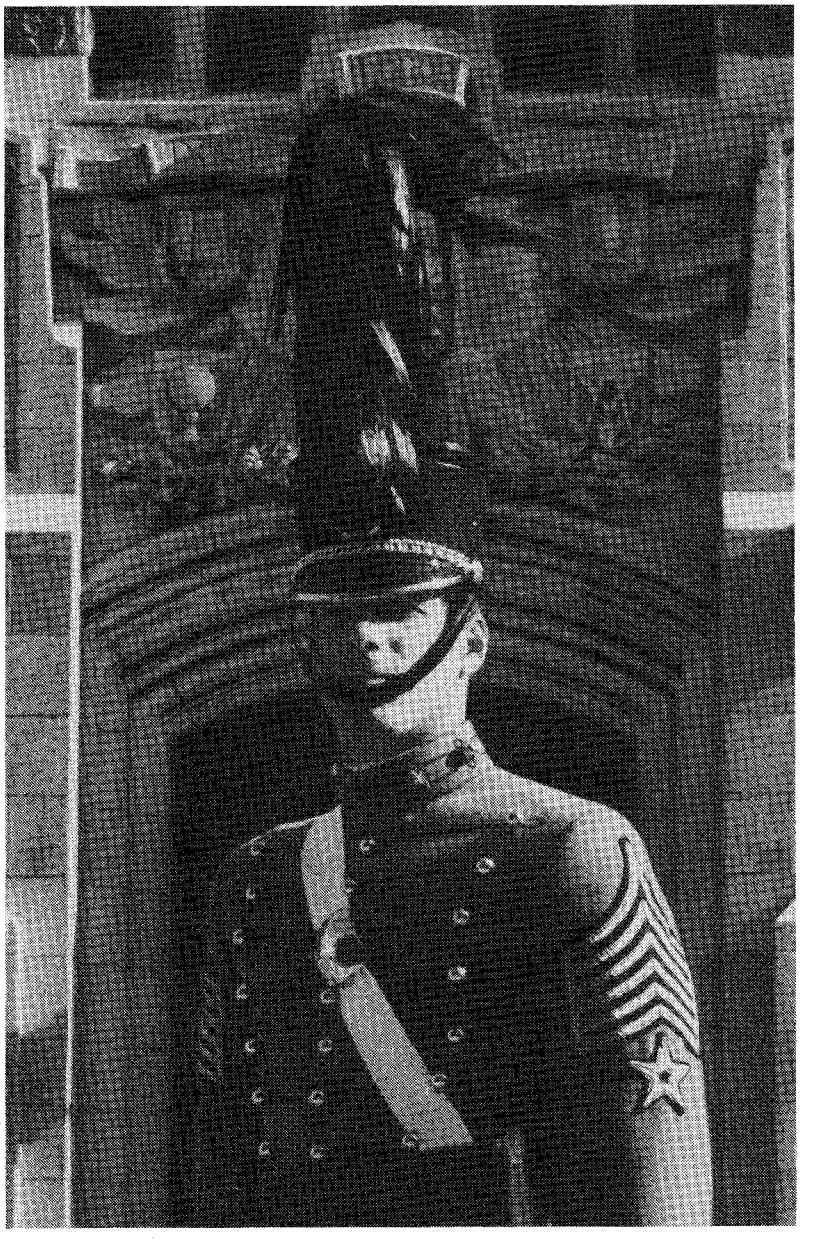
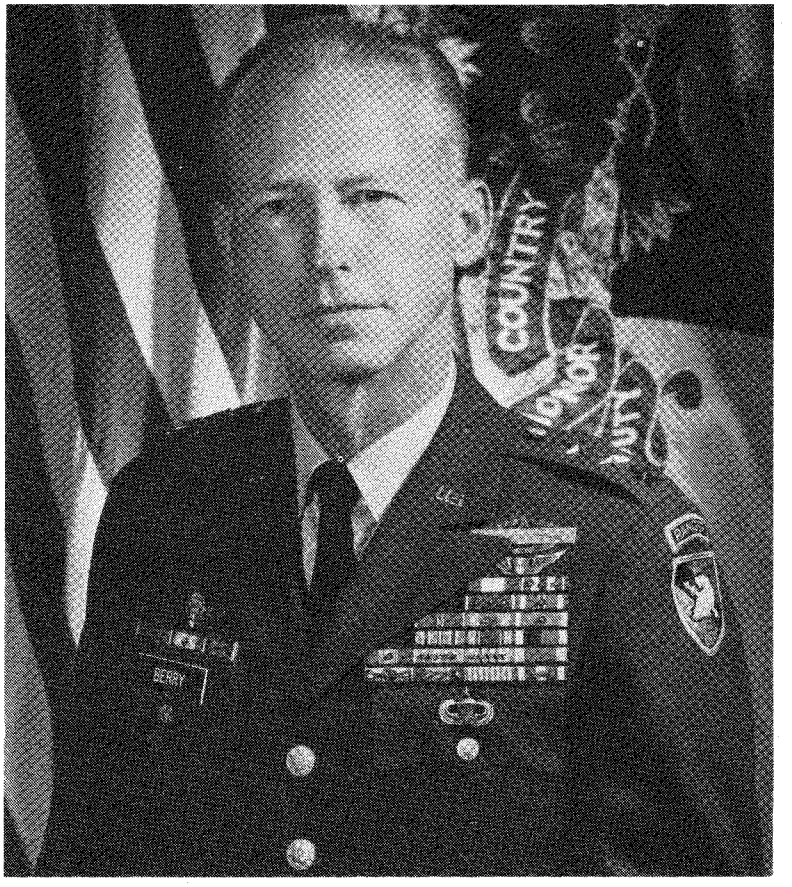
THE ANNUAL REPORT OF THE SUPERINTENDENT 1975



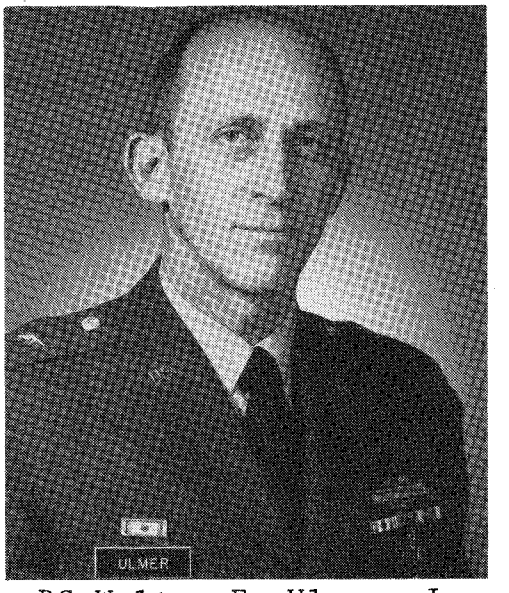
United States Military Academy

West Point, New York



LTG Sidney B. Berry
Superintendent

BG Frederick A. Smith, Jr.
Dean of the Academic Board



BG Walter F. Ulmer, Jr.
Commandant of Cadets

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

30 June 1975

This report provides a record of the United States Military Academy for the period 1 July 1974 through 30 June 1975. It summarizes the most significant events during the fiscal year which directly affected the mission of the Military Academy -- 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.

The Military Academy has drawn upon many sources in assuring its effectiveness in applying its resources to its needs. The findings of the General Accounting Office, the Department of Defense Committee on Excellence in Education, and our own internal review activities have contributed immensely to continuing the vitality of our academic, military and athletic programs. The young men who come here as Fourth Classmen leave here as soldier-leaders prepared to distinguish themselves in service to their country and to do honor to their alma mater.

The faculty, staff, and civilian employees join me in transmitting this report for your perusal.

Sidney B. Berry

SIDNEY B. BERRY
Lieutenant General, U.S. Army
Superintendent

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

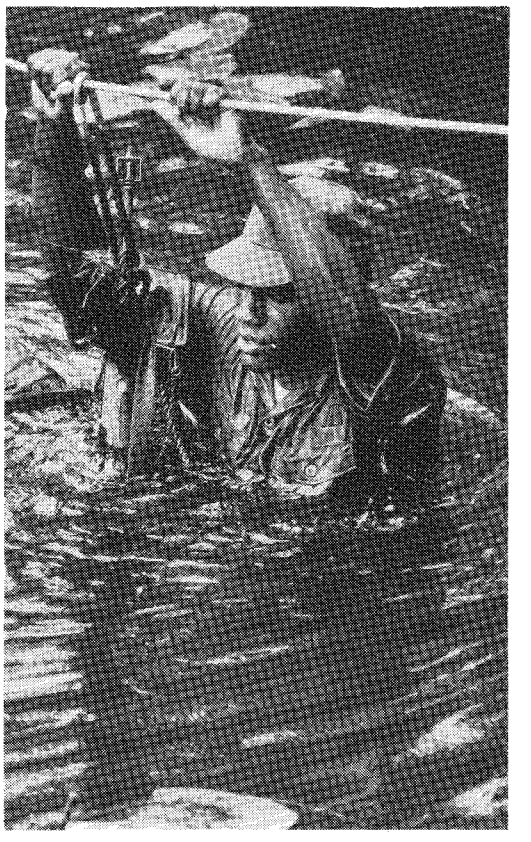


TABLE OF CONTENTS

ADMISSIONS PROGRAM 1

ACADEMIC PROGRAM 3

MILITARY TRAINING PROGRAM 18

ATHLETIC PROGRAM 27

POST ACTIVITIES

Personnel and Administration 30

Logistics 37

Comptroller 45

Directorate of Facilities Engineering 47

Medical Department Activity 51

Institutional Research 53

1st Battalion, 1st Infantry 55

Public Affairs 56

West Point Museum 60

Alumni Activities 61

APPENDICES

A Academic Calendar

B Lecture Program

C United States Corps of Cadets

D Department of Tactics

E USMA Institutional Research Reports, FY 1975

ADMISSIONS PROGRAM

CLASS OF 1979

There were 5,847 candidates nominated and examined for the Class of 1979. Of this total 2,360 were found qualified, and 1,435 entered the Military Academy. Ninety-two percent of the incoming class ranked in the top two-fifths of their high school classes. Of those who took the American College Test (ACT) examination, 65% scored in the 21-36 range on the English portion and 97% scored in that range on the mathematics portion. Of those who took the Scholastic Aptitude Test (SAT) examinations, 70% were in the 500-800 range in verbal aptitude, and 97% were in that range in mathematics aptitude. Seven hundred and fifty-seven cadets were members of the National Honor Society while 201 were class or student body presidents. There were 1,138 who participated and lettered in varsity athletics of whom 529 were team captains. Scouting participants numbered 636, including 206 Eagle Scouts. One hundred and thirty-two minority cadets, from a total qualified of 847, are members of this class.

AUTOMATION OF MAILBACK CARD SYSTEM

Beginning March 1975, all inquiries for admission information were computerized in order to improve admissions program evaluation and minimize duplication of servicing requests for materials. Data input produces mailing labels coded for the type of materials requested on a daily basis. Daily and year-to-date statistics by program are also provided. The remote terminal inquiry system allows for ad hoc retrievals of mailback card data and facilitates supplemental mailings.

ADMISSIONS FIELD FORCE

The Second Annual Admissions Participants Conference was held in May 1975 to train alumni, volunteer members, and Army Athletic Association Pointers of the field force. Eighty-nine reserve liaison officers, the backbone of the Admissions workforce, were trained in June 1975 at the Fifth Annual Liaison Officer Conference. Field force management for the past year has been oriented towards providing stability to the workforce and interface with alumni organizations and the local education community through the appointment of State/Region Coordinators.

ADMISSIONS SUPPORT PROGRAMS

The Admissions Information Section continued increased emphasis on promotional films. Three films were completed, and several hundred copies of each were distributed to the Admissions Field Force. The first was a general information film produced by Universal Studios; the second film stressed academics, and the third highlighted summer training. The latter two were produced by EMC Corporation. Admissions began two new film projects with Association-Sterling Films, a company which specializes in producing and distributing movie theater selected, short-subject packages. One subject will deal with West Point's contribution to the Bicentennial; the second will emphasize West Point's unusual sports program. The Military Academy received two awards of merit from the Council for Advancement and Support of Education (CASE) Recognition Program for the Admissions audio-visual inventory and for Listen to West Point, a promotional booklet which was completed and introduced this year.

Cadet Public Relations Council (CPRC)

There were more than 930 CPRC trips during the year. Twenty-eight cadets participated in the Thanksgiving Minority Program while 750 took part during the Christmas and Spring Leaves. Other cadets participated in Boys State/Boys Nation Conventions, June Week "By-Invitation" Programs, and special speaking engagements. At West Point, CPRC provided cadet escorts for the Candidate Tours Program sponsored daily by the Director of Admissions for prospective applicants and candidates.

Candidate Testing

Some 6,562 candidates were scheduled for testing by the Department of Defense Medical Review Board (DODMRB). The Physical Aptitude Examination (PAE) was given at 165 sites; twenty-nine were Class I installations and the remainder were National Guard Armories and Reserve Officer Training Corps (ROTC) units.

Educator Visits

There were a total of eighteen Educator Visits, all held in the fall of 1974. These visits brought educators, congressional staff members, news media representatives and Admissions participants to West Point for three days of orientation.

ACADEMIC PROGRAM

OVERVIEW

Academic Year (AY) 74-75 saw the implementation of the final actions resulting from the 1972 Superintendent's Curriculum Review Board. It was a year spent absorbing and consolidating the effects of change which have marked the dynamic and evolutionary growth in recent years of the Military Academy's Academic Program. It was also a year in which constructive foundations were built that could serve as the genesis of future growth and development of the Academic Program. The General Accounting Office concluded its exhaustive survey of the Military Academy, and the Department of Defense Committee on Excellence in Education finished its first round of inquiries into the Military Academy programs. It is expected that the findings of these agencies, along with those of internal review activities, will contribute substantially to the future effectiveness of the Academic Program.

THE FACULTY

There were several significant changes to faculty assignments over the past year. On 16 August 1973, the United States Senate confirmed the nomination of Brigadier General Frederick A. Smith, Jr., as Dean of the Academic Board. General Smith, former Professor and Head of the Department of Mechanics, was sworn in as Dean on 20 August 1974. He became the seventh Dean of the Academic Board since the position was officially established by an Act of Congress in June 1946.

Colonel Robert M. Wilson, on 16 August 1974, was appointed Professor and Head of Department of Mechanics, succeeding General Smith.

Colonel Jack M. Pollin, former Deputy Head and Acting Head of the Department of Mathematics, was named permanent Head of the Department on 1 September 1974.

Professor I.B. Holley, Jr., of Duke University completed a year with the Department of History as the third Visiting Professor of Military History. Professor Holley, who holds the rank of Brigadier General in the U.S. Air Force Reserve, taught cadets in a special course entitled "Technology, Society and War." He also tutored cadets in advanced history research projects, lectured in a variety of courses, and conducted faculty seminars. The Visiting Professor of Military History for the coming academic year will be Professor R. Don Higginbotham of the University of North Carolina.

Plans for a faculty exchange program between the United States Military Academy (USMA) and the United States Air Force Academy (USAFA) were initiated in March 1975. The exchange will take place during AY 75-76 and will involve three officers from the Departments of English, History, and Mathematics. The purpose of the program is to increase mutual understanding between service academies.

THE CURRICULUM

There were no substantive changes to the composition of the academic core curriculum during the past year. A revision of the electives component of the curriculum led to a net increase of three elective courses. This change brings the number of elective course offerings available to cadets in AY 75-76 to a total of 162.

Last November the Academic Board decided that the pocket-sized electronic calculator would replace the slide rule as the primary computing device used by cadets. A study conducted by the Board concluded that the use of the electronic calculator will increase the effectiveness of classroom instruction, particularly in the mathematics-science-engineering subjects. Implementation of the policy started 1 January 1975.

CADETS

The Class of 1975 graduated 849 cadets on 4 June 1975. Thirteen additional First Classmen were graduated on 28 June upon completing the Summer Remedial Academic Program. Forty-four members of the graduating class were designated Distinguished Cadets. One of these cadets elected to attend graduate school immediately; the others decided to defer graduate study until they had acquired junior officer, troop-leading experience.

Two members of the graduating Class of 1975 were winners in national competition of fellowships. Cadet Peter L. Guth is the Academy's first dual recipient of both a National Science Foundation Graduate Fellowship and a Hertz Foundation Fellowship. He will use the Hertz Foundation Fellowship toward a doctorate in the applied physical sciences at the Massachusetts Institute of Technology after a tour of duty in Korea. Cadet Leonard A. Alt, the other Hertz winner, also plans to delay his graduate work for two years. These awards bring the total number of cadet National Science Foundation winners to twenty-seven and the number of Hertz winners to five. Five cadets were also cited for honorable mention in the National Science Foundation competition.

Ten cadets from the graduating class won fully funded, medical school scholarships. To date forty-one cadets have been

awarded such scholarships upon graduation. Cadet David Rittenhouse, Class of 1975, won first prize in the Engineering and Computer Science category of the Eastern College Science Conference at Widener College. His winning paper, entitled "Mass Matrix Acceleration Shaping for Fuses," was a description of his research last summer at the Harry Diamond Laboratories as part of the Cadet Summer Research Program.

Plans for a one-semester cadet exchange program involving USMA, United States Naval Academy (USNA), and USAFA were initiated in May 1975. The exchange program will begin first semester, AY 75-76; six Second Classmen will exchange with USNA midshipmen, and six will exchange with USAFA cadets. The purposes of the program are to promote inter-service friendships, to increase mutual understanding, and to broaden intellectual perspectives.

ACADEMIC RESEARCH

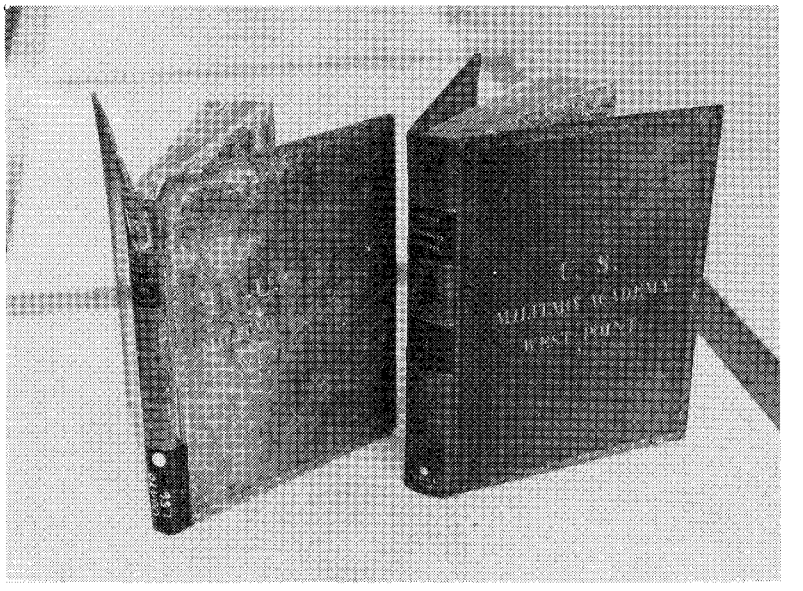
Twelve officers were engaged in full-time research during AY 74-75. Four were in the Science Research Laboratory, and eight were within the individual Academic Departments. The topics of research included infrared spectroscopy, low temperature-high pressure physics, weaponry, technology, doctrine relationships, and the works of William Faulkner. Financial grants in support of these areas of research were received from the Army Research Office, Army Research Institute, Harry Diamond Laboratories, and the Mobility Equipment Research and Development Center.

Lieutenant Colonel William B. Streett, Assistant Dean for Academic Research, spent AY 74-75 at Oxford University, England, participating in theoretical and experimental research on low temperature-high pressure molecular behavior. His sabbatical was sponsored by a Guggenheim Memorial Foundation Fellowship.

LIBRARY

In response to increased cadet use of Library resources and services, a computerized cataloging system has been installed. Access to the Ohio College Library Center (OCLC) data base, the nation's largest up-to-date databank of shared catalog information, has enabled the staff to reduce significantly both the current monograph backlog and processing lead time. A computer-produced monthly accessions listing has been an added OCLC System dividend, and extensive purchasing in microforms occurred. Considerable savings in shelf space has resulted from these purchases. Acquisitions of note were the Ralph C. Stogdill Collection on Leadership, a late seventeenth century manuscript copy of Vauban's Fortifications, and microfilm files on Bicentennial papers and documents. A 600-page draft inventory of the Archives of the U.S. Military Academy,

National Archives and Record Service Record Group 404, was completed and sent to the Archivist of the U.S. for publication. Local procedures regarding access to personal information have been adjusted in accordance with recent Federal legislation. Formal ceremonies occurred to mark the restoration of the "Thayer Collection," the nation's first library assembled to support an academic curriculum in engineering. The restoration of the Military Academy's first library was made possible by the generosity of the Class of 1950.



Books from the recently restored Thayer Collection

INSTRUCTION SUPPORT AND INFORMATION SYSTEMS DIVISION (ISISD)

During this year, ISISD reorganized to provide far greater emphasis in the area of academic automatic data processing (ADP) support. The Academic Management Information Center was greatly strengthened, and a new Data Processing Control Element was added to the Academic Computer Center. A major project was undertaken jointly with the Director of Admissions to develop far more responsive ADP support for candidate selection and other admissions' activities. At the same time, major efforts were made to improve the quality, reliability and auditability of all cadet-related systems and to improve the management and quality of information in the cadet information data base. The newest techniques of structured analysis of problems and programs were adopted, and significant success was achieved in documenting, regularizing and decentralizing many ADP activities. These accomplishments have been achieved with minimal de-emphasis on providing traditional instructional-type support.

A USMA television program, "A Different Light," produced by Mr. Furman Baldwin of ISISD for the Department of English, won both the Department of the Army Keith L. Ware Award and the Department of Defense Thomas Jefferson Award for excellence in media production. Two USMA multi-media programs, "Charles Babbage, Father of the Computer," and "Herman Hollerith, Father of Data Processing," were featured at Congress '74 of the International Federation of Information Processing in Stockholm, and the latter was viewed by the king of Sweden. An Exxon Education Foundation grant will support other programs of this kind, mostly in the television medium. ISISD has undertaken two additional, high impact media projects, one for the Bicentennial (dealing with the history of West Point and the Hudson Valley during the Revolution), and the other for the U.S. Army War College and Military History Research Collection (dealing with the battle of Gettysburg).

ISISD continued the Computer-Assisted-Design-Engineering and graphics seminars with the Army Materiel Command (AMC) and continued research projects in graphics financed by AMC Project IDEA and the U.S. Army Computer Systems. The Graphics Compatability System (GCS) developed at USMA is now in use at over 50 computer sites, some as far away as Australia and Norway.

ISISD has initiated requests for modernization of its time-share and batch computer facility. Our goal is Worldwide-Military-Command-Control-System compatibility with a machine of the same type as our present back-up machine at the U.S. Army War College, a more modern machine than ours and one which has had wide acceptance in university computer centers.

DEPARTMENT OF CHEMISTRY

Cadet performing Chemistry Laboratory experiment

During AY 74-75, the Department taught the standard and advanced versions of general chemistry to the Third Class, as well as seven electives in the fields of organic and physical chemistry, human biology, and an individual chemistry research project.

Major emphasis in all chemistry courses was on an evolutionary updating of course material and the inclusion of more practical applications of the subjects to the major problems of today's society. The experimental portion of all courses stressed the application of instrumental methods of analysis. This effort was assisted by the acquisition of additional gas chromatographs and infrared spectrophotometers. The individual cadet research program was highlighted by the presentation of a paper by Cadet Thomas R. Noreen on his work at the Eastern College Sciences Conference.

Colonel Donald G. MacWilliams, Professor and Head of the Department, completed a year of sabbatical leave pursuing independent studies in biochemistry. Major George F. Palladino was appointed a Permanent Associate Professor of Chemistry.

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

On 18 and 19 October 1974, the Department of Earth, Space and Graphic Sciences hosted a joint meeting of the Middle States and New England-St. Lawrence Divisions, Association of American Geographers. General sessions of seminars and lectures were held Friday evening and Saturday morning with papers presented by four faculty members, Colonel John Garver, Major James Coniglio, Captains Joseph Musiol and Virginia Fry, and two

Cadets discussing the Quasar telescope

cadets, John J. Cimral and Peter L. Guth. Saturday afternoon was devoted to three preplanned field trips into the local area. The conference was attended by over 600 college and university professors and guests. The two division chairmen called the meeting the most outstanding they had ever attended.

On 4 and 5 June 1975, the Department hosted a conference on teaching introductory college geography. Dr. Harm J. de Blij, Chairman, Department of Geography, University of Miami, and author of the EV 102 text, Essentials of Geography: Regions and Concepts (Wiley, 1974), and Mr. Paul Lee, Geography Editor of Wiley and Sons, Inc., publisher of the book, were in attendance. The highly successful conference served as a workshop to exchange views between Dr. de Blij and the Department's faculty concerning the philosophy, concepts, methods, structure and content of introductory regional geography courses.

DEPARTMENT OF ELECTRICAL ENGINEERING

Cadet Edward Shaffer (USMA '75) spent six weeks during the summer of 1974 at Fort Monmouth assisting on an antenna research project; during this time he was the author of one technical report and was listed as a co-inventor of a new antenna in another. New all-solid-state electronics demonstration panels, of Departmental design, were manufactured at the Tobyhanna Army Depot. A project laboratory was established in the old radar lab room, and nine individual cadet projects got under way with a waiting list for more when space becomes available.

DEPARTMENT OF ENGINEERING

In both standard and elective courses, emphasis was given to providing cadets with opportunities to gain knowledge and understanding of engineering as a decision-making process. Continued effort was also devoted to development of an environment which encourages cadets to apply previously learned scientific principles to the analysis, synthesis, and design of systems. Special attention was given to updating the weapon systems elements of various courses to insure that cadets are exposed to the most modern technological applications in the tools of their trade. This involved text revision, improvements in audio visual aids, and revision of laboratory exercises. Department personnel continued contacts with Army research agencies and laboratories, Army field agencies, and civilian educators through visits and contacts at professional meetings.

The Department again conducted refresher courses for Post personnel preparing for the Professional Engineer and

Engineer-in-Training certification. In addition the Department administered the Pennsylvania State Engineer-in-Training test to 194 cadets and twenty-seven officers. The Department again sponsored the Military Academy's delegation to the Eastern Colleges Science Conference at Widener College in Chester, PA., where one cadet won a prize for a technical paper.

DEPARTMENT OF ENGLISH

The Cadet Fine Arts Forum mission of broadening the exposure of cadets to the fine arts in an entertaining manner was accomplished this year on an unprecedented scale. The new facilities in Eisenhower Hall permitted larger and more frequent productions. The response of cadets, faculty, and the West Point community was most favorable, and the contractual obligations of the $100,000 plus was met. The extensive efforts by members of the Department to produce the first Faulkner Concordance have begun to be recognized by the academic community at large. The Journal of Modern Literature describes our efforts as "one of the most ambitious collaborative efforts in literary scholarship of the modern period." At the Second International Conference on Computers in the Humanities, Dr. G. Hertlein, in presenting a survey of computer-assisted scholarly research, described the Faulkner Concordance project as one of the two most impressive efforts now in progress. At West Point, activity is well underway in transcribing Go Down Moses into machine-readable texts. Current plans call for work to begin on a concordance to The Sound and the Fury in 1975.

DEPARTMENT OF FOREIGN LANGUAGES

An extended foreign language validation system was put into effect making it possible for cadets to receive credit for two, three, or four semesters of prior language study. An expansion of elective course offerings in German, Portuguese, and Spanish was approved which partially offset the elimination of several advanced and accelerated courses of the first two years because of the expanded validation opportunities. These new elective courses will facilitate the transition from required courses to the more advanced electives.

On 13 November 1974, Lieutenant Colonel William E. Temple was appointed Permanent Associate Professor of Spanish and Portuguese. He will attend Tulane University beginning this summer to complete requirements for the doctorate. On 18 March 1975, the French Government promoted M. Claude Viollet, civilian Professor of French, to the degree of Officer of the

Legion of Honor. This signal honor constitutes official recognition of M. Claude Viollet's contributions to USMA over a period of nearly thirty years. On 2 June 1975, Colonel Harry E. Cartland, Permanent Associate Professor for French and German, was awarded the Ph.D. in German by Brown University.

The summer exchange program with foreign military academies was continued with groups of cadets accompanied by an officer visiting academies in France, Germany, the Republic of China, and Mexico. Smaller cadet groups visited thirteen Latin American countries. Return visits to West Point were made by various groups of cadets from Europe and Latin America. From 6-13 December 1974, Major John F. Murray accompanied Lieutenant General and Mrs. Berry and six Spanish-speaking cadet First Classmen on a visit to Ecuador. The group participated in the observance of the Seventy-Fifth Anniversary of the Ecuadorean Military Academy.

DEPARTMENT OF HISTORY

During AY 74-75, the Department of History taught 2,320 cadets in twenty-seven one-semester courses with a faculty of forty-six officers and one civilian. The civilian Visiting Professor was Professor I.B. Holley, Jr., of Duke University who lectured in a variety of courses and taught an elective course, "Technology, Society and War." Elective courses taught for the first time were: "History of the American War," "Turbulence and Change in American History," "Civil War and Reconstruction," and "Prelude to the First World War, 1870-1914." The Head of the Department, Colonel Thomas E. Griess, was on sabbatical leave for research and writing in military history. Colonel Roger N. Nye, Professor and Deputy Head, served as Acting Head during the year.

Principal planning activities for AY 75-76 included the design of courses in World, Far Eastern, and Middle Eastern history as alternatives to core courses in European and American history. Plans were also drafted for the introduction of History of Western Ethics and for the Bicentennial Symposium on the American Revolution to be conducted next year. The faculty's expertise in military history was provided, upon request, to the Office of the Secretary of Defense, the U.S. Army Concepts and Analysis Agency, and the U.S. Army Training and Doctrine Command. During the sixth ROTC Military History Workshop in June-July 1974, forty instructors from Army ROTC detachments across the nation underwent a rigorous five-week program of instruction in military history.

DEPARTMENT OF LAW AND STAFF JUDGE ADVOCATE

In September 1974, Brigadier General (Major General-designate) Lawrence H. Williams, Assistant Judge Advocate General for Military Law, visited the Department and gave a lecture to all cadets in the basic and elective law courses. He also briefed the officers of the Department on the latest developments in military law.

In October, Colonel Frederick C. Lough, Professor and Head of the Department, attended The Judge Advocate General's World-Wide Legal Conference held at the JAGC School, Charlottesville, Virginia. In April, Major General John C. Robertson of the British Army, accompanied by Major General George S. Prugh, The Judge Advocate General, visited the Department of Law. General Robertson spoke to the cadets in the International Law course, and both he and General Prugh participated in a question and answer session with department officers.

Courses in Military Justice were given to departing officers, as well as all cadets participating in Cadet Troop Leader Training during the summer. An award 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.

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 his academic duties, also performed full time staff duties. The Administrative Law Section prepared approximately 585 written legal opinions including 120 procurement actions; the Legal Assistance Section handled 9,709 cases, and the Claims Section processed 851 claims involving $166,808.

DEPARTMENT OF MATHEMATICS

A major objective of the Department is to increase the cadet's awareness of the usefulness of his mathematical knowledge. The introduction of "carry-over" problems in both the Third and Fourth Class courses proved to be highly successful in achieving this objective. The "carry-over" problems are easy to understand when introduced but have solutions that require knowledge not yet introduced in the course. Solutions to the problems unfold as the student progresses through the course, and hence the designation "carry-over" problem. Additionally, increased emphasis was placed on the application

of mathematics to real world problems in order to heighten the cadet's interest in mathematics. During his visit as a consultant, Dr. Ben Noble, Acting Director of the Mathematics Research Center at the University of Wisconsin, greatly assisted in accomplishing this objective by his astute observations and recommendations.

The Department continued to emphasize the development of computer programs to enhance instruction and application. A computer graphics program for portraying functions of two variables was developed and later refined to aid visualization and enhance understanding of the calculus of multivariable functions.

In response to the Lesson Drop Plan, thirty-two lessons, all concentrated in the Fourth Class Year, were dropped from the total mathematics program. These losses triggered a significant revision to the core mathematics program. Linear algebra was reduced to a ten-lesson introductory sequence and moved from Third to Fourth Class Year, while the calculus of multivariable functions has been moved from Fourth Class Year to the fall semester of Third Class Year. With the linear algebra reduction, an elective course has been added, MA 471, and will be taught during the spring semester for the first time. It is noteworthy that the core mathematics has now been standardized for all cadets.

DEPARTMENT OF MECHANICS

On 16 August 1974, Colonel Frederick A. Smith, Jr., then Head of the Department of Mechanics, was appointed Dean of the Academic Board and promoted to Brigadier General. He was succeeded in the Department by Colonel Robert M. Wilson. Under General Smith's leadership, the Department of Mechanics was an efficiently managed department offering a broad range of engineering courses coupled with a strong commitment to excellence in teaching. This commitment continues.

Departmental research activity was maintained with a project on Holographic Non-Destructive Testing of Composite Materials conducted by Lieutenant Colonel Charles M. Radler and supported by the Army Research Office. The research work, as well as the Department, suffered a severe blow with the sudden death of Lieutenant Colonel Radler on 22 March 1975. Lieutenant Colonel Radler first joined the Department of Mechanics in 1964 and had been a Permanent Associate Professor since 1969. His research is being carried on and extended by Captain Bruce H. Laswell. The holographic laboratory developed for this work is being used to support cadet instruction in experimental stress analysis.

Cadet performing high speed aerodynamic experiment

Cadet participation in advanced individual study also continued. Cadet Patrick G. Findlay prepared a report on photoelastic stress analysis, and Cadet Stephen C. Ellis presented a paper on computer-aided airfoil design at the Eastern Colleges Science Conference. Laboratory facilities were further improved with the movement of the subsonic wind tunnel to a new facility allowing easier access for cadets, increased power supply, and a modern aerodynamic balance with digital readout equipment.

Perhaps reflecting a more widespread upsurge in interest in engineering, total enrollment for the year in elective courses offered by the Department was just under 800, the highest total for any year since the elective program began at USMA. The Department continues to devote its efforts to providing quality instruction aimed at equipping the graduate for service in a modern, technological Army.

DEPARTMENT OF PHYSICS

During the past year, only small adjustments and minor modifications have been instituted in the core course presented by the Department. A section on cosmology and a field trip to observe a small research reactor have been included in the Modern Physics Course designed for cadets participating in the National Security and Public Affairs or Humanities program.

In May 1975, the National Junior Science and Humanities Symposium, supported by the Army Research Office, was hosted

by the Military Academy. The Department of Physics was the USMA action agency for this successful program. Among the 300 high school students in attendance were some of the brightest, young scientific talents in the nation. The students, winners of regional symposiums, were competing for five all-expense paid trips to the international symposium in England. A number of distinguished persons participated in the session, including Dr. Edward Teller, Dr. Norman Doorenbos, and Major General George Sammet, Jr.

Colonel Edward A. Saunders, Professor and Head of the Department, returned to USMA in July 1974, following a year of duty in Europe. During his absence, Colonel Saunders served as Special Assistant to the Commanding General, U.S. Theater Army Support Command, in Worms, Germany. In December, Lieutenant Colonel Robert L. LaFrenz, Corps of Engineers, was selected as Permanent Associate Professor, Department of Physics, from a slate of more than fifty candidates. In April 1975, Lieutenant Colonel Wendell A. Childs, Professor and Deputy Head, was selected to attend the Air War College at Maxwell Air Force Base during AY 75-76.

DEPARTMENT OF SOCIAL SCIENCES

During AY 74-75, the Department presented standard, advanced, experimental and elective courses in political science, economics, anthropology and international relations.

The Twenty-Sixth Annual Student Conference on United States Affairs

The Twenty-Sixth Annual Student Conference on United States Affairs, held at West Point from 13-16 November 1974, was attended by 210 students representing ninety-six universities in the United States and Canada. Professor Richard N. Gardner, Columbia University, presented the Keynote Address, and Mr. James P. Grant, President of the Overseas Development Council, was the Banquet Speaker. Participating on the Plenary Panel were Mr. Amos A. Jordan, Principal Deputy Assistant Secretary of Defense (International Security Affairs), Mr. Richard C. Holbrooke, Managing Editor, Foreign Policy; Mr. Wouter Tims, World Bank; and Professor Gardner. The 1975 Policy Analysis Workshop, co-sponsored by the Office of the Assistant Secretary of Defense for International Security Affairs and the Superintendent, USMA, was held from 12-14 June. Fifty-two distinguished academicians and government officials addressed the topic, "Changing Security Interests in an Evolving World Order." The Keynote Address was delivered by the Honorable Paul H. Nitze, former Secretary of the Navy and former Assistant Secretary of Defense. Professor Graham T. Allison, Jr., Harvard University, delivered the Banquet Address. During the year, the Debate Council participated in twenty-four intercollegiate tournaments, won 154 of the 251 debates on the calendar, and received a total of twenty-one trophies and awards. The Forum participated in eight educational conferences during the year.

OFFICE OF MILITARY LEADERSHIP

This was the first full academic year that the Academic Branch of the Office of Military Leadership (OML) served directly under the Office of the Dean. The Academic Branch produced and published a new student text, A Study of Organizational Leadership, a 689-page anthology of thirty-eight articles and seven original contributions by OML instructors on various aspects of the behavioral sciences, to be used in the Leadership Course. It presents a unique approach to the study of leadership in that it views the leadership process in its total societal context. As an aid to instructors in developing their courses, an Instructor's Resource Book was also developed to accompany the text. This resource book cites student performance objectives, suggests use of material, and provides techniques for presentations. The test and the resource book have been selected by Training and Doctrine Command (TRADOC) for use in Army ROTC detachments nation-wide.

The general psychology course continued its concentration on learning by doing. Additional laboratory equipment was purchased to increase the sophistication of the course and to allow increased student access to meaningful experiments and demonstrations in the individual section rooms. The

psychology II elective (personality and adjustment) was presented for the first time this year. The course consists of an in-depth study and comparative analysis of selected personality theories. A key objective of the course is to enhance the cadet's leadership ability by teaching him to develop and systematically apply strategies for the solution of human problems through the combined study of personality theory and adjustment techniques.

MILITARY TRAINING PROGRAM

OVERVIEW

The Commandant of Cadets is responsible for military training, physical training, leadership development, discipline, and administration of the Corps of Cadets. The Commandant commands the Corps of Cadets (USCC) (Appendix C) and is the head of the Department of Tactics (Appendix D).

CADET REGULATIONS

The impact of Regulations, USCC, rewritten in 1973, is being clearly seen. It has succeeded in creating an atmosphere in which each cadet has continuing and frequent opportunities to make choices, exercise judgment, and develop the all-important characteristic of a good Army officer--self-discipline.

LEADERSHIP DEVELOPMENT

Cadet Troop Leader Training (CTLT)

Developing the leadership qualities necessary for command continued to be the objective of leadership development. The opportunity to serve in the role of a junior officer in an active Army unit remains a key component of the cadet leadership development. This year the program name was changed to more appropriately describe its intended purpose--troop leadership experience. During the summer of 1974, some 858 cadets participated in combat-oriented leadership assignments throughout Continental United States, Alaska, Hawaii, Panama, and Europe. During June, a practical "Leaderprep" course, tailored to provide cadets a grasp of leadership methods for dealing with situations in their CTLT units, was presented to 869 cadets.

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 and to stimulate career motivation.

Cadet Leadership Evaluation

The Leadership Evaluation System (LES) continues to assist in the development of the leadership potential of each cadet. 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: (1) the development of each cadet through performance counseling and guidance sessions, and (2) 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 the cadet's leadership ability is based on multiple ratings which include three components: cadet, tactical officer, and the chain of command. A study published this year examined the desirability of subordinate ratings. The findings substantiated the present methods used to predict leadership potential and concluded that subordinate ratings do not increase the predictability of the ratings.

Counseling

The Cadet Counseling Center continues to operate out of the Old First Division. This location is easily accessible to cadets and facilitates responsive service. Counseling center personnel act as coordinators and consultants for all counseling agencies in contact with cadets. Group counseling sessions were initiated for the first time with ten ongoing groups each semester. Office of Military Leadership (OML) academic instructors assisted the center as group facilitators.

ROTC Workshop

OML conducted a three week Leadership Workshop for ROTC and Service School Instructors from fifty institutions during the summer of 1974. This annual workshop has had an appreciable effect on leadership instruction throughout the officer education system.

Human Relations Training

The Human Relations Training (HRT) program was expanded and improved during the year to include sixty hours of instruction in the areas of racial understanding, alcohol/drug abuse, and human effectiveness. New aspects of the program were a four hour block of instruction to the Fourth Class on Minority History and the guest lecturer program which gave the cadets an opportunity to listen to distinguished speakers from various ethnic and racial backgrounds. Members of the USCC Alcohol and Drug Dependency Intervention Council (ADDIC) assisted in the upgrading and presentation of effective alcohol/drug abuse prevention training. ADDIC investigated numerous alcohol/drug courses for possible cadet participation and selected the U.S. Army Alcohol and Drug Abuse Team Training course at Fort Sam Houston. Six cadets have volunteered to attend during

their leave period in the summer of 1975. Eleven cadets graduated from the Defense Race Relations course and have been used very effectively as instructors and innovators in the HRT program.

Third Class Sponsor Program

The Third Class Sponsor Program continues to provide one of the best means for cadets and officers to associate in an informal setting so that the cadet may gain an insight into the Army life of career officers. Nearly 90% of Third Class cadets participate in the program.

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 maladjusted cadets, and provides leadership development opportunities for upperclassmen. Upperclass cadets continued to participate actively in the annual review, assuring the continued evolutionary and progressive development of this system.

TRAINING

Fourth Class Summer Training 1974

Our planning for Fourth Class summer training was guided by a reduction of the period of training from eight to seven weeks. This was accomplished by requiring M-16 rifle familiarization instead of qualification and reducing the basic infantry training and the Lake Frederick bivouac. The training emphasized the positive leadership techniques necessary for success in today's Army. It also emphasized the increased responsibility of the First Class squad leaders.

Third Class Summer Training 1974

The training period for Third Class summer was increased from seven to eight weeks. The philosophy governing this change was to provide the Third Class more open time in the training schedule, thus allowing them to relax and enjoy the Camp Buckner facilities. In the course of summer training, the Recondo headquarters designation, OP Charlie, was changed to Darby Training Site in memory of Brigadier General William O. Darby.

Second Class Summer Training 1974

The class of 1976 participated in a variety of special skill programs. Fifty-two cadets of the class of 1975 also participated in the programs as members of the chain-of-command or as students. Five hundred and fifty-five cadets enrolled in Airborne training, and 522 completed the training (94.1 percent). Jungle Warfare training was enjoyed by thirty-five cadets. The training, conducted in Panama, was successfully completed by all. One hundred and seven cadets traveled to Alaska and successfully completed Northern Warfare training. The physically demanding Ranger course had thirty-five cadets complete the training. Thirty-three of the thirty-six cadets who started the course were awarded Ranger tabs. All fifty-two cadets enrolled in Flight school graduated from the course. For the first time, forty cadets participated in a training exercise with Canadian Army Forces. The training, Operation New Viking, was conducted in the Canadian Northwest territory. Cadets who participated in Airborne, Jungle Warfare, Northern Warfare, and New Viking also participated in Combat Troop Leader Training (CTLT). While on leave, sixteen cadets participated in the Foreign Academy Exchange Program in Europe. Twenty-five cadets participated in the exchange program in Mexico and thirteen Latin American countries.

First Class Summer Training 1974

The class of 1975 comprised the chain-of-command for Fourth Class, Third Class, and selected Second Class summer training programs.

PHYSICAL EDUCATION

Staff Development

Individual instructor qualifications were improved by cross training sessions in new sports skills, review of each standard course, participation in seminars and conferences, and attendance at civilian institutions to complete advanced degree requirements.

Physical Education

The physical education curriculum, designed to prepare cadets for the physical challenges of a combat arms officer, consists of the instructional program, athletic participation, specialized instruction, and examinations.

Instructor Program

New Cadet Training 1974 stressed the development of all components of physical fitness with special emphasis on cardiovascular and muscular endurance. During the academic year, Fourth Classmen attended three physical education classes per week in four standard courses (boxing, gymnastics, swimming, and wrestling). Fourth Classmen who demonstrated superior performance in the standard courses validated the course after twelve lessons and were scheduled into one of four carry-over sports (SCUBA, handball, squash, and racquetball). A total of 528 Fourth Classmen validated one or more of the standard courses in AY 74-75. Deficient or marginal performers after two rounds of instruction were required to attend strength development classes in lieu of winter intramurals. During the fifth round of instruction, golf, tennis, and team handball were scheduled for all those cadets who completed the four standard courses.

The upperclass program was conducted during seven instructional blocks of eight to ten hours each. Upperclass instruction stressed acquisition of basic skills and refinement of those skills in carry-over sports. All Third Classmen completed an eight-hour course, "Personal Conditioning," consisting of lectures on the principles of fitness and techniques for establishing and maintaining fitness programs.

A variety of tests were used to measure physical ability and physical fitness. The two-mile run was the standard cardiorespiratory 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.

The posture program included early identification of posture problems during New Cadet Training, posture lectures, the use of posters and company double mirrors, and a posture clinic. A total of 212 cadets received special attention during the year reference posture problems.

Overall visitation to the athletic training area for 1974-1975 was approximately 4,800 cadets. This reflects a rise from last year, possibly due to more accurate accounting on field care. The use of improved face gear for boxing minimized the incidence of concussion and nose fractures. Cadets unable to participate in physical education classes reported to a special reconditioning program. During the year 4,883 reconditioning visits were conducted.

Weight control problems were monitored throughout the year, and while thirteen cadets were closely watched, only one resorted to a hospital diet.

Intramural Athletics

Each cadet who did not participate directly in an intercollegiate 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.

USMA was again represented at the New York Golden Gloves Tournament. Of the three cadets who entered, Cadet Kevin Higgins reached the finals and Cadet Al Fracker reached the semi-finals in their weight class.

CADET ACTIVITIES

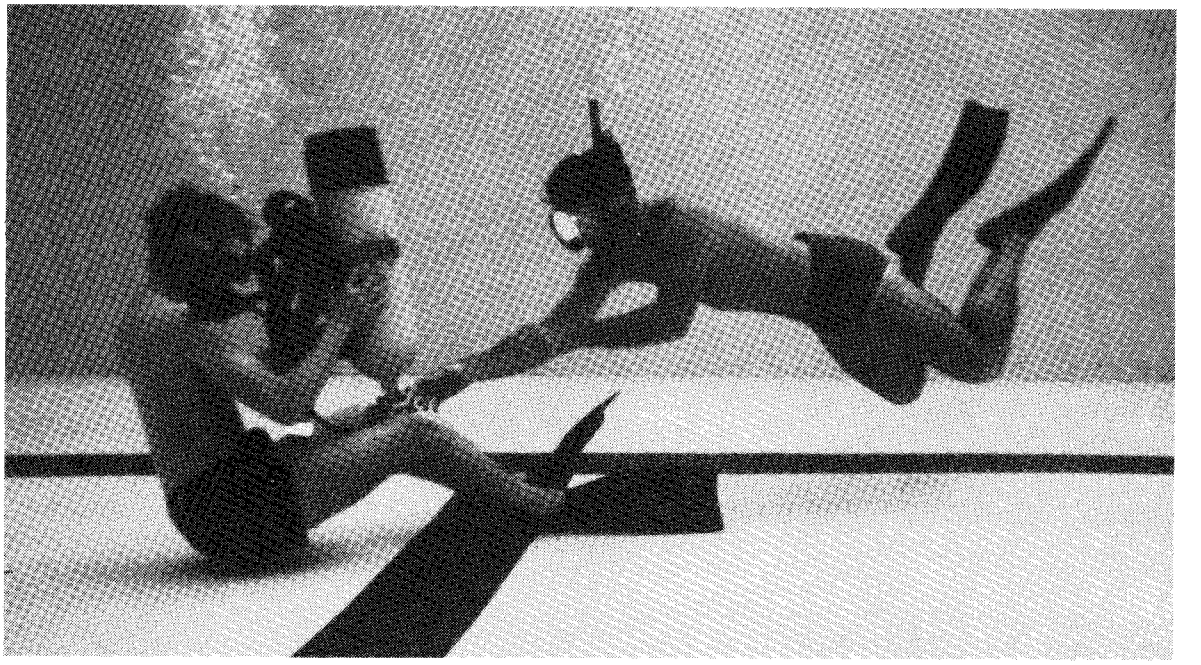
General

The Cadet Extracurricular Activities Program, administered by the Cadet Activities Division, provides intellectual, physical, social, and cultural activities for each cadet as well as outlets for participation in intercollegiate athletics not available at the Corps Squad level. The seventy-three extracurricular clubs had a total membership of 9,500 and participated in 482 trips in addition to regular meetings and hundreds of home events.

Club Activities

The Cadet Rocket Society became part of the Cadet Engineering Forum. The Amateur Radio Club combined with the Audio Club to become the Electronics Club. The Theater Support Group was organized to provide technical support for productions in Eisenhower Hall Auditorium, and The Pipes and Drums, USCC, was approved as a separate club.

The Cadet Glee Club performed before a live audience of 60,000 and an estimated TV audience of 35 million at the Miss USA Pageant. The Spring Leave concert tour covered seven states. A significant highlight of the season was the performance of The Headliners at the White House.



The Scuba Diving Club made Bicentennial headlines by its participation in the recovery of artifacts from the HMS "Orpheus" and "Cerberrus," scuttled in Kingston, R.I., during the American Revolution.

The Scoutmasters' Council hosted 3,700 participants in the 13th Annual West Point Camporee.

In addition to sponsoring a guest speaker program, the Behavioral Science Club was active in significant local community affairs. The Club hosted the Orange County Special Olympics and participated in over fifty excursions to work with people in Montrose Veterans Hospital, Letchworth Village State Hospital, and Goshen Center for Boys.

The Debate Council and Forum participated in 24 debate tournaments achieving an overall 156-105 record and receiving many individual and team honors. The Domestic Affairs Forum sponsored a lecture by Senator Edward Kennedy, and the West Point Forum participated across the country in nine student conferences on U.S. national and international affairs.

Cadet clubs continue to publish the Howitzer, The Pointer, Bugle Notes, Slum and Gravy, and to operate the educational FM radio station, WKDT.

Special Programs

In its first year of operation, Eisenhower Hall has provided a significant improvement in cadet social and entertainment activities. The Cadet Fine Arts Forum sponsored twelve performances which offered a wide variety of the arts. The Dialectic Society sponsored six rock concerts and three productions by the Cadet Acting Troupe. In all, thirty-eight concerts and stage productions were conducted in the new auditorium during the academic year on a budget in excess of $200,000. Post theater operations were also held in the auditorium.

Seventy-three dances were held during the year in addition to the entertainment, banquets, and social activities surrounding special weekends such as Homecoming, Army-Navy, 500th Night, Yearling Winter Weekend, 100th Night, Ring Weekend, Plebe Parent Weekend, and Graduation. Social and entertainment activities are also provided in support of Camp Buckner and New Cadet Summer Training.

Primary support for the above activities is provided by the Cadet Band, Hop Committees, Ring and Crest Committees, Class Committees, and Hop Bands.

Facilities

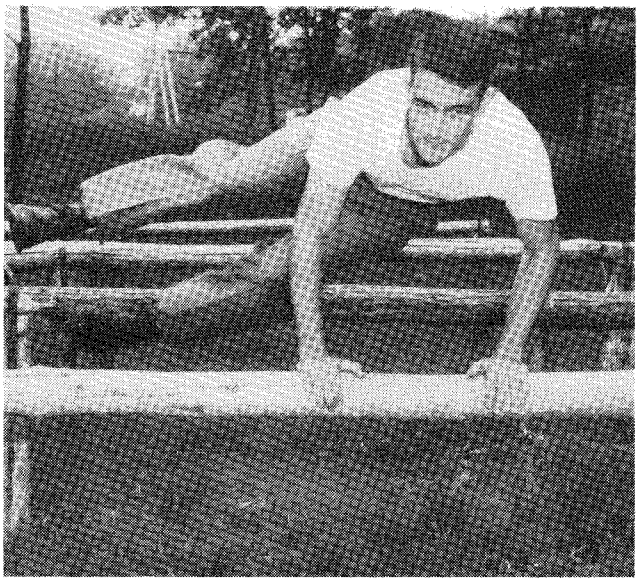
Major redecorating of the Pershing Room, Cullum Hall, supported by the Class of 1926, will be completed this summer now that the cadet restaurant has been moved out of that facility. Other major cadet facilities operated by the Cadet Activities Division include: the Hostess Office, Grant Hall, Lee Hall, the Ordnance Compound, Building 720, and Eisenhower Hall.

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 Fiscal Year (FY) 75, the Cadet Activities Fund received $35,988 from the West Point Fund. This grant was distributed to individual club activities with major support provided to the Skeet and Trap Club, WKDT, Cycling Club, Cadet Band, and Cadet Sport Parachute Club. Selected First Classmen served as ex officio members of the Club Activities Fund Council and participated directly in the control and expenditures of funds. The overall budget for FY 75 approached $500,000.



ATHLETIC PROGRAM

INTERCOLLEGIATE ATHLETICS

Purpose

The Office of the Director of Intercollegiate Athletics, a self-supporting organization which was established in 1892, administers the overall athletic program at the U.S. Military Academy for the Superintendent under the supervision and guidance of the Director of Intercollegiate Athletics. That administration includes scheduling of twenty varsity intercollegiate teams and many other junior varsity and plebe teams, the procurement and maintenance of athletic equipment, the maintenance of a large physical plant, and the hiring of a highly skilled, professional coaching staff. The program's basic objectives are to produce intercollegiate teams whose skill and desire truly represent the traditions of the Military Academy and to provide the means of self-support for that program.

Participation

Nearly one-third of the Corps of Cadets participated in the intercollegiate athletic program which incorporates thirty-nine squads in twenty different sports. On the varsity level alone in 1974-75, Army teams competed in 274 contests, winning 137 times for a percentage of .504.

The Staff

There were several notable changes in the coaching staff during FY 75. Mike Krzyzewski, a 1969 graduate of the Military Academy, was named head basketball coach in April. Krzyzewski replaces Dan Dougherty who was released after Army compiled a 31-66 record during his four-year stay. During the past year Krzyzewski served as an assistant to "Coach of the Year" Bob Knight at Indiana University. While at West Point, Krzyzewski was a starter on the basketball team for three years, a team which was coached by Knight. Krzyzewski also named two new assistant coaches to fill out his staff. Peter Gaudet, head coach at Dartmouth High School in Massachusetts, and Robert Dwyer, an all-American at Wake Forest University, were selected.

Army head football coach Homer Smith also named two new assistant coaches. Joining the Army football staff are Bill Hickey, a former assistant coach at Notre Dame, and Steve Moore, former head football coach at Mesa Verde High School in Citrus Heights, California.

Spectator Participation

Army athletic teams continue to attract large crowds, whether they are playing at home or away. The Army football team averaged better than 35,000 for six home games, drew more than 37,000 on the road and better than 83,000 at the Army-Navy game in Philadelphia. Overall, the cadets played before an average attendance of just over 40,000 for the eleven-game schedule.

The Record

There was only one undefeated team among the twenty varsity intercollegiate teams--the lightweight football team won all six of its games and the Eastern Intercollegiate Lightweight Football League title.

The pistol and golf teams were not far behind. Coach Emil Heugatter's pistol team finished with a 13-1 record while the golf team of coach John Fox was 12-2.

Overall, ten teams finished with winning records, two were at the .500 mark, and seven teams lost more than they won.

The lightweight football team continued to set the pace with its unblemished record. Coach Eric Tipton's squad won its fifth straight Eastern championship and ran its winning streak to twenty consecutive games. Seven members of that team were named to the all-League team. All-League selections on defense included linebacker Jay Gruskowski, tackle Scott Lewis, end Carl Horn, and defensive back John Adams. The offensive choices included halfback Dorian Anderson, tackle John Lane, and guard Nick Kolar. Gruskowski was the only repeater on the all-League team.

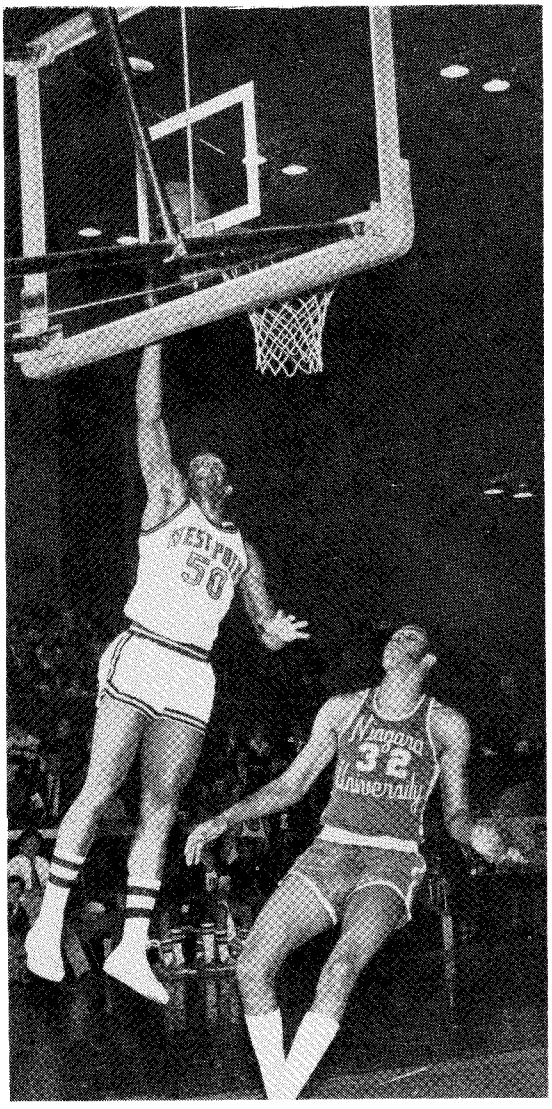
The football and basketball teams lost more games than they won. Coach Homer Smith's football squad posted a 3-8 record, snapping a ten-game losing streak during the 1973 season. The record is somewhat deceiving as the cadets dropped three tough decisions to California, Penn State, and North Carolina.

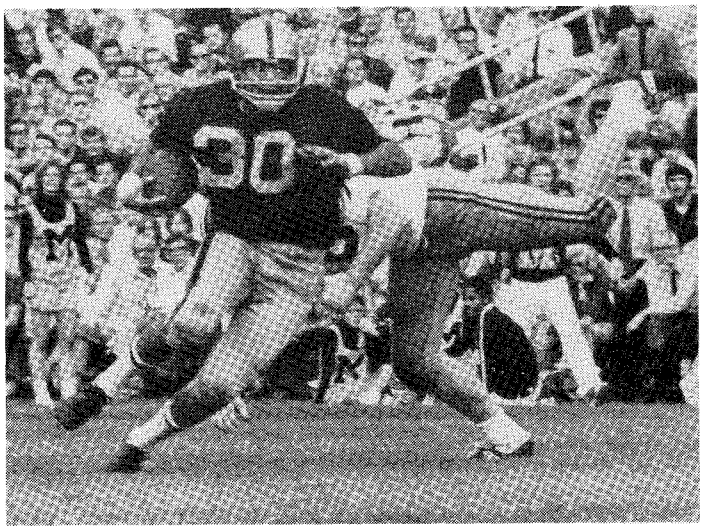
The basketball team suffered through its most frustrating season in history, winning just three of twenty-five games. Nonetheless, the cadets had one of the best players in the East in forward Gary Winton, a plebe from Somerville, Alabama. Winton was named "Rookie of the Year" by the Eastern College Athletic Conference after averaging 19.7 points per game and 13.1 rebounds per outing. He ranked twelfth nationally in rebounding and field goal percentage, and he was first in rebounding and third in field goal percentage among freshmen players throughout the nation.

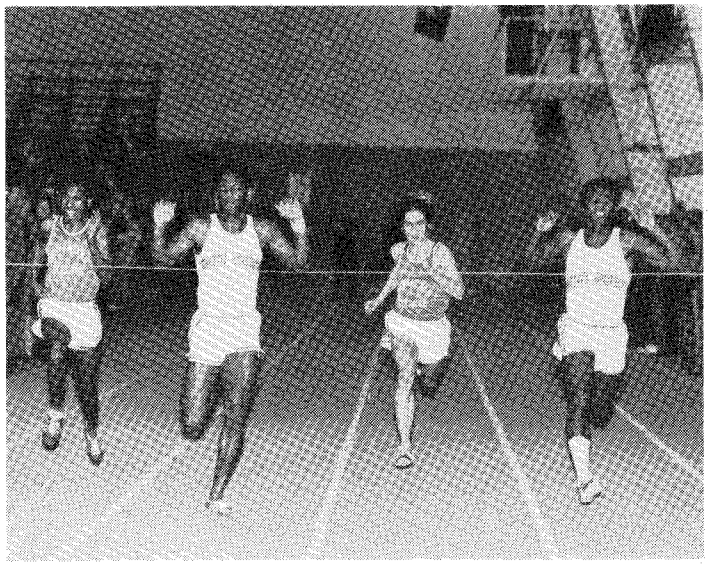
Special Activities

The Academy hosted the Heptagonal Outdoor Track Championships this past spring which included the eight Ivy League universities, Army, and Navy. The University of Pennsylvania won the championship for the fifth consecutive year.

The Office of the Director of Intercollegiate Athletics hosted a sports camp in June for high school boys from ninth through twelfth grades. Nearly 300 boys received clinical instruction from members of Army's coaching staff in basketball, fencing, gymnastics, lacrosse, soccer, and wrestling. The camp is an offspring of a successful wrestling clinic which was introduced for high school boys in 1973.







POST ACTIVITIES

PERSONNEL AND ADMINISTRATION

Adjutant General Division

DATA PROCESSING BRANCH

Data Processing efforts were focused at improving existing systems and implementing new systems in the areas of logistics and personnel management. The Automatic Property Book System, the Army Authorization Document System, and the Civilian Pay and Leave Accounting System were modified to reduce manual efforts, to provide additional management data, and to ensure more timely reporting. A replacement post computer system, a UNIVAC Spectra 70/453, arrived at West Point on 21 May and was fully operational on 27 May.

PRINTING BRANCH

A significant reduction in printing production was achieved because of two management actions: processing only those requests which were evaluated as essential, and assigning a portion of the production to commercial printing firms. By comparison 63,560,353 units were produced during FY 74 as opposed to 40,036,867 this fiscal year. Commercially, 5,069,480 units were procured at a cost of $47,500. For the first time in the Military Academy's history, academic textbooks previously printed by the USMA Printing Plant were procured through commercial printing and were purchased by cadets at their own expense.

MILITARY PERSONNEL BRANCH

Military Retiree Open House

In conjunction with its celebration of Armed Forces Day on 10 May, the Academy hosted an open house for military retirees. Over 200 retirees, accompanied by approximately 400 family members and guests, attended. From their response, the program was highly successful. We plan to make the event an annual affair as a part of the Retirement Services Program. Retirees began their day by visiting post representatives in a county fair set-up in Eisenhower Hall. They obtained Identification Cards, post vehicle registration decals, and received answers to their many questions about medical services, other activities, and hours of operation of facilities. Following

the Superintendent's welcome address, the retirees and their families attended a Cadet Review, sky diving exhibition, horseback riding demonstration and, for those interested, the annual Black vs Gold Spring Intrasquad Football Game at Michie Stadium.

Personnel Services Division

ALCOHOL AND DRUG ABUSE CONTROL PROGRAM

Services have been expanded in the areas of prevention and identification. An area resource directory for rehabilitation has been published, and a weekly ALANON Family Group meeting has begun on Post. A prevention effort in Transcendental Meditation attracted hundreds of persons, and the roster of those who have taken the training at West Point now exceeds 150. Urinalysis screening was reinstituted in March, and counseling sessions with individuals occur frequently to make assessments and give direction to treatment resources. The USMA Plan of Action for Alcohol and Drug Abuse Prevention was published on 14 November 1974. A core concept of an Awareness Center for Alcohol and Drug Dependency led to providing a variety of resources and training opportunities "marketed" to community needs. The eight-hour training has been completed by 250 supervisors and key personnel.

ARMY EDUCATION CENTER

The Army Education Center expanded the program of services at West Point and Stewart Army Subpost. Two high school General Educational Development completion courses (Predischarge Education Program), funded through Veterans Administration in-service entitlement, were conducted for enlisted personnel with seventeen completions out of eighteen students. Orange County Community College conducted thirteen on-post undergraduate credit courses to include a Police Science program specifically targeted for personnel of the Military Police Company.

Two undergraduate programs were started by Stewart Army Subpost by Columbia College of Columbia, Missouri, with approximately fifty students. A Medical Emergency Technology course was conducted with nine students. Ten soldiers from the Medical Department Activity are participating in a six credit hour chemistry program presented at West Point by Mount Saint Mary College. Graduate enrollments in the CW Post program at West Point continue to expand. Since the program started in January 1973, sixty-nine students have received MS or MBA degrees.

RACE RELATIONS/EQUAL OPPORTUNITY

In AY 74-75, 2,581 soldiers, cadets and civilian personnel received twelve hours of guided group discussion in race

relations. Women's Equality Day (August 1974), National Hispanic Heritage Week (September 1974), Dr. Martin Luther King, Jr.'s Commemorative Birthday (January 1975) and National Black History Week (February 1975) included a spectrum of activities that were well received by the West Point community.

ARMY COMMUNITY SERVICE

Army Community Service (ACS) extended assistance to over 15,000 active duty and retired military members and their families, unaccompanied "waiting wives," widows, and USMA cadets. An average of fifty volunteers per month (thirty-five at West Point and fifteen at Stewart Army Subpost) contributed 4,712 volunteer hours in a variety of programs, to include the teaching of English and citizenship classes.

EQUAL EMPLOYMENT OPPORTUNITY

During FY 75, the Academy's Equal Opportunity Advisory Council expanded to include more civilian community leaders and appointed an advisory council for the Spanish Speaking Program and the Federal Women's Program.

WEST POINT ELEMENTARY SCHOOL

The 1974-75 school year started on 3 September 1974 and ended on 12 June 1975. Cumulative enrollment for the school year was 938; seventy-two eighth grade students were graduated, and eighteen pupils in grades kindergarten through six were retained. Of the fifty-four professional personnel employed at the school, fifteen were engaged in graduate study and six received Master's degrees. A Reading Resource Center was established with consultant services provided by the Child Study Center for Learning and Development Problems, Monroe, New York. The school continued to profit from full-time services of a school psychologist, speech correction teacher, reading teacher, learning disabilities teacher, and nurse.

Civilian Personnel Division

STAFFING

During FY 75, the Academy underwent a Congressional reduction of ninety-five spaces, accomplished through attrition and internal reassignments with no employee losing his job. During this same period, normal turnover necessitated the replacement of 543 employees from a wide range of sources and into such diverse occupations as Museum Curator, Organist-Choirmaster, Physical Education Instructor, Environmental Health Technician, Personnel Research Psychologist, and Organ Installer and Repairer. For

the first time, the Academy had a fully functioning summer youth program with eighty-three needy students employed in a wide range of duties and activities, consistent as possible with their interests and abilities. A full time counselor was appointed to coordinate the summer employment program and to develop an expanded program for the next year which will include both student and supervisory orientation sessions, earlier identification of needs, and an increased counseling program.

INCENTIVE AWARDS

During FY 75 a total of 645 suggestions were processed of which 137 were adopted for a dollar savings to the Academy and Army of $136,407.84. This represents a substantial increase over FY 74 when a total of 484 suggestions were processed of which 101 were adopted for a dollar savings of $30,086.

MANAGEMENT AND EMPLOYEE RELATIONS

Union Contract

The negotiated agreement between USMA, including Medical Department Activity, and the American Federation of Government Employees, West Point Local 2367, was approved by management and union officials on 4 November 1974. The agreement has been printed and distributed to all concerned and contract training has been conducted in most organizations. Management and union officials have established an effective cooperative relationship at USMA. Concerns to both union and management are being resolved informally without the necessity for mediation or arbitration.

POSITION AND PAY MANAGEMENT

USMA's 3,114 positions were reviewed for necessity and accuracy of classification during FY 75. While the 100% position review completion rate for FY 75 equals that of FY 74, it does not portray an accurate picture in light of heavier organizational demands, increased non-appropriated fund involvement, locality wage surveys, and staff reductions during the year.

Post Chaplain Division

Growth and expansion in programs directed toward personnel and community spiritual development marked the Post Chaplain Division during the fiscal year. The new Post Chapel Center was further developed as an administrative building and religious education center. The Junior Church program, which

meets in conjunction with the Morning Worship Service, continued to grow averaging sixty children through the third grade each Sunday. A cadre of seventy teachers, members of the Staff and Faculty and their wives, taught at various intervals in this unique worship/religious education program for the children. The annual Interfaith Vacation Bible School was one of the most successful with an average daily attendance of 198 with fifty teachers from both the Post and Holy Trinity Chapels participating. This is a significant ecumenical activity for it teaches the children at an early age to work from mutual responsibility and interdependence between themselves and others. 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 Confraternity of Christian Doctrine, 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 senior and junior choirs, thus greatly assisting in the corporate worship of the Chapel community. The Senior Choir went on tour to Massachusetts for concerts and received very favorable reviews in the Boston press. An active folk group also functioned throughout the year. The Women of the Chapel group continues to be the most dynamic in the Chapel, averaging sixty women each Wednesday. The group, composed of Protestant and Catholic ladies, is a very popular and successful program. The Men of the Chapel kicked off the academic year with an extensive visitation program to every home of new personnel. They also conducted a Christmas Drive for needy families of the Hudson Valley using more than one hundred men for the collection. Several tons of food, clothing and toys were collected.

New and very successful programs were begun during the year. The Personal Effectiveness Training Program, which is based on transactional analysis, was presented to members of the Staff and Faculty as well as to wives. This is to be a continuing program and has been enthusiastically received by the participants. The second program, equally as well received, is the Parent Effectiveness Training Program. This is a program to assist parents in the learning and development of new/additional tools for the most difficult job in the world, being a parent. A waiting list exists for this popular program. Three chaplains are presenting it throughout the year.

The Youth of the Chapel sponsored a Retreat at Camp Buckner for youths from Carlisle Barracks and Fort Hamilton. Two hundred and twenty-five young people participated in the three-day retreat.

Provost Marshal Division

OPERATIONS

One hundred and forty-three major activities were conducted in support of USCC which required additional military police assistance. The 759th Military Police Battalion, Fort Dix, N.J., and the 423rd Military Police Company, U.S. Army Reserves, Hempstead, Long Island, NY, provided combined augmentation of seventy-five military policemen for each of the six home football games. The 759th Military Police Battalion also provided an augmentation of fifty military policemen for the visit of the President of the United States in conjunction with Graduation Exercises.

INVESTIGATION ACTIVITIES

There were 475 incidents which were investigated by Criminal Investigation Division agents or military police investigators. This represents a decrease of 26.4% when compared with FY 74. One crime survey was completed, forty-one physical security inspections were conducted, and investigative personnel participated in fifteen personal security missions. There were 700 requests for investigative assistance completed which included criminal records checks and assistance to federal, state, and local police authorities.

SAFETY

The graduating Class of 1975 had an exceptionally favorable motor vehicle accident record. Only one cadet was hospitalized for fourteen days as a result of a motor vehicle accident on Bear Mountain traffic circle.

During FY 75 military personnel, including cadets, suffered ten recordable injuries resulting in a very low injury frequency rate of 4.95 lost time injuries per million man-days of exposure. This is 69% below last year's total. Civilian employees' injuries began to show an increase during the last half of the year, resulting in a final total of twenty lost time injuries and an injury rate of 4.08 injuries per million manhours of exposure. Approximately one-third of the recorded civilian injuries were attributed to improper lifting and body reaction causes.

The FY 75 Army Motor Vehicle accident rate is 9.85 accidents per million miles traveled.

Recreation Services Division

IMPROVEMENT TO FACILITIES

Continuous improvement to existing facilities were made during the year; significant modifications include the installation of new telescopic bleachers at Smith Rink; new docks and floating rafts at Lake Frederick, Round Pond, Delafield Pond, and Camp Natural Bridge; rehabilitation of five mobile homes; purchase of an electric snow gun which reduces diesel fuel consumption by 5%, and the completion of a sports equipment issue room in the cadet gymnasium.

PROGRAM IMPROVEMENTS

The Youth Sports Program continues to receive concerned interest; expansion of the program included soccer teams composed of boys and girls, the introduction of new sports and craft activities, and a Library reading program.

The Recreation Center expanded the Information, Tour and Travel program and provided more discount tickets to Broadway shows, Disneyworld, Six Flags over Georgia, and Sea World. Program activities included for the first time beer, wine and cheese tasting parties, and buffets in support of special events. New equipment in the Recreation Center includes floor tennis, ice cream freezers, and rental bicycles.

SPECIAL PROGRAMS

The Second Annual Ski Carnival was held at the Victor Constant Ski Slope. The First Annual Invitational Little League Tournament was hosted at West Point with teams from West Point, Stewart Army Subpost, and McGuire Air Force Base. The Teen Club promoted special activities including a carnival over the Labor Day Weekend with more than 1,000 people in attendance. The Hanaford Circus was presented during the Easter holiday period with approximately 3,600 people in attendance. The First Annual West Point - Stewart Army Subpost Youth Karate Tournament was held in March at the cadet gymnasium with more than sixty youths from West Point and Stewart Army Subpost competing. Thirty camperships were made available to local disadvantaged boys and girls from the communities of Highland Falls, Cornwall, Newburgh, and Middletown to attend the West Point Youth Camp for two weeks at no expense to their families. The all-Army Tennis Championships were held at the Military Academy from 29 July - 2 August 1974, while the TRADOC Tennis Championships were held from 5-9 August 1974.

Communications-Electronics Division

AUDIO VISUAL SYSTEMS BRANCH

The three additional missions the branch assumed during the year were the maintenance of television (TV) receivers and cable distribution systems used by the academic TV system, the Military Academy's microfilming program, and the handling of motion pictures and film strips produced for and used by the Office of the Director of Admissions. Two additional positions were authorized in support of the increased workload. It is estimated that the installation of equipment for the three major auditoriums by the branch, rather than by commercial contract, will result in a savings of $60,000. Improvements to the Recording Studio, Photo Lab, and Graphics Aid Section have meant a stereo capability, an increase in film processing and sound motion picture capability, and a reduction in graphic aids backlog and overtime.

UNITED STATES ARMY COMMUNICATIONS COMMAND DETACHMENT, USMA (USACC Det)

On 1 June 1974 the USACC Det, USMA, was activated to perform the missions previously assigned to the Communications Systems Branch of Communications-Electronics Division. This reorganization permitted us to close the telephone switchboard at Stewart Army Subpost, handle their traffic at the USMA switchboard, and reduce eight civilian spaces for an annual savings of approximately $60,000. The detachment continues to use a U.S. Army Reserve Company to accomplish telephone cable repair work in the Camp Buckner area. Besides allowing this unit an excellent on-the-job training, we have saved approximately $10,000 in contractor costs for this type work. Six military positions and the Automatic Digital Network (AUTODIN) terminal at Stewart Army Subpost, which previously provided service to Army Defense Communications (ARADCOM), were assigned to the detachment. Additionally, the change in method of operation has resulted in a reduction of the communications' budget by slightly less than $100,000 in direct obligations.

A project has been approved to install a classified telecommunications center at USMA which will allow us to close the one at Stewart Army Subpost and transfer the personnel to USMA.

During FY 75 we accepted a computer switching system built by Western Electric Corporation for use with the Academic Computer Center. This "switch" is now performing satisfactorily and allows easier access from remote terminals into the academic computer.

Supply and Services Division

Among the internal management goals of the activity during FY 75 were reducing sick leave usage, seeking additional means of reducing operating expenses, reducing manpower authorization where productivity and performance effectiveness were below acceptable standards, and pursuing a policy of position management review. All of these established goals were achieved at the conclusion of the fiscal year. Sick leave usage for FY 75 amounted to 25,244 hours versus 28,329 hours used in FY 74; validated cost reduction actions totaled $267,999 for FY 75 compared to a command-assigned goal of $33,000. As a result of an internal manpower and position review, seventeen permanent and two temporary civilian positions and one military position were eliminated. In addition, the requirement for thirty-five civilian intermittent personnel to augment the laundry and dry cleaning branch during the summer season was reduced to twenty personnel.

The dollar sales transactions in the Clothing Sales Store increased from $482,150 recorded in FY 74 to $558,038 in FY 75. As a result of an increase in sales and issues and a 5.7% decrease in annual operating expenses, the Clothing Sales Store was credited with a $13,900 cost reduction savings. The decision of the USMA Uniform Committee to discontinue the khaki and fatigue issue authorized by CTA 50-900 will result in khaki and fatigue uniforms, currently in possession of cadet personnel, becoming excess to the needs of the Military Academy. The Clothing Sales Store is currently authorized to sell used serviceable clothing at 50% of the current price listing. A potential exists to recover a portion of the value of the inventory by affording cadets the opportunity to purchase these uniforms. It is estimated that approximately $125,000 of this inventory can be recovered in this manner.

Self Service Supply Center (SCC) sales for FY 75 were $804,521 compared to $778,341 recorded in FY 74. The number of appropriated fund accounts served by the Center totaled 160 at the end of FY 75, and a total of 254 accounts are now serviced by the Center, an increase of eleven over FY 74. The Center also experienced an increase in productivity which resulted in a cost reduction savings of $13,300. A program was initiated during the fiscal year to reduce self service supply center expenditures by appropriated funds. The intent of this program was to reduce the volume of expenditures for expendable supplies and to eliminate items which are nonessential from the SSC stockage. In addition to this program, another program was implemented to reduce the number of supply actions requiring local procurement by making greater use of the General Services

Administration, Defense Supply Agency, and Federal Supply Schedules' sources of supply. This action will result in better buying practices and lessen the workload of the Purchase and Contract Division. An editing section was established in the Property Control Branch to review all requests for supplies and to determine whether the above sources of supply can be used to fill activity requirements. The Property Control Branch processed requests for supplies and equipment to support the 1974 Third Class Field Training and New Cadet Training. These transactions totaled $2,349,000 and represented a $689,000 decrease compared to 1973 monetary requirements because of lesser requirements for automotive and electronic equipment. Also, a total of eighty line items of material valued at $1,195,234 was obtained from Government excesses and Defense Industrial Plant and Equipment Center resources in lieu of new procurement.

A seminar was conducted for the purpose of familiarizing personnel responsible for initiating requests for supplies and services with the current method of acquiring required logistical support. The intent of the seminar was to provide assistance to USMA activities in accomplishing the mission of the Military Academy in a cost effective and professional manner and to protect the interests of the individual concerned and the Government. In addition, a review of all requests for newspapers, periodicals, and magazines was conducted. Each activity was requested to review all such conduct of official business and to consolidate and to reduce duplicity where feasible. The Department of Army ground fuel reduction goal was exceeded by the command. Total consumption of ground fuels during FY 75 totaled 580,235 gallons compared to a FY 75 goal of 596,660 gallons, a reduction in fuel consumption of 17.3 percent.

Spiraling utility, fuel, expendable, and payroll costs necessitated another cost analysis study of the Laundry and Dry Cleaning Branch. The United States Army Troop Support Agency recommended in November 1974 that another review be made of the current prices assessed cadets for laundry and dry cleaning services and a proposal be developed for revising these prices to a level that would recover processing costs. USMA recommended that the rate for laundry service be increased from $10.60 to $11.60 and the rate for dry cleaning service be raised from $3.75 to $4.40 effective 1 July 1975. These rates were developed in consideration of operating expenses. During the second quarter, management curtailed the use of temporary employees. In addition, four permanent positions were eliminated through the installation of six new trouser units. A program was also instituted to provide twenty-four-hour service in the laundry call office for military clothing as a means to

increase individual piece rate revenue. A request for $175,000 to purchase laundry equipment was approved by the U.S. Army Troop Support Command under the Productivity Enhancing Capital Investment Program. The acquisition of this equipment will improve quality, increase productivity, save $220,000 within twenty-four months, and result in the elimination of eleven personnel. The requirement for civilian WAE personnel, used in support of the laundry during the critical summer months, was reduced in 1975 from thirty-five to twenty. These management efforts were instrumental in significantly reducing operating losses from $140,374 recorded in FY 74 to $77,638 in FY 75.

Commissary net retail and issue sales were $11,006,435 in FY 75, a ten percent increase over comparable sales and issues in FY 74. Significant improvements in the operation of the retail stores and in the service provided to the West Point Community were adopted in FY 75. On 4 October 1974 the Superintendent approved a plan to operate the West Point Commissary store on a five-day, 45½ hours work week, Tuesday through Saturday, effective 18 November 1974. A study revealed that the establishment of a five-day sales store operation would provide maximum stockage of all subsistence items on all days of operation and sufficient personnel to provide improved services to patrons at a reduced cost. The five-day sales store operation also permitted the elimination of seven permanent and two temporary positions. This action was instrumental in the validation of seven cost reduction actions totaling $133,800 during FY 75 which were accredited to the Commissary Branch.

The very limited number of gravesites available for immediate assignment in the West Point Cemetery necessitated a survey of all reserved plots. Through this survey, 266 gravesite reservations have been identified for cancellation. Interments in the West Point Cemetery totaled eighty-one during FY 75 as compared to seventy-six in FY 74. A burial locator system was installed to provide the cemetery visitor with a simple self-help means of locating specific burials within the cemetery.

The adoption of the recommendations that the Stewart Army Subpost troop dining facility be closed September through April, that assigned and attached enlisted soldiers be voluntarily placed on a monetary ration allowance, and that a cooking facility be established in the troop billets for use by those individuals placed on the monetary ration allowance resulted in a cost reduction savings of $70,700. The position of an E-8 food service supervisor was eliminated as excess to the needs of the division. The requirements placed on the food service representative of the division did not warrant two personnel to accomplish the food service mission.

Housing Division

MINOR MILITARY CONSTRUCTION APPROPRIATION (MCA) PROGRAM

Projects consisted of the installation of garbage disposal units in company grade and enlisted quarters, current working estimate $25,000; rehabilitation to kitchens in Lee area, current working estimate $25,000; installation of playground equipment, Stewart Army Subpost (STAS), current working estimate $5,000; widening of Lusk area driveway, current working estimate $16,000; and improvement of electrical service to quarters in Lee area.

Operations & Maintenance Housing

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

USMA

a.	Exterior painting, 55 units	$102,360
b.	Interior painting, 261 units	208,243
c.	Refinish wood floors, 46 units	26,048
d.	Replace linoleum floors, 57 units	23,289
e.	Repair sidewalks and curbs, USMA & STAS	77,455
f.	Install combination storm doors, Lee Area	18,562
g.	Replace combination doors - Stony Lonesome	17,995
h.	Tree pruning and trimming	18,800
i.	Reroofing and gutters, Qtrs 181-185, 211-215	21,085
		$513,837

Stewart Army Subpost

a.	Interior painting, 179 units	$ 74,360
b.	Refinish wood floors, 23 units	12,215
c.	Replace linoleum floors, 57 units	14,974
		$101,549

Transportation Division

MOTOR POOL BRANCH

Operations

Performance Factors	USMA FY 74	USMA FY 75	STAS FY 74	STAS FY 75
Total miles operated	2,179,456	2,273,401	417,298	375,271
Miles by assigned drivers	675,623	558,981	82,118	55,373
Average no. vehicles operated	372	359	60	55
Vehicle idle days	33,761	38,497	3,687	3,459
Hours of operation	840,220	853,954	157,745	125,150

Cost Per Mile (CPM) Factor	FY 74	FY 75	%Increase	%Income
CPM - Operations	.1103	.1367	14.5	23.0
CPM - Maintenance	.1155	.1154	10.1	--
Total CPM	.2258	.2521	12.3	12.0
Cost per gal-Ground Fuel				
MOGAS	.3569	.4140	16	14.0
Diesel	.2863	.3400	19	16.0

Vehicle Fleet

Following an in-house annual review of all administrative use vehicles authorized on the command military table of distribution and allowances, requested changes to the vehicle fleet were approved by Department of the Army.

Admin. Use Veh Authorized	FY 74	FY 75	% Increase
Total	466	418	10.3

Fuel Conservation Program

A 24% reduction in fuel consumption was achieved in FY 75. Additional fuel and maintenance savings were accomplished as a result of relocation of the summer augmentation truck company motor pool from STAS to "C" Lot at West Point.

Personnel Actions

A reduction of ten military spaces was accomplished through management action. An additional eight military spaces have been identified for civilianization.

TRAFFIC AND ADMINISTRATIVE BRANCH

Cadet Troop Leader Training (CTLT) assignments were handled for approximately 1,000 cadets to and from twenty-one Continental United States (CONUS) posts plus Hawaii, Alaska, Panama, Italy, Berlin, and Germany. TC arranged shipment of 1,000 pieces of CTLT baggage via parcel post. Over 1,100 Third Classmen were shuttled on C-141's between STAS and Ft. Knox for Armor Training.

HARBORCRAFT BRANCH

Operated with a staff of nine military personnel and two civilian employees, Harborcraft carried 20,000 passengers during FY 75. Hours of utilization were 1,293 compared to 1,239 during FY 74. A management improvement action was submitted based on required overhaul of craft J3761. Labor was performed in-house at a cost reduction of $11,600. In addition, the drydocking cycle for all three crafts was extended from two years to once every five years.

Treasurer

During FY 75, the Cadet Store operated for the first time under new accounting and control procedures which resulted in a first-year savings of $433,000 of USMA operation and maintenance funds. Other validated cost reductions accounted for more than $22,000 in savings. The new accounting and control procedures require all uniform factory employee salaries to be passed on to the Corps of Cadets in the costing of garments. As an additional result of this action, the staff was reduced by six positions. FY 75 was an active year for innovation in the cadet wardrobe. Specifically, the mandatory issue of full dress coats was reduced from two to one, and several other changes were approved which will have an impact on future years. Some of these changes are the return of the grey overseas cap and the cadet sweater and the requirement for cadets to purchase certain items of field wear previously issued at no charge.

The Hotel Thayer operated in the black last year but experienced a substantial reduction in net income. Like many other regional hotels, the Thayer felt the impact of the recent economic situation and increasing costs for utilities, labor, and necessary maintenance. We were required to reduce the permanent kitchen force. However, income during this year and carried over from previous years was sufficient to make certain capital improvements. The Presidential Suite and two other suites were completely redecorated, and new carpet was installed in all the hallways and dining rooms. An ice machine was placed in the corridor of each floor, and new color television sets were

ordered for seventy guest rooms. A new dishwashing facility was added to the kitchen. Plans to make the hotel more safe in event of fire were instituted.

The Cadet Restaurant opened the Eisenhower Snack Bar for the first time on a regular basis; the Cullum Hall and Weapons Room Snack Bars were closed permanently. Opening Eisenhower Hall impacted adversely on the First Class Club and caused management to study cadet patronage patterns to determine what trends would evolve from the new facilities. The restaurants ended the year with a net profit of $4,500, or 1% of gross sales. Appropriate adjustments in prices and/or reductions in operating costs are being planned for next fiscal year, as well as vastly expanding the use of the First Class Club.

The Cadet Ration Allowance (CRA) was increased from $2.50 to $2.92 per cadet per day effective 1 January 1975. The increased CRA enabled the Cadet Mess to meet inflationary food prices and still remain financially sound. At the present time, the $2.92 is more than adequate to properly feed the Corps. During the year an organizational change in the Cadet Mess allowed for the split of certain management responsibilities between operations and administration. This change makes the Mess more responsive, especially during the summer months. The addition of Superintendent Joseph Ligouri brought much needed culinary expertise into the Mess. All weekend meals were made optional to the Corps after a successful test. This change contributed to an overall reduction of twenty-eight food service spaces, resulting in labor saving of more than $200,000 annually. Mr. Douglas O'Connor, USMA '54, thoroughly equipped a "dining-in" room for the Corps in the Cadet Mess. He provided six-man circular tables with leather chairs, special china, silverware, crystal, and a total room decor which will enable cadets to enjoy cadet activities and unit-level-type dinner functions in a formal setting with menus substantially different from routine Mess Hall meals. The formal dining-in room will be used only on special occasions and by the Corps of Cadets.

During the year the Treasurer continued his effort to decrease the number and type of items normally charged to Cadet Accounts. Every effort has been made to treat cadets financially as they will be treated after they are commissioned. Accordingly, the Treasurer retained cadet pay only for those charges common to all cadets in a given class and increased the personal checking account allowance of each cadet accordingly. While expenses faced by cadets have increased, the cadets are paying more of these expenses from their personal funds and are thereby becoming more aware of the need to manage their own finances. A new streamlined pay system, similar to the Joint Uniform Military Pay System, has been instituted for the Corps.

COMPTROLLER

Resources Management

FUNDING

The total funding program for FY 75 amounted to $94,278,817 in support of the operation and maintenance of the Military Academy, family housing facilities, U.S. Army facilities, and other tenant units at Stewart Army Subpost. The operational expenses were:

Military Pay and Allowances	$22,977,119
Civilian Pay and Allowances	31,795,916
Cadet Pay and Allowances	19,483,519
Travel and Per Diem	1,363,681
Supplies and Equipment	18,658,582
Total	$94,278,817

MANPOWER

Manpower resources authorized USMA as of 30 June 1975 totaled 4,115, a net decrease of 96 spaces from the total authorized at the end of FY 74.

Manpower Authorizations

	30 Jun 74	30 Jun 75	Net Change
Total	4,211	4,115	- 96
Officer	750	793	+ 43
Enlisted	706	696	- 10
Civilian, Full Time Permanent	2,755	2,626	-129

There were several major manpower actions during the year that affected the authorizations. The first action was the transfer of telephone communications responsibility to the U.S. Army Communications Command on 1 July 1974. Fifty-one spaces were transferred in this action.

In response to a Congressional directed reduction, Department of the Army decreased our civilian authorizations by ninety five. In addition, the Military Academy was directed at mid-year by Department of the Army to conduct an in-depth

review of manpower resources to include manpower and grade authorizations. The result of this review was a downgrade of seventy-two field grade officer positions to company grade and two civilian GS-13 positions to a lower grade.

In March 1975, to rectify a long standing disparity between authorized and Department of the Army recognized military positions, the Military Academy's authorizations were increased by thirty-nine officers and six warrant officer positions.

The last major manpower action in FY 75 was an on-site review by a Department of the Army Table of Distribution and Allowances Analysis Team. The team made recommendations on eliminations, downgradings, and conversions affecting eighty-six military positions. USMA forwarded reclamas to Department of the Army on twenty-one positions.

Cost Reduction Program

FY 75 Cost Reduction savings for USMA activities totaled $2,532,700. The Department of the Army assigned goal was $275,000. The Energy Conservation Program at the Academy resulted in a savings of $1,302,800 through decreased energy usage.

Reviews

The Department of Defense Committee on Excellence in Education met with the Superintendent and Military Academy officials on 10-11 October 1974. Discussion centered on the curriculum, faculty, honor code, and the USMA Preparatory School.

The General Accounting Office review that began in FY 74 continued in the three major areas: Phase I - Attrition, Phase II - Financial Operations, and Phase III - Academic Curriculum and Military Training. Phase II was completed in 1975, and a final report was submitted to Congress. The Army responded to the recommendations to review staffing levels, conduct civilianization studies, and review the Commercial Industrial Type Activities for justification of in-house operations. Phase I and Phase III reviews are scheduled for completion during the first quarter of FY 76.

DIRECTORATE OF FACILITIES ENGINEERING

Military Construction Authorization (MCA) Projects Under Construction

BARRACKS MODERNIZATION

This project will upgrade six existing enlisted men barracks to current standards. Originally, nine buildings were included; however, because of a substantial decrease in enlisted strength, three buildings will receive only minor maintenance and repair work. Construction began in June 1974, and project completion is scheduled for April 1976.

HOSPITAL

The Keller Army Hospital, a four-story steel frame structure of precast concrete facade which was begun in July 1974 near Washington Gate, will have a sixty-five bed capacity. The 127,840 square feet project is scheduled for completion in May 1977.

UTILITIES EXTENSION

Construction to improve and modernize the utilities system to the Washington Gate area, which includes the new hospital, began in July 1974; completion of the project is scheduled for July 1976.

RESTORATION OF BUILDING NO. 626

Building No. 626, destroyed by fire in June 1973, is being restored to accommodate the First Battalion Headquarters, the Airborne Detachment, and the Family Housing Division. Construction is scheduled to be completed in September 1976.

GYMNASIUM

The construction of permanent, non-combustible additions and alterations to the existing gymnasium building to provide additional training rooms, wrestling areas, handball courts, locker and administration rooms, supply and maintenance areas began in April 1975. Improvements to the gymnasium ventilating system are also included. Alterations to provide administrative space for the Director of Intercollegiate Athletics in Building 639 include required utilities, heating and fire protection for all work. Project completion is scheduled for June 1978.

IMPROVE CADET BARRACKS

The conversion of existing space to provide study/dayrooms and trunk rooms in Buildings 602, 735, 738, 740, and 751 began in May 1975. Study/dayrooms: convert two adjoining cadet rooms to study/dayrooms by removal of partitions between adjacent rooms, installation of new electrical service and lighting, removal of cadet room plumbing and partitions, and refinishing walls. Trunk rooms: provide functional floor, lighting, security, and painting. Project completion is scheduled for May 1976.

PUBLIC COMFORT STATION

The conversion of a part of Building No. 609 into a public comfort station and the construction of a bus shelter on the roof began in June 1975. Project completion is scheduled for June 1976.

MCA Projects Before Congress

CONSOLIDATED SERVICE FACILITIES

This project provides for the construction of a 27,000 square foot warehouse, a 16,000 square foot garage, and improvements to existing motor pool.

IMPROVE ROADS AND ATHLETIC FIELDS

Improvements to Buffalo Soldier Field traffic, post parking, and athletic facilities include realignment of Thayer Road, parking, athletic fields, and construction of new tennis courts to replace the deteriorated courts on South Fill.

SEPARATE POWER/COMMUNICATIONS DUCTS, PHASE I

This project provides for the installation of new underground power and communications ducts and manholes, to include the replacement of power and communications cables, to provide separate duct paths for each system within the Central Cadet Area.

MCA Projects Completed in FY 75

CADET ACTIVITIES CENTER - Part of FY 70 MCA Program

EXPANSION OF CAMP BUCKNER - Part of FY 73 MCA Program

MODIFICATION TO UTILITIES - Part of FY 73 MCA Program

Projects Proposed For Future Construction

The following projects are tentatively scheduled for construction in accordance with the approved USMA Master Plan:

PROJECT	FUND SOURCE
Improve Utility Systems Phase I	MCA
Improve Utility Systems Phase II	MCA
Heating, Ventilation and Air-conditioning (HVAC) Surveillance	MCA
HVAC Improvements Bldgs 646, 745 A&B	MCA
Separate Power/Comm Ducts Phase II	MCA
Modernize Bldg 622	MCA
Improve Safety and Use of Bldg 605	MCA
Washington Hall Vestibules	MCA
Field House Rehabilitation	MCA
Visitor Information Center	MCA
Stony Lonesome Entrance	MCA
Community Support Center	MCA
Bowling Facility Eisenhower Hall	NAF
Improve Delafield Pond	NAF
Conversion - Hospital	MCA
Signal Facilities 667	MCA
Rehabilitate BOQ Bldg 145	MCA
Separate Power/Comm Ducts Phase II	MCA
Solid Waste Collection & Disposal	MCA
Bowling Facilities Bldg 622	NAF
Improve Golf Facilities	NAF

USMA Engineer Operation and Maintenance Contracts

Concerted efforts have provided the acquisition and application of funds in excess of $2.4 million toward the accomplishment of the Unconstructed Maintenance Requirements. Six maintenance contracts awarded in FY 75, shown below, were in excess of $100,000.

Contract	Cost
Replaster, Paint Half of Cadet Barracks, Bldg 751	$187,600
Repair Roof Water Plant, Repaint Masonry, Bldg 726	$104,700
Repaint Field House, Bldg 663	$155,754
Replace Deteriorated Steam Line, South End	$298,300
Repaint/Waterproof Walls, Cadet Library, Bldg 757	$123,435
Replacement of Thayer Hall Roof Parking Deck	$732,000

Energy Conservation Program

Last December the Military Academy implemented USMA Regulation 420-6, a plan to continue reducing energy consumption post-wide. The Department of Defense energy management objective for FY 75 was to achieve a decrease in total energy use by 15% from FY 73 levels of consumption. The Military Academy's energy conservation statistics for FY 75 showed that USMA's energy consumption was reduced for natural gas by 22%, fuel oils by 27%, and electricity by 25%.

MEDICAL DEPARTMENT ACTIVITY

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

MANPOWER AUTHORIZATION

During FY 75, there was no Health Services Command Manpower Survey conducted within the MEDDAC. However, due to the fluctuation in manpower resources, civilian full time permanent authorizations were decreased by four spaces, officer spaces increased by four, and enlisted spaces increased by eight. An additional six recognized requirements were approved by Health Services Command; however, manpower allocations were not available to support these increased requirements.

FUNDING

During FY 75, MEDDAC operated within an appropriated budget of 2.1 million dollars. Quarterly obligations averaged 25%.

HEALTH OF THE COMMAND

Health of the command was very satisfactory during FY 75. The Academy's hospitalization rate (average daily percent of assigned active duty strength occupying hospital beds) was .20% compared to .36% for FY 74. The non-effective rate (average daily Army active duty military personnel non-effective for medical reasons per 1,000 average strength) was 6.36% compared to 8.10% for FY 74. There were 1,618 cadet admissions compared to 1,647 in FY 74.

Preventive Medicine

HEARING CONSERVATION

The Class of 1978 received training in the Army's Hearing Conservation Program and were individually fitted with ear plugs during New Cadet Barracks in July 1974.

ELEMENTARY SCHOOL SCREENING PROGRAM

As a follow-up to the annual school vision screening of 1,000 West Point Elementary School children in September 1974, 170 children received ophthalmic examinations by November.

NEW SCREENING PROGRAM

Due to the large number of patients requesting appointments for the eye clinic, an innovation was established which permits patients requesting routine eye examinations to be seen in a specially modernized eye screening clinic. This will enable the clinic to provide eye care for a large number of patients. It is expected to increase the patient workload by 25%.

COMMUNITY HEALTH EDUCATION

As part of our continuing goal for optimum community health education, the Monthly Health Bulletin is distributed throughout Post. In addition the use of video tape programs, televised over Channel 3 to Post quarters, has been initiated.

ORAL HEALTH CENTER

In December, the Dental Activity opened its new Oral Health Center in the Cadet Dental Clinic and initiated an Oral Health Education Program for the Plebe Class. The mission of the center is to (1) instruct the cadet concerning the causes for dental diseases, (2) teach him the individual skills necessary in the proper care of his oral cavity by employing effective oral disease control methods, and (3) motivate him to form and practice good personal oral hygiene daily. A "spin-off" benefit would be to impress the future Army officer with the importance of dental health to the troops under his command. Small groups of five Fourth Classmen were scheduled for ninety-minute periods of instruction, and classes were conducted through April by a team consisting of a dental officer, oral hygienist, and dental assistant. A very low cadet attendance failure rate was experienced in this program. Many different training aids, to include the use of the phase contrast microscope, 35mm slides, closed circuit television and ultraviolet disclosing lights, were used to present a didactic and an individual instruction phase. This program for the new Plebe Class will be continued next year.

INSTITUTIONAL RESEARCH

Research Activities

In FY 75 research centered around causes of attrition, performance of cadets and graduates, and USMA academic and military environmental effects upon cadets. Increased emphasis was directed toward the investigation of cadets' values and commitment and their perceptions of the goals of USMA. In addition, research activities were expanded to include research support of post functions other than those directly related to candidates, cadets, and graduates. Twenty-three reports were completed during the year (Appendix E).

ATTRITION RESEARCH

A survey of all USMA attrition research from 1952-1974 was completed. The weight of evidence from this previous research indicated that, regardless of the apparent cause of separation, the predominant general reason is discordance between the cadet's personality pattern and that required by the West Point environment. A study of the specific causes of cadet resignation revealed that the reasons a cadet gives for resigning often are considerably different from those perceived by USMA officials. The attrition research conducted this year confirmed the complexity of retention/attrition factors and reinforced the need for more research to find successful keys to retention. The research provided useful information for discussions relating to the General Accounting Office's (GAO) study of Service Academies.

A study of retention of cadets in the Class of 1974 found that variables related to academics are the best predictors of losses from USMA. This study was undertaken in an attempt to identify high or low retention groups with a view toward long-range recruitment benefits.

ADMISSIONS RESEARCH

A study of the performance of United States Military Academy Preparatory School (USMAPS) graduates as cadets and as officers was completed and has revealed that the USMAPS graduates have a higher than average attrition rate while at USMA; but those who are commissioned have a higher retention rate as officers than do other USMA graduates. A new investigation of the sources of selection and evaluation of USMAPS candidates is now underway.

An annual report on the trends in admission variables for the Classes of 1969 through 1978 revealed that the Class of 1978 showed slightly higher than average academic potential

and Physical Aptitude Examination scores, while the Leadership Potential Score was down slightly from last year.

A new formula to predict a Fourth Classman's Leadership Evaluation Score was investigated using the technique of canonical correlation to develop optimal weights for predictors and criteria. The results indicate that leadership can be predicted more effectively with current admissions data using a new formula.

Continuing previous years' research, investigation of the Scholastic Aptitude Test (SAT) and American College Testing (ACT) college entrance examinations revealed that the tests appear to be equally valid instruments for the selection of candidates. However, since the ACT has been used for only three years, additional research is needed to validate these findings.

Investigation of the usefulness of the Strong Vocational Interest Blank (SVIB) in predicting attrition was intensified. At the USMA, USNA, USAFA, and USCGA the SVIB has demonstrated significant utility in identifying entering cadets who are very likely or very unlikely to graduate. Investigation of its usefulness in candidate selection continues.

EXPANDED RESEARCH ACTIVITIES

Research activities have been expanded to include support of post functions. The first major project, now underway, is a comprehensive study of the organization and personnel management of the Cadet Mess. In support of this expansion of functions, one research psychologist position was converted to operations research analyst.

Other Activities

In FY 75 activities related to the General Accounting Office (GAO) Attrition Study continued. Discussions were held throughout the year concerning previous and ongoing attrition research and the GAO methodology for analysis. The Director of Institutional Research briefed the Superintendents of the Service Academies on this complex study at their annual conference in May.

Professional consultation was provided on various projects undertaken by individuals and activities outside the Office of Institutional Research. Among these were an increasing number of cadet research projects, primarily in psychology and leadership courses.

1ST BATTALION, 1ST INFANTRY

Mission

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

There were no changes to the units permanently assigned/ attached to the Battalion. The number of personnel authorized during FY 75 was 25 officers and 696 enlisted.

Relocation

In March 1975, the Battalion Headquarters moved from a temporary location in Bldg. 639 to a new temporary location in Bldg. 658. The S4 section moved to Bldg. 664. This move displaced the Headquarters Company orderly room from Bldg. 658 to a new temporary location in Bldg. 658.

Major Activities

The 1st Battalion, 1st Infantry, was augmented by 1,358 soldiers for the support of Cadet Summer Training. Units from Ft. Bragg, NC, included the 2d Battalion (Airborne) 325th Infantry; A and B Batteries of the 1st Battalion (Airborne), 320th Field Artillery; Company C, 307th Medical Battalion (Airborne); and Company A, 82d Signal Battalion (Airborne). Other units included the 380th Transportation Company from Ft. Meade, MD; an element of 43 soldiers from Company C, 34th Engineer Battalion from Ft. Devens, MA; a composite company from the 1st Battalion (Ranger), 75th Infantry from Ft. Stewart, GA; and a provisional Service Support Company made up of individual soldiers with various skills from throughout the Continental United States. The 528th Engr Det (Utility) was placed under the operational control of the Office of Military Instruction to support the engineer portion of Cadet Summer Training 1975. They were augmented by soldiers from Company C, 39th Engineer Battalion. A history of the 1st Infantry Regiment, its battalions under the combat arms regimental system and the Garrison of West Point, was published in commemoration of the Army's Bicentennial.

PUBLIC AFFAIRS

During AY 74-75, the Public Affairs Office (PAO) refined the focus of the Military Academy's public affairs effort. A detailed Public Affairs Plan was developed to identify more clearly the various audiences and to determine the information desired by each audience. In general, the Public Affairs Plan calls for more effort directed toward a national rather than a local audience, with news from USMA designed to inform potential cadets of the opportunity the Military Academy provides for their self-development and service to country.

Electronic Media

The Public Affairs Office launched a concerted effort to interest electronic media in covering USMA activities. Consequently, the Military Academy experienced a great increase in national television coverage. The Military Academy was featured on network telecasts on NBC's "Today Show," ABC's "AM America," and CBS's "Evening News with Walter Cronkite." In addition, Newsweek Films distributed two USMA features nation-wide to the fifty largest viewing areas. All networks also gave extensive and positive coverage to the President's visit to the Military Academy for the graduation of the Class of 1975. Network shows also were broadcast twice in both West Germany and Japan, and once in Poland.

Television stations in several cities have presented USMA features to their local viewing areas. In at least two cities (Boston, MA., and Montgomery, AL.), three-part series were broadcast and drew highly favorable audience reaction.

In coordination with other USMA agencies, a system of filming newsworthy events with in-house resources and distributing film clips directly to TV stations was developed. During the year, a total of twenty-two such clips were distributed.

A system of preparing and distributing audio tapes, on a regular basis, to radio stations was initiated. Tapes produced thus far have covered a variety of subjects including West Point's academic program, minority admissions program, history, music, and sports. Although most participating stations are in the northeast United States, the "network" has extended as far west as Indiana, and plans are underway to spread to the west coast.

Wire Service and Newspaper Features

In addition to increased electronic features during the year, the PAO greatly increased the number of print features distributed. The PAO was reorganized to establish a "Features Section" with the sole mission of preparing finished copy for distribution by national wire services or directly to interested newspapers. During the year, several features were carried by the Associated Press. Graphic art was included with the features, and local editors often devoted a full page to the feature. Other features highlighting various Military Academy activities were prepared for and published in special interest magazines and trade journals (such as an article on the Cadet Mess published by a food service magazine, articles on the Cadet Riding Club published in horsemen's journals, etc.).

Community Relations

Although the emphasis of West Point news shifted from a local to a national audience, several new programs were developed to better the relations between the Military Academy and its "in-house" audiences.

Responding to the desire expressed by parents of cadets that they be included more fully in West Point affairs, parents' clubs were organized in the spring of 1975. The response of parents to this program has been overwhelming, with twenty-one clubs started in the first three months of the program. The clubs provide a line of communication between the Military Academy and the families of the student body. In addition, club activities are geared toward the support of West Point and its goals.

For those who are able to visit West Point, the PAO has more than doubled its capability to provide guided tours by using part-time civilian employees and cadet volunteers. The cadets have been especially helpful in escorting and talking to youth groups and other potential candidate audiences. In addition, a Bicentennial-oriented tour has been developed and the production of a Bicentennial pamphlet for distribution to visitors is being completed.

In May 1975 an Open House at the Military Academy saw the public enjoying a variety of activities including an intra-squad varsity football game, cadet parade, Sport Parachute Club exhibition, riding demonstration, rugby tournament, and an antique auto show.

Various post agencies sponsored the events of the day. The total number of visitors to the Military Academy Open House was estimated at 30,000. In addition to the events for the general public, special events were set up for military retirees, news media representatives, and local civic leaders.

To better inform the local communities of the true nature and value of West Point and the United States Army to the American society, the West Point Speakers' Bureau was re-established consisting of members of the Staff and Faculty and of the Corps of Cadets. The Speakers' Bureau coordinated a total of sixty separate speaking engagements into the local civilian communities.

In addition to the annual local leaders' orientation attended by approximately eighty governmental officials, educators, and business and labor leaders, the Community Relations Division organized a Mayors' Council consisting of the Superintendent of the Military Academy and the village and city mayors and township supervisors of the Mid-Hudson Valley area. The Mayors' Council meets periodically at informal business luncheons and discusses items of mutual community interest. In the short time it has existed, it has proven to be a valuable means of communication between the military community and civilian communities.

In order to better inform those individuals and families moving to West Point, the News Media Division published a special welcome edition of the post newspaper, the Pointer View, entitled "The West Point Survival Guide." The edition has proven to be very popular with new arrivals to West Point and contains valuable information on housing, schools, medical care, vehicle, firearm and pet registration, employment opportunities, and other community services.

Media Liaison

During the past year, PAO personnel routinely visited news and communication agencies in New York City to discuss various story ideas and the degree of support available from the Military Academy. These visits resulted in a variety of favorable magazine and wire service articles and in network and local radio and television broadcasts. In addition, over 300 news media representatives visited the Military Academy and were assisted by USMA photographers in the actual filming of TV interviews.

Special Projects

The Plans & Programs Division completed several special projects during the year. One of the most significant projects was the production of a fifteen-minute film entitled "Duty, Honor, Country: This is West Point." The film was released in the fall of 1974 and has been extremely well received. Portions of the film have been broadcast (with USMA permission) on network TV shows, and the film in its entirety has been broadcast by a number of individual stations. The film was submitted as part of the total USMA electronic package to the Committee for Advancement of Secondary Education and was presented an award for merit.

Sports Information

News of varsity athletic teams continued to be a major function. The Sports Information Division published a variety of publications for distribution to sports writers, nation-wide. These included a weekly Army sportsletter, game programs for individual athletic events to include six home football games and the heptagonal outdoor track meet, and individual brochures for each of the twenty varsity sports. The information brochure for varsity football was judged best in the nation by the College Sports Information Directors of America, and the Spring Sports Brochure was judged best in the Eastern United States.

In addition to preparing and disseminating news releases on Army sports to local, regional, and national media, the Sports Information personnel worked directly with ABC-TV for the broadcast of the Army/Navy football game in Philadelphia and coordinated with White House representatives for the press credentials at the Army/Navy football game which was attended by the President of the United States.

The Sports Information Division also produced a twenty-six-minute game action color film showing the highlights of the 1974 football season.

WEST POINT MUSEUM

Mission

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

Academic Support

The Museum Staff gave a total of 132 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, and at Camp Buckner. A total of fifty-nine academic displays in support of European and American military, social, and political history contributed to the support of classroom lectures. The Department of Foreign Languages used the facilities of the Museum to conduct special classes in Spanish.

Public Museum

FY 75 saw little change in the exhibition galleries. The Atomic Bomb display, which has evoked considerable interest, was enhanced with a programmed film showing atomic explosions. Plans, material and fabricated exhibits are being assembled to change the West Point Room into an exhibition of the American Revolution as part of the Bicentennial Commemoration. Visitor attendance in FY 75 was 347,159. The Museum gave eighty-five guided tours for guests of the Superintendent and the Military Academy.

Acquisitions

A total of 158 objects were added to the Museum's collections. Outstanding gifts were a painting of Fort Shelden, Territory of New Mexico, 1861, by the well known artist, Peter Hurd, ex-Class of 1925; a quarter-scale ship model of the Hudson River Steamship "Mary Powell," gift of the Class of 1935; and an important collection of nineteenth-century helmets, cuirasses and militaria, gift of Arthur D. Leidesdorf, benefactor of the Museum.

ALUMNI ACTIVITIES

The Alumni Affairs and Gifts Program Division was responsible for planning, coordinating and implementing the 1974 Homecoming program, Founders Day 1975, alumni events during June Week 1975, and other alumni programs. The Division also administered the Academy's gift program involving the receipt of donations, developing donor programs, and insuring the completion of projects financed with contributed money. Most of the donations and gifts received are channeled through the West Point Fund of the Association of Graduates. During FY 75, $392,997.79 was donated to the Fund, while disbursements for the period totaled $554,033.72.

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 more than 33,000 graduates of the Military Academy and addresses of 24,000 living graduates were maintained by the Association for its own use and the Military 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 Military Academy in planning and implementing USMA alumni activities, including the 1974 Homecoming program, the 1975 Thayer Award ceremonies, 1975 Founders Day activities, and 1975 June Week alumni reunions.

ACADEMIC CALENDAR
(AY 75-76)

Labor Day (holiday)	1 Sep 75
1st Term Begins	2 Sep 75
Homecoming (no classes)	18 Oct 75
Veterans Day (holiday)	27 Oct 75
Thanksgiving Holiday	27-28 Nov 75
Army/Navy Game (no classes)	29 Nov 75
Christmas Leave Begins 1200 hrs	20 Dec 75
Christmas Leave Ends	4 Jan 76
Term End Exams Begin	9 Jan 76
1st Term Ends	17 Jan 76
2d Term Begins	19 Jan 76
Washington's Birthday (holiday)	16 Feb 76
Spring Leave Begins	27 Mar 76
Spring Leave Ends	4 Apr 76
Easter	18 Apr 76
Armed Forces Day (no holiday)	15 May 76
Term End Exams Begin	17 May 76
Memorial Day (holiday)	31 May 76
2d Term Ends	
First Class	22 May 76
Other Classes	27 May 76
Graduation	2 Jun 76
Summer Remedial Academic Program	4-24 Jun 76
Summer Remedial Academic Program Graduation	25 Jun 76

Appendix A

LECTURE PROGRAM
(AY 1974-1975)

SUPERINTENDENT'S LECTURES

General Sir William Jackson, KCB, OBE, MC, Quartermaster General, British Army, The Kermit Roosevelt Lecture, "The Anglo-European View of Defense"

Rear Admiral Jeremiah A. Denton, Jr., Commandant, Armed Forces Staff College, The Sol Feinstone Lecture, "The Meaning of Freedom"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Dr. Kenneth Franklin, Hayden Planetarium, "The Electromagnetic Spectrum and Its Application to Astronomy"

COL Kemble Widmer, USA (Ret), State Geologist of New Jersey, "Offshore Oil-Environmental Considerations"

BG James L. Kelly, Division Engineer, North Atlantic Division, "The High Price of Clean Water"

COL W. P. Gardiner, Chief, Army Environmental Protection Agency, "The Army Environmental Program Today"

DEPARTMENT OF ENGINEERING

Dr. Kay Lathrop, Los Alamos Laboratories, New Mexico, "Numerical Methods in Reactor Physics"

DEPARTMENT OF ENGLISH

Professor Paul Mariani, Eminent Scholar and Teacher, "Prufrock and Ulysses: Two Versions of the Dramatic Monologue"

Mr. David Halberstam, Author and Journalist, "Vietnam Reflections"

Mr. Walter Kerr, Drama Critic, New York Times, "The Evolution of the Dramatic Hero"

Professor Roland M. Frye, Professor of English, University of Pennsylvania, "Antony and Octavius as Contrasts in Leadership"

Professor James K. Feibleman, Professor of Philosophy, Tulane University, "The Uses of Philosophy"

Dr. C. Hugh Holman, Professor of English, University of North Carolina, "American Literature"

Professor Douglas Day, Department of English, University of Virginia, "Directions of Modern Drama"

DEPARTMENT OF ENGLISH - Continued

Dr. Bernard M. W. Knox, Director, Center of Hellenic Studies, "Oedipus Tyrannus: The Limits of Reason"

Professor Robert H. Gurland, Professor of Philosophy, New York University, "A Portrait of Existential Man"

Mr. William Eastlake, Author, "Writing Fiction About War"

Mr. Smith Hempstone, Journalist and Author, "Fiction and Journalism"

Dr. Isaac Asimov, Author, "On the Importance of Horizons"

DEPARTMENT OF FOREIGN LANGUAGES

Dr. Antonio A. Cirurgiao, Assistant Professor, Romance and Classical Languages, University of Connecticut, "Angola Mozambique"

LTC Henri Aiglon, Liaison Officer, Ft. Belvoir, "The Role of the French Army in Europe"

Mr. Brook Zern, Reporter, Newsweek, "Bullfighting in Spain"

Dr. Winston Yang, Professor of Chinese Literature, Seton Hall University, "Confucius and Mao Tse Tung"

DEPARTMENT OF HISTORY

Professor Roger L. Shinn, President, Union Theological Seminary N.Y., "The Impact of Eastern Ethical Thought on the West"

Professor Bradford Perkins, Professor of History, University of Michigan, "America and the Origins of the Cold War"

Mr. Douglas Pike, Member, Policy Planning Staff, Department of State, "The Revolutionary Tactics of the Vietnamese Struggle"

Dr. Wayne C. Temple, Curator, Illinois State Archives, "Abraham Lincoln: From Captain to Commander-in-Chief"

Professor Gerald Linderman, Associate Professor of History, University of Michigan, "1898: The Moral Dimensions of War"

Professor R. Maxwell Brown, Department of History, College of William and Mary, "Violence in the Sixties"

Dr. Wing-tsit Chan, Professor of Philosophy, Chatham College, "China, 1875-1919"

Professor John W. Shy, Professor of Military History, U.S. Army War College, "Armed Forces and Public Opinion in the American Revolution"

DEPARTMENT OF LAW

MG George S. Prugh, The Judge Advocate General, U.S. Army, "The Geneva Conventions' Effect on the Law of War"

DEPARTMENT OF MATHEMATICS

Dr. Lionel Weiss, Professor of Operations Research, Cornell University, "Statistical Decision Theory"

DEPARTMENT OF MECHANICS

Mr. Irving L. Burrows, Director of Flight Operation, McDonnell-Douglas Corp, "AF-15 Progress Report"

Mr. Robert A. Langworthy, Senior Project Engineer, Ft Eustis, Virginia, "Army Gas Turbine Developments"

Mr. Charles W. Ellis, Boeing Vertol, "UTTAS: Design Innovations"

Mr. Elliot Kazan, Chief of Aerodynamics, Fairchild Republic, "The A-10, New Thunder for the USAF"

Mr. F. C. Phillips, Canadair LTD, "CL-84 Tilt Wing V/STOL Airplane Testing"

Mr. J. P. DenHartog, Professor Emeritus from M.I.T., "Mechanical Vibrations"

DEPARTMENT OF PHYSICS

CPT James D. Turinetti, U.S. Air Force, "Remote Sensing Using the Electromagnetic Spectrum"

Dr. Adolf Baker, Professor of Physics, Lowell Technological Institute, "Modern Physics and Modern Thought"

DEPARTMENT OF SOCIAL SCIENCES

Commander M. Higgins, National Security Council Staff, "Mutual Force Reduction"

BG Joseph Fix, Director, International Logistics Army Materiel Command, "The U.S. Army in the International Sales Arena: Policy and Execution"

Mr. J. Stanley Pottinger, Assistant Attorney General for Civil Rights, Department of Justice, "The Political Role of the Courts: Civil Rights"

Mr. J. Wallace LaPrade, New York Regional FBI Office, "Productivity of Law Enforcement"

Mr. James Cavanaugh, Deputy Director, Domestic Council, White House, "White House Policy Process"

Mr. Michael Gillette, World Bank, "The World Bank Assistance to Western Africa"

Mr. Norman Tonkin, Merrill Lynch, "Outlook for U.S. Capital Markets"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Professor Richard C. Thornton, George Washington University, "Sino-Soviet Relations"

Dr. David Long, Georgetown University Center for Strategic and International Studies, "U.S. Foreign Policy in the Middle East Situation Today"

Professor Adam Yarmolinsky, University of Massachusetts, "The Military Role in Policy Making"

Dr. Edward C. Aldridge, Jr., Deputy Assistant Secretary of Defense, "Program Analysis and Evaluation: The Nuclear Balance"

BG Amos A. Jordan, USA (Ret), Principal Deputy Assistant Secretary of Defense, International Security Affairs, "The Defense Establishment in the Policy Making Process"

Mr. Clay E. McManaway, Chief, Management, Planning Research Review, Central Intelligence Agency, "The Intelligence Community in Policy Planning"

Professor Lawrence Korb, U.S. Coast Guard Academy, "Management of Defense Resources"

Honorable Taylor Belcher, Former U.S. Ambassador to Cyprus and Peru, "The Contemporary International System"

Dr. Vinod Dubey, World Bank, "The Yugoslav Model of Market Socialism"

Professor Robert Lekachman, City University of New York, "Inflation"

Mr. Howard W. Pifer, Harvard Business School, "Public Considerations in Business Decision Making: Energy and Ecology"

GEN Andrew J. Goodpaster, Supreme Allied Commander, Europe, "NATO and European Security"

Mr. Galen Fox, Analyst, Department of State, "Current Evaluation of Political Power Balance in the People's Republic of China"

Honorable James T. Lynn, Director, Office of Management and Budget, "The Executive Budget and Congress"

Mr. James L. Hayes, President, American Management Association, "Human Factors in Management"

Mr. William Grant, President, Smith, Barney and Co., "The Multinational Corporation in the International Environment"

Professor Claude E. Welch, Jr., State University of New York, "The Role of the Armed Forces in Modernization"

OFFICE OF MILITARY INSTRUCTION

Senator Edward Kennedy, "The U.S. Senate and Contemporary Affairs"

BG William L. Mundie, Director, Officer Personnel Directorate, "Service Planning"

OFFICE OF MILITARY LEADERSHIP

Mr. Ken Michel, General Electric Management Institute, "Business Enterprise"

Dr. Robert J. Presbie, Professor of Psychology, State University of New York, "The Practical Uses of Behavior Management Techniques"

Mr. James L. Hayes, President, American Management, "The Human Aspects of Management"

Mr. Richard Duncan, Director, Letchworth Village Behavior Management Program, "Uses of Behavior Management Techniques with the Retarded"

OFFICE OF PHYSICAL EDUCATION

GEN Maxwell Taylor, USA (Ret), "Total Fitness for Leadership"

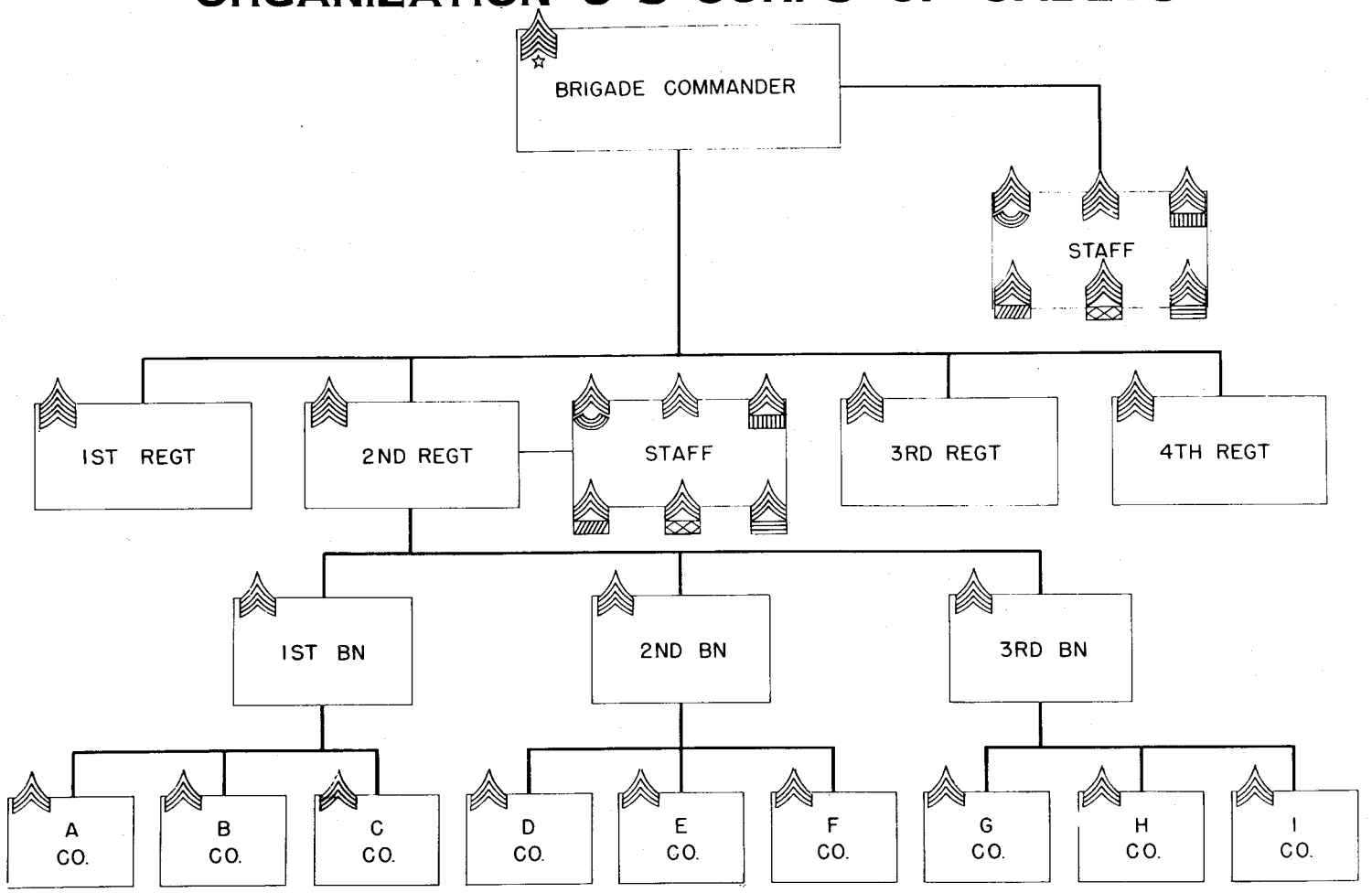
Dr. Rainer Martens, University of Illinois, "Stress, Aggression Theory and Athletics"

Dr. Thomas Tait, Pennsylvania State University, "Nutrition, Diet and Athletics"

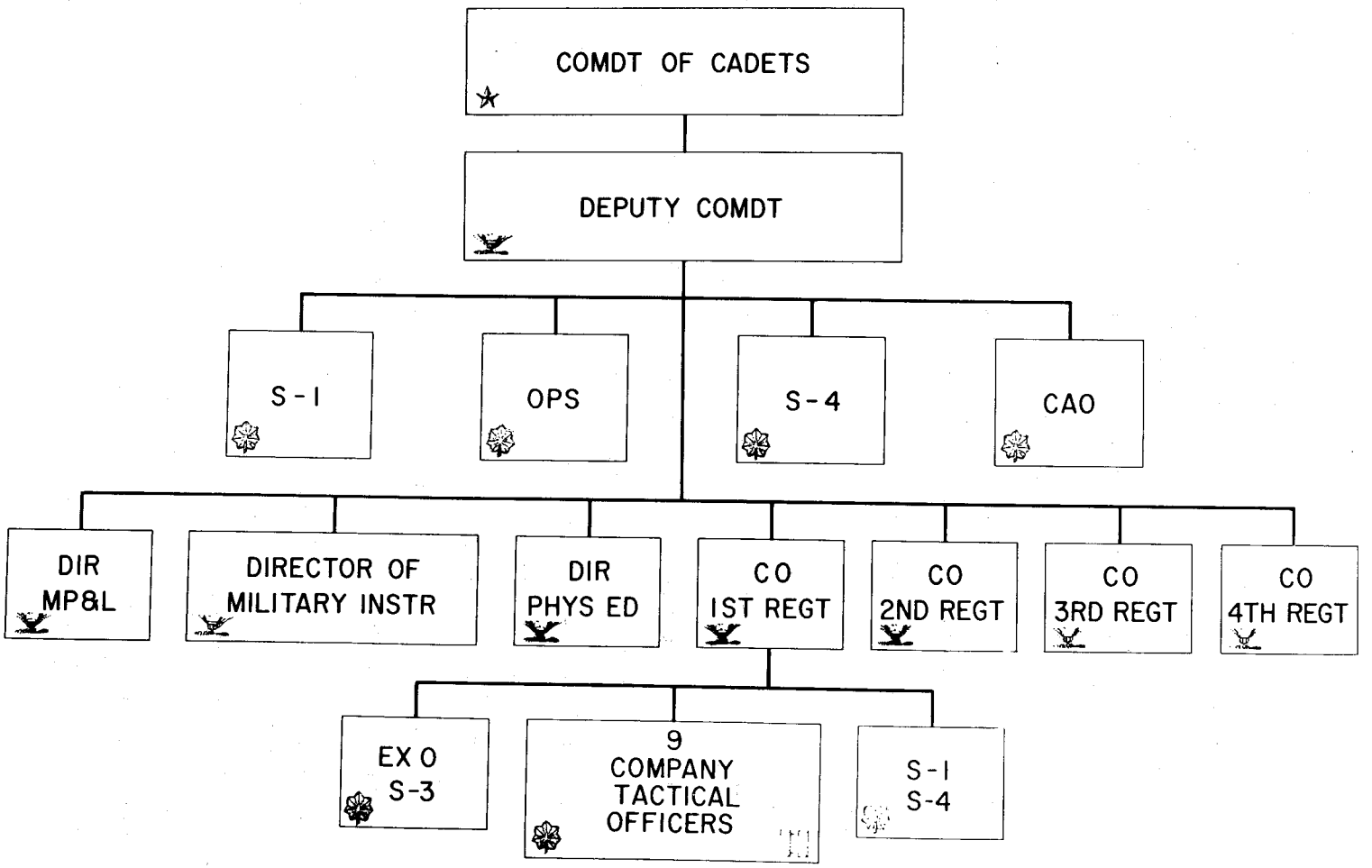
Dr. Harold Vanderzwaag, University of Massachusetts, "The Physical Dimension in Sport"

Appendix C

ORGANIZATION U S CORPS OF CADETS



ORGANIZATION DEPARTMENT OF TACTICS



USMA INSTITUTIONAL RESEARCH REPORTS, FY 75

Office of the Director of Institutional Research

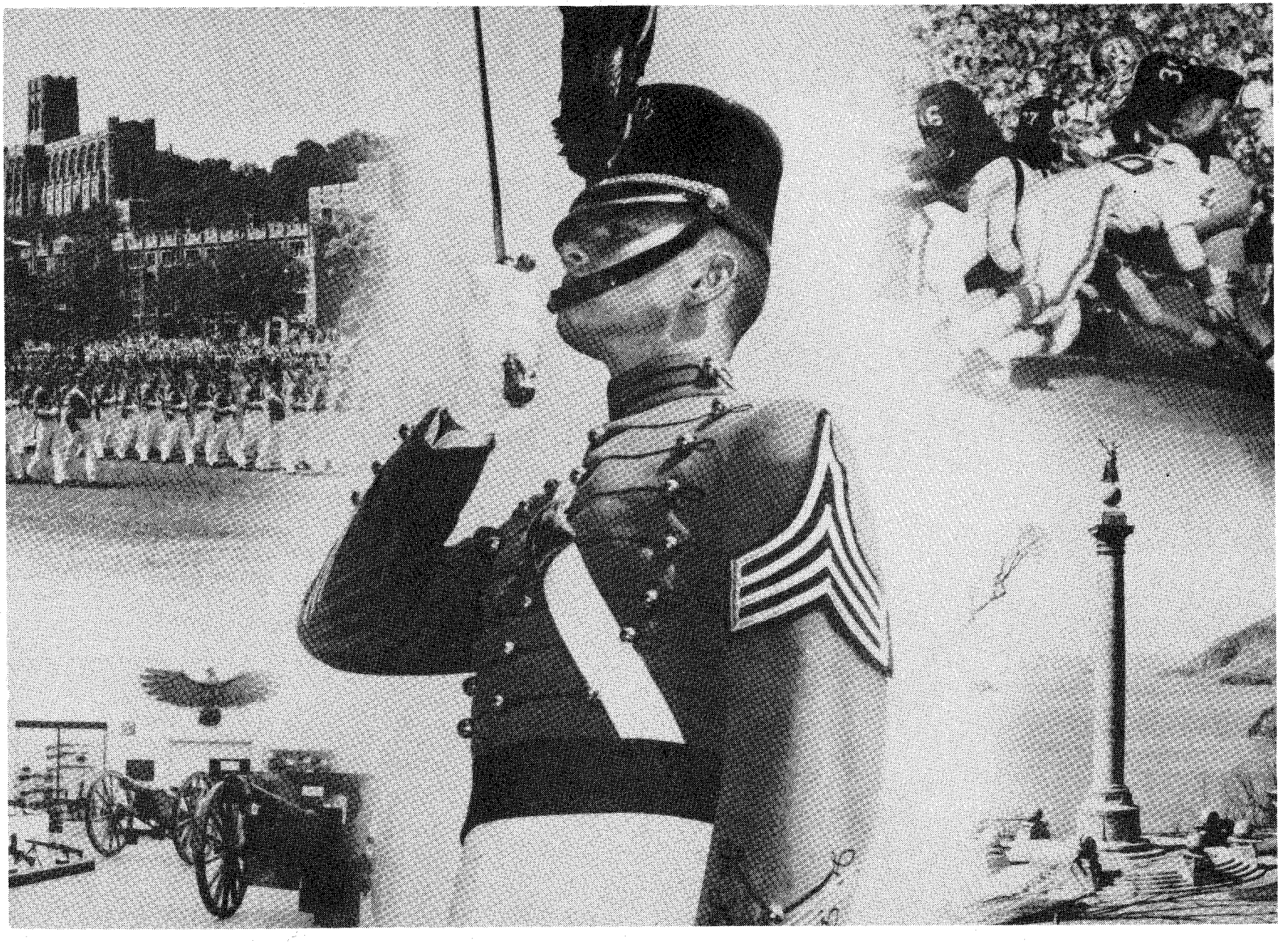
1. The Reliability of USMA Grades.
2. Readership Survey for the Pointer View.
3. The First Class Questionnaire, Class of 1974.
4. Summary of Institutional Research at the U.S. Military Academy for Fiscal Year 1974.
5. Attrition for Subgroups of Cadets.
6. Trends in USMA Image and a Military Career (A Research Note).
7. Characteristics of the Class of 1978.
8. Causes of Cadet Attrition.
9. Admission Scores of the Class of 1978.
10. Retention of Cadets in the Class of 1974.
11. Summary of Responses, Reorganization Week Questionnaire, Classes of 1975-1978.
12. Relationships Between Cadet and Officer Performance (A Research Note).
13. Trends in Admission Variables through the Class of 1978.
14. Background, Attitudes, and Opinions of Cadets (Trends).
15. Survey of USMA Research Related to Resignation (July 1952-1974).
16. New Cadets and Other College Freshmen, Class of 1978.
17. Correlates of Cadet Exposure to Research Questionnaires.
18. Performance of USMAPS Graduates at USMAPS, USMA, and as Army Officers.
19. Improving Prediction of Fourth Class Leadership by Reweighting Components.
20. Unbiased Faculty Appraisals for the Class of 1977.
21. First Class Questionnaires, Class of 1975.
22. Comparability of ACT and SAT Test Scores.
23. SVIB Prediction of Retention.

Office of Physical Education

1. Fourth Class Physical Education Performance vs Leadership.
2. Physical Education Predictors of LES Rankings.

U.S. Army Hospital

1. Infectious Mononucleosis.
2. Ankle Sprain in Young Athletes.

Office of Military Leadership

1. LES and Corps Squad Athletes.
2. Human Relations Training Evaluation.
3. Evaluation of the Fourth Class System.