities available within the Cadet Mess staff itself. In September 1973, Mr. George Galluzi, previously the Executive Chief, was selected to be Manager of the Cadet Mess, replacing Mr. Andrew Scarano, who retired after 23 years of dedicated service in the Cadet Mess.

The Cadet Restaurant's gross sales at the five boodlers and the carry-out store totalled \$381,745 for FY 74 as compared to \$372,250 for FY 73. In addition, the Treasurer received \$14,472 from the private pizza concessionaire. These funds

were applied to the overall Restaurant revenue, but some price increases were still required because of the rising cost of food and labor. Effective June Week 1974, the new 1000-cadet snack bar in Eisenhower Hall opened, and the Weapons Room and Cullum Hall snack bars were permanently closed. This action will reduce the total number of Cadet Restaurant facilities but will provide better service to the cadets and should cause an increase in Cadet patronage during AY 74-75.

The Hotel Thayer maintained an occupancy rate of 61% for FY 74 as compared to 65% for FY 73. This is a reduction, but, again this year, it is a favorable rate when compared to civilian hotels of similar size in the New York area. At year end, gross revenue was \$1,965,391 as compared to \$1,900,471 for FY 73. During the year patio furniture was purchased, carpets and drapes were replaced in the Garden Terrace Room, new lights were installed in the parking lot and bids have been solicited for renovation of the three VIP suites. Though costs, especially labor, have risen, revenue continues to be sufficient to cover all operating and maintenance costs as well as to finance the improvement and renovation program.

COMPTROLLER
Resources Management

FUNDING

Total funding provided by Department of the Army amounted to \$43,577,764 (Operation and Maintenance, Army Appropriation \$40,770,430; Family Housing Management Account \$2,807,334) to support the operation and maintenance of the Military Academy, family housing facilities, U.S. Army facilities and other tenant units at Stewart Annex.

A chart of the USMA FY 1974 Funding Program is presented on page 86.

Manpower resources authorized USMA as of 30 June 1974 totaled 4,211, a net decrease of 411 spaces (eighty-three officer, ninety-two civilian and 236 enlisted) from the total authorized during FY 1973. The reduction was caused by the transfer of MEDDAC to the Health Services Command and a Congressionally directed reduction of the USMA Band. Plans have been made to transfer Base Communications responsibilities to the U.S. Army Communications Command (USACC), effective 1 July 1974.

A Manpower Survey by Headquarters, Department of the Army was conducted by Assistant Chief of Staff for Force Development (ACSFOR) during the period 11 March - 12 April 1974. An increase of 65 spaces was recommended (forty-five officer, nineteen civilian, one enlisted) in recognition of current workload. The ODCSCOMPT continued to conduct management assistance studies to assure maximum effectiveness of operations.

DISTRIBUTION OF MANPOWER
as of 30 June 1974

	TOTAL		OFFICER		ENLISTED		FULL TIME PERMANENT CIVILIAN	
	<u>DA Auth</u>	<u>Act</u>	<u>DA Auth</u>	<u>Act</u>	<u>DA Auth</u>	<u>Act</u>	<u>DA Auth</u>	<u>Act</u>
Total	4211	4257	750	825	706	777	2755	2655
MISSION	2154	2225	670	722	254	309	1230	1194
SUPPORT	2057	2032	80	103	452	468	1525	1461

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

COST REDUCTION PROGRAM

FY 1974 Cost Reduction savings reported by USMA activities totaled \$1,121,300. These savings resulted from validation of 80 management actions and enabled USMA to achieve 400% of the DA assigned goal of \$275,000.

REVIEWS OF THE U.S. MILITARY ACADEMY

Two reviews were underway during the year to examine the quality and the cost of education at the Military Academy. The responsible agencies in the reviews are the DOD Committee on Excellence in Education and the General Accounting Office (GAO).

The DOD Committee on Excellence in Education has been established as a standing element of the Department of Defense. The Deputy Secretary of Defense, Honorable William P. Clements, serves as Chairman, with the Secretaries of the three military services and the Assistant Secretary of Defense, Manpower and Reserve Affairs (M&RA) constituting the membership.

The purpose of this committee is twofold: first, to become more deeply acquainted with the academic and administrative operations of the Academy; and second, to develop recommendations for improvement if it appears that changes are called for. The first meeting at the U.S. Military Academy was held on 26 and 27 November 1973.

A team from the General Accounting Office has been on site since September 1973 when Phase I was begun. This review consists of three phases: Phase I - Cadet Attrition; Phase II - Financial Management; and Phase III - Academic and Military Programs.

Phase III will begin in July 1974 (FY 1975). The entire on-site review, in three phases, is scheduled to be completed by January 1975.

USMA DOLLAR RESOURCES
FY 1974

USMA FUNDING PROGRAM

Military Personnel, Army Appropriation	\$39,488,918
Operation and Maintenance, Army Appropriation	40,770,430
Family Housing Management Account	2,807,334
Reimbursements	7,180,046
Total	\$90,246,728

USMA OPERATIONAL EXPENSES

Military Pay & Allowances	\$22,183,262
Civilian Pay & Allowances	30,200,319
Cadet Pay & Allowances	17,305,656
Travel & Per Diem	1,450,952
Supplies & Equipment	19,106,539
Total	\$90,246,728

USMA OPERATIONAL EXPENSES BY FUNCTIONAL CATEGORY

Logistic Activities	\$19,679,180
Academic Areas	13,807,710
Tactics Department	8,290,200
Engineer Activities	14,746,571
Stewart Annex	3,095,078
Other Post Activities	13,322,333
Total	\$72,941,072
(Excludes Cadet Pay & Allowances)	\$17,305,656

DIRECTORATE OF FACILITIES ENGINEERING

MCA PROGRAM

Projects Under Construction

CADET ACTIVITIES CENTER

This project provides a 4,500-seat auditorium, a reception hall for 150 people, a snack bar with 1,000 seats, a ballroom accommodating 1,000 persons, and a grand hall (lobby). Construction began January 1971. The ballroom, snack bar, reception area and the grand hall were first used for June Week 1974. The auditorium is scheduled to be completed and in use by Fall 1974.

EXPANSION OF CAMP BUCKNER

This project provides 13 new prefabricated aluminum barracks, two hot water generator buildings, one signal facilities building, a second-story addition to the headquarters building, installation of a sprinkler system in the cadet mess hall and miscellaneous site improvements. Construction began in March 1973 and the facilities were initially occupied in June 1974. All construction should be completed by Fall 1974.

MODIFICATION TO UTILITIES

This Fiscal Year 1973 project provides for minor modifications to upgrade the existing electrical, mechanical and water systems at various locations on the Military Reservation. The electrical improvements include the installation of a double-ended transformer at Substation A near Delafield Pond and the Gymnasium and from the South Switch Gear to the Hotel Thayer. The electrical work is scheduled to be completed this summer. The mechanical improvements were limited to improving the mechanical room at the Hotel Thayer. This work has been completed. Water modifications include improvements to the Stony Lonesome Water Plant, the existing main post distribution system and to valves at Lakes Stilwell and Popolopen. All work has been completed, with the exception of the installation of a valve at Lake Popolopen.

MONITORING STATIONS WPC

This project will provide for the installation of a series of electronic modules and associated recorders which will monitor the effluents from the North Sewage Treatment Plant and the Camp Buckner Sewage Treatment Plant. Construction began in December 1973, and is scheduled to be completed during Summer of 1974.

BARRACKS MODERNIZATION

There will be a modernization of the nine existing permanent barracks in order that they conform to current standards for bachelor enlisted personnel. Construction will begin in June of 1974 and will last approximately two years. Project completion is scheduled for April 1976.

Authorized Projects

HOSPITAL

Congress has authorized the construction of a four story, steel frame structure with a precast concrete facade near Washington Gate. The 127,840 square foot building will have a 65 bed capacity. As part of this authorization, a cadet dispensary will be provided in Building No. 606. This dispensary will include a sick call for cadets including laboratory, X-Ray and pharmacy facilities. Out-patient physical therapy, optometry, medical hygiene consultation and Army Health Nurse services for all patients will also be provided at Building No. 606. Renovation of the dispensary has begun, and work is scheduled to be completed in December 1974. Bids on the new hospital will be opened in July 1974.

UTILITIES EXTENSION

This project is an improvement and modernization project to extend utilities systems to the Washington Gate area. It includes the utility systems to support the new hospital. Construction will begin during the summer of 1974.

RESTORATION OF BUILDING NO. 626

The project is required to replace the center section of Building No. 626, which was destroyed by fire in June of 1973. The project will restore space for the First Battalion Headquarters, the Airborne Detachment and the Family Housing Division.

Proposed Construction

PLANNING ADVISORY BOARD

The USMA Planning Advisory Board has continued to insure that USMA construction requirements are planned, programmed, and executed efficiently and effectively. The Board met at West Point in September 1973 and in June 1974 to review the

Master Plan and evaluate the USMA Military Construction Program. The Board recommended an accelerated construction program to the Secretary of the Army for FY 76 through FY 80, as shown in Appendix R. The Board approved internal accomplishment of Phase III of the Master Plan and strongly supported the increased maintenance effort by the Academy. They recognized that increased maintenance effort can be successfully accomplished only with continual support and adequate fiscal responsiveness from the Department of the Army.

MASTER PLAN

The narrative portions of the formal Master Plan were presented to the Planning Advisory Board on 28 June 1974. In July 1974, the Phase I and Phase II Master Plan documents will be sent to Department of the Army for review and approval. Upon approval by the Department of Army, the Phase III Plans will be sent to Department of the Army in accordance with AR 210-20.

Completed Projects

ACADEMIC FACILITIES ALTERATIONS

Areas in Thayer Hall and Bartlett Hall, vacated by the relocation of the Departments of Engineering, English, and Mechanics to Mahan Hall, have been altered to allow for the expansion of the remaining academic functions. The areas most extensively altered were the Instructional Television Center in Thayer Hall, and the conversion of classroom space to a Chemistry Laboratory in Bartlett Hall. All areas were occupied during the past academic year.

SEWAGE TREATMENT FACILITIES

The construction of a Secondary Sewage Treatment Facility at Target Hill was completed in October 1973. This new facility fully complies with existing Federal and State regulations for pollution abatement.

WASHINGTON ROAD/RUGER ROAD INTERCHANGE

Construction of the Washington Road/Ruger Road interchange at the northwest corner of the Plain was completed in the Fall of 1973. The construction included a pedestrian tunnel under the intersection for access to the Cadet Activities Center (Eisenhower Hall) and to athletic facilities located adjacent to the Hudson River.

STONE FACING

The stone facing of the Cullum Road Viaduct and associated retaining walls has been completed. The completion of this project, together with the Washington Road/Ruger Road intersection, completes all work associated with the widening of Cullum Road providing a bypass around the cadet area.

Engineer Contracts

ENGINEER DIVISION

For the fourth successive year, concerted efforts have provided the acquisition and application of funds in excess of \$2.5 million toward the accomplishment of the Unconstructed Maintenance Requirements. Thirteen maintenance contracts awarded in FY 1974 were in excess of \$50,000 as shown in Appendix S. Only with such continued support and recognition by Department of the Army of the Academy's Maintenance Program can sufficient funds be provided to maintain and protect this multi-million dollar physical plant investment.

The Task Force concept continued to prove effective in systematically accomplishing planned structural maintenance both in major public buildings and in Family Housing areas.

ENERGY CONSERVATION PROGRAM

General

On 29 June 1973, the President directed all Federal Departments and Agencies to establish goals to reduce the expected energy demand by 7% over a 12-month period. A 7% electrical energy reduction and a 6% reduction for heating fuels was established. A further reduction of 17% was imposed on heating oils in January 1974.

The USMA Energy Conservation Plan for conserving energy and increasing the efficiency of heating plants and heating systems at the Academy was developed. Energy conservation statistics for FY 1974 show that the members of the West Point community took a personal interest in converting the plan into positive action.

Energy Conservation Statistics - FY 74

	PERCENT CHANGE	vs	ACTUAL FY 74 CONSUMPTION
<u>ENERGY</u>	<u>ACTUAL FY 73</u>		<u>PROGRAM FY 74</u>
Natural Gas	-12.86		-21.88
Fuel Oils (No. 2, No. 4 and No. 6)	-15.47		-26.04
Electricity (Purchased and Generated)	- 9.06		-16.96

MEDICAL DEPARTMENT ACTIVITY (MEDDAC)

General

MISSION

To provide health services for the United States Corps of Cadets and all other military and civilian personnel authorized medical care at the United States Military Academy, West Point, New York. This area includes, in addition to West Point, a 10-county area adjacent to the Academy reservation. The Commander, Medical Department Activity, West Point, NY, also serves as Surgeon, Commander, United States Army Hospital, and Professor of Military Hygiene.

MANPOWER AUTHORIZATION

During October 1973, a Manpower Survey Team from the Health Services Command studied the manpower position of the MEDDAC. Fourteen new civilian positions, two new officer positions, and four new enlisted positions were recognized as a result of the survey.

ORGANIZATION

On 1 July 1973, the MEDDAC was relieved from assignment to the US Military Academy and assigned to the US Army Health Services Command, FT Sam Houston, Texas. As a result of the reorganization, the MEDDAC became a tenant organization on West Point. Detachment 1, MEDDAC, was reorganized on 1 January 1974 to become Medical Company, MEDDAC.

FUNDING

During FY 74, the MEDDAC operated within an approved budget of \$1.9 million. Quarterly obligations were slightly less than 25%, except for the fourth quarter during which 30% of the total was obligated. The MEDDAC was able to accomplish its mission within the fund ceilings provided.

HEALTH OF THE COMMAND

Health of the command was very satisfactory during FY 74. The US Military Academy's hospitalization rate (average daily percent of assigned Army active duty military strength occupying hospital beds) was .35% vis-a-vis .32% for FY 73. The non-effective rate (average daily Army active duty military personnel non-effective for medical reasons per 1000 average strength) was 8.10% as compared to 7.2% last year.

PREVENTIVE MEDICINE

Occupational Vision Screening Program

All civilian employees of the USMA and Stewart Field were given a complete screening, visual analysis, and appropriate vision safety counseling during FY 73. As new employees arrived, they were screened on a periodic basis. For the week of 21 January 1974, LTC J. Fred Hudson, Optometrist and Chief, Occupational Vision Branch of the US Army Environmental Hygiene Agency, was on a consultant visit to USMA. He reported that the program's goal to assure the maximum visual efficiency and safety of all civilian employees was being accomplished.

Elementary School Screening Program

As a follow-up to the annual school vision screening of 1000 West Point Elementary School children in October 1973, 158 children received ophthalmic examinations in November.

Contact Lens Fitting

With more than half of the entire USMA Corps of Cadets wearing spectacles, the demand for contact lens fitting by Corps Squad Athletes continues to spiral. Under provisions of AR 40-3, 302 pairs of contact lenses, both initial and replacement pairs, were fitted by the Eye Clinic staff. In addition, 33 pairs of contact lenses were fitted for medical reasons to active duty, dependent, and retired personnel. Cadets, active duty, and dependents desiring "cosmetic" contact lenses were referred to local practitioners.

Eye Trauma Study

The staff ophthalmologist is continuing the study of cause and prevention of eye trauma here at the USMA. The study is ongoing, 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 74, the Department of Nursing initiated progressive patient care. The main objective of this concept is to

provide better treatment and care by organizing hospital services around the individual patient's medical and nursing needs. Patients are assigned to Clinical Nursing Units in accordance with their degree of illness and need for care. Three elements are incorporated in the progressive patient care concept. These include: Intensive care - for critically and seriously ill patients who require extensive nursing care and observation, and for surgical post-operative patients. Personnel assigned to this unit have special skills, training, and experience. All necessary lifesaving emergency equipment, drugs, and supplies are immediately available. Intermediate care - for patients requiring moderate amount of nursing care and for the terminally ill patient. Self-care - for ambulatory and physically self-sufficient patients requiring therapeutic or diagnostic services or who may be convalescing and for cadets with upper respiratory infection.

Veterinary Activities

The Veterinary Activity was given full inspection responsibility for a nine county area around West Point by the Health Services Command. This inspection responsibility includes all procurement inspection responsibility for subsistence in this area. At present there is an oleomargine plant activity engaged in supplying government contracts for which the Veterinary Activity is supplying complete food inspection service.

Army Health Nursing

The Army Health Nurse was appointed Community Health Education Advisor in October 1973. Since that time, three booklets have been published containing outpatient information. The first two booklets cover prenatal and baby care. The third booklet entitled, "Suggested Methods of Handling Minor Illnesses at Home" was published with the hope it will reduce the number of Emergency Room visits by giving guidelines in self-treatment so that people may treat themselves at home for minor medical problems which do not require the attention of a physician. A new routine was established for appointments for the six-week Well Baby Clinic. The OB nurses now make the appointments; the previous policy was to have the mother call in, which resulted in infants coming in both too early and too late, and some not at all. In October 1973, the American Red Cross Volunteers stationed at the Information Desk in the hospital have taken over calling all continuity-calling patients recently released home except the post-partum patients who continue to be called by the Army Health Nurse. The Army Health Nursing Service provides the Red

Cross Volunteers with the list of names of people to be called each week.

New Equipment

During FY 74, procurement of major medical equipment dropped some from the preceding year. Installation of the new G. E. x-ray system was completed, giving the US Army Hospital, West Point, the capability of more advanced radiological techniques. A new autoclave was procured and is awaiting installation. Other significant procurements included a replacement Coronary Monitoring System in the Intensive Care Unit, two new van-type ambulances, an x-ray processing machine, Denta-Carts and an anesthesia machine. All of these items will help improve the patient care rendered. New shelving for the medical supply warehouse was procured. This action should relieve the critical storage space problem.

Completion of Third Diagnostic X-Ray Room

The third diagnostic x-ray room was completed, giving the Radiology Service a three-exposure room capability. The x-ray film file has been revamped to allow for more film storage in the clinic proper to allow for faster film recovery, resulting in faster service for the patient. New equipment installed and operational during FY 74 provides for rapid processing of film and faster service to the patient, plus providing radiology service with arteriogram capabilities as well as various other special procedures.

OTHER HIGHLIGHTS

Food Service Division

Twenty-eight cadets participated in the MEDDAC Weight Program. Cadets eat their calorie-restricted meals in the USAH dining hall. Weights were checked once a week. Three cadets were dropped from the program. In addition, three cadets chose to continue to eat in the Cadet Mess Hall and have their weight followed by the dietician, USAH. Total weight loss for all cadets on the program was 522 pounds. In addition to the weight program, first classmen could arrange additional counseling with their fiancées and the dietician to ensure maintaining their achieved weight losses after graduation.

New Cadet Barracks 1973

From a medical standpoint the New Cadet Barracks 1973 was very successful. Notwithstanding this success, however, the

patient load generated in the Emergency Room by new cadets, Class of 1977, was higher than that of the new cadets, Classes of 1976 and 1975--1487 visits, versus 1209 and 1393, respectively. Total cadet admissions to the hospital during NCB 73 were essentially unchanged when compared to NCB 72--155 vs. 157. The overall patient workload for New Cadet Barracks 1973 was considered well within normal limits.

Medical Augmentation

One officer (MSC) and 68 enlisted men of the 101st Airborne Division provided medical augmentation for the MEDDAC support of summer training. As in the past, a Medical Corps officer was not organic to the battalion and a physician from USAH 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 Camp Buckner training. One man assisted the Preventive Medicine Officer during the period 15 May to 28 August 1973. A Medical Operations NCO was provided for the first time to coordinate all medical training requirements (Buckner and New Cadet Barracks) with the S-3 of the 503d Infantry Battalion. In the past, the Medical Platoon Sergeant had this added responsibility which proved ineffective. This position will again be programmed for the 1974 Troop Augmentation Requirements.

Department of Military Hygiene

Cadet details were given refresher training in Emergency Medical Care during ITW-I and ITW-II. In addition, a block of instruction on adolescent reaction to stress was presented by the MHCS 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 test was administered during NCB Military Sweepstakes to test the new cadet's knowledge of medical subjects. During June Week, 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.

Spring and Fall Intramural Athletic Program

In order to ease the requirement of providing on-site ambulance coverage for the Spring and Fall Intramural Program, telephones were installed on various athletic fields at West Point. Target Hill Field was an exception because of the distance involved and peak hour traffic.

MEDDAC Emergency Operating Plan

The MEDDAC conducted a test of the Emergency Operating Plan on 25 January and 24 May 1974. The purpose of the semi-annual exercise was to familiarize the staff with their functions in support of the plan and to evaluate their ability to respond in case of an actual disaster. The exercises proved successful and will be repeated in October 1974.

OFFICE OF DIRECTOR OF INSTITUTIONAL RESEARCH

GENERAL

The Office of the Director of Institutional Research is the focal point for the conduct of institutional research at USMA. The Office mission involves the performance of research, and maintenance of information, on USMA candidates, cadets, and graduates; providing pertinent advice to the Superintendent; and offering professional consulting services to, and monitoring of, all USMA activities engaged in institutional research.

Research Activities

In FY 74, interest centered around the investigation of possible causes of attrition at USMA and exploration of correlates of performance for cadets and graduates. Twenty-seven reports were completed during the year (Appendix T).

RESEARCH IN SUPPORT OF ADMISSIONS

Results obtained from analyses conducted in FY 73 were followed up by administering the Military Association Scale to approximately 5,000 candidates for the USMA Class of 1978. The information derived from administration will be utilized in subsequent research intended to identify the potential motivational resignee prior to admission.

An annual report showing the relationships between admission scores and attrition was completed. Findings indicated that while several admission scores were related to academic losses, no admission scores were related to motivational losses. An appendix to this report classified for the first time the relationship between admission scores and attrition rates of various subgroups. An additional report dealing with admission scores was designed to determine the relative efficiency of the four College Entrance Examination Board (CEEB) scores and High School Rank (HSR) scores in predicting cumulative academic performance throughout all four years at USMA. Results indicated that (1) High School Rank and the CEEB Mathematics Achievement test were the most important predictors; (2) accuracy of prediction at the end of each of the four years remained fairly stable; and (3) cadets with high HSR/low CEEB scores improved their academic performance from the Fourth to First Class years significantly more than did cadets with low HSR/high CEEB scores.

The Leadership Potential Score was evaluated using new information from the Tri-Service Form of the Candidate Activities Record. The results show that, while the Tri-Service Forms are as valid as the previously used forms, the overall validity of the Leadership Potential Score is rather low. It was recommended that a new leadership potential index be used in selecting candidates: one based on a combination of the old index, with additional weight being given to physical aptitude, age, high school teacher ratings, and elected offices in high school.

Following up previous research, weights were developed for the components of the CEER and the ACEER (a weighted combination of the American College Test battery) so that they will yield acceptable and comparable predictions of success at USMA.

Preliminary results from the ongoing study of the Rokeach Value Scales indicate that measurement in this area also can significantly improve the prediction of retention, leadership evaluation, and development of acceptable commitment to a military career. The Strong Vocational Interest Blank has been found to be a useful adjunct in predicting retention at the Naval Academy, Air Force Academy, and Coast Guard Academy. It is also used to predict military aptitude at the Naval Academy. Preliminary results from ongoing research at USMA indicate that special keys are also feasible for helping to predict the probability that a candidate will graduate, will earn a high LES score, or will earn a higher academic average than that predicted by his CEER or ACEER score.

To underscore the Curriculum Review Board's recommendation to keep verbal aptitude standards high, a study of the relationship between English grades and success in becoming a general officer was initiated. Plebes who attended West Point between 1943 and 1952 were studied: those in the lowest decile in English order of merit had between 1% and 3% chance of being promoted to the rank of general officer; those in the top decile had between 5% and a 7% chance of becoming a general. Proficiency in English is clearly related to officer success.

MINORITY STUDY

Continuing the research program on minority group cadets, an attempt was made to gain a better understanding of the characteristics of black cadets that are associated with success at USMA, with success being defined as graduation. It was concluded that black graduates and black nongraduates were much more similar than dissimilar on the academic and non-academic variables that were investigated and that it may

not be possible to identify the potential black non-graduate by currently-used measures.

MILITARY CAREER COMMITMENT GRADIENT

Two studies were completed this past year that concerned the Military Career Commitment Gradient (MCCOG). The first demonstrated the ability of the MCCOG to predict retention on active duty after completion of the mandatory period of service obligation. Several potential uses of the MCCOG were also discussed. The second study showed that there were no differences in the degree of military commitment for cadets in the different academic areas, and that military commitment scores were not related to LES scores.

SICK CALL

To determine the validity of the recurrent speculation that frequency of sick call is related to cadet performance, an investigation was made of the relationship between frequency of sick call and the criteria of Aptitude for Service Ratings (now called Leadership Evaluation System Ratings) and General Order of Merit. It was found that frequency of sick call did not have a significant influence on the criterion scores.

Other Activities

SUPPORT OF THE GENERAL ACCOUNTING OFFICE

In addition to some clerical and data support services, the Office of the Director of Institutional Research performed consultative and research activities in support of the General Accounting Office (GAO) study of attrition at USMA. On the basis of previous research and the considered judgments of a group from USMA staff and faculty, a comprehensive set of hypotheses were developed as to the significant factors in causing attrition at USMA. These were provided the Nye Committee and the GAO staff. The various drafts of the GAO Questionnaire to be given cadets and ex-cadets were reviewed and extensive revisions made, especially in the early versions. Assistance was provided in the administration of this questionnaire to the four current USMA classes.

CONSULTATION, DATA SUPPORT, AND OPTICAL SCANNING SERVICES

In addition to its own studies, the Office of the Director of Institutional Research provides professional and data support services to other activities at West Point and elsewhere. An example of such support this year was the Pointer View reader survey. Professional advice was provided on the survey design and data collection instrument to be used.

The survey was processed on the optical scanner, computer programs were written to evaluate the information collected, and survey results were analyzed and provided to the Public Affairs Office.

Numerous fact sheets on attrition, to include minority statistics, have been produced. Increased emphasis this year was given to the support of cadet curriculum research requirements. Thirteen cadet research projects were supported. Background and performance data on cadets were provided to Yale University to use as criteria in a cooperative study on the physiological correlates of success.

Other Institutional Research

During the year, the US Army Hospital continued its data collection for long-range medical research projects, and completed three research studies (Appendix T). The Office of Physical Education, the Office of Military Leadership, and the Office of the Director of Admissions and Registrar also completed studies in their areas of interest.

Management

The loss of skilled enlisted programmers, because of the end of the draft, has been offset by conversions to civilian positions. The actual conversions and hirings are nearly complete and should provide the Office with a more stable workforce.

A cost savings of \$1,000 was realized by eliminating non-essential features on the Optical Scan DM-100 mark sense reader. Those features were seldom used, and therefore no decrease in productivity has resulted from their elimination.

1ST BATTALION, 1ST INFANTRY

The mission of the 1st Battalion, 1st Infantry is to serve as the command element for troop units assigned or attached to the United States Military Academy.

MANPOWER AUTHORIZATION

The 1st Battalion, 1st Infantry has been authorized the below-listed manpower to perform its mission.

Recognized Manpower Levels

	<u>FY 73</u>	<u>FY 74</u>	<u>%CHANGE</u>
Officers	27	25	-7.4
Enlisted	937	702	-25.0

The enlisted strength reduction primarily resulted from the reorganization of MEDDAC, which shifted the command responsibility of the Medical Company, 172 EM/EW, from Commander, 1st Battalion, 1st Infantry to the Commander, MEDDAC. Additionally, the USMA Band was required by DA to reduce its authorized enlisted strength from 156 to 96.

REORGANIZATION

In April 1974, the DA Manpower Survey Team visited the MTDA units of the Battalion and recommended severe reductions in officer and enlisted strengths. Officer overhead strength was reduced from nine to seven and enlisted overhead from 57 to 39. These reductions necessitated the inactivation of Company A and the Stewart Annex Support Detachment, and the reassignment of those personnel to Headquarters Company and the 57th MP Company. Headquarters Company now serves as the command element for all enlisted personnel at West Point, with the exception of personnel assigned to MEDDAC, the Airborne Detachment, USMA WAC Detachment, and the TOE units of the 1st Battalion, 1st Infantry.

MAJOR ACTIVITIES

The 1st Battalion, 1st Infantry is providing administrative and logistical support to the 1500 summer augmentation troops who are attached to West Point in support of Summer Cadet Training. These personnel include approximately 75 enlisted men assigned to USMA from installations throughout the United States, a 900-man task force from the 101st Airborne Division, a 106-man Engineer Company, a 190-man Transportation Company, and a 27-man Maintenance Detachment.

Activities which contributed significantly to the Military Academy include the United States Military Academy Band's performance during half-time shows for all home football games, and away games at Air Force, Penn State and Navy. Additionally, the USMA Band participated in 94 parades and reviews and 5 honor guards. The Concert Band conducted 46 concerts and the Stage/Rock Band Group conducted 39 concerts.

The 528th Engineer Detachment contributed in the environmental aspects of West Point in constructing the new sanitary fill. This project required over 15,000 man-hours of labor to complete.

The Airborne Detachment personnel coached the Cadet Sport Parachute Team to a first place win in the National Inter-collegiate Championship. The Corps of Cadets team took possession of the Gavin Gavel, the symbol of supremacy in college parachute competition.

The renovation of enlisted barracks initiated during this period necessitated the temporary consolidation of messing facilities and modified billeting at the north end of post. The modernized bachelor enlisted quarters will be reoccupied during the summer of 1975.

PUBLIC AFFAIRS OFFICE

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	4,124
Bus Permits Issued	1,477
Visitors Queries Answered by Letters	505
Tours coordinated (Quasi-Official Visits/Ceremonies)	188
Speaking Engagements Coordinated	25
Speeches or Remarks Prepared for Superintendent, USMA.	59
Visitors Served by Visitors Information Center Personnel (1 Jul-19 Nov 73; 15 Apr-30 Jun 74).	125,235
Class of 1977 Plebe Parents Orientation, 2 July 1973:	
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	49
Coordination for Support to Civilian Groups	21
Color Guard and Firing Party	13 & 4
Parachute Team	4

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 continued to expand

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 not only annual Academy events but also stories of local and national interest. NMD also provided extensive support to a number of foreign television documentary programs that had been approved by the United States Information Agency. These included specials that have appeared or are scheduled for airing this summer on Danish, French, and Japanese national television. During July and August, NMD provided extensive support to WRGB, a Schenectady-based NBC affiliate, which produced an hour-long television special at West Point.

Special events covered by this Division during the year include: the entry of the Class of 1977, New Cadet Barracks, Camp Buckner Training, Adventure Training, Founders Day, Plebe Parent Weekend, Thayer Award, Bradley Library Dedication, Eisenhower Hall Grand Opening, 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, Student Conference on United States Affairs, and Fine Arts Forum presentations.

Certain notable events took place during the year which attracted nationwide publicity. These included the revision of cadet regulations, end of the Cadet "Silence," and the hiring of a new head football coach.

This year there was an upsurge in the number of films made at and about West Point. NMD provided extensive support to Oxford Films, National Varsity Club, Universal Films, and the New York State Bicentennial Commission.

In addition to normal press interest in the Academy and Academy related activities, there were several special high visibility features that appeared in national newspapers and magazines. These included Chicago Tribune, the New York News Sunday magazine, and the Newark Star Ledger Sunday magazine.

During the year the Johnson-Galloway book entitled West Point: America's Power Fraternity appeared. This book generated little interest from the media or from the American public.

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NMD provided considerable support to Dr. Robert Moore and Dr. Joseph Ellis in the preparation of their book entitled School for Soldiers, which is scheduled for publication in the fall of 1974.

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

Major News Releases	1,300
Media Serviced	7,800
Pictorial Releases	650
Hometown Releases from PAO, USMA	950
Hometown Releases through the U.S. Army Hometown News Center	4,500
Hometown Releases (Pictorial) through the U.S. Army Hometown News Center	3,300
Replies to Press Queries	410
Press Representatives Assisted	315
<u>Pointer View</u> (Post Newspaper) published and distributed (4 pages weekly during academic year; biweekly during the summer months)	42
Radio Projects Supervised	12
Television Projects Supervised	28
Press assisted in conjunction with Educator Visits.	22
Audio/Visual Materials furnished to various Army and Alumni organizations in connection with Founders Day (This responsibility has been assumed by AA&GPD).	15
Replies to requests for general information	210

Special Projects/Administative Division (SPD)

The SPD supervised and coordinated all of the administrative activities of the Public Affairs Offices's divisions during FY 74. In addition, the Division maintained the PAO budget and property book. Some of the activities included arranging pre-game and post-game press luncheons for home football games, supervision of Cadet Information Detail, and clearance of manuscripts and films. During the year, 46 manuscripts/articles and two films were processed by the Division.

The SPD is undergoing a change in mission and name with the establishment of a Features Division. This Division was successful in placing or coordinating the placement of feature articles with several leading newspapers and magazines. The Division also coordinated the highly favorable publicity received by the Academy's New York Golden Glove Boxers. Considerable coverage was obtained for club sports at the Academy. Marathon, cycling, and karate received significant coverage nationally. One of the Golden Glove Boxers, Cadet Al Fracker, was the subject of a Sports Illustrated feature article and an ABC "Wide World of Sports" TV show.

The Division continued coordination with Universal Studios for the production of the West Point Information Film.

Sports Information Division

BROCHURES

The Sports Information Division 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. All the brochures are designed to provide essential information for members of the news media and broadcast media who may be covering Army sports teams.

The 1973 football brochure, a 108-page publication on Army's football team, was selected the "Best in Nation" by the College Sports Information Directors of America. Likewise, the Army winter sports brochure, a 76-page publication on 10 winter sports, was chosen the best in the country under the category of spring and winter sports brochures (combined books).

PROGRAMS

The Sports Information Division edited programs for all home football games in 1973, numbering six in all. The football

programs were 36 pages in length and contained lineups, photographs, and feature articles on players, coaches, and opponents. The Sports Information Division also was responsible for contributing editorial material for the Army-Navy souvenir program, which included player profiles and extensive feature article material for the program theme which was entitled "Army-Navy: A 365-Day Conflict."

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. These programs included rosters, lineups and records of Army's teams and the opponents.

ARMY SPORTSLETTER

Eighteen issues of the Army Sportsletter were prepared and distributed to a subscription list of more than 1,000. The four-page publication is produced weekly during football season and monthly thereafter. It contains reports on Army's sports teams. The sportsletter is also used by the Office of the Director of Intercollegiate Athletics as a promotional effort for the athletic program at the U.S. Military Academy.

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.

One of the most important areas in the news release program is the effort to inform hometown newspapers of the efforts of athletes from their respective areas. While it is time consuming, the effort made to inform a local newspaper of the award of a varsity letter, for example, is rewarded by the publication of that information. This effort helps inform the general public of the individual cadet, the U.S. Military Academy, and the Army athletic program.

RADIO TAPES

Promotional pieces were recorded with football and basketball coaches and players for distribution to local, regional or

national outlets. In 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. Tapes have also been made on a weekly basis during football season for a local radio station in the Hudson Valley.

TELEVISION

The Division worked directly with ABC-TV for the broadcast of the Army-Navy game in Philadelphia. Most of the effort generated here was to insure ABC announcers were familiar with the Army team, its coaches and personnel. Assistance also was provided for ABC-TV's technical crew to insure the telecast and activities prior to and during the game fell within the ABC time schedule. In addition the Division provided technical advice, research, and editing for the film "The Fastest Sixty Minutes" aired nationally over ABC-TV prior to the Army-Navy telecast.

VISIT BY THE NEW YORK YANKEES

Coordinated by the New York Yankees, the Sports Information Division arranged for proper press credentials, assisted WBNR Radio in the broadcast of the game, and served as liaison for arranging radio interviews and photographs. The Yankees visit the Military Academy for an exhibition with the Army baseball team on a biannual basis. The professional baseball exhibition with Army's baseball team began in 1914 when the old New York Giants visited West Point. Since that time the Cadet baseball squad has played exhibition games against the Giants (now San Francisco), Brooklyn Dodgers (now Los Angeles), Yankees, Montreal Royals and the New York Mets.

VARSITY SPORTS

Members of the Sports Information Division staff traveled with various teams to insure the 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 74 are shown below:

Major News Releases (including Hometown Programs)	675
Media Serviced . . . (Approximate) (ea)	405

Athletic Brochures Prepared	11
Individual Game Programs Prepared	125
<u>Army Sportsletters</u> Prepared	18
Press Representatives Assisted	690
Radio Tapes on Army Sports Events	245
News Stories "Staffed" on Army Sports Events	180
Speaking Engagements or Public Appearances	30

WEST POINT MUSEUM

Mission

To supplement the Cadet academic, cultural, and military instruction through the operation of a museum of arms and military history, supporting the USMA curriculum and to operate a major public museum for the entertainment and instruction of visitors to the Military Academy.

Manpower Authorized

Fourteen civilian employees were authorized for FY 1974, the same number as for FY 1973.

Academic Support

The Museum staff gave a total of 190 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. A total of 99 academic displays in support of European and American military, social and political history contributed to the support of classroom lectures. Also, the Department of Foreign Languages used the facilities of the Museum to conduct special classes in Spanish.

Public Museum

FY 1974 was devoted to improving the quality of a number of Museum exhibits. Through the generosity of the USMA Class of 1944, the Normandy Invasion mural was provided with new lighting. Interest in the World War I General Pershing Staff Car diorama was increased by the addition of a tape deck and lighting control that gave the illusion of soldiers singing popular songs of the period inside a French Cafe. Because of a marked increase in the number of foreign visitors, the Visitors' Guide to the Museum was translated into French, German, Italian and Spanish. Attendance for the year was 318,632.

Acquisitions

A total of 213 objects were added to the Museum's collections. Outstanding among the many unique paintings, prints, uniforms, arms, and armor acquired during the year was a painting showing a view of West Point looking north from Fort Clinton by Lieutenant Seth Eastman, USMA 1829. Also acquired were

a fine portrait of President Dwight D. Eisenhower, USMA 1915, presented by Major General Howard Snyder and Colonel R. C. Snyder, and five paintings of Early American military scenes from the Collection of Edgar W. and Bernice Chrysler Garbisch.

Fort Putnam

Reproductions of the original ordnance at Fort Putnam are being fabricated. Contracts for both cannon and carriages are completed.

In April, the first completed cannon reproduction-- a French, bronze, four-pounder mounted on a Swedish traveling carriage-- was received at West Point, as well as four bronze 5½-inch British Mortars. These and the remaining 13 cannon are the gift to the United States Military Academy of the Class of 1952. Engineer and architectural drawings were also approved for the construction of a wooden barracks within Fort Putnam.

References and Research

During FY 1974 the Museum staff answered a total of 911 reference letters on questions pertaining to the Museum's collections of flags, uniforms, paintings and weapons. Loans were renewed or issued to a number of U.S. Army Museums and the Maine State Museum, Augusta, Maine. The Museum Curator of Uniforms and Accoutrements was the author of a monograph entitled Artillery of the American Revolution, 1775-1783, published by the American Defense Preparedness Association.

Loans

Continued use of the Museum's study collections were made during FY 74. Loans of historic artifacts were made or renewed with a number of U.S. Army Museums. Loans to cadets and officers totaled 2,668; local loans were 1,158; and 1,114 objects are currently on loan to other museums, making a total of 4,940 objects loaned from the Museum's collections during FY 1974.

Conservation

A program to restore the Superintendent's Portrait Collection in Washington Hall was begun. Cooperation in this project was made possible by the support of the Corps of Cadets,

Classes '74, '75, and '76.

An important step in preserving the Museum's painting collection was taken by authorization of the construction of prefabricated bins to house this collection in the storage area. Completion of this project will permit adequate access to this collection for exhibition, reference and research.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division was responsible for planning, coordinating, and implementing a variety of activities to support alumni during FY 74. Foremost among them were the 1973 Homecoming Program, the 1974 Thayer Award Ceremony, Founders Day 1975, and alumni events during June Week 1974.

The Alumni Affairs and Gifts Program Division also administers the Military Academy's gifts and memorials program. Major activities involve administering the receipt of donations, developing donor programs, and insuring the completion of projects financed with contributed money. 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 \$3,000,000 to support a variety of projects which benefit the Military Academy and the Corps of Cadets. During FY 74, \$375,623.55 was donated to the Fund, with disbursements for the period totaling \$274,853.68.

ASSOCIATION OF GRADUATES

During the year the Association continued the publication of the quarterly magazine Assembly and the annual Register of Graduates. Historical records of the 33,000 graduates of the Academy and addresses of 23,000 living graduates were maintained by the Association for its own use and for the Academy. The Association distributed at cost approximately 20,000 pieces of West Point commemorative ware and raised private funds for USMA projects, activities, and memorials for which appropriated funds were not available.

In addition to its primary functions, the Association supported the Academy in planning and implementing USMA alumni activities, including the 1973 Homecoming program, the 1974 Thayer Award ceremonies, 1974 Founders Day activities, and 1974 June Week alumni reunions.

ACADEMIC CALENDAR
(AY 1973 - 1974)

1973

2 July	Monday	New Fourth Class enters (Class of 1977)
26 August	Sunday	Beginning of Reorganization Week
1 September	Saturday	End of Reorganization Week
3 September	Monday	Labor Day (Duties suspended)
4 September	Tuesday	First Term begins
22 October	Monday	Veterans Day (Classes suspended)
27 October -	Saturday -	Homecoming Weekend
28 October	Sunday	
22 November	Thursday	Thanksgiving Day (Classes suspended)
1 December	Saturday	Army-Navy Football Game (Classes suspended)
19 December	Wednesday	Christmas leave begins at 1515 hours

1974

3 January	Thursday	Christmas leave ends at 1730 hours
19 January	Saturday	First Academic Term ends at 1200 hours
21 January	Monday	Second Academic Term begins
18 February	Monday	Washington's Birthday (Classes suspended)
23 March	Saturday	Spring leave for three upper classes begins at 1200 hours
31 March	Sunday	Spring leave for upper classes ends at 1800 hours
25 May	Saturday	Second Academic Term ends for First Class at 1200 hours
27 May	Monday	Memorial Day (Duties suspended)
30 May	Thursday	Second Academic Term ends for under classes at 1515 hours
2 June	Sunday	Baccalaureate Sunday
5 June	Wednesday	Graduation Day, Class of 1974
8 July	Monday	Class of 1978 enters

Appendix B

THE ACADEMIC PROGRAM
(AY 1973 - 1974)

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		

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 1973 - 1974)

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
*Computer Science

National Security and
Public Affairs

Economics
History
International Affairs
Military Studies
Political Sciences

Interdisciplinary

Management

*Added in Academic Year 1973-1974

ELECTIVE COURSES - Cont

BASIC SCIENCES

Organic Chemistry I
Organic Chemistry II
Physical Chemistry I
Physical Chemistry II
Human Biology I
Human Biology II
Advanced Individual Study in Chemistry
*Computer Applications with FORTRAN
*Data Processing with COBOL
Cartography
*Advanced Computer Programming
*Advanced Individual Study in Computer Science
*Advanced Individual Study in Geodetic Science
*Astronomy
Physical Geology
Advanced Individual Study in Environment
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
*Intermediate Probability and Statistical Applications
Linear Programming
Abstract Algebra
Vector Calculus
Differential Equations (Intermediate)
Complex Analysis
Numerical Analysis with Digital Computation
Real Variable Theory
*Advanced Individual Study in Mathematics
Introduction to Theoretical Physics I
Introduction to Theoretical Physics II
Solid State Physics
Quantum Mechanics
Experimental Physics
Nuclear Physics
Advanced Individual Study in Physics

*Added in Academic Year 1973-1974

COURSES - Cont

APPLIED SCIENCE AND ENGINEERING

Soil Mechanics
Engineering of Environmental Systems
Design of Concrete Structures
Advanced Structural Analysis
Advanced Individual Study in Engineering
Electromechanical Energy Conversion
Electromagnetic Fields
Digital Computer Systems
Communication Systems
Computer Engineering
Solid State Electronics
Advanced Individual Study in Electrical Engineering
Principles of Surveying
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
Advanced Individual Study in Mechanics
Engineering Materials
Management Engineering
Automotive Engineering
Helicopter Engineering
Operations Research
Nuclear Reactor Theory

ELECTIVE COURSES - Cont

HUMANITIES

Survey of British Literature
Period Studies in Literature
Background in American Studies
Introduction to Fine Arts
Introduction to Music
Aspects of Literature
Aspects of American Studies
Seminar in American Studies
Seminar in Major British Authors
Seminar in Major American Authors
Advanced Individual Study in English
History of Russia
History of U.S. Foreign Relations
Topics in American History
Topics in European History
*History of the Far East
*The Black in American History
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

ELECTIVE COURSES - Cont

HUMANITIES - Cont

Military and Scientific Readings in Russian
Soviet Expository Writings
*Directed Studies in Russian I
*Directed Studies in Russian II
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 1973-1974

ELECTIVE COURSES - Cont

NATIONAL SECURITY AND PUBLIC AFFAIRS

Geography of the USSR
Geography of the People's Republic of China
Regional Geography of the U.S.
Issues Confronting Man and His Environment
Advanced Individual Study in Environment
History of Russia
History of U.S. Foreign Relations
Topics in American History
Topics in European History
*History of the Far East
*The Black in American History
Revolutionary Warfare
Twentieth Century Warfare
Topics in Military History
Seminar in History
Advanced Individual Study in History
International Law
Seminar in Military Aspects of International Law
*Business and Procurement Law
Managerial Psychology
Sociology
Social Psychology
*Psychology II
Advanced Individual Study in Behavioral Science
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
Advanced Individual Study in Social Sciences

*Added in Academic Year 1973-1974

TENURE FACULTY APPOINTMENTS
(AY 1973-1974)

Colonel Charles E. Watkins, M.S.
as Associate Professor, Office of the Dean, in March 1974

Colonel Dana G. Mead, Ph.D.
as Professor of Social Sciences, in June 1974

GRADUATE SCHOOLS ATTENDED BY
FACULTY MEMBERS

Air Force Institute of Technology
Albany Law School
Alliance Francaise
American University
Arizona State University
Auburn University
Baylor University
Bonn University
Boston College
Boston University
Brown University
Butler University
C. W. Post
California Institute of Technology
Case Western Reserve University
Catholic University of America
City College of New York
Claremont University Center
Columbia Teachers College
Columbia University
Cornell University
Creighton University
Dartmouth College
Dickinson School of Law
Duke University
Eastern Michigan University
Emory University
Florida State University
Fordham University
George Washington University
Georgetown University
Georgia Institute of Technology
Harvard University
Heidelberg University
Indiana University
Iowa State University
Johns Hopkins University
Lehigh University
Long Island University
Louisiana State University
Massachusetts Institute
Massachusetts State College, Worcester
Michigan State University
Middlebury College
Monterey Institute of Foreign Studies
New Mexico State College

North Carolina State University
Ohio State University
Oklahoma State University
Oxford University
Pennsylvania State University
Polytechnic Institute of New York
Pontificia Universidade Catolica
Princeton University
Purdue University
Rensselaer Polytechnic Institute
Rice University
Rutgers University
St. Johns University
Seton Hall University
Shippensburg State College
Siena College
Stanford University
State University of New York, Buffalo
Stevens Institute of Technology
Syracuse University
Texas A&M University
Texas Technical University
Tufts University
Tulane University
U.S. Naval Postgraduate School
University of Alabama
University of Arizona
University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, Los Angeles
University of Ceara
University of Chicago
University of Coimbra, Portugal
University of Colorado
University of Denver
University of Florida
University of Frankfurt
University of Georgia
University of Hawaii
University of Illinois
University of Iowa
University of Kansas
University of Madrid
University of Maryland
University of Massachusetts

GRADUATE SCHOOLS - Cont

New York University
University of Michigan
University of Minnesota
University of Mississippi
University of Missouri
University of Nebraska
University of North Carolina
University of Oklahoma
University of Oregon
University of Paris
University of Pennsylvania
University of Pittsburgh
University of Rhode Island
University of Richmond
University of Rochester
University of South Carolina
University of Southern California

University of New Mexico
University of Tennessee
University of Texas
University of Texas at El Paso
University of Virginia
University of Washington
University of Wisconsin
Vanderbilt University
Virginia Polytechnic Institute
Virginia State College
Washington State University
West Virginia University
Western Carolina University
Western Kentucky University
Worcester Polytechnic Institute
Yale University

HIGHEST DEGREES EARNED
(AY 1973-1974)

Department	Bachelors			Masters			Doctorate			Total										
	P	AS	T	P	AS	T	P	AS	T	P	AS	T								
Office of the Dean	0	0	0	2	9	7	0	2	4	0	6	1	4	13	7	25				
Chemistry	0	0	1	0	7	13	1	2	1	1	5	1	2	9	14	26				
ES&GS	0	0	0	1	4	25	0	2	1	0	3	1	6	26	21	54				
Elec Engineering	0	0	0	1	9	9	1	3	0	0	4	1	4	9	9	23				
Engineering	0	0	0	1	14	9	1	2	0	4	7	1	3	14	13	31				
English	0	0	1	3	14	27	2	1	0	3	6	2	4	14	31	51				
Foreign Languages	0	0	2	2	24	26	2	1	1	0	4	2	3	27	30	62				
History	0	0	1	3	18	15	3	0	5	2	10	3	3	24	17	47				
Law	0	0	0	0	0	0	1	3	4	11	19	1	3	4	11	19				
Mathematics	0	0	0	2	30	33	1	2	0	0	3	1	4	30	33	68				
Mechanics	0	0	0	1	7	24	2	2	0	1	5	2	3	7	25	37				
Physics	0	0	0	1	7	22	2	3	1	0	6	2	4	8	22	36				
Social Sciences	0	0	0	2	27	15	1	3	3	0	7	1	5	30	15	51				
OML	0	0	0	1	7	11	0	1	2	2	5	0	2	9	13	24				
Total	0	0	4	5	9	2	23	198	232	455	17	27	22	24	90	19	50	224	261	554

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

DOCTORATES EARNED BY
FACULTY MEMBERS
(AY 1973-1974)

<u>Name</u>	<u>Institution</u>	<u>Field</u>	<u>Dissertation</u>
Carter, D.A.	University of Illinois at Urbana-Champaign	English Literature	The Theatre of Identity: Role-Playing as Theme in the Novels of George Eliot
Kubo, A.S.	Massachusetts Institute of Technology	Nuclear Engineering	Technology Assessment of High Level Radioactive Wastes
McIntosh, W.A.	University of Virginia	English Literature	The Harmonic Muse: Musical Currents in Literature 1450-1750
Palmer, J.L.	Purdue University	Mechanical Engineering	Design Education Stimu- lated by Interactive Graphic Notation (Design)
Pedersen, J.H.	University of Michigan	History	Focal Point of Conflict: The United States and Greece, 1943-1947
Penrose, N.B.	University of Texas	Electrical Engineering	Application of Adaptive Estimation
Richards J.L.	University of Illinois	Civil Engineering	An Integrated Approach to Construction Management
Rogers, T.E.	Texas Tech University	Industrial Engineering	Protective Capability of Contemporary Football Helmets
Ross, J.R.	Middlebury College	Modern Languages	The Image of the Hero in Modern Soviet War Literature
Stone, T.R.	Rice University	History	He Had the Guts to Say No: A Military Biography of General William Hood Simpson
Timmerman, F.W.	Duke University	Counseling Psychology	Prediction of Enlisted Soldier Discipline Prob- lems in Line Combat Units
Wilson, R.M.	Lehigh University	Fluid Mechanics	Laminar Flow in a Two Dimensional Channel With a Right Angle Corner

Appendix G

FACULTY PUBLICATIONS
(AY 1973-1974)

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Aimone, A.C.	"That Daring, Dashing Major Andre"	<u>North Jersey Highlander</u> , Winter, 1973
Aimone, A.C. (edited)	General Orders of George Washington: Issued at Newburgh 1782-1783	Harrison, N.Y., Harbor Hill House, 1973
Aimone, A.C. (compiled)	<u>Soldiers Manual</u>	Staten Island, Brigade of the American Revolution, 1974
Balderson, R.A. Humphrey, C.A. Luebbert, W.F.	"Timesharing Computer Graphics and GCS-A FORTRAN-Based Machine Independent Applied to Teaching Physics"	USMA publication
Baxter, C.	"The Partition of India"	<u>Divided Nation in a Divided World</u> , J.R. Stoessinger, E.N. Lebow and G. Henderson (eds.), N.Y., David MacKay, 1974
Baxter, C.	"The People's Party vs. the Punjab 'Feudalists'"	<u>Journal of Asian and African Studies</u> , VIII: 3-4
Baxter, C.	"Studies in Muslem Separatism, The State of the Art"	<u>Pakistan and Bangladesh Studies: The State of the Art</u> , University of Islamabad Press, 1974
Baxter, C.	"Constitution Making: The Development of Federalism in Pakistan"	TBP, <u>Asian Survey</u> , November 1974
Bonifas, A.G.	"Computer Graphics Applied to Teaching of Math Principles at USMA"	TBP, Proceedings of the 1974 Army Numerical Analysis Conference Frankford Arsenal, Feb 74.
Capps, J.L.	"Three Faulkner Studies"	<u>Southern Literary Journal</u>
Capps, M.T.	"Preservation and Maintenance of Maps"	<u>Drexel Library Quarterly</u> , Vol 9, No. 4, Oct 1973

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Childs, W.A. (co-author)	"The ^{22}Ne (d,n) ^{23}Na Reaction"	<u>Nuclear Physics</u> , Vol A203 p 133, 1973
Coates, D.E.	"John Cheever, A Check- list: 1930-1974"	<u>Bulletin of Bibliography and Magazine Notes</u>
Condos, W.R., Jr.	"A Decision Analytic Approach to the Diagnosis of Coronary Heart Disease"	Proceedings of the 1973 International Conference on Cybernetics and Society, Nov 5-7, 1973
Crackel, T.J.	"Custer's Kentucky: General George Armstrong Custer and Elizabethtown, Kentucky 1871-1873"	<u>Filson Club Journal</u> Louisville, KY
Curran, H.A. Justus, P.S. Perdew, E.L. Prothero, M.B.	<u>Atlas of Landforms</u> (second edition)	J. Wiley & Sons, Inc. 1974
Dickson, J.R. (co-author)	"Evolution of Arkosic Sediments in a Pleistocene- Holocene Arid-Semiarid Climate and Fault-Block Mountain Tectonic Setting, Central New Mexico"	<u>Geological Society of America, Abstracts with Programs</u> (Rocky Mountain Section), Vol 5 No. 6 1973, pp 476-477
Doughty, R.A.	"The Enigma of French Armored Doctrine Before World War II"	<u>Armor Magazine</u> Sep/Oct 1973
Fry, V.K.	"Factors Contribution to the Demise of Tung Production in the U.S."	<u>Economic Botany</u> Vol 27, pp 131-136 Jan-Mar 1973
Garcia, C.H.	" <u>Review of Matemagica</u> , by Ronald Claver"	<u>Books Abroad</u>
Garcia, C.H.	"Review of Jornada, by Graciliano Ramos"	<u>Books Abroad</u>
Garcia, C.H.	"Ecos de Chateaubriand no Pensamento Critico de Machado de Assis"	<u>Franca</u>
Garcia, C.H.	"Understanding a Com- parison by Juan Valera: A Note on Brazilian- Uruguayan Literary Relations"	<u>Papers on Romance Literary Relations</u> , N.Y. State University, Brockport

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Gordon, D.J. Smith, D.F., Jr.	"Infrared Studies on Cesium Cyanate"	<u>Spectrochemica Acta</u> (in press)
Gordon, D.J. Smith, D.F., Jr.	"The Infrared Spectrum and Anharmonic Force Field of NCS in Cesium Iodide"	<u>Spectrochemica Acta</u> (in press)
Harlow, A.K. (edited)	"The Middle East - A Bibliography"	<u>USMA Library Bulletin</u> No. 12a, 1974
Hightower, T.C.	"Preparation, Properties, and Structure of Di-u- acetatotetrakis (u ₃ - methoxo-2,4-pentanedionato cobalt (II,III))"	<u>Inorganic Chemistry</u> Vol 12, No. 1, Jan 1973
Holbrook, J.R.	"Review of Text <u>Russian</u> <u>Language in Dialogues</u> by A.N. Shchukin"	<u>Slavic and East European</u> <u>Journal</u>
Kubo, A.S.	"Disposal of Nuclear Wastes"	<u>Science</u> , 21 Dec 1973
Lewis, E.M.	"Control Without Card"	<u>ARLIS/NA Newsletter</u> Summer 1973
Lough, F.C.	"The 100th Anniversary of the USMA Department of Law"	<u>Assembly</u>
Lowry, M., II	"The Mississippi Chinese"	<u>The Geographical Reviews</u> Vol 63, Oct 1973
Lowry, M., II	"Population and Economy, Part I: Agriculture"	<u>The Mississippi Geographer</u> 1974
Luebbert, W.F. (monitor)	"Graphics Compatibility System (GCS) Programmer's Reference Manual"	USMA publication
Luebbert, W.F. (monitor)	Primer on Computer Graphics Programming	USMA publication
Luebbert, W.F.	"GCS -- An Interactive Timesharing-Oriented FORTRAN-Based Graphics System"	<u>ACM-SIGGRAPH/NBS</u>

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Luebbert, W.F.	"Computer Graphics--Past, Present and Future"	Defense Systems Management School
Luebbert, W.F.	AFIPS Cultural Heritage of Information Systems Series: The Inca Management Information System John Napier Wilhelm Schickard Blaise Pascal Gottfried Wilhelm von Leibniz	AFIPS
Luebbert, W.F.	Encyclopedia of Computer Science Articles: Herman Hollerith (Bio & Hist of Punch Cards) Punch Cards, Powers or Remington Rand System	Auerbach, Inc.
McIntosh, W.A.	"The Music of the Williamsburg Theatre: A Review"	<u>Virginia Quarterly Review</u>
Palmer, J.L.	"A Computer Augmented Tool for Design Education"	<u>Mechanical Engineering News</u> , Aug 1973
Penrose, N.B.	"Application of Adaptive Estimation"	Electronics Research Center, University of Texas
Penrose, N.B.	"Application of Adaptive Estimation"	<u>Proceedings of Army Numerical Analysis Conference</u>
Pickler, J.M. (co-author)	"Quantized Fluctuations in the Josephson Oscillations of a Shunted Superconducting Point Contact"	<u>Journal of Applied Physics</u> , Vol 44, p 3312 July 1973
Pogorzelski, J.A. Zecchine Luebbert, W.F.	"Timesharing Computer Graphics and GCS -- A FORTRAN-Based Machine Independent Software System Applied to Teaching Mechanical/Automotive Engineering Principles"	USMA publication

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Richards, J.L.	"An Integrated Approach to Construction Management"	Technical Manuscript p 19, Construction Engineering Research Laboratory, Nov 1973
Ridgeway, M.H.	Eight Book Reviews	<u>Library Journal</u> , 1973-74
Rood, R.D.	"Adaptive Feedback Equalization for Digital Troposcatter Communications"	Electronics Command
Smith, D.F., Jr.	"Anharmonic Force Field of Ozone"	<u>Spectrochemica Acta</u> Vol 29A, p 1517, 1973
Smith, D.F., Jr.	"Infrared Spectra of BO ₂ in the Alkali Halides: I. Potassium and Rubidium Halides"	<u>Spectrochemica Acta</u> Vol 30A, p 875, 1974
Stith, J.H. (co-author)	"Hypersound Speeds in Carbon Disulfide, Acetone and Benzene at High Pressures"	<u>J. Acousti. Soc Am</u> Vol 55, p 785, 1974
Stith, J.H.	"Demonstration of the First and Second Conditions of Equilibrium"	<u>American Association of Physics Teachers Announcer</u> , Vol III Dec 1973
Stone, T.R.	"1630 Comes Early on the Roer"	<u>Military Review</u> Oct 1973
Streett, W.B.	"Phase Equilibria in Molecular Hydrogen-Helium Mixtures at High Pressures"	<u>The Astrophysical Journal</u> Vol 186, p 1107, 1973
Streett, W.B.	"An Experimental Study of the Equation of State of Liquid Mixtures of Neon and Normal Hydrogen"	<u>Journal of Chemical Thermodynamics</u> , Vol 5, p 313, 1973
Streett, W.B. (co-author)	"An Experimental Study of the Equation of State of Liquid Xenon"	<u>Journal of Chemical Thermodynamics</u> , Vol 5,

FACULTY PUBLICATIONS - Cont

<u>Author</u>	<u>Title</u>	<u>Publisher</u>
Streett, W.B. Constantino, M.S.	"Measurements of the Velocity of Sound in Liquid Argon from 90 to 160° K and Pressures to 3400 Atmospheres"	<u>Physica</u> (in press)
Streett, W.B.	"Gas - Gas Equilibrium: High Pressure Limits"	<u>Canadian Journal of Chemical Engineering</u> , Vol 52, p 92, 1974
Streett, W.B. (co-author)	"A Corresponding States Examination of the Equations of State of Liquid Argon, Krypton and Xenon"	<u>Physica</u> , Vol 71, p 51 1974
Strozier, J.K. Satterwhite, J.J. Luebbert, W.F.	"Aids for the Teaching of Aeronautical Engineering Principles Thru the Use of Timesharing Computer Graphics as Made Possible by GCS -- A Sophisticated FORTRAN-Based Graphics Compatibility System"	USMA publication

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH
FACULTY MEMBERS ARE ACTIVE

Academy of Management
Air Force Association
Air Force Historical Foundation
American Academy of Mechanics
American Academy of Political and Social Sciences
American Academy of Religion
American Anthropological Association
American Association for the Advancement of Science
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 Committee on the History of the Second World War
American Council on the Teaching of Foreign Languages
American Defense Preparedness Association
American Economic Association
American Federation Information Processing Societies
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 Judicative Society
American Library Association
American Management Association
American Mathematical Society
American Men of Science
American Military Institute
American Nuclear Society
American Physical Society
American Political Science Association
American Psychological Association
American Radio Relay League
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

Appendix I

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE -

American Society of Photogrammetry
American Society of Physics Teachers
American Society of Public Administrators
American Sociological Association
American Statistical Association
American Swimming Coaches 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 French Veteran Liaison Officers and Military
Interpreters in the United States
Association of Museum of Natural History
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
Bar of the U.S. Supreme Court
Beta Alpha Psi
Beta Gamma Sigma
Beta Theta Pi
Cartophile Society of Connecticut
Catholic Library Association
Chemical Society (Great Britain)
Chi Epsilon
Chinese Language Teachers Association
Civil Affairs Association
Conference on College Composition and Communication
Connecticut Bar Association
Connecticut Library Association
Council on Abandoned Military Posts
Council on Foreign Relations
Data Processing Management Association
Delta Kappa Gamma
Delta Sigma Pi
Economic History Society
Federal Bar Association
Federal Library Association
Geological Society of America
Goethe Society of America
Health Physics Society
Highway Research Board
Hispania Society

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE -

Illinois Society of Professional Engineers
Institute of Early American Historians
Institute of Electrical and Electronic Engineers
Institute of Mathematical Statistics
Institute of Strategic Studies
Institute of Traffic Engineers
International Association of Business and Professional Women
International Federation of School Librarians
International Institute (Madrid)
International Platform Association
International Studies Association
Inter-University Seminar on the Armed Forces
Latin American Studies Association
Library Automation Research and Consulting Association
Library of Political Affairs
Mathematical Association of America
Mediaeval Academy of America
Middle East Institute
Mid-Hudson Medieval Circle
Mineralogical Society of America
Minnesota Bar Association
Modern Language Association of America
Monmouth College Library Association
National Association of College Admission Counselors
National Association of College and University Attorneys
National Association of Spanish Teachers
National Association of Uniformed Services
National Council for Geographic Education
National Council of Teachers of English
National District Attorney's Association
National Geographic Society
National Historical Society
Nebraska State Bar Association
New York Academy of Sciences
New York Library Association
New York State Bar Association
New York State English Council
New York Technical Services Librarians
Operations Research Society of America
Optical Society of America
Organization of American Historians
Pennsylvania Bar Association
Phi Alpha Delta
Phi Alpha Theta
Phi Beta Kappa
Phi Delta Kappa
Phi Delta Phi
Phi Gamma Mu
Phi Kappa Phi
Pi Sigma Alpha

PROFESSIONAL/EDUCATIONAL SOCIETIES IN WHICH FACULTY MEMBERS ARE ACTIVE -

Practicing Law Institute
Red River Valley Historical Association
Renaissance Society of America
Reserve Officers Association
Rheinganer Weinkonvent
Rhode Island Historical Society
Science Fiction Research Association
Siam Society
Sigma Phi Sigma
Sigma Pi Sigma
Sigma Tau
Societe des Professeurs Francais en Amerique
Societe International Arthurienne
Society for Computer Simulation
Society for Experimental Stress Analysis
Society for History of Geographical Discoveries
Society for Industrial Archeology
Society for Industrial and Applied Mathematics
Society of American Archivists
Society of American Military Engineers
Society of Automotive Engineers
Society of Experimental Test Pilots
Society of Sigma XI
Southeastern New York State Library Resources Council
Southern Historical Association
Special Interst Group, Graphics
Special Libraries Association
Tau Beta Pi
Tau Kappa Alpha
The Florida Bar
Texas Society of Professional Engineers
Virginia Society of Professional Engineers
Washington Linguistics Club
Western Economics Association

LECTURE PROGRAM
(AY 1973-1974)

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

- Mr. Murray Feshback, U.S. Department of Commerce, "Geography and Manpower in the USSR"
- Dr. Preston E. James, Maxwell Professor Emeritus, Syracuse University, "Geographic Perspectives on U.S.-Soviet Power Bases"
- Mr. Jack Present, Executive Director of the Newburgh Urban Renewal Agency, Newburgh, New York, "Urban Renewal Steps Toward A Better Urban Environment"
- MG Richard H. Groves, Division Engineer, North Atlantic Division, "Tocks Island Dam and Atlantic Coast Deep-Water Port Facility Study"
- Mr. James Forrester, The Geographer, Board of Education, Hamilton, Ontario, "China's Changing Landscape"
- Dr. K. L. Franklin, Director, Hayden Planetarium, "Stellar Evolution"

DEPARTMENT OF ENGINEERING

- COL Lockwood, Mr. Chase, USAMC, "Project Management"
- CPT J. B. Holeman, Defense Systems Management School, "The Use of Simulation to Improve Court Operations"
- Mr. M. H. Schwartz, Director, Division of Management Information and Communications Systems, U.S. Atomic Energy Commission, "The Significance of Management Information Systems"
- Dr. Norman Young, Chairman, ITT Development Corporation, "Developing a New Community : The Private Sector"
- MAJ J. R. Smith, U.S. Army Aviations Systems Command, "Helicopter Development Program"
- Bob Tullius, President, Brian Fuerstenau, Vice-President, Group 44, Incorporated, "Technical Aspects of Developing Production Based Vehicles Into Safe and Suitable Racing Cars"
- Dr. Donald N. Frey, Chairman of the Board, Bell & Howell Corporation, "The Reflections of a Manager"

DEPARTMENT OF ENGINEERING - cont

Mr. John Meyer, Head Architect, Sverdrup & Parcel Incorporated,
"Architectural Engineering Interaction"

Mr. R. Gabel, Boeing Company, "Rotor System Design"

DEPARTMENT OF ENGLISH

Professor Loren Eiseley, Benjamin Franklin, Professor of Anthro-
pology and History of Science, University of Pennsylvania,
"Science and the Humanities"

Dr. W. T. H. Jackson, Professor, Columbia University, "Chaucer's
Canterbury Tales"

Mr. Herbert E. Abrams, Art Teacher, "The Art and Science of
Painting"

Dr. Paul L. Mariani, Scholar and Teacher, "Brother Sparrow, Brother
Hawk: Flights of Poetry (1819 - 1974)"

Dr. Bernard M. W. Knox, Director, Center for Hellenic Studies,
"Homer's Iliad: The Limits of Heroism"

Ayn Rand, Author, Lecturer, "Philosophy! Who Needs It?"

DEPARTMENT OF HISTORY

Professor Alvin Coox, Department of History, California State
University, San Diego, "The Decision to Drop the Atomic
Bomb"

Professor William E. Leuchtenburg, Department of History, Columbia
University, "A Klansman Joins the Court"

Professor Harmon L. Smith, Professor of Moral Theology, Duke
University, "Bioethics, Genetic Manipulation, Organ Trans-
plantation, Death and Care of the Dying"

Dr. Joseph J. Ellis III, Department of History, Mt. Holyoke
College, "Booker T. Washington"

Professor Russell Weigley, Carlisle Barracks, "Root Reforms"

Professor R. Don Higginbotham, University of North Carolina,
"Generalship In the 18th Century"

Professor T. Harry Williams, University of Kentucky, "Huey Long
and the Problems of our Time"

DEPARTMENT OF HISTORY - cont

GEN Bruce C. Clarke, USA (Ret), "St. Vith: Counteroffensive"

Professor John Mayendorff, St. Vladimer's Theological Seminary,
"The Orthodox Church Under the Bolshevik Rule"

Dr. F. Pogue, George C. Marshall Research Foundation, "The
American Revolutionary War"

DEPARTMENT OF LAW

MG George S. Prugh, The Judge Advocate General of the Army,
"Updating the Law of War"

Louis Nizer, Esquire, "Rosenberg Trial"

DEPARTMENT OF MATHEMATICS

Dr. Harry F. Martz, Associate Professor of Industrial Engineering
and Statistics, Texas Tech University, "A Prediction of the
Detonation Velocity of the High Explosive EXTEX--A Case Study
in Regression Analysis"

DEPARTMENT OF MECHANICS

Mr. Lee B. Gray, Rockwell International, "The Space Shuttle"

Dr. Kenneth Mc Hugh, Monsanto Company, St. Louis, Missouri, "Is
There Intelligent Life on Earth?"

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

Mr. Sam White, Mr. Robert Burgess, Sikorsky Aircraft, "V/STOL
Engineering"

Professor Emeritus J. DenHartog, Massachusetts Institute of
Technology, "Mechanical Vibrations"

Mr. Robert A. Langworthy, U.S. Army Aviation Laboratory, Ft.
Eustis, Virginia, "Advanced Gas Turbines for Army Helicopters"

Mr. Irving Burrows, Jr. Director, Flight Operations F-15 Program,
Mc Donnell Douglas Corporation, CPT Roy W. Mase (USAF) Project
Manager, "F-15 Program"

Professor J.R. Shanebrook, Union College, "Hemodynamics"

Dr. Arthur M. Squires, City College, New York, "Coal: A Past and
Future King"

DEPARTMENT OF PHYSICS

- Dr. Roger E. Linnemann, President, Radiation Management Corporation, "Medical Aspects of Nuclear Radiation"
- Dr. Banesh Hoffman, Professor of Mathematics, Queens College of the City University of New York, "Maxwell's Equations and Special Relativity"
- Dr. Gerald W. Johnson, Energy Research and Development Office, TRW Incorporated, "Research Development in the Atomic Energy Commission"
- Charles H. Moseley, Jr., Project Engineer, Carolina Power and Light Company, "Nuclear Power Plant Licensing and Reactor Safety"

DEPARTMENT OF SOCIAL SCIENCES

- Dr. Allan Millett, Professor, Military History, Ohio State University, "The Evolution of American Military Policy"
- Dr. Donald Brennan, Hudson Institute, "Approaches to Arms Control and Disarmament"
- MG William Y. Smith, Office DCSP&O, Headquarters USAF, Washington, D.C., "Role of the Military in National Security Policy Making"
- Mr. William Kitzmiller, Washington, D.C. "Political Campaigning"
- Professor Issac Kramnick, Cornell University, "Conservative Thought in America: Religion, the Military and the University"
- Professor G. W. Choudhury, North Carolina Central University, "Failure of Nation Building in Pakistan and the Bangladesh Movement"
- Mr. John Whitney, President, Supermarkets General Corporation, (Pathmark) "Constraints On a Manager in a Free Enterprise System"
- Mr. Dragoslav Avrmovic, International Bank for Reconstruction and Development, "Economic Decision Making in Yugoslavia"
- Professor Charles Issawi, Columbia University, "Economic Development in the Middle East"
- Mr. Thomas Barger (Ret) President, Arabian Oil Company, "Economics and Politics of Middle East Oil"

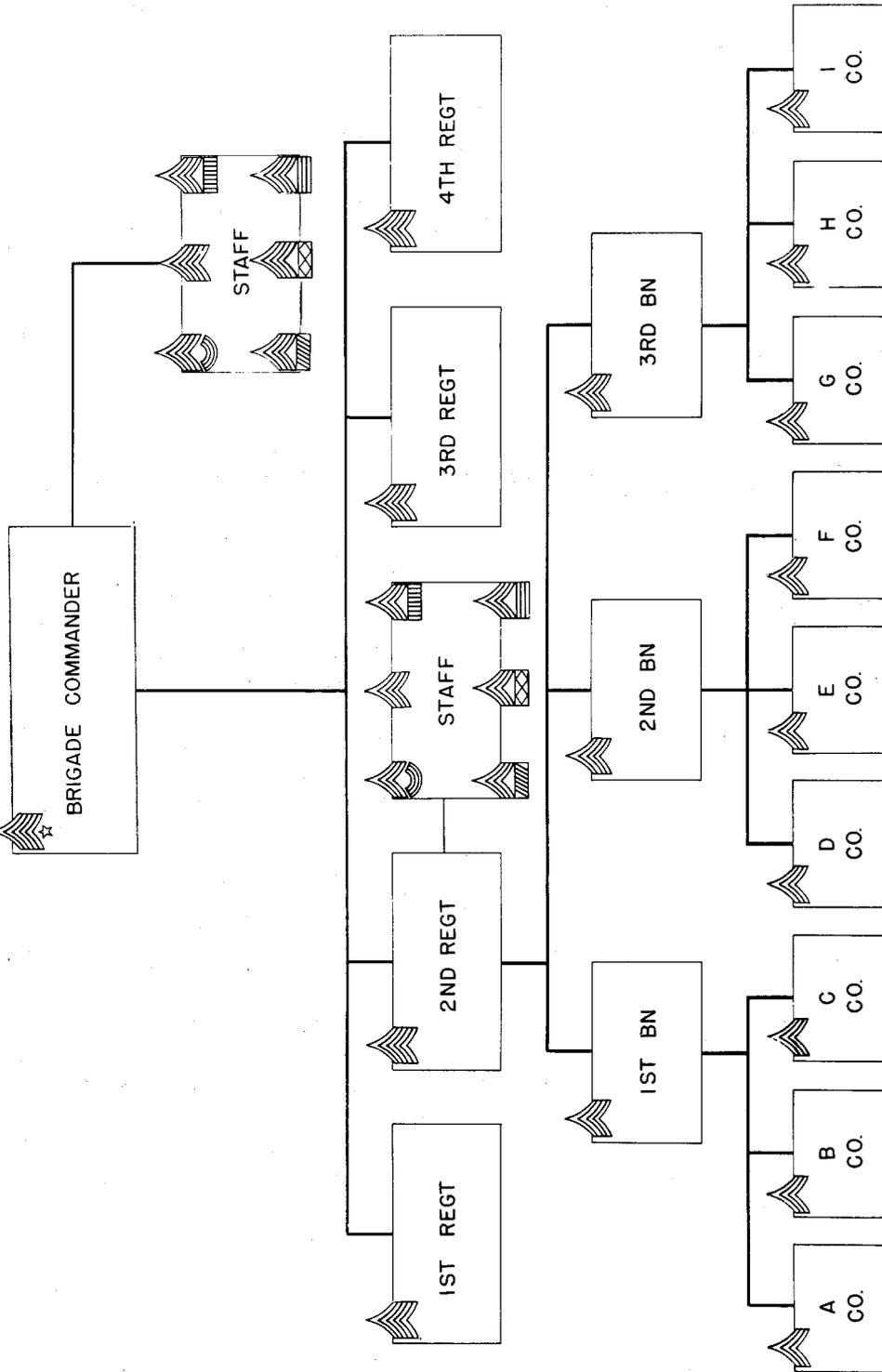
DEPARTMENT OF SOCIAL SCIENCES - cont

- Mr. John Sheehan, Member of the Board of Governors, Federal Reserve System, "The U.S. Economy - 1974"
- Mr. James Gantsoudes, Mitchell Hutchins, Incorporated, New York City, "The Investments Industry"
- Mr. S. J. Burki, Harvard University, "Role of the Civil Service in Development"
- Dr. Basim Musallam, Population Resources Council, Princeton, New Jersey, "Arab-Israeli Conflict: A Palestinian Perspective"
- Mr. Robert J. Murray, Assistant to the Secretary of Defense, "U.S. Strategy for the Late 1970's"
- Professor Theodore Levitt, Harvard Business School, "Trends Without a Future"
- Dr. Susan Mc Carthy, Wesleyan University, "Elite Recruitment and the Succession Issue in the Soviet Union"
- Mr. Paul O'Neill, Office of Budget Management, "The Budget and Public Policy"

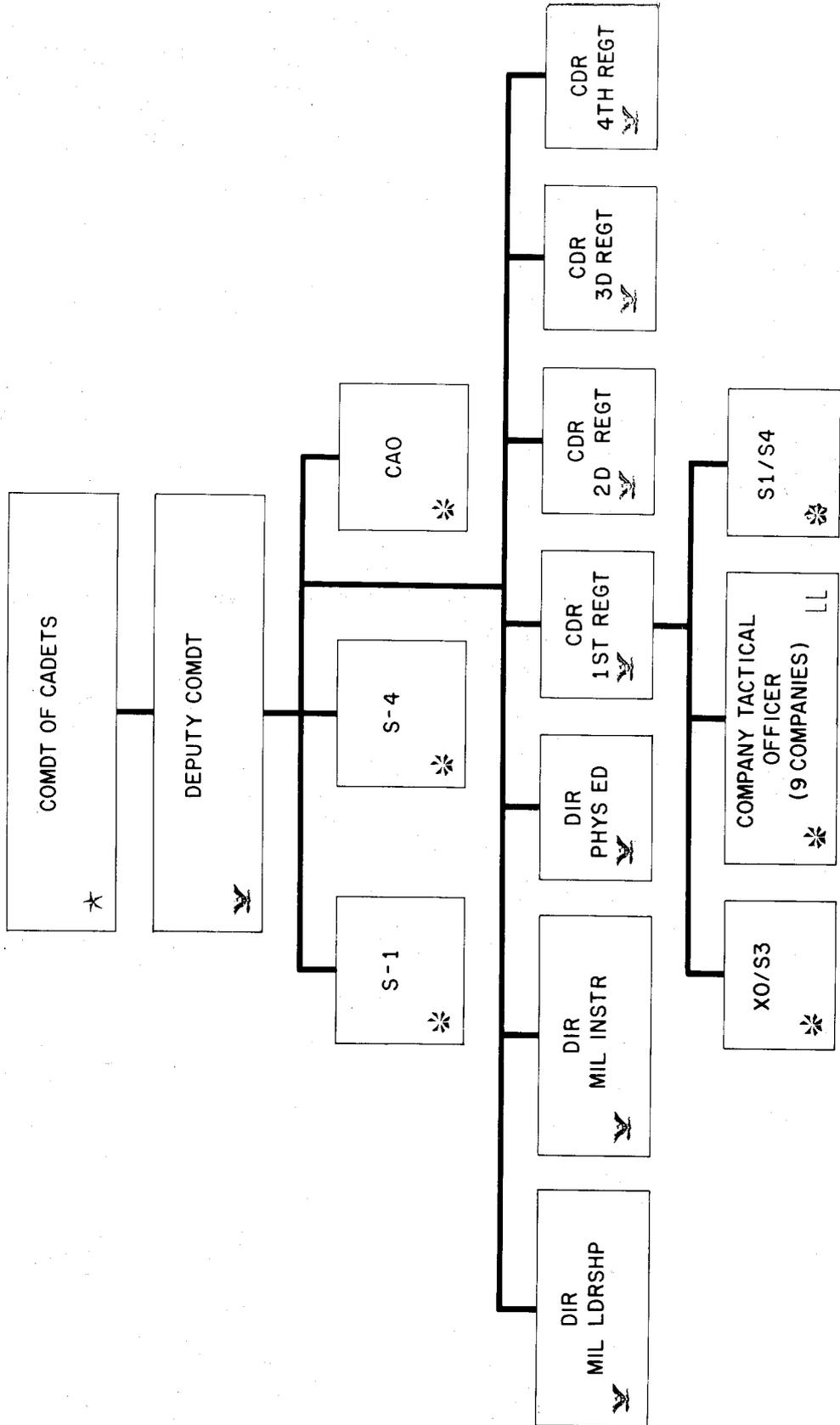
OFFICE OF MILITARY LEADERSHIP

- Mr. Agenor Castro, Director, Public Affairs Department of Correction, City of New York, "Philosophy Program and Problems of New York City Department of Correction"
- GEN Michael S. Davison, CINCUSAREUR, "Leadership Challenge"
- Mr. John Gray, Kent State University, "Minority Problems"
- Mr. Ken Michel, General Electric Management Institute, "Management Development"
- GEN Creighton Abrams, Chief of Staff, "Leadership"

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 JUNGLE WARFARE
 RANGER
 FLIGHT
 EXERCISE NEW VIKING

LEAVE

ARMY
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 (4 TO 7 WEEKS)

SPORTS LEADERSHIP
 COMBINED ARMS OPERATIONS
 LEADERSHIP DEVELOPMENT

LEAVE

COMMAND POSITION AT CAMP
 BUCKNER OR NEW CADET
 BARRACKS, INSTRUCTOR WITH
 OMI INSTRUCTOR GROUP

SMALL UNIT TRAINING (MS401)
 ADVANCED SPORTS LEADERSHIP
 MILITARY LEADERSHIP
 LEADERSHIP DEVELOPMENT

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CLASS

SECOND
CLASS

FIRST
CLASS

RECENT GRADUATE RETURNEE AND GUEST SPEAKER LIST

Guest Speakers

Mr. Robert W. Fisch Museum Curator, USMA West Point, New York 14 and 17 September 1973	Weapons and Uniforms of the 19th Century
Mr. Robert W. Fisch Museum Curator, USMA West Point, New York 2 and 3 October 1973	Weapons and Uniforms of the 20th Century
Major John D. Dewar Office of Military Instruction, USMA West Point, New York 8 and 9 October 1973	Intelligence
Captain John M. Jenkins Fort Bragg, North Carolina 29 and 30 October 1973	Psychological Operations
Major Raymond K. Bluhm Fort Bragg, North Carolina 31 October and 1 November 1973	Civil Affairs
Mr. Robert W. Fisch Museum Curator, USMA West Point, New York 31 October and 1 November 1973	Weapons and Uniforms of the 19th Century
Major Anthony N. Crighton, British Army Office of Military Instruction, USMA West Point, New York 2 and 5 November 1973	Peace Enforcement
SGM Daniel L. Pitzer Fort Bragg, North Carolina 12 and 13 November 1973	Insurgent Response to Tactical Operations
Colonel Robert L. Day Army War College Carlisle Barracks, Pennsylvania 14 November 1974	The Mid-East
Colonel William H. Patterson, Jr. Colonel John E. Coon Army War College Carlisle Barracks, Pennsylvania 27 November 1973	Elements of National Power: Russia/China

Appendix N

Guest Speakers con't:

Mr. Robert W. Fisch
Museum Curator, USMA
West Point, New York
27 and 28 November 1973

Weapons and Uniforms of the
20th Century

Brigadier General John F. Forrest
Director, Officer Personnel Mil Per Cen
Washington, DC
3 December 1973

Career Planning

Major LR Ogle, USMC & Captain JN Abrams, USMC
Office of Military Instruction, USMA
West Point, New York
7 and 10 December 1973

Illustrative Presentation -
Defense

Colonel James Bailey
Fort Gordon, Georgia
18 December 1973

A Case Study in Airmobile
Raids

Major Nicholas R. Vay
Dept of Electrical Engineering, USMA
West Point, New York
7 and 8 January 1974

Special Operations: Jungle
and Remote Areas

Captain David Bucchieri
Tactics/Combined Arms Department
United States Army Field Artillery School
Fort Sill, Oklahoma
7 and 8 March 1974

Nuclear Weapons Operations

USMC Amphibious Warfare Presentation Team
Marine Corps Development and Education Command
Quantico, Virginia
14 March 1974

Amphibious Operations

Captain Raymond R. Hitchcock
Ranger Dept, USAIS
Fort Benning, Georgia
23 and 24 April 1974

Ranger Orientation

The following officers presented an orientation on the Basic Officer's Course for their respective branches on 3 and 4 April 1974:

Service School Orientation:

Captain Lafayette L. Sale, III - Infantry
Captain James C. Conner

Major David J. Mooney - Field Artillery

Major James S. Mathison - Armor

Captain Ronald Hebnell - Engineer

Captain Richard E. Waterman - Signal

Captain James M. Kelly - Air Defense
Artillery

ROSTER OF RECENT GRADUATES VISITING WEST POINT
14-19 April 1974

AIR DEFENSE ARTILLERY:

Wagner, David W. 1970
LT 236-72-4241
Btry B, 3d Bn (Abn) Vulcan, 4th ADA
82d Airborne Division
Fort Bragg, North Carolina 28307

Rodrigue, Michael A. 1972
LT 436-76-6403
1st Bn (Vulcan), 3d ADA
101st Airborne Division (Ambl)
Fort Campbell, Kentucky 42223

ARMOR:

Keller, Thomas R. 1970
LT 248-84-7116
HQ Troop, 2d Squadron
3d Armored Cavalry Regiment
Fort Bliss, Texas 79916

Webb, William L. 1972
LT 197-40-8109
A Troop, 1st Bn, 10th Cavalry
4th Infantry Division (Mech)
Fort Carson, Colorado 80913

Grant, Wayne E. 1971
LT 433-76-3760
HHC, 2d Brigade
1st Armored Division
APO New York 09066

CORPS OF ENGINEERS:

Wynn, Donald T. 1971
LT 546-76-8540
Co E, 8th Engineer Battalion
1st Cavalry Division
Fort Hood, Texas 76544

Canonico, Louis 1972
LT 151-40-9407
Co D, 864th Engineer Battalion
Presidio of San Francisco,
California 94129

Costello, Thomas M. 1970
LT 195-38-3696
HHC, 547th Engineer Battalion
APO New York 09175

FIELD ARTILLERY:

Morgeson, James D 1971
LT 465-84-3536
A Btry, 1st Bn, 78th FA
2d Armored Division
Fort Hood, Texas 76544

Hannan, Stephen G. 1972
LT 221-36-4120
A Btry, 3d Bn, 319th FA
101st Airborne Division (Ambl)
Fort Campbell, Kentucky 42223

INFANTRY:

Schrader, Henry C., Jr. 1971
LT 224-72-0457
HHC, 1st Bn (Mech), 18th Infantry
1st Infantry Division
Fort Riley, Kansas 66442

Edelen, Jerry B. 1971
LT 545-70-8952
HHC, 2d Bn (Abn), 325th Infantry
82d Airborne Division
Fort Bragg, North Carolina 28307

INFANTRY Con't:

Lynch, John L. 1972
LT 048-44-0435
Co C, 1st Bn, 7th Infantry
3d Infantry Division
APO New York 09162

MILITARY INTELLIGENCE:

Beddow, Edward G. 1970
LT 564-74-1126
HQ Co, The Student Brigade
ASA Training Center and School
Fort Devens, Massachusetts 01433

Carlson, Randall A. 1970
LT 043-42-3043
D Co, 519th MI Bn
Aberdeen Proving Ground,
Maryland 21005

MILITARY POLICE:

King, Robert A. 1969
CPT 367-48-3496
Student Officer Detachment
U. S. Army Military Police School
Fort Gordon, Georgia 30905

Werner, Robert, Jr. 1970
LT 096-40-9006
57th MP Company
United States Military Academy
West Point, New York 10996

SIGNAL CORPS:

Keene, Terence E. 1970
LT 521-68-3125
Student Officer Detachment
U. S. Army Signal Corps School
Fort Monmouth, New Jersey 07703

McConaghay, William E. 1972
LT 573-76-2816
B Co, 9th Signal Battalion
9th Infantry Division
Fort Lewis, Washington 98433

Henly, Larry L. 1970
LT 172-36-7644
Co D, 32d Signal Bn
APO New York 09757

CADET EXTRACURRICULAR ACTIVITIES

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>REMARKS</u>
<u>ACADEMIC GROUP</u>		
Aeronautics & Astronautics Club	363	Participated in the FAA Private Pilot Ground School at West Point, New York, flight group seminars, and soaring instruction at Randall Field, Middletown, New York.
Amateur Radio Club	23	Several hundred person-to-person radio contacts were made with amateur operators throughout the United States and overseas.
Astronomy Club	154	Provided telescopes for the observation of Comet Kohoutek by post personnel 15-18 January 1974. Traveled to Boston Planetarium.
Audio Club	57	Held four classes/lectures on stereo and high fidelity concepts.
Behavioral Science Club	360	Made weekly trips to the VA Hospital at Montrose, New York and to Letchworth Village, Thiells, New York to work with patients. Visited Hart Island Phoenix House and the Broadjump program in New York City, New York. A Psychology Seminar was organized and undertook an active program to participate and study in transcendental mediation.
Chinese Language Club	119	Participated in trips to New York City, New York to visit the China Information Service, Metropolitan Museum, United Nations, and Chinatown. Also traveled to Washington, D.C. to visit the Chinese Embassy, Central Intelligence Agency, and Department of State.
Computer Forum	52	Hosted guest speakers who lectured on file accessing, graphical use of computer systems and improvement of the computer system for Corps use.

CADET
MEMBERSHIP

ACTIVITY

REMARKS

Debate Council & Forum	48	Members of the Debate Council made 25 trips to national inter-collegiate debate tournaments in 15 cities in 12 states. They participated in 250 rounds of debate from October through April against over 100 colleges and universities, winning 139 rounds for a 55.6% season win record.
Student Conference on United States Affairs	210	SCUSA XXV assembled 153 students from 84 universities in conference with 224 cadet participants and staff. Twenty-five distinguished members of government or academia, assisted by five members of the Department of Social Sciences, served as major speakers or advisors to round tables.
West Point Forum	283	Participated in five intercollegiate student conferences and four Model United Nations trips. Visited the Pentagon, State Department, Congress and the White House.
Engineering Forum	340	Sponsored a flintlock pistol and rifle building program, an automotive seminar. Sponsored an Antique Car Show and traveled to the U.S. Navy Submarine Base at New London, Connecticut and the IBM plants at Poughkeepsie and East Fishkill, New York. Participated in a trip to New York City to see Central Park subway tunnel construction and to New Jersey to see the new Federal automated postal system.
Fine Arts Forum	1070	Presented a full schedule of plays, concerts, lectures, exhibits, and seminars to include: "Godspell," "As You Like It," "Windom plays Thurber," "ERF," "The Proposition," Bobby Short, George Faison Universal Dance Experience, Goldovsky Opera in "The Old Maid and the Thief and the Impresario," and Bert Lucarelli and the Museumorphoses. During AY 73-74 the Fine Arts Forum increased the number and type of art exhibits and engaged a graphic artist, Alan Price, as Visiting Artist.
French Language Club	305	Visited the State Department and the French Embassy at Washington, D.C. The visit to the French Embassy was followed by a reception for members of the French Club by General de Grasset, the French Military Attache to the United States.

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>REMARKS</u>
Geology Club	134	Visited the Museum of Natural History, New York City, New York and Crooked Swamp Caves, Lafayette, New Jersey. Participated in a mineral collecting trip at Brewster, New York and visited the New Jersey Zinc Mine at Ogdensburg, New Jersey.
German Language Club	313	Traveled to Washington, D.C. to visit the German Embassy and CIA. Attended a lecture at Goethe Institute in New York City, New York.
Mathematics Forum	51	Visited the IBM Research Center at Yorktown Heights, New York and the American Power Jet Company at Ridgefield Park, New Jersey. Participated in a computer lecture and social function at Lady-cliff College, Highland Falls, New York.
Military Affairs Club	187	Sponsored a fall and spring weapons familiarization and firing event. Sponsored a military film seminar.
Portuguese Language Club	129	Visited governmental (US & Foreign) and cultural institutions devoted to Latin American Affairs in Washington, D. C.
Rocket Society	38	Held a demonstration launch and tour of Rocket Lab for Post Cub Scouts. The Rocket Society will merge with the Engineering Forum in the fall of 1974.
Russian Language Club	94	Toured the CIA, Pentagon and the Smithsonian Institute in Washington, D.C. Toured the United Nations in New York City, New York.
Spanish Language Club	165	Visited the United Nations, Inter-American Defense Board, State Department, and Organization of American States.

ACADEMY SUPPORT GROUP

Cadet Glee Club	160	The Glee Club performed before a total live audience of over 100,000 in their concert tour which covered ten states. Included in the tour was an appearance at the Herbert Hoover Award for the Boys' Clubs of America and the annual convention of the National Association of Manufacturers in New York City. In addition they presented a short concert for the dedication of the General Omar Bradley Library, sang Christmas carols in all housing areas on West Point, presented a Winter Concert and a June Week Concert. They also sang at the Thayer Award Presentation.
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CADET MEMBERSHIP

ACTIVITY

REMARKS

Fourth Class Glee Club	122	Sang in concert at New Foundland, New Jersey, and for a Rotary Convention at Carmel, New York. Went Christmas carolling with the Cadet Glee Club and presented a Plebe Parent Weekend Concert.
Information Detail	63	Assisted the Sports Information Director with publicity efforts. Through contacts with the Public Affairs Officer the members became more familiar with the news media, community relations, and the public affairs aspect of the academy.
Public Relations Council	757	Participated in Boys State/Boys Nation, Thanksgiving (Minority) Program, Christmas Program, Spring Leave Program, and Candidate Testing. CPRC continued to provide important admissions support and public relations roles in USMA programs.
Scoutmasters' Council	200	Sponsored the 12th Annual West Point Camporee. The camporee was attended by approximately 3500 scouts and scouters.

COMPETITIVE ATHLETIC GROUP

Bowling Club and Team	83 11	Cadet team finished second in Tri State League. One cadet finished third high, individual average, and second high in the series in Tri State League. Two cadets placed sixth in Eastern doubles. Team won first place in Worcester Polytechnic Institute tournament. Won the Tri-service Academy match.
Handball Club and Team	57 20	Four cadets participated in the National Championships in Boulder, Colorado and tied for sixth place in the competition. The team's season record is: five wins, four losses, two ties.
Judo Club and Team	28 31	Placed sixth in the National Championships. Two individual cadets were named All-American. Placed first in the Eastern Championship competition.
Karate Club and Team	46 30	Won against Princeton University and Air Force Academy. Two cadets were awarded Black Belts and three cadets were awarded Brown Belts.

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>REMARKS</u>
Rugby Football Club and Team	142 79	During Spring Leave forty-five team members traveled to Florida to compete with the three top teams of Florida winning two of the three competitions. Sponsored the third invitational tournament at West Point in which six teams participated and beat Navy 23-18.
Sailing Club and Team	47 20	Four skipper and crew teams sailed admirably at the Service Academy Regatta at Coast Guard. Four freshmen team members represented the academy well by qualifying and competing in the MAISA freshmen championships at Navy.
Volleyball Club and Team	29 15	Placed second in the Easterns and third in the National (Collegiate Division of I.V.B.A.) Championships. Overall season record 21-8.
Water Polo Club and Team	28 28	Placed third in the Eastern Championships. Sponsored the Army Invitational Tournament, Eastern Collegiate Water Polo Conference.
<u>CORPS SUPPORT GROUP</u>		
<u>Bugle Notes</u>	21	Updated and republished <u>Bugle Notes</u> for AY 74-75.
Cadet Band	72	Provided musical support for fifteen football rallies, three (150 lb) football games, and Goat-Engineer Football game. Performed in the Cadet Mess on two occasions, presented two Brass Choir performances in the Cadet Chapel, and provided the orchestra for the Cadet Acting Troupe production of "1776."
Class Committees (4)	144	Sponsored respective class weekends throughout the year. Made recommendations concerning class privileges.
Dialectic Society	85	Sponsored six concerts: "Raun McKinnon," "Mary Travers," "Gordon Lightfoot," "Poco," "Gunhill Road," and "Kris Kristofferson." Produced the 1974 One Hundredth Night Show, "The Threads of Continuity." The Cadet Acting Troupe was founded this year and did an outstanding job performing "The Fantasticks" and "1776."
Hop Committees (4)	144	Planned and conducted forty-six upperclass and forty-four Fourth Class hops. Supported the Victory Party following the Army-Navy Football Game at Philadelphia.

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>REMARKS</u>
Hop Bands	124	Organized three Fourth Class Bands at Lake Frederick, approximately eight weeks after the cadets entered the Corps. Through the year they played for approximately twenty-two dances and twenty cadet parties, one "away" concert, two "away" CAO-sponsored mixers and three gloom concerts in the messhall. At the close of the year seven cadet bands were organized. In addition the organization regularly carries a sixteen piece stage orchestra and the twenty-five man "Bag Pipe" band.
<u>Howitzer</u>	114	Prepared the 1974 Edition of the <u>Howitzer</u> for publication. Presented special editions of the 1973 <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>The Pointer</u>	82	Published the following nine issues of <u>The Pointer</u> : 50th Anniversary Issue, Halloween Issue, Navy Issue, Christmas Issue, Gloom Issue, Mobilization Issue, The People's Pointer, Ring Issue and June Week Issue.
Rabble Rousers	91	Supported ten football games, five basketball games, one lacrosse game, the Black & Gold Football game at home, and one hockey game away from West Point. Also conducted rallies and team send-offs.
Ring and Crest Committees (4)	144	Administered Class Crest and Class Ring selection. Arranged for and sponsored Class Banquets during the year.
<u>Slum and Gravy</u>	51	Published <u>Slum and Gravy</u> biweekly during the academic year covering all aspects of Army sports.
WKDT Radio Staff	66	1973-1974 was the biggest broadcast year in WKDT's twenty-year history -- over 140 hours of music per week, 24 away live sports broadcasts, 35 home sportcasts, over a dozen live music shows around post, three open houses, plus direct support for over one hundred individual post activities.

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>REMARKS</u>
Triathlon Club Triathlon Team Marathon Team	30 30 15	The Triathlon Team defeated all competition except for the U.S. Pentathlon Team and placed second in the National Championships.
SCUBA Diving Club	177	Qualified 131 basic, 23 advanced, and 23 senior divers as well as 25 instructors. The club assisted the Post Engineers in efforts which saved the Academy \$1000. The club was featured in two articles in "The Pointer View" and in the Academy Environmental Report and the "Middletown Record" for work at Lusk Reservoir and Hessian Lake. Recovered \$1500. of Engineer bridging equipment from Stilwell Lake. Assisted OPE by providing open water training to OPE SCUBA Diving students enabling them to obtain national certification.

RECREATIONAL GROUP

Chess Club	88	Placed third in the New Jersey Intercollegiate Tournament at Jersey City, New Jersey. Competed against the Columbia Chess Team, Marshall Chess Club and the Naval Academy and competed in the Atlantic City Open Tournament and the Quadrangular Tournament in New York City, New York.
Outdoor Sportsmen's Club	324	The hunting group traveled to Camp Drum, New York and Long Island, New York. The fishing group traveled to Lake Oneida, New York and Ft. Hancock, New Jersey. The archery group held its first home event - an archery hunt at Camp Buckner. Many more cadets became involved in hunting and fishing on post this year.
Ski Club Ski Instructor Group Ski Patrol	357 56 49	Club members were able to complete the ski instruction program for cadets and post dependent children and were on hand to patrol the Victor Constant Ski Slope during hours of cadet use. The program to qualify USESA ski instructors was highly successful - fifteen were qualified. The Ski Patrol was successful in qualifying the largest number of cadets in the National Ski Patrol System to date. One cadet achieved NSP Senior status.
Cycling Club and Team	164 10	Placed first in the Collegiate Championships (Eastern Division) at Brookdale Park, New Jersey. Four club/team members participated in 24 hour time trial ride in New York City, New York.

<u>ACTIVITY</u>	<u>CADET MEMBERSHIP</u>	<u>RELIGIOUS PARTICIPATION GROUP</u>	<u>REMARKS</u>
Cardinal Newman Forum	138		Participated in two religious retreats.
Protestant Discussion Group	154		Held weekly meetings.
Other Religious Groups	147		Held weekly meetings and participated in local retreats.
Fellowship of Christian Athletes	297		Held monthly prayer breakfasts.
Cadet Chapel Sunday School Teachers	105		Conducted Protestant Sunday School for post dependents.
Catholic Chapel Sunday School Teachers	68		Participated in a retreat at Garrison, New York and an excursion trip to the Chancery Office, New York City, New York. Participated in a seminar at Ladycliff College, Highland Falls, New York.
Cadet Chapel Choir/ Chimers, Acolytes	264		Sang at the Army Services at the National Cathedral and on the main concourse of the Pentagon. Sang at the Union Avenue Baptist Church in Memphis, Tennessee and for services at West Point.
Catholic Chapel Choir Acolytes	89 28		Sang at services at St. Peter Claver's Church, West Hartford, Connecticut; St. Agnes' Cathedral, Rockville Center, New York; St. Joseph's Church, New York City, New York; Mount St. Mary's College, Newburgh, New York.
Jewish Chapel Choir/ Sunday School Teachers	26		Sang in concert at Bell Park Jewish Center, Queens, New York; Larchmont Mamaroneck Bnai Brith, Larchmont, New York; Temple Emanuel, Lynbrook, Long Island; Jewish Community Center, Poughkeepsie, New York. Participated in Passover Seder, Hotel Thayer and graveside memorial service for COL David Marcus, USMA '24 West Point Cemetery.

FINAL

1973-74

ARMY VARSITY SPORTS SUMMARY

	CONTESTS	WON	LOST	TIED	PCT	NAVY	1974-75 CAPTAINS
*150-LB FOOTBALL	6	6	0	0	1.000	WON	JAY GRUSKOWSKI
PISTOL	12	11	1	0	.917	WON	CARY MEHLENBECK
RIFLE	9	8	1	0	.889	WON	RALPH GHENT
SOCCER	14	9	2	3	.750	LOST	RANDY NELSON
HOCKEY	28	20	7	1	.732	---	GEORGE CLARK
FENCING	14	10	4	0	.714	WON	JAY BISHOP
CROSS COUNTRY	11	7	4	0	.636	LOST	NORM REINHARDT
GOLF	14	8	6	0	.571	LOST	
OUTDOOR TRACK	7	4	3	0	.571	LOST	
BASEBALL	21	11	10	0	.524	LOST	
SQUASH	14	7	7	0	.500	LOST	MIKE KILLHAM
INDOOR TRACK	10	5	5	0	.500	LOST	JESSE OWENS
SWIMMING	15	6	9	0	.400	LOST	JEFF BOATRIGHT
TENNIS	16	6	10	0	.375	LOST	
WRESTLING	18	6	11	1	.361	LOST	JACK SCHOONOVER
LACROSSE	10	3	7	0	.300	LOST	
BASKETBALL	24	6	18	0	.250	LOST	DAVE THOMAS
GYMNASTICS	9	2	7	0	.222	LOST	JIM JOHNS
FOOTBALL	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>.000</u>	LOST	BOB JOHNSON
	262	135	122	5	.525	4-14	

SKIING (1st-Syracuse & Colgate Meet DIV II GARY WILLIAMS
(W) EISA Championship)
(2nd-Alfred Univ. Ski Meet)
(1st-Cornell/Cortland Invitational)

*Won Eastern Intercollegiate Lightweight Football League

Appendix P

Communications-Electronics Operating Statistics

Communications Services:

West Point:

Installed Telephones	3350
Commercial Long Distance Calls .	\$156,813.62
Dial Service Assistance	1,335,175
Telephone Work Orders	5,145
Teletype Messages (In or Out). . .	7,177
Trouble Calls	2,988

Stewart Annex:

Installed Telephones	410
Commercial Long Distance Calls (Cost)	\$10,292.51
Dial Service Assistance	342,551

Photographic Services:

Negative Equivalents	167,992
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Training Support:

Graphic Aids Fabrications	44,153
Training Devices Fabrications	9,633

Electronics Support:

Completed Work Orders	5,439
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Audio-Visual Support Center:

Items Loaned and Maintained Plus Film Showings	12,735
Appendix Q	

FY 1978

Alter Bldg 667 for
Signal Facilities and
Support Functions

Construct a Community
Support Center

Rehabilitate Bldg 720
for Cadet Club Rooms

Improve Utility Systems,
Phase II

Improve Heating, Venti-
lating & Air Condition-
ing Systems in Bldgs
687 & 681

Separate Electrical
Power & Communication
Ducts, Phase II

Rehabilitate Bachelor
Officer Quarters, Bldg
149

Rehabilitate Bldg 622

Improve Dining Hall
Entries, Bldg 745

Construct Solid Waste
Disposal Facilities

Upgrade Roads & Parking

Rehabilitate Field House

Rehabilitate Lower
Floors of Cullum Hall

HVAC Surveillance

*Construct Bowling Facil-
ities, Eisenhower Hall

*Improve Golf Facilities

Provide Telephone Ducts
to Stony Lonesome Area

FUTURE CONSTRUCTION
FY 1979

Rehabilitate Adminis-
trative Bldg 632

Rehabilitate Headquarters
Bldg 600

Separate Electrical
Power & Communication
Ducts, Phase III

Provide Snow Melting in
Central Area

*Improve Recreational
Area Delafield Pond

*Improve Recreational
Area Lake Frederick

FY 1980

Separate Electrical
Power & Communication
Ducts, Phase IV

Provide Air & Thermo
Pollution Control

Construct Tertiary
Sewage Treatment

Improve Athletic
Field, Howze Field

*Construct Marina at
North Dock

FY 75

Expand and Alter the Existing Gymnasium

Alter Older Cadet Barracks

Provide a Public Comfort Station, Bldg 609

Provide Mechanical Separators for Air Pollution Abatement Facilities

FY 76

Construct New Commissary

Construct General Warehouse & Garage

Improve Roads, Athletic Fields & Training Area

Improve Utility Systems, Phase I

Separate Electrical Power & Communication Ducts, Phase I

Construct New Visitor Information Center & Museum

Improve Heating, Ventilation & Air Conditioning Systems in Bldgs 646 & 745

*Construct Additional Bowling Facilities, Bldg 622

*Improve Recreational Facilities, Round Pond

Construct Entrance Gate on Stony Lonesome Road

FY 77

Construct Cadet Athletic Center

Alter Present Hospital to Provide Facilities for Cadet Related Support Functions

*Beginning with the Fiscal Year 1976 Construction Program, the Department of Army has directed that projects proposed for funding by non-appropriated funds costing in excess of \$50,000 be submitted simultaneously with Congressionally funded projects. The asterisk projects therefore indicate a separate priority order of projects proposed for non-appropriated funding.

MAJOR ENGINEER CONTRACTS

<u>DESCRIPTION</u>	<u>COST</u>
Reroof Cadet Chapel, Building No. 722	\$ 88,000.00
Replacement of Turbo Generator, Generator No. 1	208,000.00
Interior Painting of MacArthur Barracks	56,000.00
Replacement of Masonry Terraces, Buildings Nos. 603 and 605	71,500.00
Reroof and Remove Skylights, Building No. 745-A	103,440.00
Interior Painting of Bartlett Hall	53,000.00
Exterior Repairs to Building No. 628	51,950.00
Tree and Shrub Planting	62,350.00
Resurface Built-Up Roof, Building No. 663	74,199.00
Replace Filter System, Filtration Plant, Building No. 726	202,600.00
Repoint Exterior Walls, Cadet Gym, Build- ing No. 727	236,995.00
Masonry Repairs, Cadet Chapel, Building No. 722	179,685.00
Electrical Work, Buildings Nos. 601, 667 687, 658, 666, 673 and 726	53,791.00

USMA INSTITUTIONAL RESEARCH REPORTS, FY 1974

Office of the Director of Institutional Research

1. Operational Use of the Military Association and Attitude Scales (A Research Note).
2. Some Correlates of the Military Career Commitment Gradient (A Research Note).
3. Predictors of Academic Performance.
4. Military Career Commitment Gradient Scores and Officer Retention.
5. Comparison of Various CEER and ACEER Formulas (A Research Note).
6. Birth Order, Family Configuration and Personal Problems (A Research Note).
7. Summary of Institutional Research at the U.S. Military Academy.
8. Reference Group Theory and Social Maturity.
9. The First Class Questionnaire, Class of 1973.
10. Summary of Responses, New Cadet Barracks Questionnaire.
11. The Value Profiles of Cadets Related to Honor Losses.
12. Social Status of USMA Cadets as a Function of Parental Income and Education (A Research Note).
13. Characteristics of the Class of 1977.
14. Comparison of Black Graduates with Black Nongraduates.
15. Summary of Responses, Reorganization Week Questionnaire, Class of 1977.
16. Admission Scores of the USMA Class of 1977.
17. Effects of Answering Questionnaires on Attitude and Behavior.
18. Relationship Between Sick Call and USMA Performance.
19. Attrition and Admission Scores, Class of 1975.
20. English Grades and Success in Becoming a General Officer.

Appendix T

21. Prediction of Officer Performance.
22. Draft Lottery Standing and Losses from USMA Classes of 1972 and 1974 (A Research Note).
23. Graduate Survey - 1972 (A Research Note).
24. Leadership Potential and the Tri-Service Form.
25. Summary of Responses Reorganization Week Questionnaire (Upper-classes), Classes of 1974-1976.
26. New Cadets and Other Freshmen, Class of 1977.
27. Trends in Admission Variables through the Class of 1977.

Office of Physical Education

1. Completed Studies in Physical Education, 1971-1973, Vols I and II.
2. Development and Description of USMA Physical Performance Evaluation Procedure.

U.S. Army Hospital

1. Acne.
2. Periodic Health Evaluation.
3. Ankle Sprain.

Office of the Director of Admissions and Registrar

1. Attrition Study of Class of 1975.

Office of Military Leadership

1. Motivational Aspects of Selection and Attrition at USMA.
2. Leadership Ratings of Corps Squad Athletes.

