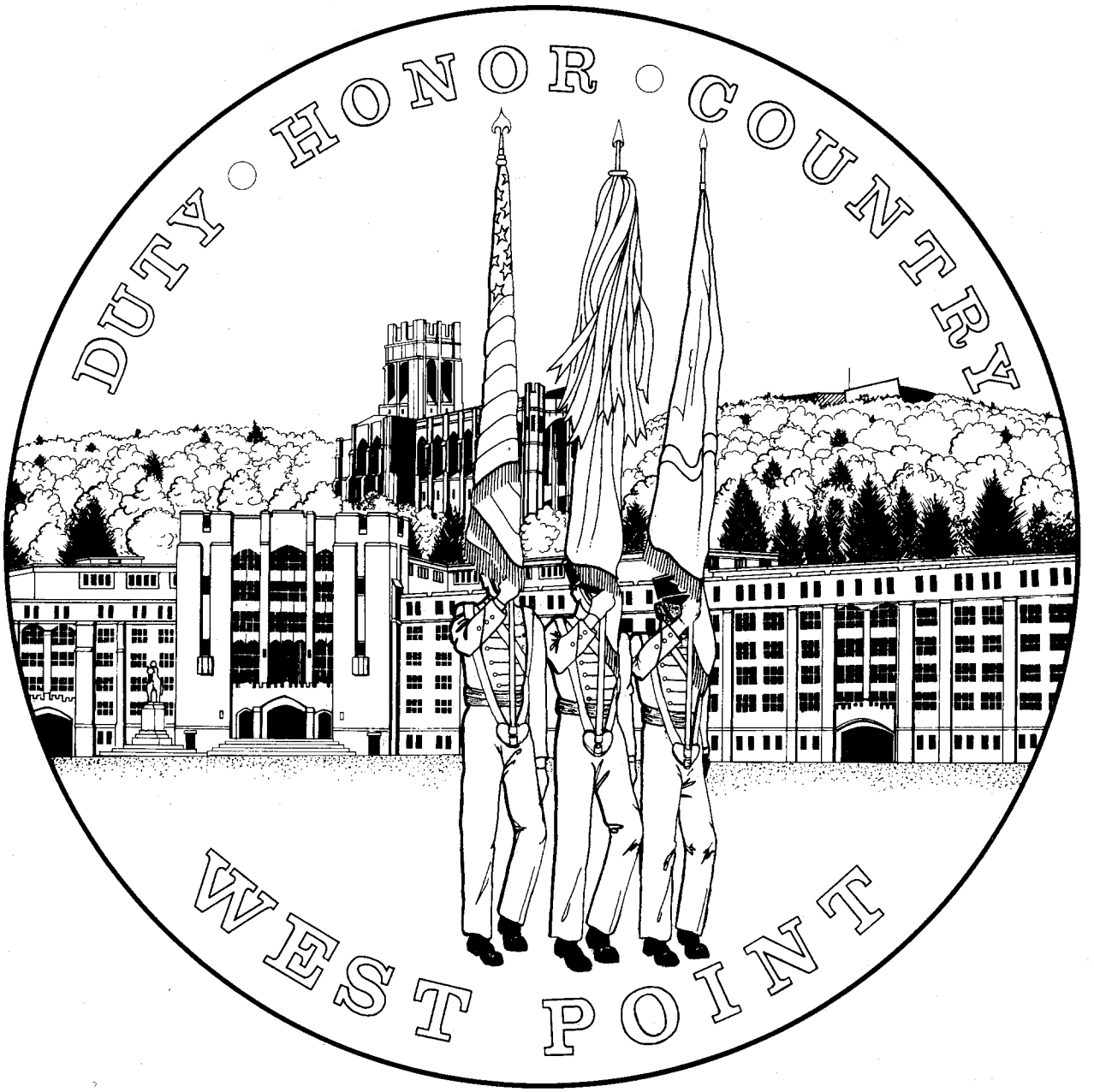
THE ANNUAL REPORT OF THE SUPERINTENDENT 1976



United States Military Academy

West Point, New York

LTG Sidney B. Berry
Superintendent

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

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

30 June 1976

This report provides a record of the United States Military Academy for the period 1 July 1975 through 30 June 1976. It summarizes the most significant events during the period which directly affected the mission of the Military Academy -- to educate, train, and motivate the Corps of Cadets so that each graduate shall have the character, leadership, and other attributes essential to progressive and continuing development throughout a career of exemplary service to the nation 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. Those 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

SOLDIER — LEADERS

MISSION

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

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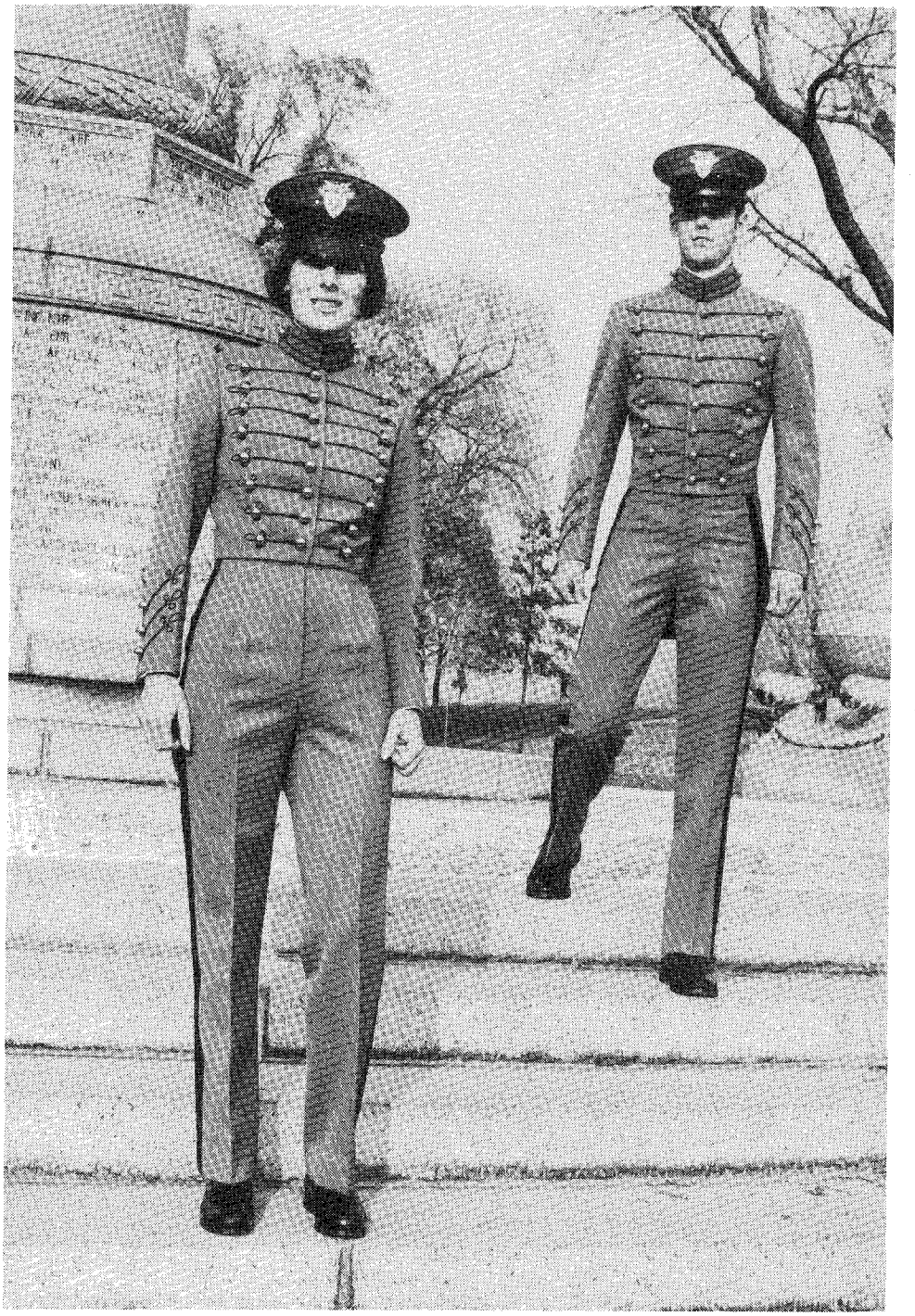


ACADEMIC PROGRAM

OVERVIEW

Academic Year (AY) 1975-76 was highlighted by introspective reviews of the Military Academy's programs. The findings of the General Accounting Office survey of the Military Academy were examined and actions initiated as appropriate. In May a special study group was established to review the provisions of the Dean's Standing Operating Procedures on academic policy and to recommend to the Academic Board ways to improve procedures governing examinations, themes, design problems, laboratory exercises, and homework. Another dimension outside the Military Academy was added to the curricular review process as a result of initiatives outlined by the Department of Defense (DOD) Committee on Excellence in Education. Under the auspices of that Committee, extensive curricular studies were conducted during the year at the three service academies. These studies fostered an exchange of ideas among academy planners and led to a better understanding of mutual problems.

THE FACULTY

Several significant changes to faculty assignments occurred during the past year. Colonel Roger H. Nye, Professor and Deputy Head of the Department of History, retired on 31 August. Three officers were appointed as Professors, USMA. Colonel David H. Cameron became Deputy Head of the Department of Mathematics; Colonel William F. Carroll was appointed Deputy Head of the Department of Mechanics; and Colonel Roy K. Flint assumed duties as Deputy Head of the Department of History. Five officers were appointed as Permanent Associate Professors, USMA: Lieutenant Colonel Hugh E. Henson, Jr., Department of Law; Lieutenant Colonel Paul M. Bons, Office of Military Leadership; Lieutenant Colonel Pat C. Hoy III, Department of English; Major James R. Golden, Department of Social Sciences; and Captain James H. Stith, Department of Physics.

Professor R. Don Higginbotham of the University of North Carolina completed a year with the Department of History as the fourth Visiting Professor of Military History. Professor Higginbotham taught cadets in an elective course entitled "The American Revolutionary War." He also made a major contribution to the USMA Lecture Series and Symposium on the American Revolutionary War. The Visiting Professor of Military History for AY 1976-77 will be Professor Theodore Ropp of Duke University. The overwhelming success of this program has resulted in the authorization of a second visiting professor position beginning with the next academic year.

Professor Robert H. Gurland of New York University has been named to this position; on 1 July, he will become the first Visiting Professor of English at the Military Academy.

A faculty exchange program with the Air Force Academy was initiated during AY 1975-76; it involved one officer from each of three departments. Two of the three officers will return to their respective departments (English and Mathematics) for one additional year of USMA duty. The officer from the History Department has completed a full instructor tour and will not return to USMA. This program will continue during AY 1976-77 with an exchange involving one officer from each of the Departments of Engineering and Physics. All reports during the first year of this program indicate that it has been very successful in increasing mutual understanding between the two service academies.

THE CURRICULUM

Although there were no substantive changes to the composition of the academic core curriculum during the past year, it was defined more precisely and reviewed by the DOD Committee on Excellence in Education. A revision of the elective component of the curriculum led to more than 170 elective course offerings available to cadets during the year.

The Superintendent appointed a Curricular Study Group to conduct a comprehensive study of the Military Academy curriculum. The Committee's recommendations will be used as a basis for implementing modifications or changes to the curriculum in the future.

CADETS

The Class of 1976 graduated 835 cadets on 2 June. An additional 19 First Classmen were graduated on 26 June upon completing the Summer Remedial Academic Program. Forty-three members of the graduating class were designated Distinguished Cadets. Of these cadets, one elected to attend graduate school immediately; the remainder decided to defer graduate study until they had acquired junior officer, troop-leading experience.

Two members of the graduating Class of 1976 were selected as Rhodes Scholars; Lieutenant Richard Morales and Lieutenant Danny M. Davis, first in his class in General Order of Merit, bringing the number of Military Academy Rhodes Scholar winners to 55. Three cadets won Hertz Foundation Fellowships, bringing the total number of Hertz winners to eight. All three plan to delay their graduate work for two years.

Lieutenants David W. Hutchison and Glen D. Krc plan to attend Massachusetts Institute of Technology and study mathematics and nuclear physics respectively. Lieutenant Clark K. Ray plans to study computer science at Stanford.

Nine cadets from the graduating class were selected for fully-funded medical school training. To date 51 cadets have participated in this program.

Twelve cadets from the Class of 1977 participated in an inter-academy exchange program during the first term, AY 1975-76. Six went to the United States Naval Academy and six to the United States Air Force Academy. A similar number from each of the other service academies also came to West Point to work and study in the cadet environment. The exchange program will continue during the first term of AY 1976-77, with 12 cadets from the Class of 1978 exchanging with their counterparts at the Naval and Air Force Academies. The purposes of the program are to promote interservice friendships, increase mutual understanding, and broaden intellectual perspectives.

ACADEMIC RESEARCH

Twelve officers were engaged in full-time research during AY 1975-76. Five were from the Science Research Laboratory and seven were research officers with the academic departments. Topics of research included a "Concordance of the Works of William Faulkner," "Theoretical Studies of Lattice Defects in Solids," "U.S. Army Attitudes Toward and Doctrine Development for the Machine Gun from 1861-1916," and "Holographic Non-Destructive Testing of Composite Materials." Financial grants of approximately $40,000 in support of faculty research were received from the Army Research Office and the U.S. Army Materiel Development and Readiness Command. Computer support of several of the scientific projects was provided by the Air Force Cambridge Laboratories, Picatinny Arsenal, Brookhaven National Laboratories, and the USMA Academic Computer Center.

During AY 1975-76, a cooperative environment research program was instituted with the Environmental Protection Agency. The project studies the USMA watershed, with its controlled access and known usage, as a model of a pristine northeastern United States watershed. The Science Research Laboratory has obtained varied instrumentation, including an Atomic Absorption Spectrophotometer and a Water Quality Monitor, in support of this project.

Detailed descriptions of the various research projects and resulting publications and conference presentations can be found in Faculty Research and Publications, 1975-76, edited

by Colonel William B. Streett, Assistant Dean for Academic Research.

LIBRARY

The Library's computerized cataloguing system, which accesses the Ohio College Library Center data base, was augmented by an additional cathrode-ray tube terminal and an electronic printer. The printer simplified and vastly speeded the production of labels for book spines, pockets, and circulation cards. Reclassification of the reference collection to the Library of Congress system was nearly completed, and work was begun on the 9,000 volume biography collection. The microform conversion project for the periodical collection was completed, and retention policies for each periodical title were established. Eight videocassette units were installed in the Audio-Visual Section. The use of tapes, discs, and cassettes gained in popularity as information sources, reflected by a 40 percent increase in their use over 1975. The restoration of Revolutionary War books and documents and the acquisition of additional research materials was emphasized.

Outstanding among the many gifts received were the papers of General James Parker, USMA Class of 1906, whose career extended from the Indian Wars to World War I. In September the USMA Archives, covering the period 1802-1975, were officially accessioned by the National Archives; despite the transfer of legal custody, the 800 cubic feet of 412 different series of records will remain at West Point.

INSTRUCTION SUPPORT AND INFORMATION SYSTEMS DIVISION (ISISD)

Two Computer-Assisted-Design-Engineering (CADE) Seminars were hosted in July 1975 by ISISD. These seminars, with joint participation by USMA and the U.S. Army Materiel Development and Readiness Command, provided attendees with the latest information in the CADE field. The administration of the USMA-developed Graphics Compatibility System, used by more than 80 military and educational organizations in the United States and several foreign countries, was transferred to the U.S. Army Corps of Engineers Waterways Experiment Station. In conjunction with the Computer Systems Command and the Materiel Development and Readiness Command, a one-year contracted research effort was conducted on the use of mini-computers in a graphics and data base environment.

A design and programming effort to incorporate the Office of Physical Education and Leadership Evaluation System grading system into the Academic Gradekeeping System was completed and testing was initiated.

In the area of media support, 180 television and multimedia programs were produced. Programs of major significance were "Echoes from Cemetery Ridge," a joint television effort with the U.S. Army War College and "A Key to the Continent," a multi-media program, produced in conjunction with the Department of History for the Bicentennial, which portrays West Point's role in the Revolutionary War.

DEPARTMENT OF CHEMISTRY

During AY 1975-76, 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 individual chemistry research projects. The individual cadet research program was highlighted by two formal presentations. Cadet Ian M. Thompson presented a paper on a computerized blood resource management model to the Eastern Colleges Science Conference and Cadet Lawrence P.A. Burgess presented the results of his study of a rare dermatological disorder to Doctor Robert Good, President and Director of Sloan-Kettering Institute for Cancer Research, and his colleagues.

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

On 8 and 9 April, the Department hosted Dr. Harm J. deBlij, Chairman, Department of Geography, University of Miami, Secretary of the Association of American Geographers and author of the text, Essentials of Geography: Regions and Concepts (Wiley, 1974). In addition to discussions with faculty members on course structure, content, and teaching methods, Dr. deBlij prepared a television tape on Southeast Asia and was a guest instructor for the upper sections of World Regional Geography.

On 12 April, Captain Joseph J. Musiol, Assistant Professor of Environment, supported by technicians from the Instructional Support and Information Systems Division, presented the Department's widely acclaimed multimedia production "The Good Earth" at a special session of the annual meeting of the Association of American Geographers (AAG) held in New York City. On 13 April, Colonel John B. Garver, Jr., Majors Harry J. Dempsey and John R. Dickson, and Captains John J. Musson and Virginia K. Fry conducted a geography and geology field trip "The Hudson Highlands and Fortress West Point." Captain Fry, recently appointed to the AAG Committee for the Status of Women in Geography, presented oral commentary and answered questions on "Careers for Women in Geography in the Military."

To provide in-depth treatment of selected topics in geography, two new electives were added to the geography field offerings.

DEPARTMENT OF ELECTRICAL ENGINEERING

A new course was offered for the first time this year. The course provided cadets the background to apply principles of power system engineering to an analysis of an actual distribution system. Cadet interest, developed from the course, has continued into a subsequent, ongoing group research project which is of practical value to the Post Engineer.

DEPARTMENT OF ENGINEERING

Cadets David M. Hutchison and David A. Kingston, Class of 1976, participated in U.S. Army Concepts Analysis Agency (CAA) studies during the summer of 1975. This was one of several joint USMA-CAA efforts. Major John L. Richards served as a member and session secretary for the U.S. National Committee for the International Council for Building Research, Studies and Documentation. During the summer of 1975, Lieutenant Colonel Arthur S. Kubo received a Northwest College and University Association for Science appointment, working at Battelle Northwest Laboratories on concepts for disposal of nuclear wastes. Colonel William K. Stockdale, Associate Professor for Civil Engineering, returned from a sabbatical leave where he worked jointly at the University of Illinois and the U.S. Army Construction Engineering Research Laboratory, preparing two technical reports on the seismic design for military buildings.

Major Oleh B. Koropey and Captain Paul J. Kern accomplished extensive research on the "Effects of a Thermal Reactor on the Energy Efficiency of a Turbo-charged, Stratified Charge Engine," and authored a paper with that title which was selected for presentation at the Army Science Conference. Captain Kern was designed as a 1976 winner of the Ralph R. Teetor Award. This award, sponsored by the Society of Automotive Engineers (SAE), goes annually to "outstanding young teachers of engineering" and includes recognition at the annual SAE convention.

The Department conducted refresher courses for post personnel preparing for the Professional Engineers and Engineer-in-Training certification and administered the Pennsylvania Engineer-in-Training test to 233 cadets and 26 officers. The Department provided teams of Civil Engineering Instructors who traveled to several U.S. Air Force bases in the summer of 1975 to provide refresher civil engineer instruction for the U.S. Air Force's military and civilian professional engineers.

The Department sponsored the Military Academy's delegation to the Eastern Colleges Science Conference at Rhode Island College. Seven cadets attended, four presented papers, and Cadet Robert S. Cyanbalski, Class of 1977, received an award for the most outstanding paper in Applied Mathematics.

DEPARTMENT OF ENGLISH

The AY 1975-76 Performing Arts series of the Cadet Fine Arts Forum was successful, as were other programs of the Forum. The operating budget of more than $125,000 was met, and the Forum will be able to increase its endowment by $5,000. The Academy Lyceum was introduced as an important new activity of the Cadet Fine Arts Forum. It provides a public forum for the exchange of ideas between cadets and prominent Americans. The Lyceum began in the spring of 1976 with George C. Scott and Norman Mailer as the first two guests.

The Music Seminar sponsored a program by Dickran Atamian, internationally-known pianist. The well-known artist, Marjorie Tomchuck, participated in the program which opened the Holiday Art Show sponsored annually by the Art Seminar. An exhibition of original cartoons by Albert Hirschfeld, world-famous contributor to the New York Times for 50 years, was presented as a part of the Art Seminar's spring program.

Work on the William Faulkner Concordance, an alphabetical listing of all the words in the Faulkner canon showing the contextual occurrence of each word, showed continued progress with the publication of two interim volumes: Faulkner's poetry and the novel The Hamlet. Three more novels are in various stages of completion: As I Lay Dying; Go Down, Moses; and Light in August. The concordance has been of interest and value to lexicographers and literary critics in both the United States and Europe.

DEPARTMENT OF FOREIGN LANGUAGES

The new validation program was in full effect for the first time: cadets who had received a full year's validation credit on entrance in 1974 and chose advanced courses completed their language requirements in the summer of 1975 and then had the option of continuing with an expanded third-year level elective sequence before undertaking more advanced electives in literature and culture. Two new elective courses were also offered in Portuguese. Cadets who had been granted a semester of validation credit completed their language requirement in January, after three semesters of study at West Point. They also had the option of continuing directly with a course at the third-year level.

The Academic Board approved the introduction of a trial program in the Arabic language to be offered to volunteers from the Class of 1978 who have already completed their basic foreign language requirement and to those members of the Class of 1980 choosing to study Arabic for at least their first two years to satisfy the basic language requirement. Major Walter P. Lang, Jr., a graduate of the Arabic program of the Defense Language Institute and holder of a master's degree from the University of Utah, was selected to teach the new course.

Colonel Sumner Willard, Professor and Deputy Head of the Department, spent the year on sabbatical leave in Brussels conducting research in Belgian and French libraries. In July 1975, the first English version of the work of Hans Delbruck, History of the Art of War Within the Framework of Political History, Vol I, translated from the German text by Colonel Walter J. Renfroe, Jr., Professor and Head of the Department, was published. The Department suffered the loss of Civilian Professor Arthur Reetz, a member of the German faculty for seven years, who died on 9 April after an extended illness.

DEPARTMENT OF HISTORY

During AY 1975-76, the Department of History taught cadets in 21 different courses. Courses taught for the first time were "Europe and the World to 1800," "Europe and the Far East Since 1800," "Europe and the Middle East Since 1800," "The Age of Jackson," "German Militarism" and "History of Western Ethics."

In observation of the Bicentennial and in cooperation with the National Endowment for the Humanities, the Department conducted the USMA Lecture Series and Symposium on the American Revolutionary War. Eight distinguished scholars presented papers during the year and subsequently assembled for a symposium during the period 21-23 April to discuss various aspects of the Revolution.

Work continued on the long-range revision of course and textual material for the course in "History of the Military Art." In response to requests from the Office of the Secretary of Defense, the Defense Nuclear Agency, the U.S. Army Concepts and Analysis Agency and the Deputy Chief of Staff for Operations, members of the faculty provided their expertise for special projects. During the seventh annual ROTC Military History Workshop in June-July 1975, 41 military and civilian instructors from Army ROTC detachments across the nation

underwent a rigorous five-week program of instruction in military history.

Principal planning activities for AY 1976-77 include the development of new courses in English, German, and American history as well as refinement of the newly adopted world history courses.

DEPARTMENT OF LAW AND STAFF JUDGE ADVOCATE

In November, Professor Joseph W. Bishop, Richard Ely Professor of Law at the Yale University Law School, and former Deputy and Acting General Counsel of the Army, visited the Law Department and presented a lecture to the Second Classmen in the basic law course.

In April, the first Interservice Academy Staff Judge Advocate Conference was held at the Coast Guard Academy.

Counsel, in addition to performing full academic duties, also performed continuous full-time staff duties and were assigned either as defense or government representatives in numerous administrative boards and in several courts-martial. Approximately 750 written opinions, more than twice the number of actions in the previous year, were prepared. A great deal of time was expended on problems related to the Privacy Act, the Freedom of Information Act, and the admission of women to the Military Academy. Close liaison was maintained with Litigation Division, Office of the Judge Advocate General, Department of the Army, and the United States Attorney for the Southern District of New York, in connection with several major cases in which the United States Military Academy was a party-in-interest.

More than 200 cases were processed before the United States Magistrate's Court with sessions conducted both at West Point and Poughkeepsie, New York. Coordination was maintained with other staff agencies in the identification and control of juvenile offenders and in the creation and implementation of a child abuse program. Personal legal advice and assistance was rendered in more than 9,000 individual actions involving adoption, citizenship, civil rights, domestic relations, non-support, personal finances, personal and real property, powers of attorney, taxation, torts, wills and estates, and other matters requiring legal advice to active duty and retired military personnel and dependents. More than 800 personnel claims were processed involving more than $130,000. Approximately 240 actions involving research and review of construction and procurement contracts, contract appeals, and procurement award boards were processed for both appropriated and nonappropriated fund activities.

DEPARTMENT OF MATHEMATICS

The Department continued to emphasize the military applications of mathematics in order to increase the cadet's interest in the role of mathematics in the solution to real world problems. Visits by Mr. Roger Willis, Combined Arms Combat Development Activity; Colonel Kermit Gates, Concepts Analysis Agency; and Captain Stephen Robinson, University of Wisconsin Mathematics Research Center, greatly assisted the Department in accomplishing this objective.

Beginning AY 1975-76, cadets identified as weak in basic mathematical skills in algebra and trigonometry were enrolled in one or both refresher programs in these two areas. Time for the refresher classes was taken from the free time created in AY 1974-75 under the program reducing the Fourth Class curriculum load, "Lesson Drop." In the first semester, 17 days for algebra were realized, and nine days for trigonometry, in the second semester. Approximately 90-100 cadets were enrolled in each program, and questionnaires completed by the cadets at completion of the program indicated the majority felt that more cadets should be allowed the opportunity to get into these refresher programs.

DEPARTMENT OF MECHANICS

Over the past several years, the Department of Mechanics has developed a set of semi-programmed remedial instruction packages, called "Mech Aids." Each Mech Aid consists of a notebook and a recording, with the tape "talking" the cadet through instructional material and practice problems in the notebook. The Mech Aids are currently being supplemented by television tape cassettes covering the same subject areas.

Captain Bruce H. Laswell's research work on non-destrictive materials testing, using methods of speckle-shearing interferometry, has made significant progress and added to the store of knowledge in this new and growing field. A grant has been obtained from the National Aeronautics and Space Administration to support research by Captain Samuel D. Wyman III on the effects of wing and rotor tip geometry on vortex formation.

DEPARTMENT OF PHYSICS

Only minor modifications, routine text changes, and other small adjustments were accomplished within the Physics core courses. Elective courses concerning the energy crisis and laser physics were presented for the first time and were

enthusiastically received by the cadets enrolled. Colonel Wendell A. Childs attended the one-year Senior Service College program at the Air University, Maxwell Air Force Base.

DEPARTMENT OF SOCIAL SCIENCES

During AY 1975-76, the Department presented standard, advanced, experimental, and elective courses in political science, economics, anthropology, and international relations. Study of the experimental course sequence was completed, and that sequence has been converted to an optional core course selection in AY 1976-77. The new core option will allow cadets greater scheduling flexibility and thereby increase the opportunity to focus study in their areas of academic concentration.

The 27th Student Conference on United States Affairs, held at West Point from 10-12 November, was attended by 180 students from 94 universities. The topic of this year's conference was "The Politics of a Changing Global Economy." The Honorable Frank G. Zarb, Administrator of the Federal Energy Administration, presented the keynote address, and Mr. Eugene P. Kopp, Deputy Director of the U.S. Information Agency, was the banquet speaker. The 1976 Senior Conference was held from 10-12 June. Forty-eight distinguished academicians and government officials addressed the topic of "Arms Transfers." The keynote address was delivered by Dr. John F. Lehman, Deputy Director, U.S. Arms Control and Disarmament Agency. Professor Geoffrey Kemp of the Fletcher School of Law and Diplomacy delivered the banquet address.

Lieutenant Colonel William L. Taylor, Permanent Associate Professor, served as a visiting professor at the National War College. In May, Major Raoul Alcala, who served as an instructor and Assistant Professor in the Department from 1972 to 1975, was selected as a White House Fellow for AY 1976-77, becoming the fourth Department alumnus to be selected for this program.

OFFICE OF MILITARY LEADERSHIP

AY 1975-76 was the first full year in which the Office of Military Leadership (OML), in conjunction with ROTC detachments nationwide, used the OML-produced text on leadership entitled, A Study of Organizational Leadership. The text presents a unique approach to the study of leadership in that it views the leadership process in its total societal context. This approach to the study of organizational leadership represents a first step toward a common level of understanding of the leadership process by all students,

an understanding which should enhance subsequent leadership study. The second edition will make the text available not only to pre-commissioning sources but to the entire military leadership structure.

The objective of the general psychology course continued to be that of having students learn more about the leadership process through an understanding of individual behavior. The new topic in sociology, "Minorities in the United States, a Sociological Perspective," was introduced for the first time. The course was designed to permit analyzation of social problems involving members of minority groups in the United States that impact upon the leadership process in military organizations.

MILITARY TRAINING PROGRAM

OVERVIEW

AY 1975-76 was highlighted by extensive planning and preparation for the admission of women into the Corps of Cadets. All areas of cadet training were reviewed and realistic changes incorporated. The training program will be essentially identical for men and women with deviations permitted only when necessitated by physiological differences or dictated by common sense. Research conducted during the year to determine the ability of young women to successfully achieve the physical and military skills required of all cadets provided valuable data upon which performance expectations were formulated. A sociological field study predicted reactions of cadets to women in the Corps and provided the institution very useful planning information.

Two significant organizational changes were effected: a Cadet Information Officer has been added to the cadet chain of command and a Special Assistant for Honor Matters has been added to the Commandant's Staff. (See Appendices C and D)

LEADERSHIP DEVELOPMENT

Cadet Troop Leader Training

Developing qualities necessary to command soldiers is the objective of the leadership development program. Cadet Troop Leader Training (CTLT) is a key component to this

program, offering the cadet the opportunity to perform as a junior officer and leader in an active Army unit. During June, cadets assigned to CTLT participated in a "Leaderprep" course designed to prepare them for assignment to active duty Army units. Included in the instruction were classes on the role of the junior officer and skills and techniques used in face-to-face association with soldiers. CTLT duty locations included 19 posts in the Continental United States, Germany, Hawaii, Panama, and Alaska.

Senior Department of the Army Visitors Program

This unique program, which allows selected First Classmen to meet informally with senior officers of the Department of the Army to discuss matters of professional interest, was continued. Approximately 320 cadets participated.

Cadet Leadership Evaluation

The Leadership Evaluation System (LES) continued to assist in assessing the development of each cadet's leadership potential by providing accurate, usable information regarding his demonstrated strengths and weaknesses. Feedback was provided the cadet through performance counseling and guidance sessions. Aided also was the decision-making process leading to the elimination of any cadet who, after receiving assistance over a reasonable period of time, was unable to meet required leadership standards.

As has been the case in the past years in LES, a numerical standing and subjective evaluation of a cadet's leadership ability is derived from cadet, tactical officer, and chain-of-command ratings. To enhance their professional knowledge about this derivation methodology, this year saw the start of a program to educate cadets in the history, rating schemes, and research entailed in LES. Presented in a series of briefings by the Leadership Evaluation Officer, the tactical officer, or an instructor in the Office of Military Leadership, the program reinforced the goals of the system.

Reserve Officer Training Corps (ROTC) Workshop

During the summer of 1975, the Office of Military Leadership conducted a three-week Leadership Seminar for ROTC and Service School instructors representing more than 50 institutions. Hopefully, this will be a recurring event. Supportive of the seminar was the introduction of a leadership text common to USMA and ROTC. This seminar has had a highly beneficial effect on leadership instruction throughout the pre-commissioning education systems.

Human Relations Training

The Cadet Human Relations Training program continued as a progressive, four-year program which now includes 60 hours of instruction in the areas of race and minority relations, alcohol and drug abuse education and awareness, and human effectiveness. As the Military Academy prepared for the arrival of women cadets, the program was expanded and improved to include several hours on the subjects of women as a minority group and women in the military. The Human Relations Training guest lecturer program gave cadets an opportunity to listen to distinguished speakers on various subjects which included "Black Americans," "Puerto Rican Americans," "Native or Indian Americans," "Women in the Military," and "Alcohol and Alcoholism." Evening presentations involving staff and faculty members and cadets included "Perspectives of the Black Soldier" and "The Black Experience at West Point."

Third Class Sponsor Program

The Third Class Sponsor Program continued to provide one of the best means for cadets and officers to associate in an informal setting so that the cadet might gain an insight into the home life of career officers. Nearly 90 percent of the class participated in the program.

Fourth Class System

Evolutionary refinements continue to be made to the Fourth Class System. However, its fundamental purposes of motivation, socialization, and training in the fundamentals of soldiering remain. The inculcation of self-discipline and of responsiveness to orders is the specific goal of this carefully designed program. Upperclasses participate actively in an annual review of the system, and benefit throughout the year from the leadership opportunities it provides.

TRAINING

Fourth Class Summer Training 1975

The program of instruction for the Class of 1979 was basically the same as in previous years. Continued emphasis was placed on physical, field, general military, and cadetship training. The demanding physical training program included conditioning and rifle exercises, bayonet drill, runs of up to four and one-half miles, and speed marches with full field

gear. Emphasis was placed on positive motivation for service as a cadet and Army officer with challenging field training forming a major part of the summer.

Third Class Summer Training 1975

Training at Camp Buckner for the Class of 1978 was eight weeks in length with each cadet spending one week of that period at Fort Knox for Armor and Air Defense Artillery training. Training with live hand grenades was also included during the Fort Knox phase. In addition to normal company-level competition throughout the summer, squad-level competition in various aspects of training, to include drill and ceremonies, was instituted.

Second Class Summer Training 1975

Cadet Military Special Training for the Class of 1977 included Airborne, Ranger, Northern Warfare, Jungle Warfare, and Flight schools. Six hundred and sixty-five cadets enrolled in Airborne training and 585 (87.9%) completed the course. Seventy cadets participated in the Jungle Warfare Training course and 66 (94.2%) were designated as Jungle Experts. Ninety-nine cadets traveled to Alaska for the Northern Warfare course with 97 (97.9%) successfully completing the training. The physically demanding Ranger Training course had 52 cadets enrolled with 45 (86.5%) being awarded the coveted Ranger Tab. Of 49 cadets enrolled in Flight Training, 48 (97.9%) graduated. Operation New Viking, a training exercise held in Canada in the summer of 1974, was eliminated this year. Those cadets who attended the Airborne, Jungle Warfare, and Northern Warfare schools also participated in the CTLT. While on leave, 32 cadets participated in the Foreign Academy Exchange Program in Mexico and 13 other Latin American countries.

First Class Summer Training 1975

The Class of 1976 furnished the cadet cadre for Fourth Class, Third Class, and selected Second Class summer training programs.

Military Instruction During Academic Year

Military Science instruction included small unit training techniques for the First Class and included Combined Arms Operations, using the Mechanized Infantry Battalion as a vehicle for the Second Class. The Third Class used the Mechanized Infantry company as the type and level of command to move it through Small Unit Tactics II, while the Fourth Class in Small Unit Tactics I employed the Mechanized Infantry Platoon. Map Reading and Military Heritage were also taught to the Fourth Class.

HONOR

Code and System

The United States Military Academy is tasked with developing in each graduate a high sense of duty and the attributes of character, integrity, discipline, and motivation essential to the profession of arms. The principal instruments which develop the integrity of the future officer are the Cadet Honor Code and the Honor System. The Honor Code is a simple statement, "A cadet will not lie, cheat or steal, or tolerate those who do." The Honor System consists of the procedures by which the code is adhered to and enforced within the Corps of Cadets. The Honor System continues to evolve to meet changing demands. The Class of 1976 Honor Committee adopted procedural modifications in reducing the time required to process alleged honor violations by the Honor Committee while at the same time ensuring that the individual rights to due process were strengthened.

Education

Honor instruction is conducted by the cadet chain of command, by members of the Honor Committee, and by tactical officers. Formal instruction begins for cadets almost immediately after reporting to West Point. During Cadet Basic Training, nine hours of formal instruction are combined with informal discussions led by squad leaders and Honor Representatives. This instruction provides the basic fundamentals of the Honor Code and System while continually emphasizing personal integrity and the foundation of moral development of the individual. Instruction will continue throughout the four years of cadet life to include both formal and informal presentations.

During the spring, allegations of cheating on an Electrical Engineering "take-home" study problem were determined to be well founded against approximately 120 members of the Class of 1977. Subsequent investigation revealed additional evidence involving even more cadets in the same allegations. At this time, investigations continue and the judicial process is in motion to ascertain the guilt or innocence of cadets charged.

PHYSICAL EDUCATION

General

The physical education curriculum, designed to prepare cadets for the physical challenges faced by an officer in the U.S.

Army, consists of the instructional program, athletic participation, specialized instruction, and tests. During the past year the curriculum was enhanced by improvement of individual instructor qualifications which included 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. Three women physical education instructors were added to the staff of the Office of Physical Education.

Instruction

Cadet Basic Training in 1975 stressed the development of all components of physical fitness with special emphasis on cardiovascular and muscular endurance. During the academic year Fourth Classmen attended classes in four standard courses -- boxing, gymnastics, swimming, and wrestling. Fourth Classmen who demonstrated superior performance in the standard courses validated the course after 12 lessons and were then scheduled into one of four carry-over sports -- scuba, handball, squash, and racquetball. A total of 557 Fourth Classmen validated one or more of the standard courses in AY 1975-76.

Upperclass instruction stressed acquisition of basic skills and refinement of those skills in carry-over sports. All Third Classmen completed a course entitled "Personal Conditioning" which consisted of lectures regarding the principles of fitness. Included in the course were 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 test administered to all classes.

The Special Physical Education Section provided individual assistance and instruction for cadets in posture, injury prevention and care, physical reconditioning, weight-control, and developmental exercise.

Intramural Athletics

Each cadet who did not participate directly in an intercollegiate or a competitive club sport was required to participate in the intramural athletic program during the fall and winter. Participation during the spring season remained voluntary.

CADET ACTIVITIES

General

As in past years, cadet activities were varied and were administered by the Cadet Activities Division. The Cadet extracurricular activities program provided intellectual, physical, and cultural activities for each cadet as well as an opportunity to participate in intercollegiate athletics not included in the Corps Squad sports. Cadets participated in 76 extracurricular clubs.

Activities

The Cadet Public Relations Council ceased to function as an extracurricular activity and was taken over by the Director of Admissions. The Pipes and Drums became an approved extracurricular activity. The Cadet Gospel Choir also gained individual club status and a Brass Choir was formed within the Cadet Chapel Choir organization. Additionally, white water canoeing became a popular adjunct of the Outdoor Sportsmen's Club. Two new competitive clubs, Team Handball and Orienteering, won national championships in their first year of competition. Several other clubs gained regional or national mention with their activities and exploits. The Karate Club won the World TAE KNAN DOE Association's Invitational National Championship defeating over 150 other schools. The Cadet Triathlon Team won the Quebec International Triathlon Trophy for the second year in a row. The Skeet and Trap Team placed second in the Eastern Intercollegiate Meet and fifth in the National Meet. The Rugby Team won the Tri-Service Academy Tournament held at Annapolis, Maryland. The defending Eastern Champion Cadet Judo Team earned second place in the Eastern Championships losing by one point to Temple University. The Military Academy defeated the Naval Academy for the first time in water polo and also played its first matches with Amateur Athletic Union teams. The Cadet Handball Team was undefeated during the regular season.

The Scoutmasters' Council hosted 3,300 participants from more than 140 scout units during the 14th annual West Point Camporee. Scouts from as far away as Maine, Michigan, and North Carolina attended.

The Cadet Glee Club presented 30 concerts to more than 24,000 people in seven states.

The Pipes and Drums and Gospel Choir developed excellent performance reputations and fostered a growing public demand for their appearance. Along with the other choirs and

musical groups, these two will continue to provide positive public relations for the Military Academy.

Cadet clubs continue to publish the Howitzer, The Pointer, and Bugle Notes. Slum and Gravy changed its format and is now published as a supplement to the Pointer View, the USMA newspaper.

The Behavioral Science Club, in addition to its local efforts to support Veterans Administration hospitals and special care centers, sponsored numerous lectures and seminars on drug abuse, race relations, and women's admissions.

The Debate Council hosted the 27th Student Conference on United States Affairs for more than 200 students, conferees, and observers. The Intercollegiate Debate Team, which encouraged participation of novice debaters, participated in 290 debates in 10 states.

The Scientific Clubs provided cadets a means of pursuing their special interests. The Concrete Canoe Club, a group within the Engineering Forum, developed to the competitive level and traveled to several locations for races with other colleges.

SPECIAL PROGRAMS

Eisenhower Hall is the focal point for cadet social functions and was the location for many special programs taking place throughout the year. The Cadet Fine Arts Forum sponsored 11 performances including the Los Angeles Philharmonic Orchestra, the Don Cossacks of Rostov, and Victor Borge. It also sponsored four art exhibits, a film seminar featuring more than 20 movie classics, and a musical seminar featuring Dickran Atamian, an internationally known pianist. The newest seminar sponsored by the Fine Arts Forum is The Academy Lyceum.

The Dialectic Society sponsored six rock concerts featuring several of the best known popular musical entertainers in the country. The Cadet Acting Troupe sponsored four productions including the 100th Night Show.

Seventy-eight dances were held during the year in addition to the entertainment, banquet, and social activities surrounding special weekends such as Homecoming, Army-Navy, 500th Night, Yearling Winter Weekend, 100th Night, Plebe Parent Weekend, Ring Weekend, and Graduation. Primary support for the above activities was provided by the USMA Band, Cadet Hop Bands, Hop Committees, Ring and Crest Committees, and Class Committees.

The activity fee assessed each cadet to support the cadet extracurricular activities program was $30.00, an increase of $5.00 over last year. The West Point Fund sponsored several of the extracurricular activities with grants totaling $23,000. Major support went to the Pipes and Drums, the Debate Council and Forum, and the Water Polo Club. A major change in the financial management of the Cadet Activities Fund was effected with the implementation of centralized accounting, receipt, and disbursement of money belonging to the Cadet Activities Fund.

In August 1975, the American Motors Corporation donated a 1975 Jeep to the Cadet Activities Fund. The vehicle is being used by the "Rabble Rousers" in support of Corps activities.

Voluntary programs were, as usual, a part of cadet activities. In September 1975 and March 1976, the Corps of Cadets supported the blood drive by donating 5,405 pints of blood. Other programs generously supported by the Corps of Cadets were the Combined Federal Campaign ($44,648.92 donated) and Army Emergency Relief ($12,503.43 donated). On the company level, cadets voluntarily sponsored children from nearby orphanages for special dinners, football games, and Christmas parties.

ADMISSIONS PROGRAM

CLASS OF 1980 STATISTICS

There were 6,761 candidates nominated and examined for the Class of 1980, 631 of whom were women. Of this total, 2,647 were found qualified, and 1,479 (119 women) will enter the Military Academy on 7 July. One thousand sixty-three rank in the top two-fifths of their high school classes. Of those who took the American College Test, 90 percent scored in the 21-36 range on the English portion, while 99 percent scored in that range on the mathematics section. Of those who took the Scholastic Aptitude Test, 85 percent were in the 500-800 range in verbal aptitude, and 99 percent were in that range in mathematics. Eight hundred and forty cadets were members of the National Honor Society, while 297 were class, student body, or student council presidents. Some 1,199 participated and lettered in varsity athletics of whom 562 were team captains. Scouting participants numbered 790, including 185 Eagle Scouts. Minority cadets totaled 158.

AUTOMATION OF MAILBACK CARD SYSTEM

The mailback card data input system continued to produce responsive replies to inquiries for admission information. Between the 5 March 1975 operational date and 1 June 1976, 72,789 inquiries were processed and 4,776 duplicate requests for admission materials were identified. A second phase of computerization, completed in February, automated all field addresses to include some 24,000 high schools, 2,000 Admissions Participants, physical aptitude examination sites, and educator visit attendees. With remote terminals located in Admissions, better file maintenance and instant retrieval are among the benefits derived from this move. The final phase, planned for completion in late summer 1976, will establish an on-line system for the Class of 1981 candidate and nomination data subsystem.

ADMISSIONS FIELD FORCE

The third annual Admissions Participants Conference was held in May 1976 to train new members of the field force and to provide refresher training to experienced members. More than 100 reserve liaison officers were trained in June 1976 at the sixth annual Liaison Officer Conference. Field force management for the past year was oriented toward providing stability to the work force and contact with alumni organizations and the local education community through the appointment of State and Regional Coordinators.

ADMISSIONS INFORMATION SECTION

The Admissions Information Section continued its emphasis on the film media, while changing the presentation of the print media to appeal to a larger audience. Admissions completed one new film project with Association-Sterling Films. This three-minute film entitled "A Key to the Continent" highlights West Point's involvement in the Revolutionary War. It has been shown with first-run movies throughout the country to an estimated audience of 1.3 million people. A second film segment, emphasizing the Military Academy's unusual club sports program, is currently in production. Admissions also developed a plan to update the admission-oriented film inventory which consists of three films. These three films will be revised, one each fiscal year, to include information pertinent to women applicants and will also incorporate changes to policies and facilities. All admissions publications are being rewritten with a more candid treatment. Also, photographs are being carefully selected to portray the institution and cadets in a more true-to-life environment. A booklet entitled "Information for Women Candidates" was initially printed and distributed in

the fall of 1975. This 20-page publication is being provided to women applicants as an addendum to the catalog and provides additional information of interest to women about the Military Academy. A second edition, now in print, has been expanded to include more photographs and updated information.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the year. Thirty-one cadets participated in the Thanksgiving Minority Program while 686 took part during the Christmas and spring leaves. Other cadets participated in Boys State and 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 by the Director of Admissions and conducted daily for prospective applicants and candidates. CPRC also participated in an experimental overnight escort service (a 24-hour cadet-escorted visit) for admitted or admissible candidates.

CANDIDATE TESTING

Candidates numbering 8,054 were scheduled for medical testing by the Department of Defense Medical Review Board. The Physical Aptitude Examination was given to 5,437 individuals at 173 sites. Regular Army posts, National Guard armories, and ROTC facilities were used as locations to conduct this exam.

EDUCATOR VISITS

There were a total of 15 Educator Visits, all held in the fall of 1975. These visits brought educators, congressional staff members, news media representatives, and admissions participants to West Point for three days of orientation.

WOMEN'S ADMISSIONS

After the bill authorizing women to attend the service academies became law, the Admissions Office completed three major actions to inform educators and to attract qualified women for the Class of 1980. Letters were sent to 18,654 high school counselors informing them of the new law and requesting their assistance in identifying qualified women. Letters were also sent to 1,877 women who had applied for ROTC scholarships during 1974 and 1975. Finally, a student search was conducted through the College Entrance Examination Board Program which identified 2,200 women who were qualified both within academic and athletic parameters.

A one and a half day workshop was conducted in January to orient admissible women candidates about the academic, military, and physical education programs at West Point. Because of the success of this meeting, two additional workshops were conducted in February and March for admissible and admitted men and women candidates.

ATHLETIC PROGRAM

INTERCOLLEGIATE ATHLETICS OVERVIEW

The Office of the Director of Intercollegiate Athletics is a self-supporting organization which was established in 1892. It administers the overall athletic program at the Military Academy for the Superintendent under the supervision and guidance of the Director of Intercollegiate Athletics.

The administration of the athletic program includes scheduling for 22 varsity teams and many other junior varsity and plebe teams; procuring and maintaining athletic equipment for those athletic teams; maintaining a large physical plant; hiring of a highly skilled, professional coaching staff. The program's objectives are to produce intercollegiate teams whose skill and desire truly represent the competitive traditions of the Military Academy and to provide the means of self-support for the program.

An Athletic Board, comprised of seven active-duty officers, advises the Superintendent on policy and operation pertaining to intercollegiate athletics. The annual budget for the intercollegiate program totals more than 1.6 million dollars. The prime source of revenue to finance the athletic program is from ticket sales for football games and from television rights. Additional income is derived from such sources as the Army 'A' Club Donor Program, the sale of football programs, concessions, cadet athletic fees, alumni dues, and ticket sales in sports other than football.

Army athletic teams continue to attract large crowds both at home and away. The attendance for football games averaged better than 34,000 for six home games, drew an average of nearly 39,000 for four road games, and totaled more than 81,000 at the Army-Navy game. Overall, the cadets played before an average crowd of 40,000 for the 11-game schedule.

Nearly one-third of the Corps of Cadets participates in the intercollegiate athletic program which incorporates 40 squads in 22 different sports. During AY 1975-76, Army's varsity teams competed in 339 athletic contests.

THE STAFF

The Department suffered the loss of Carleton Crowell, the Army track and cross country coach for the past 25 years, who died of a heart attack in September. He guided Army track and cross-country teams to 351 victories during his West Point career.

John Randolph, the track and cross country coach at William and Mary College for the past nine years, was named Army's track and cross country coach in April. Randolph led William and Mary to eight straight Southern Conference championships and coached 11 All-Americans.

Steve Axman, an assistant football coach at Albany State for the past year, assumed duties as a member of the Army football staff. Mr. Axman will work with the offensive backfield this fall.

THE RECORD

Army's 22 varsity teams enjoyed considerable success during AY 1975-76, winning nearly 61 percent of their athletic contests. Overall, Army teams were victorious on 202 occasions, tied three times, and suffered just 129 defeats. That record constitutes a winning percentage of .609, a marked improvement over the AY 1974-75 season which saw Army teams finish with a .504 winning percentage.

Veteran soccer coach Joe Palone won his 200th game as Army's head coach during the 1975 season as the cadets compiled a 10-3-1 record and received a bid to the National Collegiate Athletic Association (NCAA) soccer play-offs.

Army's swimming coach Jack Ryan was named president of the Eastern Intercollegiate Swimming Coaches Association during the winter. He will serve a two-year term in that capacity.

Among the major sports, the Army basketball team, under first-year coach Mike Kryzewski, made the most dramatic strides. Winners of only three games in 1974-75, the cadets posted an 11-14 record. Although again a losing record, the demonstrated performance was greatly improved, and the losses were by only small margins.

Army's soccer and water polo teams competed in respective NCAA play-offs, while the hockey team received its third straight invitation to the Eastern Collegiate Athletic Conference (ECAC) Division II play-offs. Coach Jack Riley's skaters also won their first tournament game, upsetting Union College, 3-2, in the opening round.

Three cadets received All-American recognition: Third Classman Curt Alitz in cross-country; First Classman Steve Banks in pistol for the third straight year; and Second Classman Jim Malcolm also in pistol.

All-East recognition was achieved by First Classman Al Staerkel in football and by Second Classman Dave Rost in hockey. Six members of Army's 150-pound football team - First Classmen Skip Grimm, Carl Horn and Doug Ward, Second Classmen Ken Miller, Fred Seeger and Maynard Sanders - received first-team, All-League honors in lightweight football. Four members of the ski team were selected to the Division II West All-Star Ski Team. Those honored included Second Classmen Mike Hodges and Brad Zuehlke and Third Classmen Mark Commander and Mark Eidem.

In championship competition, Second Classman Ted Kanamine became the first swimmer to win two Eastern Seaboard swimming titles since 1954. Cadet Kanamine won the 200-yard individual medley and the 200-yard freestyle. He established a new Eastern Seaboard record in the individual medley and was awarded the first annual Phil Moriarity Award presented to the swimmer who accumulates the greatest number of points in individual competition.

In gymnastics, Third Classmen George Roberts and Lee Jourdan qualified for the NCAA championships in the pommel horse and still rings respectively. In wrestling, team captain Charlie Allen qualified for the NCAA championships on the basis of his second place finish at 134 pounds in the Eastern Championships.

In basketball, Third Classman Gary Winton scored 550 points to exceed the 1,000-point mark in career scoring. Winton, named "Rookie of the Year" in the ECAC as a Plebe, averaged 22 points this season and undoubtedly will break all of Army's career scoring records for basketball if he maintains his current pace.

In golf, Second Classman Sean Powers set a new collegiate West Point course record when he fired a 67 during a triangular meet against Fordham and Fairleigh Dickinson this spring. His effort broke the old record by one stroke.

PERSONNEL AND ADMINISTRATION

ADJUTANT GENERAL DIVISION

Using the UNIVAC Series 70/45 computer and its IBM 360 mode of operation capacity, the data processing efforts concentrated on the improvement of existing systems, the design and implementation of a completely new Cadet Pay and Accounts System, and the implementation of two Army Standard Systems: the Army Civilian Pay System and the Finance System.

In conjunction with its celebration of Armed Forces Day on 8 May, the Military Academy hosted an open house for military retirees. This event was initiated last year and now, as part of the Retirement Services Program, is an annual event.

The Joint Annual Army Emergency Relief and Army Relief Society Fund Campaign was conducted during the period 12 April through 14 May. Contributions exceeded last year's campaign with 4,428 persons contributing $21,940.00. The 1976 Combined Federal Campaign was conducted 13 October through 21 November. It was the most successful Combined Federal Campaign drive ever at West Point with $109,760.53 donated.

The Awards Convocation for the Class of 1976 was held on 1 June. Eighty-one cadets were recognized for their outstanding achievement in academic, military, extracurricular, and athletic endeavors. Secretary of the Army Martin R. Hoffmann delivered the address to the graduating class on 2 June at Michie Stadium. Graduation exercises for 19 members of the Class of 1976 who attended the Summer Remedial Academic Program were held on 25 June.

PERSONNEL SERVICES DIVISION

The West Point community responded to an expanded range of educational opportunities offered through the Awareness Center for Alcohol and Drug Dependency. Several thousand pieces of literature were distributed and Substance Dependence Prevention posters were prominently displayed in shops and offices. Personnel from West Point participated in the United States Army Alcohol and Drug Abuse Team Training at the Academy of Health Sciences in Texas. The Alcohol and Drug Abuse Prevention Program included 15 personnel management workshops and monthly orientations for new employees.

Army Education Center programs, services, and participation remained stabilized during the year with emphasis on improvement of existing programs and services. Interest and

participation continued in all aspects of what was available with an average of 338 persons enrolled in 618 courses. Fourteen military personnel received associate degrees, nine received baccalaureate degrees, and 34 students received Master of Science or Master of Business Administration degrees.

Soldiers, cadets, and civilian personnel received 12 hours of guided group discussion in race relations. Women's Equality Observance, National Hispanic Heritage Week, American Indian Day, Dr. Martin Luther King, Jr's Commemorative Birthday, and National Black History Week were a variety of activities that were well received by the West Point community. The revised USMA Affirmative Actions Plan was approved on 10 February. This plan completes the DA personnel management objectives and reflects the needs of West Point while meeting Army affirmative actions objectives.

CIVILIAN PERSONNEL DIVISION

During AY 1975-76, representatives from the Department of the Army Inspector General's office returned to USMA at the request of the Superintendent to review the manpower allocated to the Civilian Personnel Division. Department of the Army recognized the need for an increase in strength from 32 to 41. The spaces have had to be funded locally; however, since the Department of the Army has not as yet provided an increase in funding for the Military Academy. These additional spaces have allowed the Civilian Personnel Division to redevelop many personnel programs which had seriously deteriorated during the past several years.

Virtually every aspect of the civilian training program was revitalized and expanded. Administration of the training program was considerably strengthened through introduction of a new system of record keeping and documentation of completed training, the conduct of a full-scale training needs survey and subsequent development of a USMA-wide training plan, and the re-establishment of the USMA training committee. Overall, training of civilian employees increased more than 50 percent over the previous year. One of the most significant achievements was the initiation of a new management development program for the purpose of improving managers' and supervisors' effectiveness in managing their civilian employees. At the center of the program is a 40-hour Personnel Management Workshop which was attended by over 300 civilian and military supervisors of civilian employees. The workshop covered all areas of civilian personnel management and some related areas such as Equal Employment Opportunity, Safety, and Alcohol and Drug Abuse. The Superintendent personally led a discussion on leadership in each workshop conducted. The workshop was

well received by all levels of management, and the Civilian Personnel Division staff recognized definite improvements in supervisors' knowledge of personnel management and effectiveness in managing their employees. An advanced 40-hour workshop, as well as periodic offerings of the basic workshop, will be offered next year. Executive development also received emphasis. Executives were identified and an Individual Development Plan was prepared for each. Late in the year, central funding was received from Department of the Army which allowed for these executives to attend on- and off-post management development courses.

A review of the USMA Upward Mobility Program showed it did not meet the needs of either the management or the employees it was intended to assist in achieving better positions. The Upward Mobility Program has its greatest impact among minority group and women employees who are concentrated at the lower-grade levels. For this and other reasons, the program was completely redirected. The new program attempts to strike a balance between the mission needs of management and the individual developmental needs of employees involved in the program. Some aspects of the program such as job re-engineering, General Education Development training, and basic skills training were begun. The major thrust of the new Upward Mobility Program will, however, be initiated next year after publication of needed informational materials and the allocation of additional funding for training.

The need to keep the USMA full-time permanent strength as close to 100 percent as possible while maintaining a high quality of new hires, has become even more critical to mission accomplishment as available resources continue to decline. The entire recruitment and placement area underwent a complete reorganization in order to provide better control over the entire recruitment and placement process and provide more professional and timely service to managers and employees. The reorganization, coupled with changes in personnel and internal operating procedures, resulted in a significant reduction in the time it takes to commit a vacancy from 42 to 20 days and a maintenance of full-time permanent strength from 94 to 99 percent. New candidate evaluation procedures and other administrative procedures improved the quality of applicants referred to selecting officials and in one case saved the Military Academy over $100,000 as the result of a new pay policy for seasonal employees. The Military Academy began participating in the Department of the Army's Career Intern Program which is intended to recruit, train, and develop qualified candidates for its civilian career programs. Nine persons began their internships in the fields of civilian personnel, comptroller, and information. Compliance with the legal, regulatory, and procedural

requirements of civilian personnel administration received increased emphasis. For the first time, a comprehensive self-audit by the Civilian Personnel Division was conducted of personnel actions to determine if they were processed in accordance with Department of the Army and U.S. Civil Service Commission requirements. A number of deficiencies were found in last year's actions requiring corrective actions. Most of these errors occurred prior to the reorganization in recruitment and placement.

The disciplinary action rate at the Military Academy reached an all-time high of 45.7 actions per thousand employees compared to 42.9 actions during FY 74. This rate was one of the highest in the DA and prompted the Civilian Personnel Division to undertake a study of the reasons for the escalating rate. It was found that a preponderance of the formal disciplinary actions were against Cadet Mess employees and was for the offense of Absence Without Official Leave (AWOL). The study also showed that administration of discipline could be having an adverse effect upon the Equal Employment Opportunity program as more than 80 percent of all disciplinary actions involved minority employees. As a result of this study, an alternate approach to formal disciplinary action was developed and begun in the Cadet Mess. Basically, the new approach substitutes a myriad of bilingual communicative techniques and emphasizes counselling of employees and supervisors. Although the new approach requires more personnel specialists' time, it is meeting with success. Disciplinary actions have shown a decline each quarter and overall the rate is down 20 percent over FY 75. In addition, AWOL hours have declined which is the opposite direction of that predicted by managers when the new counselling approach began. This new counselling program, in conjunction with supervisor training, organizational studies such as that conducted in the Cadet Mess, increased employee training, and expanded use of awards for performance are a few of the actions which have been initiated to provide positive motivational reinforcements among employees.

There has been considerable emphasis on improving communications between USMA management, the Civilian Personnel Division, and employees. Communications from management to the civilian work force was highlighted by the Superintendent's address to all civilian employees during the week of 5-9 April. Annually the Superintendent takes this opportunity to provide feedback to the civilian work force on the status of all areas affecting them and the outlook for the next 12 months. In addition, it gave the civilian work force an opportunity to ask the Superintendent questions they have that they would like him to address. Many positive comments were received from this year's address. The address was timely because of

current events such as the admission of women, the honor code violations, and the announcement by DA that Stewart Army Subpost was being studied for possible conversion to contract. Other communications included the publishing of a bilingual newsletter which is sent to all civilian employees. On the management side, a new "Quarterly Report to Management" began which provides up-to-date feedback to managers in all areas of civilian personnel management and provides advice and assistance in areas such as counselling employees and administering leave.

Recognition of achievements by the civilian work force took on new importance when the Corps of Cadets, for the first time, conducted a review in their honor. Those employees who received an outstanding rating and cash performance award or who had an adopted suggestion award of more than $100 during FY 75 were seated in the Superintendent's box. This recognition highlighted the contribution these civilians had made to the USMA mission. The review will be conducted as an annual event and will be expanded to include a special award ceremony. Participation of USMA employees in the suggestion program continued on the upswing showing 535 submissions for an increase of 28 percent. Military participation in the suggestion program increased 41 percent which accounted for 20 percent of the total. In keeping with the spirit of energy conservation, a Superintendent's Award was established to honor those making outstanding contributions to reducing energy consumption. Seven civilian employees and one soldier received letters of appreciation from President Ford for making suggestions which resulted in a savings of $5,000 or more.

Labor-management activities continued to increase. Although the American Federation of Government Employees Local 2367, which represents the largest portion of the work force, continued to increase its involvement in all civilian personnel activities, there was increased interest from two other labor organizations. The International Association of Firefighters, Local F-7, which represents 34 USMA civilian firefighters, has been negotiating a labor contract with USMA management since January 1976. Contract negotiations are progressing satisfactorily. The West Point Elementary School teachers applied in April 1976 to the U.S. Department of Labor for exclusive recognition. Their request was approved in May, and the union won exclusive recognition on 10 June in a secret ballot election.

Department of Defense designated the Military Academy as the host activity for the full-scale Newburgh, New York, locality-wage survey for blue collar occupations which was conducted

during FY 76. The Civilian Personnel Division staff, managers, and union members spent numerous manhours collecting, analyzing, and reporting wage data from approximately 80 local companies. Data collected resulted in an average increase of about eight percent for all wage grade employees employed by the Military Academy. In spite of the wage survey and the large number of reorganizations requiring participation by the classification staff, all USMA positions were reviewed for necessity and accuracy of classification as required by law.

POST CHAPLAIN DIVISION

Continued refinement, growth, and expansion in programs directed toward personal and community spiritual development marked the efforts of the Post Chaplain Division. The Post Chaplains continued to teach classes in the Personal Effectiveness Training Program and the Parent Effectiveness Training Program to members of the staff and faculty; men and women of the 1st Battalion, 1st Infantry; and to wives.

New programs began in the area of family life enrichment. A two-day Marriage Enrichment Seminar was conducted by a clergy/doctor team, and continuing emphasis was given to the Marriage Encounter Program.

For a second year, the Youth of the Chapel sponsored a retreat at Camp Buckner. This year's retreat included young people from West Point; Stewart Army Subpost; Carlisle Barracks; and Forts Hamilton, Dix, and Wadsworth. The attendance for the three-day retreat was in excess of 400 people.

PROVOST MARSHAL DIVISION

There were 1,324 incidents reported during AY 1975-76, of which 268 were traffic accidents. Of those incidents, 494 were investigated by Criminal Investigation Division agents or Military Police investigators. The total number of incidents represents a decrease of 10.5 percent compared to FY 75. There were 283 USMA academic, athletic, and other events supported by Military Police. Other major activities included: an honor guard for President Anastasia Somoza of Nicaragua; preparation of a major traffic study which led to the relocation of the Visitors Reception Center to Michie Stadium, the establishment of a commercial tour system, and improved service to visitors; preparation of an extensive Crime Prevention Study which led to improvements in the security of the cadet central area.

The 800th Military Police Group, United States Army Reserve (USAR), and the 42d Military Police Company, New York National Guard provided augmentation of 79 military policemen for each of the six home football games.

Although the graduation class of 1976 received their privately-owned vehicles five months earlier than prior classes, no increase in traffic accident frequency was experienced. There were no fatalities, nor were there any reports of permanent disabilities resulting from cadet vehicle operations. Civilian employee injuries continued to increase. This increase put the civilian injury rate at 6.70 injuries per million man-hours of exposure. The number of Army vehicle accidents declined, but a greater accident-frequency rate of 10.10 accidents per million miles traveled was recorded because of the reduction of miles traveled.

RECREATION SERVICES DIVISION

In a continuing effort to improve and increase services to patrons, Recreation Services acquired new equipment and completed a number of improvements to existing facilities and recreation areas. Some of the more noteworthy acquisitions were 51 picnic tables, 36 grills, and trash cans for emplacement at various locations on the main post; new tools for the Arts and Crafts Shop; new equipment and furniture for libraries; shuffleboard for the Recreation Center and playground equipment for Round Pond Recreation Area. Improvements included complete winterization of the cabin at Bull Pond; installation of hot water and showers in the bath house, development of new transient trailer sites, and improvement of the Boy Scout tent camping areas at Round Pond; installation of an Information, Tour and Travel booth in the Recreation Center; construction of two swimming pool teaching platforms to accommodate younger pupils; renovation of A-frame cabins at the Youth Camp; and conversion of a rock-fill area into a grassy athletic field at the Stony Lonesome housing area.

The Youth Activities programs improvements included converting the Youth Hockey program to an intramural format and changing swimming league affiliation to one wherein members' abilities are more compatible with those of the West Point team members.

The library initiated a "Great Book Discussion Program" for children. This program will be conducted by the librarian and a group of volunteers who were specially trained for the program.

An "over-30" competition level was initiated in the sports and athletic training programs to encourage participation by the "older" soldier. A women's basketball program increased interest in the overall women's program, and entrance of cadets in the "Run for your Life" program resulted in a marked participation increase.

For the second consecutive year, the All-Army Tennis Trials were held at West Point. This year, following the trials, the Interservice Tennis Championships were also held here; teams represented the Army, Navy, and Marine Corps at the 28 July through 2 August competition. Eight soldiers, selected by Department of the Army for Olympic Track and Field competition spent from January to March at West Point undergoing specialized training, and eight members of the All-Army Wrestling Team trained at the Military Academy from 7-22 April in preparation for attending an Olympic Training Clinic and the Olympic Trials.

In November, a Special Needs Swimming Program for mentally or physically handicapped children from all of Orange County was instituted by West Point Youth Activities. Involvement of more than 30 children and volunteers attests to the need and success of the program.

OPERATIONS

WOMEN'S ADMISSION

The single most time consuming action during AY 1975-76 was the preparation for admission of women to the USMA in July 1976. Operations Plan 75-1, Admission of Women Cadets, dated 15 September 1975, was developed and provided to Department of the Army in late September. On 8 October 1975, the President of the United States signed into law the bill directing that women be admitted to the service academies. The planning and preparation by the USMA included gathering and analyzing data on women's performances in programs which might be considered similar in some way to the West Point experience. Known environments where women were placed in stressful situations were investigated, such as: the Merchant Marine Academy (which admitted women in the summer of 1974); the Women's Army Corps Training Center at Fort McClellan; ROTC summer camps; police academies; women's sports camps; and civilian colleges.

Thirty-five representatives from the Army attended a conference at West Point from 20-22 August to discuss the admission, training, graduation, and commissioning of women cadets. The conference was sponsored by the Department of the Army Deputy Chief of Staff for Personnel, and the

visiting group included seven general officers: Lieutenant General Harold G. Moore, Jr.; Major General William B. Caldwell, III; Major General Eugene P. Forrester; Brigadier General John Forrest; Brigadier General Mary E. Clarke; Major General Harley F. Mooney, Jr.; and Brigadier General James Leslie. The first full day was used to observe summer training both at Camp Buckner and Lake Frederick. The last day was devoted to detailed discussion of the implications of women cadets to the Military Academy and the Army.

Colonel John B. Tanzer, Office of Military Instruction; Lieutenant Colonel Donald H. Cline, Office of Deputy Chief of Staff for Operations and Security; Lieutenant Colonel John J. Cook, Jr., S-1, United States Corps of Cadets; and Lieutenant Colonel Kermit M. Henninger, Office of Physical Education, represented the Military Academy on 8-9 September at a planning conference on the women admissions program held at the Air Force Academy. In addition to the Military and Air Force Academies, the Naval Academy, Coast Guard Academy, and Merchant Marine Academy were represented. There was a worthwhile exchange of information among the delegation on the subject of admission of women cadets and midshipmen.

During the period November through January, all officers, cadets, enlisted soldiers in grades E-7 through E-9, and civilian supervisors assigned to or employed by the Military Academy received a briefing on the admission of women to the United States Corps of Cadets. These briefings were presented by the Superintendent, Commandant, Dean, and Director of Admissions and Registrar to provide an understanding of what planning had been done and what actions were yet to be accomplished in the preparation for admission of women as cadets.

A one-day conference was conducted on 28 January to provide an update on the preparation for the admission and training of women cadets. Mr. Thomas W. Carr, Deputy Assistant Secretary of Defense for Education; Major General Richard G. Trefry, Assistant Deputy Chief of Staff for Personnel; Brigadier General Harley F. Mooney, Jr., Director of Officer Personnel, Military Personnel Center; Major General L. Gordon Hill, Jr., Chief of Public Information; Brigadier General Mary E. Clarke, Director, Women's Army Corps; and other officer personnel from the DA Staff were present for the briefing by the Superintendent and other Military Academy personnel. Topics discussed included ongoing research to determine the ability of women cadets to cope with the cadet physical and military training; the orientation programs for cadets, staff and faculty; and the status of uniform procurement and barracks modification.

BICENTENNIAL ACTIVITIES

During AY 1975-76, several major Bicentennial projects were completed or reached their final phases of development. The major academic project was the History Department's Lecture Series and History Symposium which brought distinguished American and British scholars of the American Revolution to West Point.

Other projects completed during the academic year included: naming the Stony Lonesome housing clusters after Revolutionary War officers; manufacturing a special West Point Bicentennial Medallion; producing a multimedia program about West Point and the American Revolution; hosting a Bicentennial Youth Debate; sponsoring a special Girl Scout Bicentennial program involving scouts from nearby communities; partially restoring Redoubt 4, an historic site dating from the American Revolution; and organizing a community Bicentennial Chorus.

Connecticut National Guard helicopter lifts cannon and carriages into position at Fort Putnam

As the academic year ended, work was being completed on Fort Putnam, a Revolutionary War site, and the plans were made to open the fort to the public on 4 July 1976 as a center giving insight into the military history of the Hudson Highlands and West Point during the American Revolution. Refurbishing the fort involved constructing and furnishing a small museum building; developing audio-electronic displays; installing reproduced cannons, mortars, and gun platforms; and installing plaques containing historical information.

WEST POINT MUSEUM ACTIVITIES

During AY 1975-76, the Museum continued to supplement the cadet academic, cultural, and military instruction through the operation of a museum of arms and military history.

It also continued to operate as a major public museum for the entertainment and instruction of visitors to the Military Academy.

In support of the Department of History, the Office of Military Instruction, and the ROTC Workshop, the Museum staff gave a total of 162 lectures on the evolution of weapons. A total of 100 academic displays in support of European and American military, social, and political history contributed to the support of classroom lectures.

The West Point Room, formerly devoted to academic memorabilia, has been changed to the Bicentennial Room, exhibiting figures and arms and accoutrements of the Revolutionary War period. The Museum attendance for AY 1975-76 was $337,463. A total of 73 guided, informational tours were provided to educators and guests of the Superintendent.

A total of 117 objects were cataloged and outstanding among the 1976 acquisitions was the gift of a World War I Renault Tank presented by Mrs. Spencer A. Townsend and the Class of 1916.

The observance of the Bicentennial of the American Revolution continued to generate many requests for loans. Institutions receiving loans were: The Boston Museum of Fine Arts; Smithsonian Institution; San Francisco District, Corps of Engineers; the Amon Carter Museum of Western Art; Cleveland Museum of Art; The Royal Air Force Museum; Canadian War Museum; University Gallery, University of Minnesota; National Maritime Museum; National Museum of Man, National Museums of Canada; Fort Malden National Historic Park, Windsor, Ontario; the Minneapolis Institute of Arts; and The Contemporary Arts Museum, Houston, Texas. In addition, a total of 1,767 objects were loaned to individuals on post and to area museums and historic societies.

CONFERENCES

The annual Conference of Superintendents of the Service Academies was held at the Coast Guard Academy, 5-7 May. The Superintendents were accompanied by the Academies' Commandants, Academic Deans, and Directors of Admissions and Athletics. Areas of mutual interest regarding academic and professional training of cadets and midshipmen were discussed. Emphasis was given to the preparations at all four academies for the admission of women and to the military and leadership training of cadets and midshipmen.

Approximately 400 civilian and military members of the Department of Defense (DOD), Army, Air Force, and Navy met at West Point, 8-10 June, for the DOD Laser Technology Conference. The conference consisted of seminars and informal presentations of the latest development and research in laser designs and systems. The keynote speaker was General John R. Deane, Commander, U.S. Army Materiel Development and Readiness Command. The banquet speaker was Mr. Irving K. Kessler, Executive Vice President, Radio Corporation of America Government and Commercial Systems.

The 1976 Army Science Conference was held at West Point on 22-25 June. The objective of the conference was to provide a forum for presentation, critique, and recognition of significant accomplishments by Army scientists and engineers. Major General Philip A. Feir presented the keynote address to the 400 attendees at the Opening General Session.

AVIATION ACTIVITIES

The 2d Aviation Detachment flew 2,057 hours, which were accident free, during the reporting period and received the Army Aviation Accident Prevention Award of Merit. From June 1970 to June 1976, the detachment accumulated 12,500 accident/incident-free flying hours. Effective 1 January, aviators not assigned to an aviation position are no longer required to maintain flying proficiency. Consequently, the detachment turned in one UH-1H. In January, the detachment received a U-21G to replace a U-8F. The 2d Aviation Detachment fleet now consists of one U-21G, one U-8F, two T-41, and two UH-1H aircraft.

USMA BAND ACTIVITIES

During AY 1975-76, the USMA Band performed nearly 1,800 commitments including performances for Governor Hugh Carey, Senator James Buckley, and various dignitaries at the

National Newspaper Publishers Association Convention, as well as honor ceremonies for General Takenhiko Takashino of Japan and President Anastasia Somoza of Nicaragua. The Band performed at numerous Bicentennial observances throughout the tri-state area. One of the major performances was at the opening of the "Bicentennial Horizons of American Music" celebration in St. Louis. This celebration included performances by such organizations as the New York Philharmonic-Symphony and Chicago Symphony Orchestras.

ALUMNI AFFAIRS AND GIFTS PROGRAM ACTIVITIES

The Alumni Affairs and Gifts Program Division was responsible for planning, coordinating, and implementing the 1975 Thayer Award ceremony, 1975 Homecoming program, Founders Day 1976, alumni events during June Week 1976, and other alumni programs. The Division also administered the Military 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 were channeled through the West Point Fund of the Association of Graduates. During AY 1975-76, $538,232.21 was donated to the Fund, while disbursements for the period totaled $280,990.63. Major projects completed during the year were: redecoration of the Pershing Room (Cullum Hall) by the Class of 1926; restoration and donation of a World War I Renault Tank by the Class of 1916; decoration and furnishing of the Black, Gold, Gray Room (a formal dining-in facility within Washington Hall) by Mr. Douglas J. O'Connor, Class of 1954, in memory of his wife, Mary Alice; and Class of 1949 Memorial Lodge at Delafield Pond by the Class of 1949.

ASSOCIATION OF GRADUATES

During the year the Association continued the publication of the quarterly magazine Assembly and the annual Register of Graduates. Historical records of the more than 34,000 graduates of the Military Academy and addresses of 25,000 living graduates were maintained. The Association distributed at cost approximately 22,500 pieces of West Point commemorative ware and raised private funds for USMA projects, activities, and memorials for which appropriated funds were not available. The 18th annual Sylvanus Thayer Award was presented to Governor W. Averell Harriman on 9 September at West Point for service and accomplishments in the national interest which exemplified personal devotion to the ideals expressed in the West Point motto. Also the Association supported the Military Academy in planning and implementing USMA alumni activities, including the 1975 Homecoming program, the 1976 Founders Day activities, and 1976 June Week alumni reunions.

RANGE OPERATIONS

On 15 September, the Range Control operations and maintenance functions were assigned to the Deputy Chief of Staff for Operations and Security. Since that time the ranges and training areas have been available for year-round use by Reserve Component units, college ROTC groups, and authorized civilian gun clubs. Consequently, overall utilization has more than doubled. New range projects completed or in the planning stages include: a live-fire hand grenade range, a live overhead fire attack course, a new location on existing ranges for live 81mm mortar firing, and a new location for a pistol range.

LOGISTICS

AUDIO VISUAL SYSTEMS DIVISION

The Communications-Electronics Division was redesignated the Audio Visual Systems Division. Activities within the division included: increased motion picture production with documentation of the testing of women in Projects 60 and 60A; a film on the USMA Preparatory School to be used Army-wide next year as part of the Command Information Program; and the installation of an administrative radio net with surplus equipment at an estimated savings of $20,000.

US ARMY COMMUNICATIONS COMMAND (USACC) DETACHMENT

During May the existing teletype circuit between the USMA telecommunications center (TCC) at Stewart Army Subpost and West Point was upgraded to handle classified narrative traffic through Top Secret. Plans are presently underway for the permanent relocation of the TCC from Stewart Army Subpost to West Point. Personnel of the US Army Communications Electronics Engineering and Installation Agency are presently performing three projects in the West Point Dial Central Office to improve service and use of space. As the result of manpower requirements established by Headquarters, USACC, two civilian spaces were eliminated and one new space identified. As the result of this space realignment an estimated yearly savings of $17,400 in civilian wages can be anticipated.

HOUSING DIVISION

Housing Division's significant fund commitments for the FY 76 housing program for maintenance and repair projects included the following:

a.	Install vinyl-clad siding - Stewart Army Subpost	$535,000
b.	Replace all wood storm and and screen sashes	$104,000
c.	Exterior maintenance, Quarters 103-108	$125,000
d.	Exterior maintenance, Central Apartments	$118,000
e.	Interior painting of 328 quarters	$190,000

SUPPLY AND SERVICES DIVISION

The dollar sales transactions in the Clothing Sales Store increased from $584,990 to $748,344. The dollar value of sales continued to rise as a direct result of additional clothing issues in support of incoming women cadets. In addition, the number of customers increased. Self Service Supply Center sales for the year were $755,000 as compared to $804,521 recorded for the previous year. A total of 242 accounts are now serviced by the Center, which represents a decrease of 12 over FY 75.

A supply and procurement seminar was conducted in December to familiarize personnel responsible for initiating requests for supplies and services with the current method of acquiring 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 individuals concerned as well as those of the government. The decentralization of contract monitoring was accomplished.

Consolidation of resources resulted in a more efficient utilization of both manpower and space. The established DA FY 76 ground-fuel goal of zero growth over that amount consumed in FY 75 was not achieved because of a significant increase in snow and ice removal and emergency generator usage during power outages. However, conservation continued to be emphasized. In the command-sponsored aluminum recycling program, 20,874 pounds of aluminum were collected.

The management goal established for the Laundry and Dry Cleaning Branch during FY 76 was to reduce operating expenses, increase productivity and reach a financial breakeven point in its operation. Utility, fuel, consumable supplies, and payroll costs necessitated an increase of cadet monthly charges of 25 percent over FY 75 rates from $16.00 to $20.50 to be effective 1 July 1976 for unlimited laundry and dry cleaning service. Since November the laundry has purchased approximately $200,000 of laborsaving equipment under the Quick Return on Investment Program and consequently eliminated 11 permanent positions at a savings of $110,000 per annum in operating costs. A laundry and dry cleaning plant management specialist from the US Army Troop Support Agency determined that the West Point Laundry was the most efficient Army plant worldwide, an evaluation which represented significant efficiency improvement over previous years. Management actions reduced operating losses from $97,971 recorded in FY 75 to $45,307 in FY 76. Commissary net retain and issue sales were $10,682,618 in FY 76, a 2.94 percent decrease over comparable sales and issues in the previous year. Continued emphasis was placed on the replacement of obsolete and aged equipment. The main Commissary was realigned to more effectively allocate display space to preclude out-of-stock situations and improve stock rotation procedures. During FY 76, DA directed the implementation of the plan for Central Management of Army Commissaries.

The very limited number of grave sites available for interment in the West Point Cemetery necessitated a survey of all reserved plots. Through this survey, 317 gravesites were recouped through the cancellation of old standing reservations. The Superintendent approved the construction of a mausoleum in the basement of the Old Cadet Chapel. This project will result in the addition of approximately 730 grave spaces and extend the cemetery capacity for approximately eight more years.

TREASURER, USMA

Conversion of a modern, up-to-date, Cadet Pay System was accomplished in October 1975. The system is patterned after the JUMPS-Army System and provides each cadet with a much clearer pay statement.

A five-year trend of declining net profits was reversed in FY 76 with substantial improvement in the profit picture of the Hotel Thayer. The Hotel has continued to invest in capital improvements which included new wall coverings in all of the guest hallways and the Highlands Room, new fire-proof doors installed on all guest rooms, and emplacement of smoke and fire sensors. Additionally, plans are being

prepared by an architect for construction of two new fire escapes. Contracts have been let to refurbish two guest elevators. Planning is also underway for a substantial project to refurbish the hotel rooms.

There was no increase in the Cadet Ration Allowance in AY 1975-76. Although the Cadet Mess was faced with increasing food costs, it was able to continue operating with an allowance of $2.92 per day. As part of a review of commercial-industrial type activities, two separate studies are underway: one to examine the costs of operating the Cadet Mess and the other to examine feasibility of contractor operation of the Cadet Mess. The use of packaged versus carcass beef to reduce operating costs is being studied.

Since women will enter in the Class of 1980, the Fashionaire Division of Hart, Schaffner and Marx was contracted to design and provide patterns for manufacturing women's uniforms. The women's wardrobe will include a corresponding woman's garment for each man's garment plus skirts, berets, pumps, and knee-length boots. The gray overseas cap and gray sweater were introduced to the cadet wardrobe and cadets started paying for combat boots, fatigues, and boot socks.

COMPTROLLER

The annual funding program for FY 76 amounted to $106,474,568 in support of the operation and maintenance of the Military Academy, family housing facilities, Stewart Army Subpost and tenant units.

Manpower resources authorized USMA as of 30 June totaled 3,970, a net decrease of 145 spaces from the total authorized at the end of FY 75.

Manpower Authorizations were as follows:

	30 Jun 75	30 Jun 76	Net Change
Total	4,115	3,970	-145
Officer	793	788	- 5
Enlisted	696	694	- 2
Civilian, Full-time permanent	2,626	2,488	-138

There were several major manpower actions during the year that affected the authorizations. The first was the DA approval of the Table of Distribution and Allowances Team recommendations, which resulted in the elimination of 15 military positions and the downgrading of 43 others. Also, action taken by DA to absorb civilian manpower reductions mandated by Congress and Office of Secretary of Defense decreased the civilian authorizations by 27 positions.

The last major manpower action in FY 76 was the transfer of the Commissary Resale Operation to the Troop Support Agency. This action resulted in the transfer of 115 full-time permanent positions, effective 20 June.

The General Accounting Office review of the service academies, begun in FY 1974 continued in FY 1976 on two of its three phases. Phase II - Review of Financial Operations, begun in January 1974, was completed with the final report submitted to Congress in February 1975. The final two phases were completed during FY 1976. Phase I on Student Attrition, begun in September 1973, was completed with the final report submitted to Congress on 5 March 1976. Phase III on Academic and Military Programs, begun in July 1974, was completed with the final report submitted to Congress on 31 October 1975.

FACILITIES ENGINEERING

The office of the Directorate of Facilities Engineering continued its mission to manage and execute real property maintenance activities at West Point and Stewart Army Subpost and to develop and manage the United States Military Academy Military Construction, Army Program.

The Integrated Facilities System, an automated information and evaluation system which encompasses the life-cycle management of real property from concept development through construction and operation to disposal, was adopted. The system is scheduled to be implemented by October 1976. Directorate supervisors and key personnel numbering 115 have attended a training course, averaging one-week in length, in preparation for implementing the Integrated Facilities System.

The "Task Force" concept of accomplishing structural maintenance proved economical. Additionally, these multi-trade teams accomplished planned structural maintenance, both on

a selective and concentrated basis, at a more extensive level than normally accomplished by preventive maintenance methods. Because of the success of this new method, actions have been taken to make the "Task Force" a permanent element of the Directorate and to expand the concept to include maintenance of family housing.

Two major efforts under Military Construction Army (MCA) projects were completed. One project increased and extended electrical and telephonic service to the Washington Gate area and to the new hospital. The other project rehabilitated existing space to provide study and storage rooms in the older cadet barracks.

MCA projects under construction range from the construction of a public comfort station and bus shelter to restoration of a building destroyed by fire in June of 1973. Most significant among the projects are the new hospital construction, gymnasium alteration, and barracks modernization.

When completed, the new hospital will be a four-story steel framed structure with precast concrete facade located near Washington Gate. The 127,840 square foot building will have a 65-bed capacity. Construction began in July 1974, and contract completion is scheduled for June 1977.

The gymnasium project provides for constructing an addition to and alteration of the existing facility. The alterations and addition will give added training rooms, wrestling areas, handball courts, and locker rooms as well as administrative, supply and maintenance areas. Building modification in support of the admission of women is also a part of this project, as well as alterations to the old Ordnance Building to provide administrative space for the Director of Intercollegiate Athletics. Construction began in April 1975, and project completion is scheduled for October 1977.

The modernization of barracks will upgrade to current standards six enlisted barracks. Originally nine buildings were included; however, because of a substantial decrease in enlisted strength since the date the project was approved, three buildings will receive only minor maintenance and repair work. Construction began in June 1974, and five of the six buildings have been rehabilitated and are in use. Project completion for the one remaining building is scheduled for early fall 1976.

Of the Urgent Minor Construction Projects the one taking precedence is Cadet Barracks Modification for Women. This project provides the capability of accommodating women cadets

in all barracks. This has been accomplished by modifying 22 latrines in various locations, and minor modification to women cadet rooms. Further, contracts are being processed for the modification of two areas to provide laundromats and thereby complete the entire project.

In order to maintain and improve the appearance of West Point, considerable landscaping efforts were undertaken: 700 trees were planted in public areas and ground cover was planted on steep slopes to reduce erosion and requirements for maintenance. Additional trees and shrubbery are being planted in family housing areas as part of a continuing effort to maintain and improve the overall appearance of the Post. As a separate, but complementary program, picnic areas are constructed for use by the large number of visitors that come to West Point. Five such areas which include tables are planned for the main post.

The work of the Directorate of Facilities Engineering was officially recognized during the year by the following awards: (1) Secretary of the Army Annual Environment Quality Award for a noteworthy contribution of protecting and preserving the quality of environment; (2) National Fire Protection Association Certificate of Merit for outstanding activity in fire prevention and (3) Superintendent, United States Military Academy commendation for the Utilities Division having met and exceeded the established energy goals.

1ST BATTALION, 1ST INFANTRY

On 9 April, the USMA Women's Army Corps Detachment was discontinued. Soldiers of the detachment were absorbed into Headquarters and Headquarters Company. The number of personnel authorized during AY 1975-76 was 24 officers and 692 enlisted soldiers, a reduction of one officer and four enlisted spaces from AY 1974-75.

In April, Battalion soldiers began moving back into the newly-renovated barracks. More than 2.5 million dollars have been invested in the renovation project which included the Artillery Barracks, the Cavalry Barracks, the Medical Company Barracks, and the Military Police Barracks. The private, one-, two-, and four-man rooms, some with individual baths, were fitted with modern modular-type furniture and have brought soldier-barracks at the USMA up to current U.S. Army standards.

The 1st Battalion, 1st Infantry was augmented by 1,260 soldiers from the field Army for the support of the Cadet Summer Training Program. Units from Fort Bragg included elements from the 2d Battalion (Airborne), 505th Infantry; B and C Batteries of the 1st Battalion (Airborne), 319th Field Artillery; Company A, 307th Medical Battalion (Airborne); Company B (minus), 82d Signal Battalion (Airborne); and the 12th Aviation Group, XVIII Airborne Corps. Other units included the 57th Transportation Company (Light Truck), from Fort Lee, Virginia, which was augmented for varying periods by the 1569th Transportation Company, New York National Guard, New York City; 629th Transportation Company, USAR, Dubois, Pennsylvania; and the 630th Transportation Company, USAR, Pittsburg, Pennsylvania; an element from the 581st Light Maintenance Company, Fort Meade, Maryland; and Company B, 10th Special Forces Group, 1st Special Forces, Ft. Devens, Massachusetts. Additionally, several soldiers with various individual skills from throughout the Continental United States were attached to Headquarters and Headquarters Company. On 9 June, the 528th Engineer Detachment (Utilities) was placed under operational control of the Office of Military Instruction, Department of Tactics, USCC, to provide the engineer portion of Cadet Summer Training. The 528th Engineer Detachment was augmented by a platoon from Company C, 39th Engineer Battalion (Combat), Ft. Devens.

The Official Guide to West Point was published in March. Initially compiled and edited by the Battalion for the Deputy Post Commander, the Guide is designed to familiarize newly-assigned soldiers and their families with West Point agencies and facilities, and will be given to all soldiers arriving at the United States Military Academy.

See Appendix F for mission and organization to include Summer Augmentation for 1976.

PUBLIC AFFAIRS

OVERVIEW

The bulk of the Public Affairs Office (PAO) efforts during AY 1975-76 was devoted to making the American public aware of the Military Academy's preparations for women cadets and reacting to the public affairs problems created by the honor investigations in the spring of 1976.

The publicity campaign to inform and educate the Military Academy's various publics about the congressional approval to admit women was one of the most ambitious and far-reaching in West Point history. Scores of newspaper and magazine articles, press releases, photographs, television programs, films, and fact sheets contributed to an engineered drive to inform prospective men and women candidates of the opportunities and challenges of the Military Academy. Thousands of media were told of the West Point educational programs and coeducational plans, and in turn transmitted the information to millions of readers, listeners, and viewers.

The public information and command information functions expanded and became more sophisticated. In reacting to media queries on a series of controversial issues, to include the recent honor incidents, a more aggressive stance on the subject of handling hard news was adopted, becoming more responsive than ever before to media requests for information. The intensity of the flow of information to and from the PAO was unprecedented. Fundamental to the total PAO effort was the determination to maintain credibility and candor in the face of both the good and bad news that resulted from the year of intense institutional accountability.

MEDIA LIAISON

Efforts were directed largely toward reaching a national audience--although the topic of the admission of women created international attention as well. Representatives from every nationally televised network, numerous local television affiliates, and dozens of prominent national magazines and newspapers visited West Point to report issues of national interest.

POINTER VIEW

The USMA newspaper, Pointer View, received its first Department of the Army Journalism Award for marked editorial achievement during the year. The newspaper expanded its coverage of cadet news with the addition of Slum and Gravy, a two-page sports and extra-curricular activities supplement in the fall of 1975 and circulation was increased.

COMMUNITY RELATIONS

Community relations, at both the local and national levels, took on even more importance during this bicentennial year.

In response to the desire of cadets' parents to be included more fully in West Point affairs, West Point Parents' Clubs continued to be formed across the country. The number of clubs doubled in the past year--from 21 in the spring of 1975 to more than 40 in the spring of 1976. The parents clubs provided a vital communications link between the Military Academy and the parents' local communities and assisted in the recruiting process for potential candidates.

Renovation of the existing Visitors Information Center is nearing completion and will give the USMA a year-round capability to provide services to the more than two and one-half million annual visitors to West Point. The seating capacity of the newly air-conditioned theater in the center was expanded to more than 100 and heating faculities were installed for winter operation.

During the year, cadets from the Cadet Scoutmaster Council and Cadet Public Affairs detail volunteered their free time to escort more than 6,000 visitors. The visiting groups which received this personal touch ranged in age from grade schoolers to senior citizens and in size from single families to one group of 300 on a bicentennial trip to West Point.

One of the most significant actions of the Community Relations Division was the creation of a Community Relations Council. The council is made up of representatives from West Point and the surrounding local communities. The council has opened a communication line of information and understanding that did not before exist between the USMA and the communities.

SPECIAL PROJECTS

In order to increase the number of print features distributed, the cadet hometown newspaper feature program was streamlined. As a result, more than 40 cadet feature articles were prepared for publication in newspapers in more than 20 states during the year. Other articles highlighting various Military Academy feature topics were prepared for and published in military and other special interest magazines and released externally to local, national, and special category newspapers. Newsworthy or admissions-oriented events were filmed with in-house resources, for distribution to television stations. An example of the latter: 60-second public service announcements made at West Point by visiting congressmen, for release to television stations in their congressional districts. Audio feeds were prepared to local and Metropolitan New York radio stations about activities at West Point - Women's Equality Observance, Hispanic Week, Black History Week and Armed Forces Day.

INSTITUTIONAL RESEARCH

In AY 1975-76, research centered around the causes of cadet attrition, the admission of women cadets, the admissions process, the performance of cadets and graduates, and the activities relating to post support functions. Of these, greatest emphasis was placed on evaluation of cadet and faculty attitudes toward the admission of women and on research in support of post functions. Institutional research reports completed during the year are listed in Appendix G.

Follow-up studies of given groups were conducted in a continuing effort to determine causes of attrition. Based on previous research, new "Commitment to a Military Career" questionnaires were developed and administered to the Class of 1979 upon entrance to the Military Academy and to all other classes during Reorganization Week.

Extensive efforts were undertaken to determine the differences in the physical capabilities between women and men because of physiological differences and to evaluate cadet and faculty attitudes toward women as cadets. A comprehensive attitude survey of the cadets was conducted during August 1975. The survey indicated a traditional attitude toward women and a strong resistance to the admission of women cadets. In March 1976, a survey of faculty attitudes and a second survey of cadets were accomplished. The survey of the faculty reflected a more favorable attitude toward the admission of women than did the cadets; however, cadet resistance had softened somewhat from the previous survey. The data was used in cadet orientation and training programs and will contribute to Project Athena, the overall study of the effects of the admission of women cadets.

The study of the performance of the United States Military Academy Preparatory School (USMAPS) graduates was continued with emphasis on analysis of the various entry groups into USMAPS. An additional phase of this effort is underway to analyze the specific causes of attrition of USMAPS graduates and effectiveness of various USMAPS programs.

As a continuation of previous years' research, the Strong-Campbell Interest Inventory was completed by approximately 4,000 Class of 1980 candidates. The inventory was administered in an effort to validate the previous findings from Strong Vocational Interest Bank given to cadets after their admission. Similar research indicates that these tests

have significant validity in the prediction of attrition and can be useful in the selection process.

In December, a survey was conducted which considered how cadets make use of their time. This "time" survey was the first such survey since 1971, and the results indicated an improvement in the management of time: less time is spent in class whereas more time is spent studying; less time is spent sleeping yet the level of cumulative fatigue was reduced. The Cadet Exchange Program among the United States Air Force Academy, United States Naval Academy, and the United States Military Academy was evaluated. This program was enthusiastically supported by the participants and provided some important insights into various differences and similarities among the participating academies. The program will be continued in AY 1976-77.

Among its accomplishments in support of post functions, expanded research activities resulted in the initiation of three comprehensive studies. A Cadet Mess study, undertaken to improve effectiveness and efficiency of operation, identified specific problem areas and actions to be taken to improve the overall operation. A visitor study was conducted to gather information about the number of visitors to West Point and develop a profile about these visitors. The study indicated that approximately two and one-half million people visit the Military Academy each year. These results will be further validated. A civilian employees' study was accomplished to develop a profile of the work force which will be helpful to managers at all levels.

MEDICAL DEPARTMENT ACTIVITY

Providing health services for the United States Corps of Cadets and all other military and civilian personnel authorized medical care at the United States Military Academy continued to be the mission of the activity. Toward that end, USMA's hospitilization rate (average daily percent of assigned Army, active duty strength occupying hospital beds) was .11 percent compared to .20 percent for the previous year. The non-effective rate (average daily Army, active duty military personnel non-effective for medical reasons per 1,000 average strength) was 7.11 percent compared to 6.36 percent for the previous year. There were 1,353 cadet admissions compared to 1,618 in FY 1975.

On 12 July 1974, a contract was awarded to Murray Walter, Incorporated, Binghampton, New York, in the amount of $12,997,000 for the construction of a 65-bed hospital for West Point. The hospital will be named Keller Army Hospital. Among additional improvements was the installation of new dental equipment which included chairs, operating units, operating lights, and one air compressor. This project will provide for more efficient patient-care operations and comfort within all dental facilities and services at the Military Academy.

ACADEMIC CALENDAR
(AY 1976-77)

Labor Day (holiday)	6 Sep 76
1st Term Begins	7 Sep 76
Homecoming (no classes)	23 Oct 76
Veterans Day (holiday)	25 Oct 76
Thanksgiving Holiday	25-26 Nov 76
Army/Navy Game (no classes)	27 Nov 76
Christmas Leave Begins	18 Dec 76
Christmas Leave Ends	2 Jan 77
Term End Exams Begin	14 Jan 77
1st Term Ends	22 Jan 77
2d Term Begins	24 Jan 77
Washington's Birthday (holiday)	21 Feb 77
Spring Leave Begins	26 Mar 77
Spring Leave Ends	3 Apr 77
Easter	10 Apr 77
Armed Forces Day (no holiday)	21 May 77
Term End Exams Begin	23 May 77
Memorial Day (holiday)	30 May 77
2d Term Ends	
First Class	28 May 77
Other Classes	2 Jun 77
Graduation	8 Jun 77
Summer Remedial Academic Program	10-30 Jun 77
Summer Remedial Academic Program Graduation	1 Jul 77

APPENDIX A

LECTURE PROGRAM
(AY 1975-1976)

SUPERINTENDENT'S LECTURES

Mr. Herman Wouk, Author, The Sol Feinstone Lecture, "The Meaning of Freedom"

LTG Sir Hugh Beach, KCB, OBE, MC, MA, MSc, Deputy Commander-in-Chief, United Kingdom Land Forces, "The Soldier-Servant of the State"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Dr. Harm J. deBlij, Professor, Department of Geography, University of Miami, "Contemporary Cultural Landscape of Latin America"

Dr. James F. Davis, New York State Geologist, "Environmental Geological Planning"

MG James L. Kelly, Division Engineer, North Atlantic Division, "Engineers and the Environment: Water Problems"

Dr. Robert W. Mc Coll, Professor of Geography, University of Kansas, "Evolution of Territorial Communism"

Mr. Theodore Shabad, editor of Soviet Geography: Review and Translation, and member of the Foreign News Staff of the New York Times, "Soviet Fuel and Power Resources"

Dr. Kemble H. Widmer, New Jersey State Geologist, "Geology of the Hudson Highlands"

DEPARTMENT OF ENGINEERING

Professor David J. Rose, Professor of Nuclear Engineering, Massachusetts Institute of Technology, "Energy Policy More Broadly" and "Nuclear Power Compared to What"

Mr. Ken Michel, Program Manager, General Electric, "Management"

LTC Louis B. Gennaro, Concepts Analysis Agency, "Tilt Wing Program"

MG Robert Baer, Project Manager, XM-1 Tank Project, "XM-1 Development"

Honorable N. Augustine, Under Secretary of the Army, "Management of R & D"

Mr. Martin B. Chase, Chief, Concepts Plans and Analysis Division Office of Project Manager for Selected Ammunition, "Terminal Effects"

DEPARTMENT OF ENGLISH

Professor George W. Williams, Professor of English, Duke University, "Poetry, Politics and the Military in Julius Caesar"

Dr. Bernard M. W. Knox, Director, Center for Hellenic Studies in Washington, D.C., "Sophocles' Oedipus: Divine Order and Human Freedom"

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

Dr. Louis Rubin, Keenan Professor of English, University of North Carolina, "Mark Twain, Contemporary Literature, The Influence of Racial and Ethnic Minorities on American Life"

Professor Robert H. Gurland, Professor of Philosophy, New York University, "Ethics" and "The Nature of Reality"

DEPARTMENT OF FOREIGN LANGUAGES

Dr. Jules L. Pierre, Authority on French participation in the American Revolution, "Participation of France in the War for American Independence"

Professors Gerardo Parente and José Alberto Kaplan, Professors of Music at Federal University of João Pessao, Brazil, "A Música do Brasil"

Konsin C. Shah, Ambassador Consul General of the Republic of China, New York City, "The Modernization of the Chinese Written Language"

LTC Robert Delorme, French Liaison Officer, Fort Belvoir, Virginia, "French Army '76"

DEPARTMENT OF HISTORY

The United States Military Academy Lecture Series on the American Revolutionary War (listed in order of presentation):

Professor Russell F. Weigley, Professor of History, Temple University, "American Strategy in the Revolutionary War"

Professor Ira Gruber, Professor of History, Rice University, "British Strategy in the Revolutionary War"

Professor R. Arthur Bowler, Professor of History, State University of New York, Buffalo, "The Limitations Placed on Operations by Logistical and Administrative Problems During the American Revolution"

Professor R. Don Higginbotham, Visiting Professor of History, USMA, "Irregulars and Their Impact on the War"

DEPARTMENT OF HISTORY - Continued

Professor Richard Kohn, Professor of History, Rutgers University, "American Generals in the Revolution: Subordination and Restraint"

Professor John Shy, Professor of History, University of Michigan, "The Impact of Society on the Revolutionary War"

Professor Richard Buel, Jr., Professor of History, Wesleyan University, "The Impact of the American Revolutionary War on the Leadership of Virginia and Connecticut"

Professor Peter Paret, Professor of History, Stanford University, "Western Military Thought in the 18th Century"

Professor William H. Mc Neill, Professor of History, University of Chicago, "The American War of Independence in World Perspective"

Departmental Lectures:

Professor R. Don Higginbotham, Visiting Professor of History, USMA, "The Rise of American Nationalism"

Professor R. Don Higginbotham, Visiting Professor of History, USMA, "The Generalship of George Washington"

Professor Roger Shinn, Professor of Moral Theology, Union Theological Seminary, "The Self and Its Varied Relations"

Professor Joseph Fletcher, Professor of Medical Ethics, University of Virginia, Medical School, "Situational Ethics and the New Morality"

Father Bernard Häring, Professor of Moral Theology, Papal Lateran University, Rome, Italy, "The Church's View of Medical Ethics"

Dr. Lee S. Theisen, Historian, The National Archives, Washington, D.C., "American Character in the Age of Jackson"

Mr. Sigi Wilzig, President Wilshire Oil Company, "The Impact of World War II on European Jews"

Professor R. Don Higginbotham, Visiting Professor of History, USMA, "America's Impact on Eighteenth Century Europe"

Professor Martin Blumenson, Visiting Professor of Military History, U.S. Army War College, "Mediterranean Theater in World War II"

Professor John Mayendorff, Professor of History, St. Vladimer's Theological Seminary, "Role of the Church in Nineteenth Century Russia"

Professor Mary Beth Norton, Professor of History, Cornell University, "Women in the American Revolution"

DEPARTMENT OF HISTORY - Continued

Dr. Lawrence Grinter, Director, East Asia and Western Pacific Studies, The National War College, "South Vietnam: The Operational Causes of Failure"

DEPARTMENT OF LAW

Professor Joseph W. Bishop, Yale University Law School, "Use of the Armed Forces in Civil Disturbance"

DEPARTMENT OF MATHEMATICS

Mr. Roger Willis, Combined Arms Combat Development Activity, "Military Applications of Mathematics"

COL Kermit H. Gates, Concepts Analysis Agency, "The Duel - A Probabalistic Model"

DEPARTMENT OF MECHANICS

Mr. Eugene Palm, Redstone Arsenal, "Solid Propellant Rockets"

Mr. William Ellis, Bell Helicopter Company, "Design for Survivability of the Advanced Attack Helicopter"

Professor J. P. Den Hartog, Professor Emeritus, M.I.T., "Mechanical Vibrations"

Mr. Harry Hillaker, General Dynamics Corporation, "F-16 Status Report"

Mr. Sergi Sikorsky, Sikorsky Aircraft, "Recollections of an Early Aviation Pioneer"

DEPARTMENT OF SOCIAL SCIENCES

Ambassador Taylor Belcher, Retired former Ambassador to Cyprus, "Cyprus and U.S. Foreign Policy"

Dr. Hiroya Ichikawa, Economic Consultant, U.S.-Japan Trade Council, "The Modern Japanese Economy"

Mr. Lowell Tooley, Village Manager, Scarsdale, New York, "A Suburban View of the Urban Crisis"

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

DEPARTMENT OF SOCIAL SCIENCES - Continued

MAJ Lee Badgett, USAF, OSD, "Soviet Military Expenditures"

Mr. David C. Gompert, Council of Foreign Relations, "U.S.-Cyprus Policy"

Mr. Charles Naas, Department of State, "The Persian Gulf"

Mr. Granville Austin, Policy and Planning, Department of State, "Arab-Israeli Issue: Current Situations and Prospects"

Mr. David Overton, Central Intelligance Agency, "The Intelligence Community"

Professor Lucian Pye, Massachusetts Institute of Technology, "The People's Republic of China"

Mr. Edwin Mc Dowell, Editorial Staff, Wall Street Journal, "The Economy of Brazil"

Dr. Leonard Silk, Economics Editor, New York Times, "International Economics"

Professor Leonard Cardenas, Director, Latin American Institute, "Political Aspects of Economic Development"

Mr. Robert Lekachman, Professor of Economics, City University of New York, "Inflation"

Mr. Edward Johnson, Director, Federal Drug Management Program, OMB, "The Federal Bureaucracy"

Dr. Charles Kindleberger, Professor of Economics, Massachusetts Institute of Technology, "Recession, Depression and International Economy"

Mr. Adolph Dubbs, Deputy Assistant Secretary of State, "The Subcontinent: Current Prospects"

Dr. Richard Bulliet, Harvard University, "The Traditional Islamic City: A Reflection of Mid East Culture"

Mr. Steve Pieczenik, National Institute of Mental Health, HEW, Psychology of Decision Makers"

Mr. Thomas C. Barger, Former President of ARAMCO, "The Role of the Middle East in Future Energy Supplies"

Ms Betty Friedan, Author, "Women's Rights"

MAJ Wesley Clark, White House Fellow, "Budgetary Process"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Mr. Stuart Rubens, Director, Strategic Plans and Arms Limitation Division, DOD, "Strategic Force Planning"

Professor R. L. Tokes, University of Connecticut, "New Models of Soviet Politics"

Mr. Lynn White, Professor of Political Science, Princeton University, "China's Developmental Model"

Honorable Brent Scowcroft, Presidential Assistant for National Security Affairs, "Contemporary Issues in National Security Affairs"

Ms Mary Von Briesen, Department of State, "Current Political Situation in the People's Republic of China"

Mr. Herman Kahn, Director, The Hudson Institute, "A Suggested Doctrine for the Use of Nuclear Weapons"

Mr. Ed C. Aldridge, Strategic Planning, Department of the Army Staff, "Strategic Force Planning"

Mr. Norman Gall, Carnegie Endowment For International Peace, "The Economy of Brazil"

Mr. Edwin Deagle, Executive Assistant to the Director of the Congressional Budget Office, "The Fiscal Crisis in New York City"

OFFICE OF MILITARY LEADERSHIP

Mr. Ken Michel, General Electric Management Institute. "Human Systems Management"

Dr. Paul L. Savage and Dr. Richard A. Gabriel, Politics Department, Saint Anselm's College, "Cohesion and Disintegration in the American Army: A Preliminary Report"

Dr. Charles C. Moskos, Chairman of the Department of Sociology, Northwestern University, "An Institutional vs Occupational Model for the Military Profession"

COL D.M. Malone, Research Analyst at the Army War College, "Leadership Climate in Small Army Units"

Dr. M.D. Spiegler, Associate Professor of Psychology at Providence College, "Behavioral Therapy"

MG LaVern E. Weber, Chief, National Guard Bureau, "U.S. Army Reserve and National Guard Forces"

LTG Howard H. Cooksey, Deputy Chief of Staff for Research, Development, and Acquisition, Department of the Army, "Recent Developments in the R&D Field"

LTG John W. Vessey, Jr., Deputy Chief of Staff for Plans and Operations, Department of the Army, "Training & Operations of the U.S. Army"

LTG William B. Fulton, Director, Army Staff, Department of the Army, "Challenges of an Army Career"

Mr. Jaime Benitez, Resident Commissioner of Puerto Rico, U.S. House of Representatives, "Contemporary Problems of Puerto Rican Americans"

Dr. Alvin J. Schexnider, Assistant Professor of Political Science, Syracuse University; COL Andrew P. Chambers, Deputy Director, Army Office of Equal Opportunity, Directorate of Human Resources Development, DCSPER; MAJ Frank Slaughter, Staff and Faculty, U.S. Army Command and General Staff College; and MAJ Joe Anderson and MAJ Waldo Freeman of the Department of Social Sciences, USMA, "Perspectives of the Black Soldier"

COL A. Ann Fisher, Chief of Professional Development Division, Deputy Chief of Staff for Personnel, TRADOC, "The Management of Army Women"

Father Joseph Martin (the Chalk Talk Priest) "Alcohol and Alcoholism"

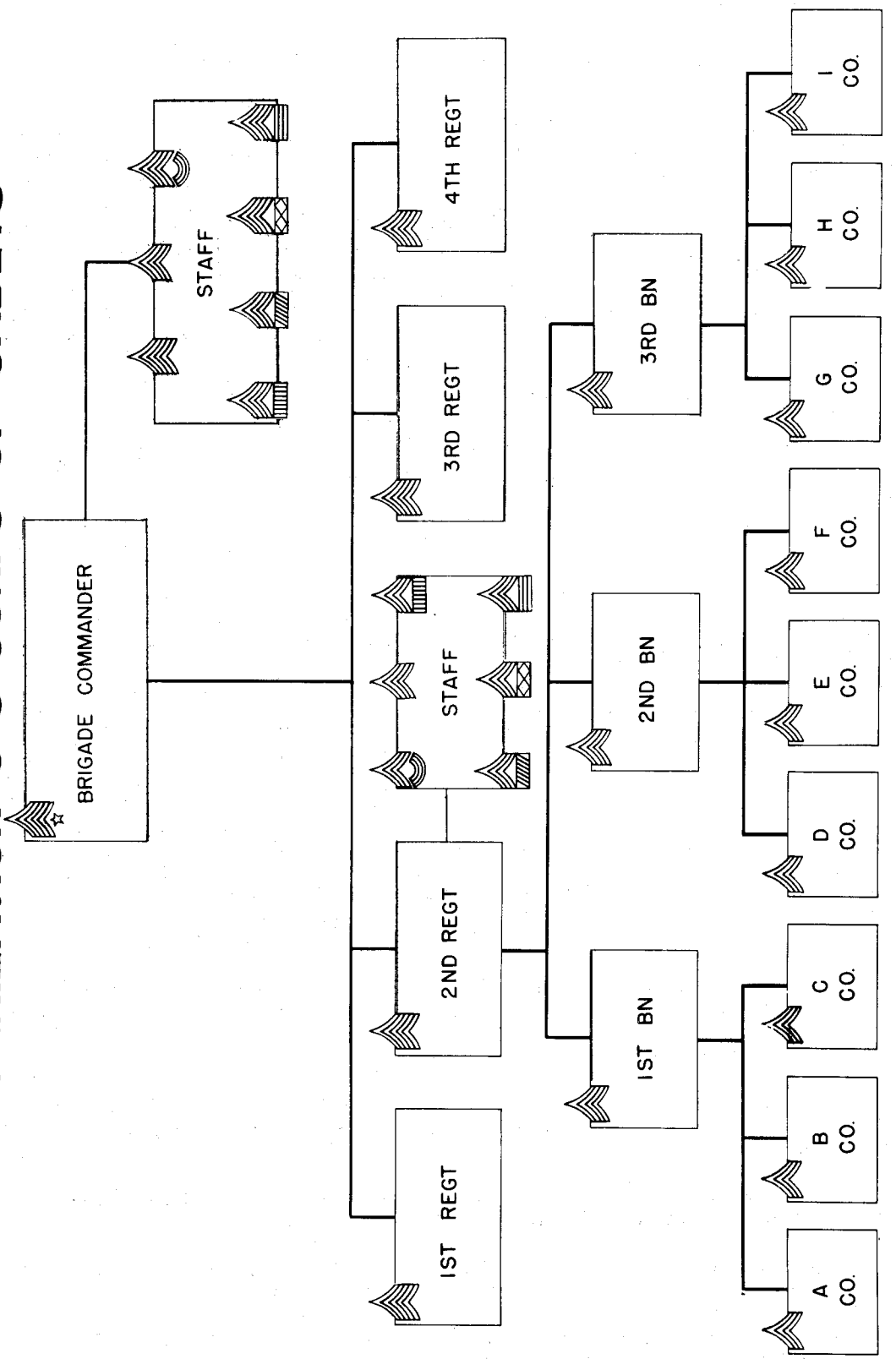
Mr. Adam Nordwall (Fortunate Eagle, a Chippewa Indian), Chairman of the Bay Area Council of the Association of Native Americans, "We Were the Enemy"

MG Joseph P. Kingston and COL Shirley R. Heinz, U.S. Army Training Center, Fort McClellan, Alabama, "Women In the Army"

MG Julius W. Becton, Jr., Commander, 1st Cavalry Division, Fort Hood, Texas, "The Black Soldier in Today's Army"

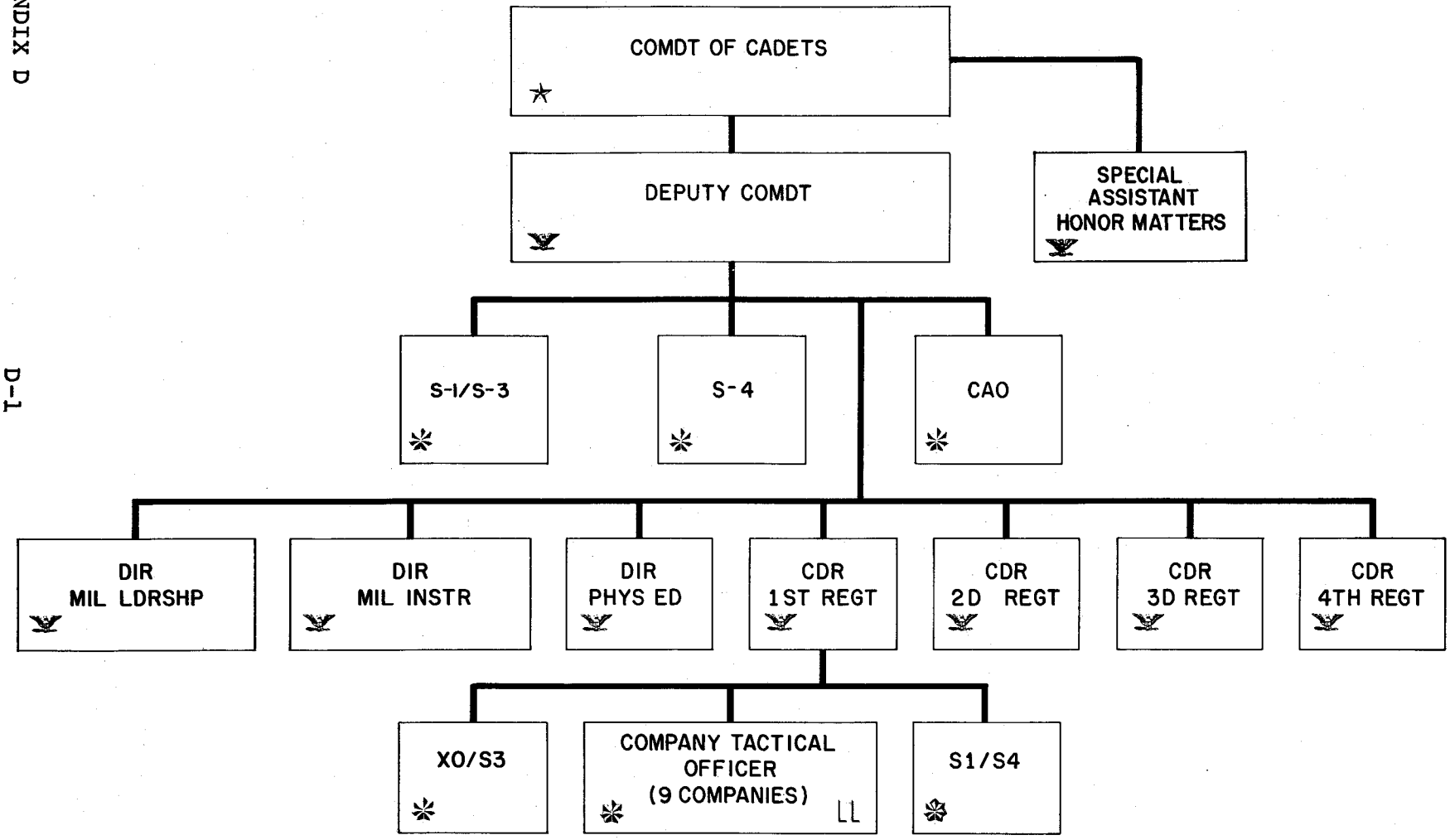
LTC Melville A. Drisko, Jr., Assistant Chief of Staff G-1, 82d Airborne Division, Fort Bragg, North Carolina, "Alcohol and Drug Programs at Division, Brigade and Battalion Levels"

ORGANIZATION U S CORPS OF CADETS



APPENDIX C

ORGANIZATION DEPARTMENT OF TACTICS



FINAL

1975-76

ARMY VARSITY SPORTS SUMMARY

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	1975-76 CAPTAIN
GOLF	15	14	1	0	.933	WON	GREG STONE
GYMNASTICS	14	13	1	0	.929	WON	RICK BOGUSKY
PISTOL	12	11	1	0	.917	WON	GLENN CROSBY
INDOOR TRACK	9	7	2	0	.778	LOST	GLENN HULSE
VOLLEYBALL	36	27	9	0	.750	----	DON MURDOCK
SOCCER*	14	10	3	1	.750	LOST	RICK MORALES
WATER POLO**	18	13	5	0	.722	----	KIM CAMPBELL JIM MAINWARING
150-LB FOOTBALL	6	4	2	0	.667	WON	BRUCE WEYRICK
HOCKEY+	28	18	9	1	.661	---	PAT SULLIVAN
SQUASH	16	10	6	0	.625	WON	DUSTY HUSCHER
OUTDOOR TRACK	7	4	3	0	.571	LOST	KEITH SIMS
BASEBALL	25	14	11	0	.560	LOST	MIKE SLOAN
RIFLE	11	6	5	0	.545	LOST	JOSE RIOJAS
TENNIS	18	9	8	1	.528	LOST	ZACH SMITH
SWIMMING	14	7	7	0	.500	WON	SAM FOGARTY
LACROSSE	12	6	6	0	.500	LOST	RICK BIFULCO
BASKETBALL	25	11	14	0	.440	WON	TOM VALERIO
CROSS COUNTRY	12	5	7	0	.417	LOST	DENNIS TRUJILLO
WRESTLING	18	7	11	0	.389	LOST	CHARLES ALLEN
FENCING	13	4	9	0	.308	LOST	GARY WINGO
FOOTBALL	11	2	9	0	.182	LOST	AL STAERKEL SCOTT GILLOGLY
	334	202	129	3	.609	7-11	
SKIING	(1st - Alfred Inv, Paul Smith Inv) (2nd - USMA Inv, EISA Div II (W) Championship) (5th - RPI Inv)						STU PIERMARINI

*Invited to NCAA Soccer Tournament
**Invited to National Championships
+Invited to ECAC Div II Tournament

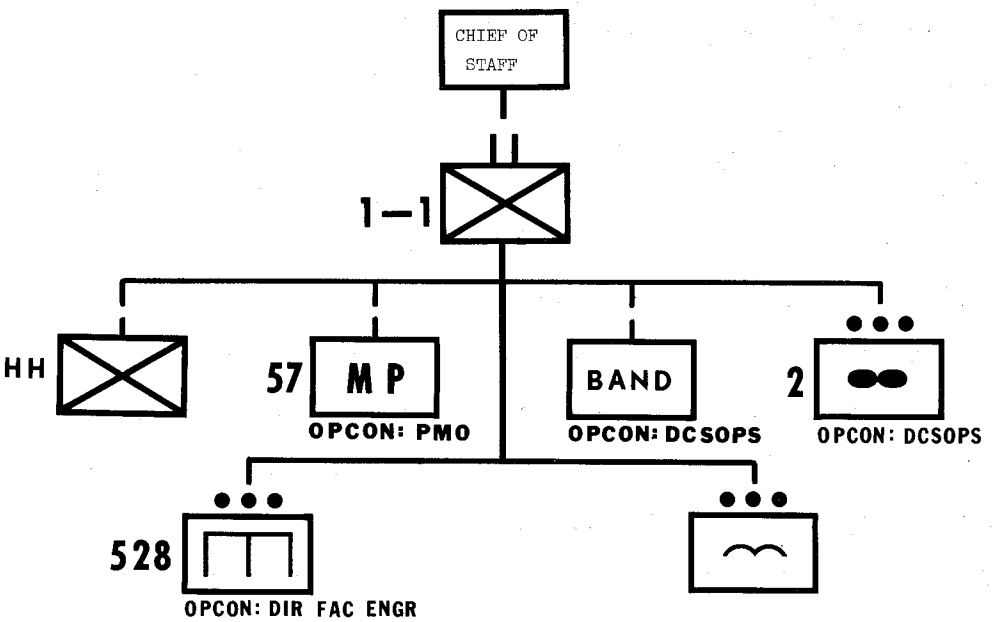
APPENDIX E

1ST BATTALION, 1ST INFANTRY

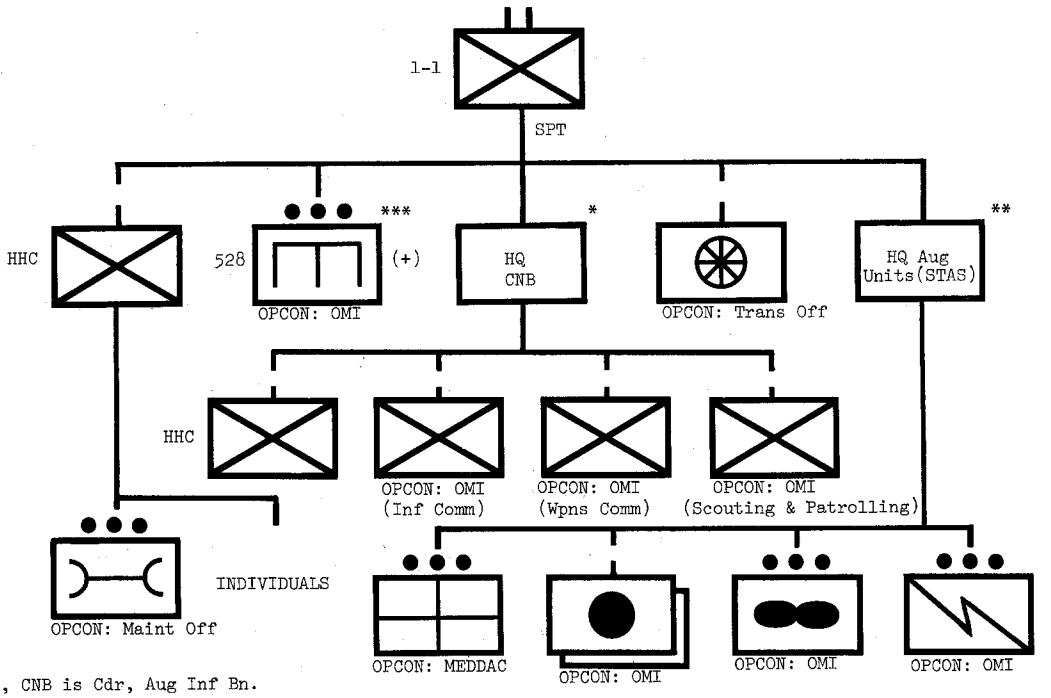
MISSION AND ORGANIZATION

TO SERVE AS THE COMMAND ELEMENT FOR TROOP UNITS ASSIGNED

OR ATTACHED TO THE UNITED STATES MILITARY ACADEMY



SUMMER AUGMENTATION 1976



*Cdr, CNB is Cdr, Aug Inf Bn.

**Cdr, FA Battery Group is Cdr, Aug Units, STAS.

***Augmented by tailored combat engineer platoon from field army.

USMA INSTITUTIONAL RESEARCH REPORTS, AY 1975-76

Office of the Director of Institutional Research Reports

1. Characteristics of the Class of 1979.
2. Summary of Institutional Research at the U.S. Military Academy for FY 75.
3. Sex Differences in Objective Test Scores: West Point Cadets vs College Females and High School Seniors, Male vs Female.
4. A Follow-up Study on the Social Maturity of Cadets.
5. Admission Scores on the USMA Class of 1979.
6. Consensus on Leadership versus Mutuality in Peer Ratings.
7. Cadet Mess - Its Problems and Recommendations to Overcome Them.
8. Trends in Admission Variables Through the Class of 1979.
9. Attrition of USMAPS Graduates at USMA.
10. New Cadets and Other College Freshmen, Class of 1979.
11. The Validity of the Tri-Service Form for Ratings of Candidate Personality.
12. Comparison of Time Usage by Cadets, 1971 vs 1975.
13. A Preliminary Analysis of Exchange Cadet Attitudes to a One Semester Visit at a Second Service Academy.
14. Analysis of Spontaneous Cadet Comments on the Admission of Women.
15. Cadet Attitudes Toward Women, 1975.
16. Survey of Visitors to USMA.
17. A Comparison of Faculty and Student Attitudes towards Women.

Office of Physical Education Reports

1. Validation Study of the Screening Procedure to Identify "Inflated" Physical Aptitude Examination Scores.
2. Basic Cadet Training Automatic Data Processing Performance Analysis Program for the Office of Physical Education.
3. A Comparison of the Candidate "Mail Out" Physical Aptitude Examination to the Fourth Class Physical Ability Test #1.

Office of Physical Education Reports (Continued)

4. Project 60: A Comparison of Two Types of Physical Training Programs on the Performance of 16-18 Year-Old Women.

Office of Military Leadership Reports

1. Evaluation of the Fourth Class System.

2. Evaluation to Leadermatch.

WEST POINT IN THE AMERICAN REVOLUTION

—•—

The history of West Point in the American Revolution began in May 1775 when George Washington and other American leaders recommended to the Second Continental Congress that the Hudson be blocked to prevent the British from using the waterway to strike into the interior of New York or to divide the colonies in two. The Congress then recommended to the New York Provincial Convention that the Hudson be fortified. The New York leaders, in turn, after a reconnaissance, decided to fortify the area near "the West Point of the Hudson River" and Martelaer's Rock.

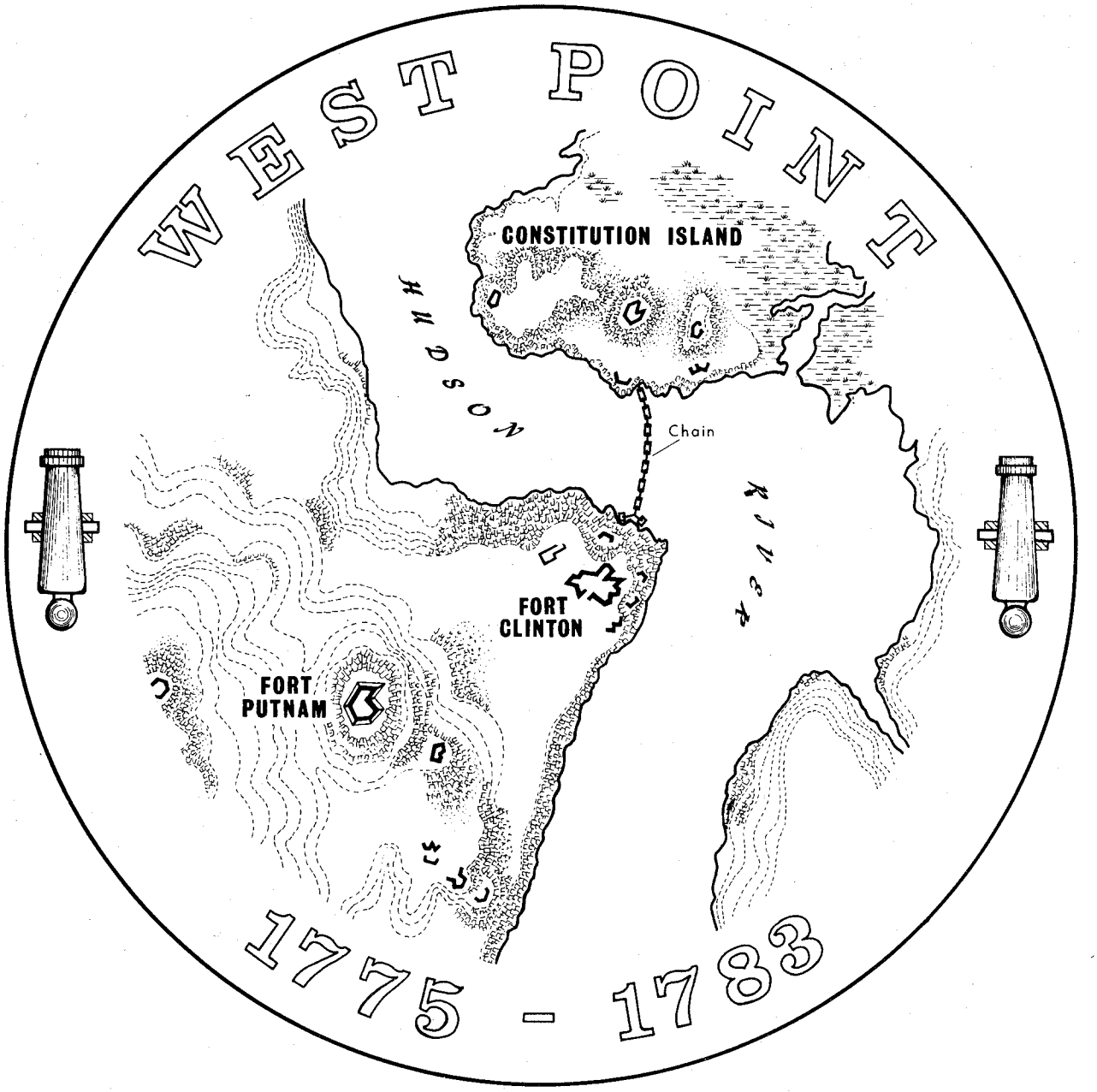
In the late summer, soldiers began to build fortifications on Martelaer's Rock which was renamed Constitution Island. Unfortunately, they ignored the higher ground at "the West Point" which dominated Constitution Island. Furthermore, they built their main battery at a poor site which could not control the narrow channel.

As a result of many problems on Constitution Island, American leaders decided in late 1775 to block the Hudson near Bear Mountain and work began at that location in early 1776. By mid-1777 the Americans had built Forts Clinton and Montgomery and had emplaced the first iron chain across the Hudson below Bear Mountain. The position was impressive, but the British took both forts in October 1777 enroute northward to hold their forces at Saratoga. The British also took Constitution Island and eventually destroyed all fortifications in the Hudson Highlands before they withdrew to New York City.

The American leaders in the Highlands decided finally in early 1778 to occupy West Point. In January 1778, American soldiers began to build Fort Clinton on the West Point plateau. By spring, they began additional fortifications to cover the inland approaches to Fort Clinton and the Americans installed a new iron chain and a wooden boom across the Hudson at West Point. By 1779, the Americans, with the assistance of Thaddeus Kosciuszko, had built a fortified zone in the West Point area. In addition to Fort Clinton, the zone included Fort Putnam, nearby protective forts, four defensive redoubts on the mountains to the west, rebuilt batteries and three new redoubts on Constitution Island, and two redoubts on the mountains on the east bank.

The British never tested this formidable position during the war, although their occupation of Stony Point in 1779 and Arnold's treason in 1780 did threaten West Point.

Today remnants of the majority of the fortifications exist giving the Military Academy a unique heritage which can be studied to gain a better perspective of the role of West Point and the Hudson Highlands in the American Revolution.


WEST POINT
CONSTITUTION ISLAND
Hudson
Chain
River
FORT
CLINTON
FORT
PUTNAM
1775 - 1783