

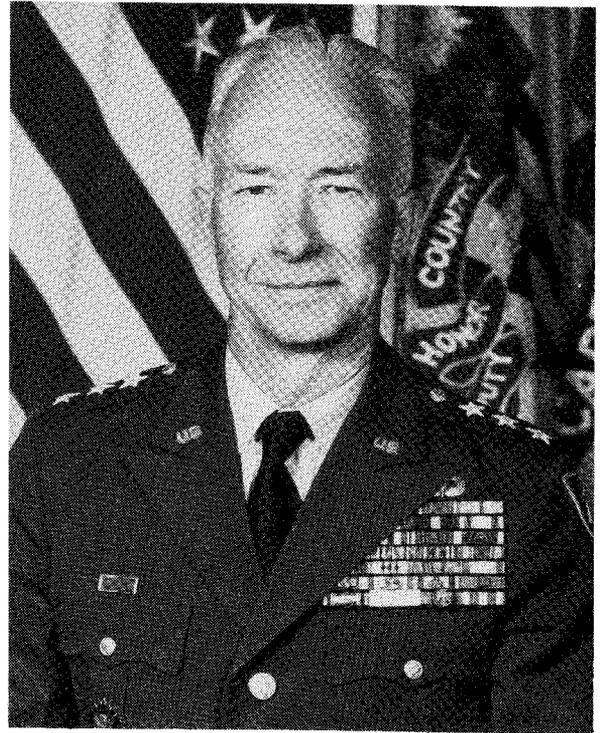
# THE ANNUAL REPORT OF THE SUPERINTENDENT 1977



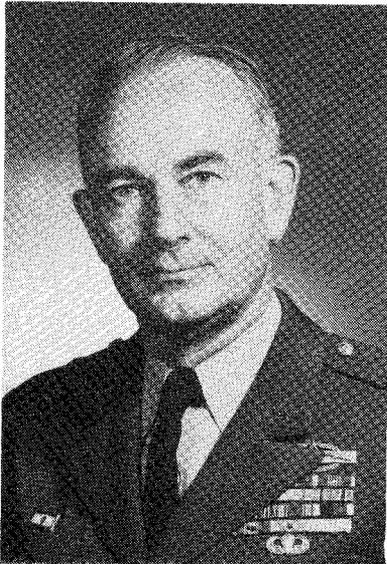
**United States Military Academy  
West Point, New York**



LTG SIDNEY B. BERRY  
Superintendent  
19 Jul 74-13 Jun 77



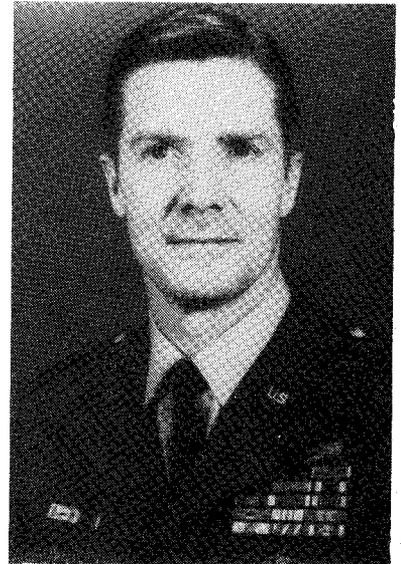
LTG ANDREW J. GOODPASTER  
Superintendent  
13 Jun 77-



BG FREDERICK A. SMITH, JR.  
Dean of the Academic Board  
16 Aug 74-



BG WALTER F. ULMER, JR.  
Commandant of Cadets  
15 Apr 75- 7 Jan 77



BG JOHN C. BARD  
Commandant of Cadets  
12 Jan 77-



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

30 June 1977

This report provides a record of the United States Military Academy for the period 1 July 1976 through 30 June 1977. This was undoubtedly one of the most significant years in the 175-year history of the Military Academy. Beginning with the Bicentennial activities and continuing through the admission and assimilation of women cadets into the Corps of Cadets and the large-scale honor violation and resultant activities, the Military Academy has been challenged in a manner and scope unprecedented in its history. The nature of the challenge and the initial steps responding to the challenge are included in this report.

Because of the special importance of the admission of women cadets and the honor incident, separate chapters of the report are devoted to them. There is much more work to be done in these areas, and actions will continue for many years to come. The full resources of the Military Academy, as well as the generous and invaluable assistance of the Army, graduates, and friends of the Academy, are committed to the successful solution of these and other important issues at West Point, with the common goal of producing outstanding soldier leaders for the Army and the Nation.

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

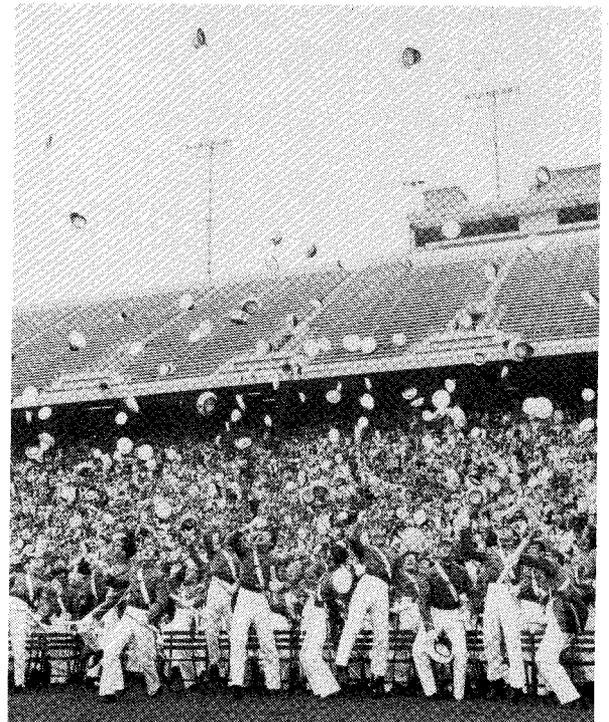
A handwritten signature in black ink, appearing to read "A. J. Goodpaster".

A. J. GOODPASTER  
Lt. General, U.S. Army  
Superintendent



### MISSION

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.



## TABLE OF CONTENTS

ADMISSIONS PROGRAM . . . . .	1
ACADEMIC PROGRAM . . . . .	3
MILITARY TRAINING PROGRAM . . . . .	21
WOMEN CADETS . . . . .	29
HONOR CRISIS . . . . .	34
ATHLETIC PROGRAM . . . . .	44
PERSONNEL AND ADMINISTRATION . . . . .	49
OPERATIONS . . . . .	59
LOGISTICS . . . . .	64
COMPROLLER . . . . .	73
FACILITIES ENGINEERING . . . . .	74
1ST BATTALION, 1ST INFANTRY . . . . .	76
PUBLIC AFFAIRS . . . . .	78
INSTITUTIONAL RESEARCH . . . . .	82
MEDICAL DEPARTMENT ACTIVITY . . . . .	84
STEWART ARMY SUBPOST . . . . .	86

### APPENDICES

A	Academic Calendar
B	Lecture Program
C	United States Corps of Cadets, Organization
D	Department of Tactics, Organization
E	Army Varsity Sports Summary
F	1st Battalion, 1st Infantry, Organization
G	USMA Institutional Research Reports, AY 1976-77



## ADMISSIONS PROGRAM

### ADMISSIONS STATISTICS

There were 6,150 candidates nominated and examined for the Class of 1981, 534 of whom were women. Of this total, 2,585 were found qualified, and 1,471 (104 women) entered the Military Academy on 6 July. Ninety-two and four-tenths percent ranked in the top two-fifths of their high-school classes. Of those who took the American College Test, 59.5 percent scored in the 22-36 range on the English portion, while 99 percent scored in that range on the mathematics section. Of those who took the Scholastic Aptitude Test, 74.4 percent were in the 500-800 range in verbal aptitude, and 98.2 percent were in that range in mathematics. Eight hundred sixty-six cadets were members of the National Honor Society, while 343 were class, student body, or student council presidents. Some 1,219 participated and lettered in varsity athletics of whom 654 were team captains. Scouting participants numbered 808, including 224 Eagle Scouts. Minority cadets totaled 159. In addition, 92 former members of the Class of 1977 were readmitted as members of the Class of 1978 in accordance with the Secretary of the Army's plan.

### ADMISSIONS FIELD FORCE

The fourth annual Admissions Participants Conference was held in May 1977 to train new civilian members of the field force and to provide refresher training to experienced members. More than 150 U.S. Army Reserve liaison officers were trained in June 1977 at the seventh annual Liaison Officer Conference. The field force organization for the past year continued to be oriented toward providing stability to the work force and coordination with West Point societies through the appointment of State and Regional Coordinators.

### ADMISSIONS INFORMATION

The Admissions Information Section concentrated on providing a truer pictorial representation of the West Point environment in Admissions-related publications. Additionally, a new three-minute film was released focusing on unusual sports at West Point. This film was produced by Association Films Incorporated for showing across the country with first-run movies. More than one million people have seen the film. A plan to begin updating the three Admissions-oriented films, one each year, has been delayed by a year because of a lack of funds. All admissions publications have been rewritten from a more candid point of view. A booklet "Information for

Women Candidates" was updated and reprinted for the fourth time. This booklet is distributed to women applicants as an addendum to the USMA Catalog.

#### CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the academic year. Twenty-eight cadets participated in the Thanksgiving Minority Program while 758 took part during the Christmas and Spring leaves. Other cadets participated in Boys/Girls State and Boys/Girls 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 tours for prospective applicants and candidates. CPRC also began an overnight escort service (a 24-hour cadet-escorted visit) for 26 admitted or admissible candidates.

#### CANDIDATE TESTING

Candidates numbering 6,800 were scheduled for medical testing by the Department of Defense Medical Examination Review Board. The Physical Aptitude Examination was given to approximately 4,900 individuals at 190 regular Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

#### EDUCATOR VISITS

There were a total of 10 Educator Visits, all held in the Fall of 1976. These visits brought educators, congressional staff members, news media representatives, and admissions participants to West Point for three days of orientation.

## ACADEMIC PROGRAM

### OVERVIEW

Academic Year (AY) 1976-77 was highlighted by internal and external reviews of the programs of the United States Military Academy (USMA). The findings and recommendations of the Borman Commission resulted in a Department of the Army (DA) special study on all aspects of the USMA environment. A Department of Defense (DOD) study group on faculty mix at the service academies resulted in an analysis of the civilian-military ratio of instructors at the academies, to include a cost analysis and recommendations for change. A Superintendent's Special Study Group on Academic Procedures completed an extensive review of the curriculum. Its findings, which resulted in significant changes concerning the preparation of homework and the conduct of examinations, were approved by the Academic Board and provided to the DA West Point Study Group for their analysis. The DA West Point Study Group was established by the Chief of Staff of the Army to review and take necessary action on the results of the Borman Commission findings. AY 1976-1977 was a year of introspection and change.

### THE FACULTY

Significant changes occurred within the faculty during AY 1976-77. Colonel Edwin V. Sutherland retired as Professor and Head of the Department of English on 30 April 1977, after serving 12 years as the Department Head. Colonel Elliott C. Cutler, Jr., Professor and Head of the Department of Electrical Engineering, retired on 30 April 1977, after serving for 16 years as the Head of the Department. Both were promoted to Brigadier General on the retired list and awarded the Distinguished Service Medal. Five officers were appointed as Permanent Associate Professors, USMA: Lieutenant Colonels Frank R. Giordano and James L. Kays, Department of Mathematics; Lieutenant Colonels Harold M. Hannon and Paul L. Miles, Department of History; and Colonel William E. Odom, currently assigned as a member of the National Security Council staff. Colonel Odom will occupy one of the Military Academy's research spaces when he returns to West Point, supporting courses of instruction in Soviet Affairs.

The Academic Titles Committee recommendations concerning new titles for faculty with and without tenure were approved by the Academic Board. The new titles bestow credit and honors on individuals whose services at the Military Academy as instructors and professors warrant such recognition.

The functions and composition of the faculty at the Military Academy were studied by different agencies during the year, with resulting recommendations that USMA has begun to implement. The DOD report "Review of Faculty Mix at the U.S. Service Academies and Senior and Intermediate Colleges" was published 16 March 1977. One of the recommendations in this report was to increase civilian faculty membership. The Academic Board approved an increase in civilian visiting professors at the USMA from the five planned for AY 1977-78 to 13, with the increase beginning during AY 1978-79.

As a result of the Borman Commission Report, the DA West Point Study Group made several recommendations affecting the faculty. As a result of these recommendations, USMA is beginning programs for faculty members with tenure. These programs include increased teaching loads, teaching at other institutions as visiting professors, and repeated brief assignments at Army units and schools to increase awareness of trends throughout the Army at large.

The faculty exchange program with the United States Air Force Academy (USAFA) was continued for a second year during AY 1976-77 and involved one officer from each of the Departments of Engineering and Physics. For the first time, the exchange program included a member of the academic faculty with tenure -- Captain James H. Stith, a Permanent Associate Professor. He returned to the Physics Department in June to resume his duties at USMA. This program will undergo a change in concept beginning in AY 1977-78, due primarily to permanent change of station (PCS) travel constraints. It is planned that each year in the future a number of permanent academic faculty personnel will visit corresponding departments at the USAFA for short periods of temporary duty during the academic year to exchange views on academic matters in general and to gain a better understanding of methods of instruction, teaching techniques, grading, selection of textbooks, and other such specific matters in particular. Personnel from the USAFA will similarly visit USMA to complete each exchange. In the two years it has been in effect, the faculty exchange program has been very successful in increasing mutual understanding between the two service academies. In addition, the normal program of having assignment of Naval and Air Force officers to USMA for three-year assignments continues to be successful and is expanding with six percent of the faculty to be Naval or Air Force officers by 1980.

Efforts have been accelerated to increase the number of women and minority instructors on the academic faculty. One female officer was assigned to the Department of Foreign Languages during the first semester of AY 1976-77; the early arrival of

two additional female officers increased to three the number who taught during the second semester. The academic faculty also included 11 Black officers in eight departments and the Instruction Support and Information Systems Division, and eight officers from other minority groups assigned to four departments.

## THE CURRICULUM

Although the curriculum remained essentially unchanged, several committees studied ways for improving it. The Superintendent's Curricular Study Group proposed a new curriculum that would reduce the number of required courses from 48 to 42, restructure the order in which courses would be presented during the four-year academic program, retain the breadth of general educational requirements within a structured curriculum while permitting a choice of elective courses, and permit cadets to supplement their general educational courses by concentrating in one of three areas: two disciplinary and one general. As a result of the Borman Commission Report, which was published about the same time the Curricular Study Group made its proposal, the Chief of Staff of the Army decided that implementation of the new curriculum would be premature because the Department of the Army had subsequently established an Academic Subcommittee to study the curriculum at the Military Academy in response to recommendations within the Borman Commission Report. Therefore, no major changes are planned for AY 1977-78.

## CADETS

The Class of 1977 graduated 697 cadets on 8 June. Additionally, 21 First Classmen were graduated on 5 July and six on 5 August, upon completion of Summer Term Academic Programs. Thirty-nine 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. Four members of the Class of 1977 won Hertz Foundation Fellowships, bringing the total number of USMA graduates to become Hertz winners to 12. Lieutenant Paul C. Jensen will attend graduate school immediately at the Massachusetts Institute of Technology where he will study organic chemistry. The other three plan to delay their graduate work until after initial troop-leading assignments. Lieutenant Herbert L. Hess plans to attend Massachusetts Institute of Technology to study electrical engineering. Lieutenant Greg A. Bowers plans to study physics at the University of California (Davis) and Lieutenant Stephen K. Morrow, Operations Research and Systems Analysis at Stanford.

Six cadets from the graduating class were selected for fully-funded immediate medical school training. A total of 57 cadets have participated in this program which terminated with the graduation of the Class of 1977.

The Cadet Exchange Program completed its second year. Twelve cadets shared the experience of this program during the first term, AY 1976-77. Six attended the United States Naval Academy and six the United States Air Force Academy. Equal numbers from the other academies came to West Point to work and study in the cadet environment. This program offers its participants a singular opportunity to share ideas and experiences with others whose goals are similar, but whose approaches to their respective tasks are fresh and stimulating. The exchange program will be expanded for AY 1977-78 to include the exchange of two cadets with midshipmen from the United States Coast Guard Academy.

#### ACADEMIC PROCEDURES

A new probationary system was approved for AY 1976-77 that provided expanded options to the Academic Board for the handling of cadet academic deficiencies. These options include the introduction of a four-week Summer Term Academic Program (STAP) and the introduction of a new status known as "Deferred Turnback." The expanded summer session replaced the former Summer Remedial Academic Program and allowed a cadet who was enrolled in that program to take full credit courses necessary to his/her academic progression. The new status of Deferred Turnback will be applied to cadets who are one or more courses behind their class, either because of course failures or because of being conditioned in one or more courses, and will allow them to continue with their class while they make up the required courses.

After a comprehensive study of the USMA grading system, the Curricular Study Group recommendation resulted in an Academic Board decision to test an Experimental Grading System during AY 1976-77. The test had four objectives: (1) increase contact between the student and instructor; (2) reorient students on high academic standards versus weekly grade tallies; (3) remove dual numerical and letter grade inconsistencies; (4) provide standards of grade distribution.

The computer grade information available to the cadet was reduced to emphasize the student-teacher relationship. Authorizations and privileges were no longer automatically dependent on proficiency status. Final numerical grades were assigned after letter grades were awarded to insure compatibility of all grading systems. During the first term,

designated courses were selected to use grading procedures other than the traditional 2.0 - 3.0 system. An evaluation of the system was made at the end of the first term and minor changes were made. Department Heads were given the authority to include all courses in the experimental category. The test continues to be evaluated and is meeting the objectives of the study. Additional changes may be considered for AY 1977-78.

The Academic Program 1977-78 (Redbook) is the primary reference publication for the cadet in developing his curriculum for study at the USMA. In AY 1976-77, the Department of English assisted the Office of the Dean in producing a new format for this curriculum guide. The Redbook contained a representation of the Military Academy's educational philosophy and objectives, a guide to fulfilling the administrative requirements of the curriculum, and easy reference tables for the areas of concentration and fields of study.

During AY 1976-77, two academic procedures were initiated as part of the process of strengthening the West Point educational experience. On 24 July 1976, the Academic Board approved changes recommended by the Superintendent's Special Study Group. These changes allow cadets unrestricted discussion of anything that occurs in a class or examination as soon as they are dismissed from the class. Secondly, cadets are authorized and encouraged to enter into full and free discussion of all homework assignments, graded or ungraded. This unrestricted discussion is subject to the requirement that cadets document any references and assistance used, in accordance with instructions published in The Style Manual, published in July 1976. The effects of these changes have enlarged the possibilities of academic discussion outside the classroom, a healthy and essential part of learning. The new procedures were incorporated into Chapter 7 of Regulations, United States Corps of Cadets, in September 1976.

The Graduate Record Examination (GRE) was administered to all cadets of the Class of 1977 in three separate sessions: February, March, and May 1977. The GRE was reinstated as a requirement for the graduating class at the direction of the Deputy Secretary of Defense since the GRE is considered to be the best single predictor of success in graduate school. Furthermore, GRE results will provide valid comparisons with other undergraduate institutions.

## FACULTY RESEARCH

Twelve officers were engaged in full-time research during AY 1976-77, five in the Science Research Laboratory and seven in the academic departments. Research was carried out on such diverse topics as "Sociological Study of the Assimilation of Women Cadets at USMA," "Air and Water Pollution in the West Point Area," "Theoretical Investigation of Electron Energy Distribution Functions in a Pulsed Discharge Laser," and "Civil Disturbance Policies of Department of the Army, 1962-1973." Financial grants of approximately \$120,000 in support of faculty research were received from the Army Research Office, Office of Naval Research, Environmental Protection Agency, U.S. Army Concepts Analysis Agency, and National Aeronautics and Space Administration. Computer support for several scientific projects was provided by the Air Force Geophysics Laboratory, Hanscom Field, Massachusetts, and the USMA Academic Computer Center.

During AY 1976-77, the Science Research Laboratory was renovated to provide two wet chemical laboratories, an instrumentation laboratory, and a computing room. The Laboratory added to its research capability by obtaining a Cary 118 ultraviolet- and visible-wavelength spectrophotometer, a carbon rod atomizer for a Varian atomic absorption spectrometer, and a gas chromatograph.

In January 1977, two civilian scientists joined the Science Research Laboratory to spend approximately six months in research on the molecular structure of liquids. They are Dr. Jorge C.G. Calado, Professor and Head of the Department of Physical Chemistry at the University of Lisbon, Portugal, and Dr. Dominic J. Tildesley of Oxford University. Colonel William B. Streett, Director, Science Research Laboratory, and Dr. Tildesley have submitted three papers on computer simulations of liquids for publication during this period. Colonel Streett and Dr. Calado have redesignated a high pressure apparatus and conducted experiments on hydrogen-nitrogen mixtures at high pressures. The results of this work will be published later. Both Dr. Calado and Dr. Tildesley have lectured on their specialties to cadets enrolled in the elective course in Physical Chemistry. Colonel Streett gave nine lectures on his research at universities and scientific conferences during AY 1976-77; these included appearances as an invited speaker at two Gordon Research Conferences, presentation of a paper at the Symposium on Intermolecular Forces held in London, England, and lectures at such universities as Yale, Massachusetts Institute of Technology, and Cornell.

Detailed descriptions of the research projects and resulting publications and conference presentations can be found in Faculty Research and Publications, AY 1976-77 published by the Office of the Dean.

#### LIBRARY

The use of the USMA Library continued to increase as was reflected by recorded circulation, particularly in the audio-visual area. Other areas showing marked increased activities were the Reserve Book Room, the Government Documents collection, and the Interlibrary Loan section.

The acquisition of the microprint edition of the Congressional Set, 1814-1914, allowed an 85 percent expansion of printed Congressional materials over 1976 holdings. A special reclassification system commenced in May as a result of an allocation of four temporary technicians authorized for a period of up to four years to complete the task. The use of present Ohio College Library Computer (OCLC) terminals will accelerate this project. Preliminary work started on the implementation of the automatic check-in component of the serial control sub-system using OCLC terminals. This procedure will eliminate many clerical tasks and free the staff to spend more time rendering reference assistance.

Major gifts included important additions to the Robert Sinnott chess collection by its benefactor, a historic letter by Mr. Carl Haverlin, and a collection of contemporary works on economic, cultural, political, social, and military import by the German Army. Valuable historic photographs of the Panama Canal, donated by Colonel George R. Goethals, USMA Class of 1908, taken of the Culebra cut from 1897 to 1915, were loaned for display at the Museum of Modern Art in New York City. Focal points of interest included the following: the exhibition of the picture The Patriot by Andrew Wyeth, on loan from the Rockland Museum in Maine; the dedication of the bust of Henry O. Flipper, the first Black graduate of USMA; and the display of illustrations and poetry of Robert Walter Weir (1803-1889), noted professor of drawing.

The National Archives and Records Service published the Preliminary Inventory of the Records of the United States Military Academy on 1 May 1977. This comprises Record Group No. 414, which amounts to approximately 840 cubic feet.

## INSTRUCTION SUPPORT AND INFORMATION SYSTEMS DIVISION

The Academic Computer Center provided extensive automated support in the handling of large numbers of allegations and cases associated with the EE 304 honor situation. This effort, called Project HASTE (Honor Allegation Special Technical Evaluation), provided the capability to retrieve various elements of data related to the incident and a method of keeping abreast of progress being made in completing cases.

In December 1976, the Academic Computer Center's Honeywell 635 computer was replaced with a newer, more reliable and powerful Honeywell 6080 computer. In December and January existing automated systems were converted to operate on the new computer. Concurrently the General Services Administration required DA and USMA to replace the Honeywell 6080 competitively within 24 months, direct replacement rather than technological improvement being the basic guideline for change. An effort was initiated to achieve competitive procurement in which manufacturer-to-manufacturer conversion costs are not excessive and to obtain some technological advancements in the direction of decentralization and the use of newer technologies.

Incorporation of the Office of Physical Education and Leadership Evaluation System grading systems into the standard Academic Gradekeeping System was completed. A new Candidate Scheduling System was developed and implemented to support the Director of Admissions and Registrar. A Management Data Query System which allows on-line, high-level query of data bases with a simple command language was implemented on the three data bases which support the Director of Admissions and Registrar. During Fall 1976, the Academic Computer Center installed 36 additional Terminet 300 remote computer terminals which increased the total number of remote terminals available to the Corps of Cadets to 150; 17 of the Terminets replaced old teletype terminals which were turned in.

Three Computer Aided Design/Technology seminars were hosted in July 1976 by the Instruction Support and Information Systems Division. These seminars provided attendees from the U.S. Army Materiel Development and Readiness Command with the latest information on the use of computers in engineering design. Two of the sessions were geared to management personnel while the third was directed at lower level engineers and programmers.

In the area of media support, the Instructional Technology Center produced over 190 television programs and completed hundreds of tape edits and film to tape and videocassette duplications. The EE 304 honor situation impacted on the Center in the form of requests for television programs.

Three programs, made for the cadets of the Honor Committee, covered honor procedures, changes, and proposed changes to the honor system and were shown to the members of the Corps before votes were taken on the proposed changes.

Among other television programs produced during the past year were a series of leadership lectures for the Office of Military Leadership, two programs for the Civilian Personnel Division to help with the training of supervisors, model classes for several of the language groups in the Department of Foreign Languages, and presentations by visiting lecturers for the Department of Social Sciences. While the Humanities Departments are traditionally the heaviest users of television for teaching, this year saw a strong increase in its utilization by some of the more technically oriented departments including Physics; Mathematics; Engineering; and Earth, Space and Graphic Sciences.

#### DEPARTMENT OF CHEMISTRY

During AY 1976-77, 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 chemistry, physical chemistry, human biology, and individual chemistry research projects.

The individual cadet research program was highlighted by four cadet presentations at the Eastern Colleges Science Conference: Cadet Jerome Meyers presented a paper on "Fluorescent Antibody Identification of Streptococci"; Cadet Gary M. McClelland presented the results of his work on "Tears as a Biochemical Index of Tissue Stress"; Cadet Stephen Spaulding presented his research results on "Age Dependence in Hematology"; and Cadet James Malcolm presented his paper on "Precipitation as a Scavenger of Atmospheric Pollutants."

#### DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Dr. Raymond Bernabei, nationally recognized educational counselor, conducted a workshop on Behavioral Objectives in Geography in August 1976. A follow-on workshop on Educational Testing was presented by Mr. Raymond E. Thompson, Educational Testing Service, Princeton, New Jersey. Professor Melvin G. Marcus, Chairman of the Department of Geography, Arizona State University and President of the Association of American Geographers, visited the department in November 1976 and participated in a faculty seminar on "The Role of Earth Science and Geography in the Undergraduate Curriculum."

Major Kendall Lemley prepared a four volume, 800-page selection of readings on the Geography of the People's Republic of China in lieu of a text for his elective course on China.

Summer 1976 faculty activities included geography and earth science workshops and field trips for 250 students attending the six-day USMA High School Juniors Academic Workshop in late June. In July, Captain John Seck was on temporary duty with the Defense Mapping Agency Topographic Center, Bethesda, Maryland, converting several computer programs for compatibility with Defense Mapping Agency's computer system and digital evaluation data tapes. Captain James Reams visited the Soviet Union and Captain Edward Lorentzen travelled in South America in preparation for regional geography courses offered during AY 1976-77. Captain Clark Fuller spent much of his summer touring West Africa with a visit to the ancient city of Timbuktu as part of his research for his course, "The Geography of Africa and the Middle East." Captain John Dallen was on temporary duty with the Concept Analysis Agency (CAA), Bethesda, Maryland, assisting in "Terrain Digitization" for use in CAA War Gaming.

On 16 and 17 May 1977, Association of American Geographers (AAG) consultants, Dr. Salvatore J. Natoli, Educational Affairs Director, AAG, Washington, D.C., and Dr. Harold A. Winters, Professor of Geography, Michigan State University, visited the department to review and evaluate the Environment/Geography program offered within the USMA academic curriculum.

A computer graphics laboratory was developed from excess automatic data processing equipment and research grants. Interesting data bases have been developed to plot geographic distributions of cadet populations, engineering drawings and land-use studies. Cadets enrolled in Remote Sensing and Cartography electives use this laboratory extensively in their classroom assignments.

#### DEPARTMENT OF ELECTRICAL ENGINEERING

In June 1976, instructors presented classes on modulation of electric waves to students attending the USMA Academic Workshop for High School Juniors and conducted practical workshops in which each student constructed a digital clock or an amplitude-modulated radio receiver using integrated circuits.

Summer research projects by officers were cancelled because of the demands for instructors to investigate the EE 304 honor violations cases. The department sponsored Cadet Herbert L. Hess in a project at the Communications Command,

Fort Monmouth, where he designed electronic logic circuits as part of a project to produce an automatic slide projector. Lieutenant Colonel Dean A. Herman established and is continuing a long-term research project in conjunction with the International Business Machines research facility at Yorktown Heights.

The department instituted a new course, EE 381, Signals and Systems, which is an in-depth study of linear systems theory providing necessary background for further study in control, circuit, and communication theory.

Both computer electives offered by the department were extensively updated to incorporate material on microprocessors and microcomputers. Acquisition of 12 microprocessor trainers gives each student the opportunity to study fundamentals by hands-on use of a small self-contained microcomputer. A somewhat larger microprocessor development equipment permits study and experimentation on problems beyond the scope of the individual trainers. The primary emphasis of the computer electives has been shifted to microprocessors and their utilization in other electrical engineering courses is being planned. The department instituted a series of "mini-lectures" open to cadets on a voluntary basis during mid-periods. These lectures cover practical electrical subjects of interest to cadets such as selection of stereo equipment and automotive electrical systems.

#### DEPARTMENT OF ENGINEERING

The engineering courses emphasized increased use of case studies and design projects which led to cadet involvement in "real world" Army problems. Some typical examples, solicited from U.S. Army Materiel Development and Readiness Command (DARCOM) activities, were design of a sub-caliber device for training tank gunnery crews, modification of the blank adapter for the M-60 machine gun, improvement of the towbar for the M-88 Recovery Vehicle, and rationalization of the test program for the lightweight company mortar.

A series of visiting guest lectures and educational visits supplemented the development of the central engineering theme. Project and product managers as well as the commanders of major DARCOM agencies accentuated the material acquisition process while Professor Ralph Peck, one of the "fathers" of soil mechanics, brought an unequalled perspective on the practice of civil engineering to USMA.

The department has continued to offer cadets a wide variety of extracurricular and informal engineering opportunities. Eleven cadets, sponsored by the Department of Engineering,

attended the Eastern Colleges Science Conference and presented papers to be judged. Cadet E. K. Ressler, Jr. received first honorable mention in the Engineering and Computer Science category. Cadets of the Engineering Forum designed and built a lightweight concrete canoe for competition in racing and white-water meets. The design received a second place award at the Princeton competition and was competitive in all the meets.

Six members of the Class of 1978 spent a portion of the summer training with several Corps of Engineers District Engineer offices. This opportunity gave the cadets leadership experience in a non-military environment as well as exposure to civilian construction practice. In addition, six members of the Class of 1977 performed analytical studies with the CAA. The cadets accomplished research on mathematical optimization techniques and quantitative design of ground combat forces. The Department of Engineering, for the second consecutive summer, furnished a team of civil engineering professors to assist the Strategic Air Command in its annual refresher training for Base Engineers. One measure of the success of these varied efforts was that in April 1977, 239 cadets took an examination to qualify as Engineer-in-Training in the state of Pennsylvania. This followed an extensive, but voluntary, refresher course presented to the cadets. The results are due in the fall.

#### DEPARTMENT OF ENGLISH

The Department of English Visiting Professor, Dr. Robert H. Gurland, Jr., in addition to his lecture series and classes at USMA, lectured and chaired colloquia at York College, York, Pennsylvania. Dr. Gurland was also honored by being selected to present the commencement address at New York University.

The Cadet Fine Arts Forum, in conjunction with the West Point Museum, presented an exhibition titled "Robert Weir: Artist and Teacher of West Point" in the Class of 1929 Gallery, Eisenhower Hall, from 22 October through 29 November. Weir, Instructor and Professor of Drawing at the Military Academy from 1834-1876, was prominent among 19th-century American artists. The exhibition catalogue received international notice in art publications. The exhibition was sponsored by grants from the USMA Class of 1929 and the National Endowment for the Arts. The AY 1976-77 Performing Arts Series of the Cadet Fine Arts Forum was the most successful to date; it included the Forum's presentation of such notable attractions as Ella Fitzgerald, Shenandoah, and the New York Philharmonic conducted by Andre Kostelanetz. The season's financial success enabled the Forum to increase its endowment by several thousand dollars.

Andrew Wyeth, America's foremost living artist, appeared as the guest of the Cadet Fine Arts Forum's Academy Lyceum on 20 March. Art Buchwald was the Lyceum's guest earlier in the year. Among its other programs, the Cadet Fine Arts Forum hosted a graphics show; initiated a Sunday morning classical music program on the cadet radio station, WKDT; sponsored 20 educational trips for approximately 800 cadets; and promoted the publication of cadets' creative writing, both prose and poetry.

Work on the William Faulkner Concordance, an alphabetical listing of all the words in the Faulkner canon showing the contextual occurrence of each word, continued. The concordance of Faulkner's novel, As I Lay Dying, was published in May 1977 by University Microfilms International. It is the first volume of the concordance series, which is under the general editorship of Colonel Jack L. Capps.

Lieutenant Colonel Peter Stromberg was the USMA representative at Valley Forge Military Academy (VFMA) for a presentation of VFMA's method of developing character in its cadets; he also lectured to the Advanced Course at the Judge Advocate General's School. Lieutenant Colonel Stromberg has been chosen for a National Endowment for the Humanities Summer Seminar Award for College Teachers and will study "Recent Ethical Theory" with Professor Thomas Nagel of Princeton University.

#### DEPARTMENT OF FOREIGN LANGUAGES

The department initiated an Arabic language program on a trial basis during AY 1976-77 which was well received by the cadets who participated in the program. It will be expanded and continued into a second year. Major Walter P. Lang, Jr., as the only Arabic instructor, was responsible for designing the new course, selecting the textbooks, and devising all ancillary materials. Mrs. Marguerite Lang, who has received the same training in Arabic as Major Lang at the Defense Language Institute in Monterey and has the same master's degree from the University of Utah, will conduct LA 101 during the fall term on a temporary basis (holding a non-tenured GS-9 position), until the arrival of the second instructor, Major Robert L. Doherty. He will begin his instructional duties in the spring term of 1978, after completing the resident course at the Armed Forces Staff College.

Dr. Frederick C.H. Garcia, civilian professor of the Portuguese Language, was elected to a five-year term (1977-81) on the Executive Committee for the Division on Luso-Brazilian Language and Literature, Modern Language Association of America.

## DEPARTMENT OF HISTORY

During AY 1976-77, the Department of History taught 12 core courses organized in two-semester sequences and 15 different one-semester elective courses with a faculty of 47 officers and one civilian. The civilian Visiting Professor was Professor Theodore Ropp of Duke University, who lectured in various courses and taught a new elective entitled "Technology, Society and War." Other courses for the first term were: "England in the Eighteenth Century," "Bismarck and the Development of Germany," "Readings in the Growth of Modern America," "The Indian in American History," and "Advanced History of the United States Since 1877."

Curricular developments during AY 1976-77 were of long-range importance. The experimental courses in World History were permanently incorporated into the academic program as core courses. The department adopted a long-range elective program. The new program attempts to strike a balance between what the faculty believes cadets must study to achieve proficiency in American, European, World and Military History and what the cadets enjoy studying. This was done by organizing the electives under the topics of United States history, American social history, European national histories, European political and cultural history, and military history. Courses that had achieved a high level of popularity such as "History of Religions," "History of Western Ethics," "War and Its Philosophers," and the "Visiting Professor's Course" were approved for presentation each year. Advanced history courses were improved by incorporating an annual "Seminar in History" eliminating the guided readings option from the "Advanced Individual Research Project," and including guided readings in a new "Colloquium in History." Adoption of the colloquium concept for classes will permit the offering of a wide variety of topics for small discussion groups while exploiting faculty expertise. Progress on departmental textbooks to replace the West Point Atlas of American Wars indicates that the outdated text should be fully retired by AY 1977-78.

Efforts to restructure the curriculum, to evaluate the faculty, and to deal with other reforms accentuated the importance of the visiting professor's experience in academic administration.

In addition to the primary mission of teaching history to cadets, the department also supported three other programs. During the eighth annual Reserve Officers' Training Corps (ROTC) Military History Workshop in June-July 1976, 39 military and civilian instructors from Army ROTC detachments across the nation underwent a rigorous five-week program of instruction

in military history. Departmental personnel assisted other USMA agencies with the presentation of the High School Workshop. One departmental officer worked on special projects during the summer for the Defense Nuclear Agency.

Four officers completed requirements for doctoral degrees bringing the number of Ph.D.'s in the department to 10. Seven officers continued to work on their doctoral projects.

#### DEPARTMENT OF LAW AND STAFF JUDGE ADVOCATE

The opening of the 1976-77 academic year found the Department of Law in the final stages of an intensive summer-long engagement in Honor Boards and Honor-related matters arising from the EE 304 honor incident. The 22-member Law Department was augmented by 63 military attorneys on temporary duty. The last of this legal augmentation force had departed by the end of September 1976.

Counsel, in addition to performing full academic duties, also performed continuous full-time staff duties and were assigned as defense or government representatives or legal advisors on numerous administrative boards and in several courts-martial. Approximately 810 written opinions, significantly more than in any previous year, were prepared. Extensive time was expended on problems related to the interpretation of statutes and regulations; most notably the Privacy Act, the Freedom of Information Act, the admission of women to the Military Academy, and the separation of cadets from the Military Academy, as well as such policy questions as pregnancy and paternity, consumption of alcoholic beverages and the use of privately owned vehicles. 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 150 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 implementation of a child-abuse program. Personal legal advice and assistance was rendered in more than 16,000 individual actions involving defense before administrative boards, 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 780 personnel claims were processed involving more than \$120,000. Approximately 200 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.

Separation of the Department of Law and Staff Judge Advocate function took place on 20 June 1977, when the new Staff Judge Advocate, Colonel Gerald Davis, assumed his duties.

#### DEPARTMENT OF MATHEMATICS

During July and August, the department sponsored the assignment of Cadet Hugh D. Sansom, Class of 1977, to the Harry Diamond Laboratories. Cadet Sansom's work materially assisted the Laboratories and the results of his work are included in Laboratory Publications. Colonel David H. Cameron, the Deputy Head of the Department, spent the year on sabbatical at the Army War College. Professor I. J. Schoenberg of the Mathematics Research Center, University of Wisconsin was selected as the first Visiting Professor of Mathematics and will serve as advisor to the Head of the Department as well as teach an elective course.

Visitors to the department included Dr. Henry O. Pollak of the Bell Laboratories (and past president of the Mathematical Association of America) and Mr. Walter Hollis, technical advisor to the Commanding General, Operational Test and Evaluation Agency. Dr. Pollak surveyed the mathematics curriculum offered and pedagogical methodology and expressed approval of the department's system of teaching. Both Dr. Pollak and Mr. Hollis conducted seminars for the members of the department.

In addition to Dr. Pollak's review, evaluations of the curriculum and methods of instruction were provided during the year by Professors Ben Noble and Bernard Harris of the Mathematics Research Center. These evaluations were supportive of the present course and methods of instruction and were discussed in detail with members of the Department of the Army Curriculum Study Group.

Lieutenant Colonel James W. McNulty, Permanent Associate Professor of Fourth Class Mathematics, prepared course material which allows the application of the hand-held calculator in the solution of complex mathematical problems. This material, not available in current texts, uses the calculator to reinforce cadet understanding of mathematical concepts. Colonel Jack M. Pollin, Head of the Department, also co-authored a paper with the department's new Visiting Professor, I. J. Schoenberg. In order to improve cadet retention of key concepts and

increase the benefits of written reviews, Fourth Class Mathematics examinations were reduced to two-page examinations which were critiqued in class the same day.

#### DEPARTMENT OF MECHANICS

On 14 April 1977, the Academic Board approved the selection of Dr. Francis J. Hale as the first Visiting Professor in the Department of Mechanics. Dr. Hale is Professor of Mechanical and Aerospace Engineering at North Carolina State University and has wide experience in aerospace vehicle performance and design.

Members of the department have been active in the presentation of the results of their research. Lieutenant Colonel Peter F. Lagasse presented his paper, "A Geomorphic Analysis of Riverine Dredging Operations," at the World Dredging Conference in San Francisco on 12 July 1976, and another on "The Impact of Dredging on River System Morphology" at the Rivers '76 Conference at Fort Collins, Colorado, on 11 August 1976.

A new power unit has been acquired for the department's subsonic wind tunnel, which makes possible a major increase in flow speed and consequently results more directly applicable to actual aircraft. An instrumented solar panel has been constructed by the shop staff of the department for use in the study of solar energy.

#### DEPARTMENT OF PHYSICS

An elective course entitled "Origins of Physics" was presented for the first time. Cadet reaction was positive and enthusiastic.

Five multichannel analyzers were added to the Physics Department's laboratory and demonstration equipment. The analyzers, used in conjunction with radiation detectors and other electronic equipment, made possible a major upgrade in the capability for demonstrations and experimental work in Modern Physics. Classroom demonstrations concurrent with course coverage became possible. The laboratory program is being expanded, allowing the cadet valuable hands-on experience. Popular experiments have included neutron activation analysis; radioactive half-life determinations; and alpha, beta, gamma and x-ray spectroscopy.

A new grading system was tested during the first semester using the 1,000-cadet Third Class course as the test vehicle. A larger test to include all the physics courses, both core and elective, was conducted during the second semester.

The test results indicate the grading system is a fair and accurate method for keeping the student appraised of his progress.

Associate Professors, Colonels James Willis and Robert LaFrenz, attended the Senior Officers' Command Course at Fort Knox, Kentucky, during the winter.

#### DEPARTMENT OF SOCIAL SCIENCES

During AY 1976-77 the department presented standard, advanced, and elective courses in political science, economics, anthropology, and international relations. The 28th Student Conference on United States Affairs, held at West Point on 17-20 November, was attended by 200 students from 101 universities. The topic of this year's conference was "The Political Economy of National Security: A Bicentennial Reappraisal." Mr. Herman Kahn of the Hudson Institute presented the keynote address, and the Honorable Robert W. Komer of the Rand Corporation was the banquet speaker.

During the year the Debate Council participated in 24 inter-collegiate tournaments and compiled the best overall debating record in the history of the Military Academy. After 459 individual debates, achievements included 12 First Place Team Awards, 27 total Team Awards, 19 Speaker Awards, the New York State Varsity and Novice Championships, and qualification of a USMA team for the National Debate Tournament for the first time. Only 64 of the approximately 5,000 two-person teams in the country managed to survive the rigorous screening that selected teams for his honor. Cadets in the West Point Forum attended 11 conferences at colleges and universities around the country.

Colonel George K. Osborn, on a one-year sabbatical in Singapore, researched in the area of continuing insurgency in Southeast Asia. Colonels Dana G. Mead and William J. Taylor, Jr., and Major James R. Golden played active roles as members of, and advisors to, several of the committees and special study groups established to implement the recommendations of the Borman Commission. Faculty members organized and chaired panels and participated as panelists for the American Political Science Association, the International Studies Association, the American Psychological Association, the Foreign Policy Research Institute, the Inter-University Seminar on Armed Forces and Society, and officers in the department also lectured three times at the National War College.

## MILITARY TRAINING PROGRAM

### OVERVIEW

AY 1976-77 was an unusually important time in the life of the Military Academy: a time of challenging, questioning, and testing of basic assumptions, values, standards, traditions, practices, procedures, and systems. The year saw the successful integration of women into the Corps of Cadets; the truly professional fiber of the Class of 1977 as it emerged from the aftermath of EE 304 to lead the Corps with dedication and competence; the reaffirmation of support for the Honor Code as a simple statement of essential standards of integrity; and, in the aftermath of the Report of the Special Commission on the United States Military Academy (the Borman Commission), the start of a major review of the operation of the Military Academy by the West Point Study Group and its three sub-committees--Academic, Environment, and Military-Professional Development.

Of significance were the major changes to the Honor System and a planned reorganization of the Department of Tactics.

### 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. 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 140 cadets participated.

#### Cadet Leadership Evaluation

The Leadership Evaluation System (LES) continued to assist in assessing the development of each cadet's leadership performance

and potential by providing accurate, usable information regarding his/her demonstrated strengths and weaknesses. Feedback was provided the cadets through performance counseling and guidance sessions conducted by the company tactical officers, the Cadet Counseling Center, and instructors in the Academic Departments. Aided by this feedback was the decision-making process leading to the elimination of cadets who, after receiving assistance over a reasonable period of time, were 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. This year for the first time the LES grading system was merged with the academic grade-keeping system in order to facilitate the grading procedures and the flow of information and feedback to the cadets.

#### Cadet Counseling

Cadet Counseling Center personnel acted as coordinators and consultants for all counseling agencies in contact with cadets. Group and individual counseling were available on a walk-in or referral basis.

#### Reserve Officer Training Corps (ROTC) Seminar

During the summer, a three-week Leadership Seminar was conducted for ROTC instructors representing more than 50 institutions. This is a recurring event which has had a highly beneficial effect on leadership instruction throughout the precommissioning educational systems.

#### Cadet Leadership Preparation Program

The Cadet Leadership Preparation Program, formerly the Human Relations Training Program, included instruction in areas of minority relations and alcohol and drug abuse education, professional ethics/standards of behavior, and leadership development.

#### 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. More than 90 percent of the class participated in the program.

## Fourth Class System

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

### Foreign Academy Exchange Program

The United States Military Academy participated in cadet exchange programs with 25 foreign nations. These exchanges and/or cultural orientations provided a unique opportunity for the cadets involved to travel and learn more about a foreign country--the customs and culture, the language, the people, and the armed forces. Most of these volunteer, leave-time programs occurred during the summer months and varied from 10 to 25 days in duration. During the summer of 1976, 70 cadets from the Class of 1978 visited 23 locations around the world, and USMA hosted cadets from 14 Latin American countries. During the fall of 1976, USMA hosted cadets from Japan and Australia, and during March 1977, four USMA cadets traveled to the Military Academy of Saint Cyr in France.

## TRAINING

### Fourth Class Summer Training 1976

Cadet Basic Training for the Class of 1980 consisted of physical, field, general military and cadetship training with necessary administrative activities to prepare candidates to perform as Fourth Class Cadets at the start of the academic year. Field training was increased and continued emphasis was placed on positive motivation of the new cadet in a stressful environment created by demanding professional standards, not meaningless harassment. The eight-week program included women cadets for the first time.

### Third Class Summer Training 1976

Training at Camp Buckner for the Class of 1979 was eight weeks in length with each cadet spending one week at Fort Knox for Armor and Air Defense Artillery Training. The cadets progressed from basic to advanced soldier skills, performed as small unit leaders, and became familiar with the various career branches. New programs included anti-armor and maintenance training.

## Second Class Summer Training 1976

Summer training for the Class of 1978 consisted of Cadet Military Specialty Training and CTLT. Cadet Military Specialty Training included Airborne; Ranger; Northern Warfare; Jungle Warfare; Survival, Evasion, Resistance, and Escape (SERE); and Flight schools. Five hundred forty-eight cadets enrolled in Airborne training and 543 (99.1%) completed the course. The physically demanding Ranger Course had 55 cadets enrolled with 51 (92.7%) being awarded the coveted Ranger Tab. One hundred fourteen cadets traveled to Alaska for the Northern Warfare Course with 113 (99.1%) successfully completing the training. Seventy-five cadets participated in the Jungle Warfare Training Course. Twenty-three cadets participated in the new SERE course conducted at the Air Force Academy. Of the 23 cadets enrolled, 22 (95.7%) successfully completed the course. All 38 cadets attending the Flight training program at Fort Rucker graduated. Those cadets who attended Airborne, Northern Warfare, Jungle Warfare, SERE, and Flight training schools also participated in the CTLT program.

## First Class Summer Training 1976

Members of the Class of 1977 furnished the chain of command for the Fourth Class, Third Class, and Second Class summer training programs. They also served as instructors for the Third Class at Camp Buckner.

## Military Science During the Academic Year

Military Science instruction for the First Class provided knowledge of how to plan, prepare, conduct, and evaluate training at platoon and company level. The Second Class was taught considerations and employment techniques for the combined arms company team and battalion task force. In a small unit tactics course for the Third Class, fundamentals and principles for the tactical employment of the mechanized infantry rifle platoon and the tank platoon were studied, while the Fourth Class concentrated on learning principles and procedures employed in planning and executing rifle squad and platoon combat operations. The Fourth Class also was taught Military Heritage and Map Reading.

## PHYSICAL EDUCATION

### General

The physical education curriculum, designed to prepare cadets for the physical challenges of officers in the US Army, consists of the instructional program, athletic participation,

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

### Instruction

Cadet Basic Training 1976 stressed the development of all components of physical fitness with special emphasis on cardiovascular and muscular endurance. During the academic year, the Fourth Class cadets attended three physical education classes per week in four standard courses (boxing and wrestling for men, self-defense I and II for women, swimming and gymnastics for both). In swimming, the women had the same course as the men. In gymnastics women had a course modified to eliminate many of the upper body strength activities and substituted balance and agility exercises. The Fourth Class cadets who demonstrated superior performance in the standard courses validated the course after 12 lessons and were scheduled into one of five carry-over sports (scuba, handball, squash, racquetball, and strength development).

A total of 542 Fourth Class cadets validated one or more of the standard courses in AY 1976-77. During May, golf, tennis, team handball, and scuba were scheduled for all those cadets who had completed the four standard courses.

Upperclass instruction stressed acquisition of basic skills and refinement of those skills in carry-over sports. All members of the Third Class completed a lecture course, "Personal Conditioning," which examined the basic principles of conditioning. Included 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 cardio-respiratory endurance item administered to all classes. The Indoor Obstacle Course was the standard anaerobic test administered to all classes.

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

### Intramural Athletics

Each cadet who did not participate directly in an intercollegiate or a competitive club squad was required to participate

in the intramural athletic program during the fall and winter. The spring season remained voluntary. Throughout the year, the women cadets participated in all intramural sports except contact sports.

## CADET CLUB ACTIVITIES

### General

The Cadet Extracurricular Activities Program, administered by the Cadet Activities Division, provided intellectual, physical, and cultural activities for each cadet as well as outlets for participation in intercollegiate athletics not in the Corps Squad area.

Four new competitive clubs were added during AY 1976-77. These included women's athletic clubs in basketball, gymnastics, and softball and one academic language club. There are now 80 extracurricular clubs.

### Club Activities

Ten of the competitive teams entered national competition this year. The Cadet Team Handball Club placed second in the national collegiate championships. The Cadet Orienteering Team again won the annual United States Army and Air Force ROTC Training and Doctrine Command Orienteering trophy and placed second in the National Collegiate Tournament. Several other clubs gained regional or national mention with their activities and exploits. The Handball, Judo, and Triathlon Teams all represented the Military Academy in national intercollegiate competitions. The Cadet Bowling Team placed second in the Region II sectional tournament. The Cycling Team won three of its six races this season and placed third in the Eastern Intercollegiate Races. The Debate Team qualified as one of the 64 teams at the National Intercollegiate Debate Tournament out of over 2,000 college teams. At home the Debate Council hosted the 28th Student Conference on United States Affairs Conference for more than 200 college students. The Cadet Glee Club presented 14 concerts to more than 12,000 people in four states. Additionally, the Glee Club sang twice on national television. The Cadet Scoutmasters' Council hosted 3,300 participants from over 140 scout units during the 15th annual West Point Camporee. Cadet clubs continued to publish the Howitzer, the Pointer, and Bugle Notes.

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 Language Clubs continued to attract a large number of cadets to lectures, museum tours, and other trips for experiencing cultural aspects of the languages they study. The other academic clubs such as Electronics, Engineering, and Geology also provided a vehicle for cadets to further their academic pursuits.

#### Programs

Eisenhower Hall was the focal point for cadet social and cultural functions. The Cadet Fine Arts Forum sponsored a major performing arts series as well as several art exhibits. Cadets were afforded the unique opportunity to establish dialogue with noteworthy Americans when the Lyceum hosted two outstanding personalities: columnist Art Buchwald, and artist Andrew Wyeth.

The Dialectic Society sponsored five pop concerts which featured several of the best known contemporary music entertainers in the country. The Cadet Acting Troupe sponsored three stage productions including the traditional 100th Night Show.

More than 100 hops were held during the year in addition to the entertainment, banquets, and social activities surrounding special weekends such as Autumn Weekend, Army-Navy Weekend, 500th Night Weekend, Yearling Winter Weekend, 100th Night Weekend, Plebe Parent Weekend, Ring Weekend, and Graduation.

#### Funds

The activity fee assessed each cadet to support the cadet extracurricular activities program remained at \$30.00. Additionally, the West Point Fund supported several of the extracurricular activities with grants totaling \$29,510.

#### CADET RELIGIOUS ACTIVITIES

Religious programs and services were conducted by the chaplains for their respective groups with additional denominational services held by ministers from nearby communities.

In addition to Sunday services and Holy Day services, guest lecturers spoke at special meetings. Bishop Fulton J. Sheen addressed members of the religious communities, sponsored by the Newman Forum. The Chief of Chaplains of the British Forces, Peter Mallett, and the Protestant Chaplain of the Royal Military College of Canada, William L. Howie, addressed members of the Cadet Chapel.

An extensive opportunity for worship and discussion was available to cadets and post personnel through study groups, religious retreats, daily morning chapel services, choirs, Sunday School teaching, informal prayer meetings, denominational services, and special interest groups. Cadet First Captain Kenneth Miller served as superintendent of the Sunday School program which is taught by cadets.

Planning continued for the proposed Jewish Chapel to be located on Merritt Road near the other chapels. A Right of Entry ceremony was conducted authorizing the construction of the chapel to proceed.

The Cadet Chapel Board, composed of the Commandant of Cadets, two professors and the Chaplain, was reorganized to include two junior members of the faculty and Department of Tactics and two cadets.

Two clergymen from the Corps of Chaplains have been appointed to serve in the ministry to the Corps of Cadets. Traditionally, the clergy at the Cadet Chapel and the Chapel of the Holy Trinity have been civilian chaplains.

## WOMEN CADETS

### ADMISSIONS

Of the 176 women qualified, 148 were offered admission and 119 women entered the Military Academy in the Class of 1980. For the Class of 1981, no special actions were taken to identify women beyond those normally conducted to identify potentially qualified candidates. One change that did occur this year was in the method of scoring the Physical Aptitude Examination (PAE) for women. Last year the women's test results were calculated based on the existing men's scale. This year, women were compared only with women. Standards are now based on the mean performance of last year's admitted women with performance grades on the same scale as the men's test. The significance of this change to the admissions evaluation is that with the equivalent PAE score, there will not be the 200-plus point variance in the Whole Candidate Score between admitted men and women candidates as was experienced with the Class of 1980.

### BILLETING

The women were totally integrated into each organizational structure during Cadet Basic Training (CBT) and were housed in rooms on the same corridors with their male counterparts. After CBT groups of 8 to 10 women cadets were assigned to 12 of the 36 cadet companies. To accelerate the integration of women in AY 1977-78, the women cadets will be assigned to all 36 companies in the Corps.

### SUMMER TRAINING

The men and women in CBT performed similarly in most aspects of the training. The two squads of each platoon which had women members performed as well as the all-male squads. One area where differences did occur was in physical training and the physical aspects of military training. Prior to the entrance of the women cadets, several research projects were conducted to determine the capabilities of women to successfully complete the physical and military training programs in CBT. Based on the results of this research, the following adjustments were made for women during CBT: women were equipped with the lighter M-16 rifle for physical training, rifle exercises and bayonet training (men used the M-14 rifle); the operating rod and hammer springs of the M-14 rifle were modified for women in an attempt to equalize the difficulty men and women experience in performing inspection arms; and

women opposed women in pugil training and on the bayonet assault course. Some women could not keep up with the physical demands of fitness activities, particularly the runs. Of the 100 women who completed CBT, 60 women were able to complete virtually all of the physical-military training. By the end of CBT approximately 25 percent of the women compared with approximately five percent of the men were participating in reconditioning or alternative training rather than the regular physical training program.

To determine if adjustments to the Third Class Cadet Field Training (CFT) would be required because of the physiological differences between men and women, eight enlisted women, who were recent basic training graduates, underwent CFT with the Class of 1979. The conclusion was that women can successfully complete CFT without adjustments to the program.

#### ACADEMICS

Statistics compiled on the academic achievement of the women cadets of the Class of 1980 revealed no significant differences in performance when compared to the men of the Class of 1980. The women cadets demonstrated particular strengths in English and foreign languages and performed as well as the men in mathematics. Their performance, as a group, was slightly lower than the norm in military science and environmental science. Comments from instructors indicate that the women have no problems of any consequence in adapting to the classroom environment at the Military Academy. The top woman cadet ranked 36 in General Order of Merit for the academic year. She was also the top woman academically, ranking 44th in the class.

#### PHYSICAL EDUCATION

Since the Military Academy was interested in equal effort rather than equal performance, men and women were graded on separate scales in testing, such as on the two-mile run, the Physical Aptitude Test, and the indoor obstacle course. In addition, in the interest of equity, clarity and individual motivation, separate men's and women's physical education courses were arranged by the Academic Board. This resulted in a separate physical education Order of Merit for men and women.

During the first semester of Fourth Class Physical Education, the women completed two combatives courses, Self-Defense I and Self-Defense II, in lieu of the required boxing and wrestling for men. Both courses emphasized the learning and practice of skills which could be used for personal self-defense

in various situations. As the courses proceeded, the women developed both a substantial increase in physical fitness and the tenaciousness to "mix it up" and "push" themselves. The women took swimming and gymnastics during the second semester. In swimming, the women had the same course as the men and did comparatively well. Although gymnastics was taught in a co-educational setting, specific course requirements were modified to eliminate many of the upper-body strength activities, substituting the balance and agility exercises of women's gymnastics.

## ATHLETICS

During the first year of the women's participation in intramurals, club squad, and corps squad activity, minimal changes were made to existing programs to accommodate a co-educational athletic endeavor. The basic philosophy of the Office of Physical Education was to make only those changes dictated by physiological differences, or to make changes only where required by performance levels. Women were not placed in contact sports where they would compete against men. Performance levels indicated that women were at a disadvantage in individual intramural competition against men. To stimulate women's confidence and to give them tangible goals to strive for, separate women's events were added to Brigade Open Tournaments in such activities as track and swimming. However, it was found that women were happier, had more confidence in themselves, and contributed more to the company intramural effort when they competed with men in team sports as opposed to competing in individual sports.

At the club team level, women competed successfully against other schools in basketball. Organized club activities also included gymnastics, softball, and volleyball. Future plans call for club sports in field hockey, track and field, soccer, swimming, golf, and tennis. Women were also successful in their athletic endeavors on men's club teams. One woman became the Women's National Intercollegiate Orienteering Champion in her first year of collegiate competition. With proper coaching and adequate access to facilities for weight training and practice, women responded well. An excellent example was the USMA women's basketball team which compiled a season record of 15 wins - 5 losses, despite having no recruited athletes.

Women competed successfully on the men's junior varsity swim team and they also performed well with the men's ski team and fencing team. In AY 1977-78 women will compete for the first time at the varsity level in basketball. Other varsity level activities will be added as the number of women admitted to the Military Academy increases in subsequent years.

## LEADERSHIP EVALUATION SYSTEM

Prior to the admission of women to the Military Academy, the Commandant of Cadets directed that there would be no change in the Leadership Evaluation System (LES) until data could be produced to demonstrate a significant difference in the way men and women were rated. Initially during CBT a non-graded peer evaluation was administered to all new cadets. The women were rated significantly lower than the men on this evaluation. Women were being evaluated in a highly physical environment in CBT and, therefore, the differences in ratings could possibly be attributed to the differences between men and women in their physical performance.

During the first semester of AY 1976-77 the women were rated slightly lower than the men, but significantly higher than they were in CBT. Second semester the women dropped slightly from their first semester performance. Although women were rated lower than men in LES during AY 1976-77, no change has been recommended for AY 1977-78 in the LES. A continued study will be conducted to determine the future differences between the way men and women are evaluated in both the Camp Buckner and academic environments.

## SOCIAL ENVIRONMENT

Women cadets appear to have adapted well to the social environment of the Corps of Cadets. They were integrated into 46 of the 80 cadet extracurricular activities during the academic year. In some cases, they had high visibility and generated positive interest from their male compeers in their endeavors. The end result was increased acceptance and better integration into the Corps of Cadets.

From a strictly social aspect, many women cadets participated in cadet hops and class activities. There were four women on the Class of 1980 Hop Committee, four on the Ring and Crest Committee, and one on their Class Committee. No major problems were incurred from a social standpoint. Minor difficulties concerning dress codes for social occasions and dormitory space for the women cadets' dates were easily overcome.

## ATTRITION

Of the 119 women who entered with the Class of 1980, 84 remain. Nineteen women resigned during the summer training period which resulted in an attrition rate of 16 percent. This figure compared with a 10 percent attrition rate for their male classmates and an overall attrition rate of 10 percent for the class. Since the beginning of the academic year, 16 women

resigned bringing the attrition rate to 28.6 percent for the women. The attrition rate for the men in the Fourth Class was 24 percent. The combined attrition rate for this past year was 24.9 percent. It is still too early to draw any firm conclusions regarding attrition rates for women over a four-year period. The most predominant reason that the women resigned was the lack of desire for a military career, which has also been a common reason among the men who have resigned.

#### RESEARCH PROJECTS

During AY 1976-77, the Military Academy initiated several research efforts to study the assimilation of women into the Corps.

Project Summertime, a study that compared men and women on selected physical performance measures, was conducted during CBT. From the study it was determined that there are significant physiological performance differences between men and women. These differences were evident in upper body and leg strength, power, power endurance and grip strength.

Project Athena, a joint Military Academy - Army Research Institute research project, was initiated to study the integration of women at West Point. The focus of the research is on the following areas: comparison of men and women on psychological/attitudinal variables over time, environmental factors related to attrition, adjustment difficulties experienced in integrating into the USMA environment, and the performance of men and women in traditional areas of endeavors. The research results to date have provided valuable input to decision-makers in formulating policy on the integration of women into the Corps. In addition, the researchers have participated on panels and presented several papers to external audiences, to include the Inter-University Seminar, the Military Operations Research Society, and the American Sociological Association. The future of Project Athena and the research is extremely favorable since the project has been extended.

## HONOR CRISIS

### GENERAL

A crisis of honor occurred at the United States Military Academy in the year covered by this report. The role of honor as the keystone of the institution's arch of values was severely challenged and keenly scrutinized. The situation demanded scrutiny, and the actions and activities that were necessary to insure at once the continued strength of the honor code at the Military Academy and adherence to the fundamentals of justice guaranteed by society demanded the expenditure of considerable time and attention by members of Congress, the Department of Defense, the Department of the Army, the Military Academy's command element, staff and faculty, the Corps of Cadets, parents, graduates, the press, and the American public. Because the Superintendent's Annual Report for AY 1975-76 was published in the midst of the many events associated with the honor crisis, discussion of the subject in that report was necessarily incomplete. Although the full extent of all ramifications of this incident is yet unknown, the train of events from crisis to resolution to known ramifications can be accurately reported at this time. In order to give greater unity to the account, the critical events of March through June 1976 are reviewed in this report.

### THE CRISIS

The catalyst of the honor crisis was the following remark, a statement inspired by honor, jotted at the end of a student's solution to Electrical Engineering 304 (EE 304) Computer Problem, Part I:

17 March '76

To whom it may concern:

This computer project does not represent all my own work. Due to the fact that I was unable to complete it on my own I received help towards its completion. I am stating this so as to avoid an unfair advantage over my classmates.

Written instructions issued with the problem and amplified orally by each of the 15 sections' instructors specifically stated that collaboration was not permitted. Other instructors noted suspicious similarities in responses during their grading of the papers of their respective students, and from 24 March through 1 April each paper was crosschecked against the papers

of other students assigned to the same cadet company. On Sunday, 4 April, the day that cadets of the upper three classes were returning from spring leave, the Department of Electrical Engineering gave 117 suspect papers (out of 821 submitted) to the Cadet Honor Committee for subcommittee investigation. On 12 April 1976, 102 of the 117 cadets were recommended to appear before a Full Honor Board. Of the 15 cases not forwarded, 14 were dropped for insufficient evidence, and one cadet resigned during the subcommittee hearings. Fifty of the remaining 102 cadets were found to have violated the Cadet Honor Code. Two of these cadets resigned immediately and the remaining 48 requested that their cases be heard before a Board of Officers.

On 7 April, the press carried its first stories on the alleged cheating. Interest and investigation by the press was generated by an anonymous cadet who called the New York Times with the message: "I don't cheat. Why should they?" Press interest heightened when the details of a complex honor case dating to August of 1975 were released by the cadet involved. Further items of interest to the press were generated by the military lawyers assigned as counsel to the cadet respondents; the lawyers' and respondents' claims of improprieties on the part of the institution proved to be attractive subjects for newsmen nationwide. The single sanction of expulsion was widely criticized, and the fact that tolerators could also be expelled was especially repugnant to many reporters and observers.

The first of the EE 304 cases was referred to a Board of Officers on 19 April. On 3 May, 10 military lawyers assigned as counsel for respondents submitted a request to the Secretary of the Army for the convening of an external board of inquiry to investigate honor at the Military Academy in order to preclude the select punishment of a few, when cheating, according to their clients' sworn affidavits, was in fact extremely widespread. The Superintendent endorsed the request on 4 May by stating in part that the involvement of others would be investigated whenever evidence existed and that an independent board of inquiry might be useful at some future time. The board of inquiry request was subsequently denied by the Secretary; the planning for scores of officer boards continued.

Although a second review of all 821 papers had been planned prior to the request to the Secretary, the affidavits (the names had been expunged) that accompanied the request confirmed that a thorough and meticulous review of the papers was necessary. Three electrical engineering instructors began re-examination

on 20 May by expanding their crosschecking of papers to include papers submitted by members of athletic teams and members of extracurricular activities. Only in papers where the three instructors fully agreed that similarities probably resulted from unauthorized collaboration was a paper referred for further investigation; 122 additional papers were so referred.

When the Superintendent was informed on 23 May 1976 of the new magnitude of the problem, he concluded that the usual methods of investigation by honor subcommittees and subsequent appearance before Full Honor Boards were beyond the Honor Committee's capabilities, especially in light of the fact that term-end examinations were in progress (17-27 May), June Week activities were imminent, the Class of 1976 Honor Committee would graduate on 2 June, and the remaining classes were scheduled to begin summer training or leave immediately after graduation. The Superintendent, therefore, directed that an Internal Review Panel be formed to consider all additional cases referred by the electrical engineering instructors. This panel, chaired by a department head, would supplant the honor subcommittee investigations and Full Honor Boards and make recommendations directly to the Superintendent for referral of cases to a Board of Officers. The creation and role of the Internal Review Panels was discussed with the chairmen of the 1976 and 1977 Honor Committees. They concurred that the Internal Review Panel was needed but requested that cadets be included on the panels.

The interest of the press, the interest of the public, and the interest of members of Congress in cadets whom they had appointed contributed to the active involvement in the honor crisis of individual congressmen and ultimately of subcommittees of both the House and Senate Armed Services Committees. Congressman Downey, conducting a personal investigation, visited the Military Academy on 23 and 24 May, and on 18 June. Congressman Gilman, on behalf of himself and Congressman Downey, introduced a bill to establish a commission to study the quality of instruction (to include the honor code) at the service academies. On 10 June, Senator Sam Nunn, Chairman of the Subcommittee on Manpower and Personnel, Senate Armed Services Committee, announced that hearings on the academies' honor codes would begin on 21 June. The Secretary of the Army, the Superintendent, and the Commandant were the first witnesses to appear before the Nunn Subcommittee. Members of Congress were keenly interested in both the short-term and long-term resolution of the honor crisis.

The first Board of Officers to hear an EE 304 case convened on 28 May. The board concluded on 2 June, Graduation Day, that two of the respondents had violated the honor code;

a third allegation was not supported by substantial evidence. On 3 June, a second Board of Officers convened, and on the 4th, an additional 38 cases were referred to boards as a result of Internal Review Panel actions. With each increase in the numbers referred to boards, the administrative and judicial support increased concomitantly. Legal resources were drawn from Army resources worldwide and extensive legal administrative support was contracted from the civilian community.

In the midst of the investigations, the boards, the press reports, the interest of Congress, and the activities of June Week, another item commanded the interest and attention of the Military Academy. On 1 June, a cadet filed a suit in the U.S. District Court for the Southern District of New York that sought an injunction against the enforcement of the honor code and system, and against the hearings by Boards of Officers on honor code violations. The injunction was denied on 9 June. Seven court cases were filed in either civil or military courts by cadets subsequently implicated in EE 304. On 30 June, a complaint was filed that sought trial under the Uniform Code of Military Justice. Cases filed in the Court of Military Appeals on 13 and 14 July sought extraordinary relief. After hearing arguments on 16 August, the court denied petitions on 10 September.

Two public events, held respectively on 23 July and 4 August set the highwater mark of criticism and challenges against the honor code and system and against the Military Academy and its management. The first public event was a news conference held at the Hotel Thayer by counsel for the respondents, both military and civilian, and by a significant number of the cadet respondents themselves. Objections were voiced against the use of the Internal Review Panels, the severity of the single sanction of expulsion, the alleged deprivation of the right to silence, the fact that some were referred to further investigation when earlier bodies had found them innocent of allegations, and many other procedural matters. Considerable press coverage resulted from the conference, but its impact was quickly overtaken by the impact of the second public event, an "informal public forum" convened in Washington by Congressman Downey. The forum led to increased congressional interest in the honor incident and to numerous letters of criticism and inquiry from various congressmen to the Superintendent, the Secretary of the Army and the Secretary of Defense. On 9 August, 173 congressmen asked the Secretary of the Army to intervene immediately into the honor code proceedings, and they stated their belief that "punishment should be something short of expulsion from the Academy."

## RESOLUTION

By August, a major issue in the outcome of the honor crisis had shifted from the question, "How would the crisis be resolved?" to "Who would resolve the crisis?" The Military Academy had taken action throughout the many challenges arising from the honor problems, and long-term solutions to root causes had been initiated such as the approval by the Academic Board on 24 July of new academic procedures that would allow cadets full and free discussion (with appropriate recognition) on take-home assignments and the continuation of work on a revised curriculum that sought to provide an improved academic atmosphere for learning. The 9 August letter from 173 congressmen, however, mandated that decisive action come from a level not lower than that of the Secretary of the Army.

Inquiries into the honor question continued to intensify throughout August. The Department of Defense Committee on Excellence in Education visited the Military Academy on 5 August. The Secretary of the Army visited on 6, 17 and 22 August. The Board of Visitors met in Washington on 11 August. The Deputy General Counsel of the Army visited on 16 August. Meanwhile, far-reaching actions related to the honor situation were being prepared for a major policy announcement by the Secretary of the Army.

Before the Nunn Subcommittee on 23 August, the Secretary announced three major decisions. First, a Special Commission on the United States Military Academy would be tasked to make an in-depth assessment of the honor situation and its underlying causes. Second, cadets found to have violated the honor code with regard to the electrical engineering examination would be separated but allowed to apply for readmission in the Spring of 1977. Others who would voluntarily admit to having violated the code in regard to the electrical engineering exam could come forward, resign, and also be eligible for readmission; the two-year active service obligation would be waived for all those separated as a result of EE 304 violations. The third decision would allow any cadet separated because of honor violations in the previous academic year to have his case reviewed for possible readmission. The Superintendent provided the background to the Secretary's decisions in an honor information letter sent to graduates, cadets, parents, and staff and faculty on 26 August:

The Secretary's objective in the actions was to do "substantial justice" in the EE 304 case given all of the facts and circumstances. It is a one-time action, clearly intended to be nonprecedential,

but designed to permit the individuals involved to make individual choices free of artificial pressures imposed by the service commitment.... The Secretary did not take his personal intervention lightly. In fact, the decision to intervene at all, given his deep commitment to the prerogatives of the Corps in these matters, was in itself a momentous decision. He believed that he could most effectively equalize the pressures from all sides which were becoming involved in the situation by intervening directly on a one-time basis. His intervention was intended, among other things, to allow the Military Academy to complete the mechanics of the solution unfettered by continued outside involvement from a multitude of sources.

The crisis seemed over. The 1977 Honor Committee had returned to the Military Academy on 18 August and was charting its plans for the new academic year. The implementation of the Secretary's plan was immediately undertaken. The revised regulation on resignations was promulgated the day of the Secretary's announcement; instructions to the Chairman of the Special Readmissions Committee and appointing orders were published the following day. The Secretary's Committee on USMA, chaired by Colonel (Retired) Frank Borman, was appointed on 9 September, and the last of the series of Boards of Officers that had begun in May was completed on 15 September.

But final resolution of the crisis was further prolonged. First came the hearings that began on 25 August before the House Armed Services Subcommittee, and then the delivery to the Honor Committee Chairman on 16 September of 159 affidavits prepared by 62 cadets and one officer. These documents, naming 937 individuals who had allegedly violated the honor code, sought to confirm that full justice was far from realized. Rather than re-evaluating the Secretary's policy, however, a systematic and exhaustive check of the allegations was undertaken.

Affidavits had been in the hands of respondents' counsel since at least 3 May. As early as 14 May the Chairman of the Honor Committee requested that they be forwarded for further investigation. Attempts by respondents' counsel to release the affidavits to the custody of high government officials were undertaken late in August; the Military Academy asked repeatedly that the affidavits be given to responsible officials for investigation. Once received, an elaborate tasking plan to process the many allegations expeditiously was implemented. A computer program known as HASTE (Honor Allegations Special Technical Evaluation) aided the proceeding by collating and printing on a single page the allegations

against each cadet named. A wealth of statistical information was also provided by HASTE.

Of the 937 individuals named in the affidavits, only 559 remained at the Military Academy in September 1976. Many had been separated, some had resigned, and many had been graduated. (Names of 192 graduates were forwarded to the Department of the Army for investigation.) Two hundred and twenty-eight were named without mention of a single specific violation that could be investigated. Many of the allegations had been heard by Boards of Officers; the 271 cases remaining were investigated by the Cadet Honor Committee. Largely because most affiants were either unwilling or unable to provide the specific information needed to substantiate the allegations, only one individual was referred to a hearing before a Full Honor Board. He was exonerated on 1 March 1977.

While the Borman Commission investigated the Military Academy and the honor situation, the Cadet Honor Committee was actively seeking resolution to problems that had been encountered in the crisis. On 9 November, the Corps adopted, by a vote of 86 percent, new procedures that provided increased due process beginning with preliminary investigations that included participation in honor proceedings by all classes and by members of the Corps at large, that changed the minimum requirement for a guilty finding from a unanimous vote to a 10-2 vote, and that added three lawyers (a legal advisor, a defense counsel, and a government recorder) as participants in the hearings. On 9 December, the Corps of Cadets disapproved a referendum that would have allowed the Honor Committee to recommend a punishment other than separation for those found to have violated the honor code. A two-thirds vote was determined to be necessary to approve the change; 66.08 percent of the Corps voted in favor of the proposal.

On 14 December, the Secretary of the Army approved a "clean slate" policy for cadets who were seeking readmission to the Military Academy in accordance with his 23 August announcement. The "clean slate" meant that every readmitted cadet would be forgiven for any honor violation that occurred prior to his separation.

The crisis was resolved. The honor code had withstood the scrutiny of the courts, the Congress, and the cadets themselves. When warranted procedural changes had been made by the Corps, by the Academic Board, and by the Superintendent.

## THE RAMIFICATIONS

On 15 December 1976, the Borman Commission submitted its findings. Their charter had been broad as the formal title of the commission suggested - the Special Commission on the United States Military Academy - and their findings thus went far beyond the immediate concerns of the EE 304 honor crisis.

Generally, the Commission found that the honor code was supported and treasured by most cadets, but they also found that the honor system, the means by which the code is taught, supervised, and enforced had become "grossly inadequate" by the Spring of 1976. In light of their findings, the Commission made 21 specific recommendations. Three of these recommendations dealt with the cadets implicated in EE 304, and five dealt with the honor code and honor system. The remaining 13 recommendations dealt with matters quite remote from the EE 304 incident and the honor code and system.

Following the issuance of the Borman Commission report, the Department of the Army meticulously reviewed the findings and recommendations. The Department of the Army response concurred with most of the findings of the Borman Commission, and in order to implement short-term actions, a DA USMA Immediate Actions Group was established. Thirty-two items, grouped into five major categories; academic, military, support, command, and environment, were included in the Short Term Actions. The last of the 32 items was a proposal to create three study groups made up of individuals external to USMA with a general officer chairing each of the groups. The Academic Study Group was tasked to examine the academic curriculum and ethics/professionalism as a course for cadet study. The Military Study Group was tasked to examine military training, and the Environment Group was to examine such diverse items as cadet time, extracurricular activities, inculcation of the spirit of duty-honor-country, the disciplinary system, cadet rewards, cadet privileges, the Leadership Evaluation System, and the admissions procedures. The Military Study Group did the majority of the substantive work in the area of honor. Their recommendations relative to honor matters at West Point were briefed to the Chief of Staff of the Army on 15 April 1977; the fundamental role of honor at the Academy was again strongly supported. Furthermore, issues pertinent to the administration of the honor code were generally referred to the Academy for action. Recommendations on subjects other than honor and from the other study groups were to be acted upon in sufficient time for initial implementation in AY 1977-78. Because of the close liaison that existed between the DA Study Groups and offices at West Point, study group recommendations and implementing activities at USMA were often

closely intertwined. The final analysis of the DA Study Groups' recommendations and their ramification will be discussed in subsequent annual reports.

One of the more immediate and significant consequences of the Borman Report and the DA response was that external criticism was quelled, the Department of the Army had demonstrated that it was willing and capable of taking those actions necessary to deal fairly with the individuals concerned and with the institutional values.

A highly significant and far-reaching ramification of the honor crisis occurred on 20 January 1977 when the Secretary of the Army changed USMA regulations to read that a "cadet who violates the Cadet Honor Code shall normally be separated from the Military Academy." The addition of the word "normally" gave the Superintendent greater latitude in his dealings with honor cases and the opportunity to deal more justly with exceptional cases.

Other ramifications of the honor crisis involved the Naval and Air Force Academies as well as the Military Academy. For example, the Department of Defense Committee on Excellence in Education directed that a study be made of the possibility of developing a greater degree of uniformity among the various academies' honor codes and systems. Representatives from USMA, USNA, and USAFA forwarded conclusions and recommendations to the Department of Defense in March 1977. The greatest divergence in the academies' honor codes concerned the non-toleration clause. On 23 February 1977, a committee of officers and cadets at the Military Academy was appointed to study this clause in particular. In its report to the Superintendent of May 1977, the committee reaffirmed the necessity of the non-toleration clause as currently defined.

The role played by counsel for the respondents also had long-term ramifications. The Military Academy's staff and faculty attended a presentation on the role of the defense counsel on 2 and 3 February. The separation of the Staff Judge Advocate office, which is primarily concerned with legal matters, from the Department of Law, which is primarily concerned with the teaching of law, was completed in preparation for the new academic year.

One of the perennial problems that resurfaced with the honor crisis was the question of cadet time. A Cadet Time Study Group was appointed, which recommended as one of the immediate solutions the reduction of formerly 80-minute classes to 60 minutes for AY 1977-78.

## CONCLUSIONS

The honor code has been reaffirmed as the keystone in the Military Academy's arch of values. In spite of the scrutiny and in spite of the criticism, the fundamental statement of the honor code has remained unchanged. Because of the scrutiny and because of the criticism, procedural lessons have been learned, and the honor system has been strengthened. The last of the EE 304 related court cases was resolved on 1 March. It, like the seven before it, and the numerous investigations, inquiries and studies, reaffirmed that the honor code and system are congruent with the concepts of justice administered throughout American society.

Ninety-eight cadets returned to the Corps pursuant to the Secretary of the Army's policy of 23 August 1976. Their reunion into the Corps served to remind everyone who holds honor dear that the strength of the honor code and honor system at West Point must come from within the Corps of Cadets. The authority and advice relative to the code and system that come from outside the Corps is intended to aid those charged with the just administration of the cadet code of honor, a code that should be the foundation of the professional soldier's code of honor. The honor crisis reaffirmed the value of the United States Military Academy as a national institution dedicated to the development of high quality character in its graduates.

## INTERCOLLEGIATE ATHLETIC PROGRAM

### OVERVIEW

The Office of the Director of Intercollegiate Athletics, a self-supporting organization, was first established in 1892 as an outgrowth of earlier promotional efforts in support of intercollegiate athletics at West Point. While adjustments in the organizational format have been initiated during the intervening years, its primary role remains to administer 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 as well as others on junior varsity and plebe levels; procuring and maintaining athletic equipment for those athletic teams; maintaining a large physical plant; and hiring a highly-skilled professional coaching staff. The program's objectives are to produce intercollegiate teams whose skill and desire represent the competitive traditions of the Military Academy, and to provide the means of self-support for the program.

An Athletic Board, comprised of 10 officers, advises the Superintendent on policy and operation pertaining to intercollegiate athletics. Prime sources of revenue to finance this broad program, which has an annual budget of more than two million dollars, come from ticket sales for football games and from television rights fees. 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.

Large crowds continue to view Army athletic contests, both at home and away. The attendance for football games averaged just under 30,000 for seven home dates, drew an average of 44,000 for three road games, and totaled more than 77,000 for the Navy game in Philadelphia. Overall, the cadets played before an average crowd of 37,500 for the 11-game schedule.

### THE STAFF

There was a major change in the organizational structure with the return in April of Major General Raymond P. Murphy, USA Retired, as Director of Intercollegiate Athletics. This marks the first time since 1959, and only the second time since 1922, that the position of Director has been held by an officer who is not on active duty. General Murphy first served as

Director from 1963-66 at a period when Army athletic teams enjoyed immense success.

Two first-year coaches were quick to make their presence felt. John Randolph, a veteran of nine seasons at William and Mary, guided the cross-country team to an improved 7-4 record, then coached the indoor track team to its first unbeaten season in eight years. He finished the year by guiding the outdoor track team to a 5-1 mark.

Lacrosse Coach Dick Edell also knew success in his first season at the Army helm, leading the cadet stickmen to an 8-3 finish while narrowly missing a berth in the National Collegiate Athletic Association (NCAA) championship playoffs. The final record was Army's best in lacrosse since 1972.

Mike Krzyzewski, second-year basketball coach, reaped the top individual award for coaches with his selection as District II and New York Metropolitan Coach of the Year. His credentials included a 20-8 season record and the first tournament championship ever achieved by an Army basketball team.

Two coaches with a composite 43 years of West Point tutelage retired. The first was wrestling Coach LeRoy Alitz, completing 23 seasons; the second, baseball and 150-pound coach, Eric Tipton, who contributed 16 Eastern League championships during his 20 years of service.

#### THE RECORD

Army's 22 varsity athletic teams produced the most successful season since the 1968-69 campaign, winning better than 64 percent of their athletic encounters during the 1976-77 academic year. Overall, the cadets were victorious 205 times, lost on 113 occasions and played to a tie three times for a winning percentage of .643. That percentage is the highest since Army teams combined to win nearly 75 percent of their athletic encounters in 1968-69.

Among the major sports, Army's basketball squad made the most dramatic turn-around under Coach Mike Krzyzewski. The cadets, 11-14 during Krzyzewski's first season, finished with a 20-8 mark this past winter, won their first basketball tournament in history -- the Vermont Classic -- and gained the Eastern College Athletic Conference (ECAC) Metropolitan Playoffs. It was only the fourth time in history that a cadet basketball squad has won 20 or more games in a season.

The hockey team, under Coach Jack Riley, posted a 22-6-1 mark and gained the semifinals of the ECAC Division II playoffs

for the second successive year. The 22 victories represent the most ever won in a single season at West Point, shattering the old mark of 20.

The golf team enjoyed similar success under Coach Paul J. Kirkegaard, posting an 18-1 mark while finishing fourth in the Eastern Intercollegiate Golf Association championships. Those 18 victories also are the most ever recorded by a cadet golf squad, eclipsing the old record of 14 wins which was set just last year.

There were two undefeated teams, the indoor track team and the 150-pound football squad, during the 1976-77 sports season. Under first-year Coach John Randolph the track team soared to a 9-0 mark, its first unblemished season since 1968-69. The lightweights were 6-0 and captured their 13th Eastern championship as an appropriate sendoff for retiring Coach Eric Tipton, who has been at the helm since the team was formed in 1957.

The lacrosse team, under first-year Coach Dick Edell, finished with an 8-3 record, their first winning effort since 1972. The gymnastics team, under Coach Ned Crossley, enjoyed similar success with a 12-2 record and a fourth place finish in the Eastern League while the pistol and rifle teams were 7-1 and 9-1 respectively.

Among individual achievements, Curt Alitz, a Second Classman, turned in a most outstanding performance in cross-country, indoor and outdoor track. His list of honors is almost endless, but is highlighted by All-American recognition during the fall, winter, and spring seasons. He was an All-American selection in cross-country, in the three-mile run during the indoor season, and the 10,000 meters during the outdoor campaign. During the fall he took first place in both the Heptagonal and IC4A cross-country championships. Alitz won the two mile in the Heps and the IC4A during the winter and finished fourth in the three mile at the NCAA championships.

During the spring the Army distance runner won the 10,000-meter run at the Penn Relays, the steeplechase and the 5,000-meter run at the Heps, finished second in the 5,000-meters at the IC4A championships, and was fourth in the 10,000-meters at the NCAA championships.

A teammate of Alitz', Second Classman Dave Wiener, also gained All-American honors this spring by finishing eighth in the hammer throw during the NCAA championships.

In hockey, First Classman Dave Rost was named a College Division All-American in addition to being named "Player of the Year"

in Division II of the ECAC and an All-East selection for the second straight year. He also eclipsed both season and career scoring records in hockey during 1976-77. Teammate Tom Garver was a second team All-East selection in Division II. The Army captain, a starting goalie for four years, set season and career records for saves. Gary Winton, Army's basketball captain, was an honorable mention All-American selected by the Associated Press. He was named to the All-ECAC team, the Metropolitan Basketball Writers All-Star team, and the NCAA District II All-Star team. Winton also was named the "Most Valuable Player" in the Birmingham and Vermont Classics, and shattered both the season and career records in scoring at West Point.

In football, Clennie Brundidge was named a second team All-American at tight end by United Press International (UPI). He also was a first team UPI All-East selection, All-ECAC, All-East selection by the New York Times and second team All-East selection by the Associated Press. Teammate Leamon Hall, who now holds 18 Army records for passing and total offense in game, season and career categories, was an All-East selection by UPI, the ECAC and the New York Times. He was a second team All-East selection by the Associated Press after helping the cadets post a 5-6 record. Curt Downs, an offensive guard, was an All-ECAC selection, while defensive end Chuck Schott was a second team All-East selection made by Associated Press.

First Classman Ted Kanamine, the most prolific scorer in Army swimming history, won two more Eastern Seaboard swimming titles during the winter season. He took top honors in the 200- and 400-yard individual medley events. As a Second Classman, Kanamine won the 200-yard individual medley and the 200-yard freestyle championships. He was the recipient of the Phil Moriarty Award both years, an award presented to the swimmer who accumulates the most points in individual events at the Easterns. He is the first Army swimmer to win four Eastern championships during his varsity career. Kanamine put the finishing touches on his outstanding career by receiving the Army Athletic Association Trophy for "most valuable service to athletics" at the Military Academy and the ECAC Merit Medal for excellence in athletics and scholarship. He is the second cadet in history to receive both major athletic awards since the ECAC Merit Medal was first awarded in 1959. Army All-American halfback and Heisman Trophy winner Pete Dawkins was the other cadet to win both honors.

In lacrosse, Second Classman Jose Olivero was named a second team All-American at the goalie position. Olivero allowed just 76 goals during the spring season while making 118 saves. Third Classman Scott Finlay, Army's leading scorer with 43 goals and 17 assists, was a third team All-American selection while

team captain Kevin Scherrer and defenseman Steve McManus received honorable mention recognition.

Eight members of Army's lightweight football team were selected to the Eastern Intercollegiate Lightweight Football League All-Star Team at the conclusion of the season. Those selected included offensive tackle Ken Miller, kicking specialist Fred Seeger, halfback Duncan Cameron, guard Phil Campbell, defensive tackle Nick Altomare, defensive end Bob Acker, linebacker George Mitroka and defensive back Bill Butler. It marked the second year in succession that Miller and Seeger gained Eastern All-Star recognition.

In golf, Second Classman Jeff Manley tied for runner-up honors in the Eastern Intercollegiate Golf Association championships held at West Point and received an invitation to compete in the NCAA golf championships, the first cadet to do so in four years. At the NCAA championships Manley failed to make the final cut at 54 holes, but nonetheless finished in a tie for fourth place among all of the Eastern golfers competing in the championships.

In skiing, five members of the Army squad were named to the Eastern Intercollegiate Ski Association Division II West All-Star squads selected by the league coaches. First team honors went to First Classmen Mike Hodges and Brad Zuehlke for ski jumping, while Fourth Classman Jim Arsenault was selected for cross-country competition. Second team honors went to Second Classman Mike Eidem for cross-country and Third Classman Erik Eriksen for ski jumping.

## PERSONNEL AND ADMINISTRATION

### ADJUTANT GENERAL DIVISION

New additions to the data processing services used in support of the installation were the Integrated Facilities System, the Army Medical Department Property Accounting System (AMEDDPAS), and the Vehicle Registration System. Program maintenance and enhancement of our command-unique system continued.

The Department of the Army Personnel Management Assistance System Team visited the Military Academy during the period 4-14 April 1977 to survey personnel service support provided to soldiers assigned to the Military Academy. At the conclusion of the visit, the team gave a rating of outstanding to the Military Personnel Office.

On 21 April 1977, the Chief of Staff of the Army presented the Fiscal Year (FY) 76 Department of the Army Reenlistment Award to USMA. West Point exceeded the DA goal for first term soldiers and careerists by attaining a cumulative average of 110.7 percent.

The 1977 Army Emergency Relief Fund Campaign was conducted during the period 11 April through 13 May. The 1977 campaign exceeded the 1976 campaign by \$2,945, with 5,189 persons contributing \$25,035. The 1977 Combined Federal Campaign was conducted 12 October through 19 November 1976. This campaign again surpassed all previous Combined Federal Campaigns with \$119,991.15 donated.

In conjunction with its celebration of Armed Forces Day on 14 May, the Military Academy conducted its third annual Retiree Open House. Three hundred retirees and their guests attended the scheduled events.

The Micrographics Production Area became operational on 5 May 1976 under the jurisdiction of the Adjutant General. Accomplishments during AY 1976-77 included the microfilming of the Pointer View for the years 1946 through 1976, 70 historical scrapbooks for the special collections section of the USMA Library, and the civilian pay records and retirement records for the New York Army National Guard. Approval has been received and work started to microfilm the Department of Physics course publications, cadet personnel folders for the years 1970 through 1978, and general administrative files for the years 1959 through 1962.

The Awards Convocation for the Class of 1977 was held on 7 June. Seventy-seven cadets were recognized for their outstanding achievement in academic, military, extracurricular, and athletic endeavors. On 8 June, Secretary of the Army Clifford L. Alexander, Jr. delivered the address to the graduation class on The Plain.

#### CIVILIAN PERSONNEL DIVISION

During AY 1976-77, the Civilian Personnel Officer concentrated on restructuring the Civilian Personnel Office. With the concurrence of DA, an experimental office structure was developed which is better suited to the mission needs of the Military Academy. The rationale behind the reorganization is being prepared to forward to DA for possible implementation at other Army activities. The organizational changes attributed greatly to the accomplishments of the Civilian Personnel Office and were also a factor in the Civilian Personnel Officer receiving the William H. Kushnick Award for his significant achievements in the field of civilian personnel administration.

During AY 1976-77, the disciplinary actions rate at USMA continued to decline from 7.9 per thousand employees at the beginning of the academic year to 6.8 per thousand employees at the present time. This decline was attributed to the comprehensive counseling program which operated in recognized "problem" areas on post such as the Cadet Mess. Based on the principles of Reality Therapy, the purpose of the counseling program is twofold: to provide direct assistance to employees with personal or more directly job-related problems which interfere with acceptable performance/attendance, and to advise supervisors on how to better assist such employees.

In AY 1976-77, ten grievances proceeded to at least the second step of the DA grievance procedure. However, this figure represented only 3.6 actions per thousand employees. This was indicative of management's ability to satisfactorily resolve employees' problems informally and the overall satisfaction of USMA's civilian employees. Six of the ten grievances were forwarded to the United States Army Civilian Appellate Review Agency for investigation, with the Military Academy's position being sustained on four. Final reports are still pending on two of the grievances. Such findings indicate that management decisions, even those causing dissatisfaction among some employees, have been in full accord with the directives of DA and the United States Civil Service Commission (USCSC).

The emphasis on improving communications among USMA management, employees, and the Civilian Personnel Division took a

giant step forward during AY 1976-77. The first four "Quarterly Reports to Management," which provided a narrative summary of many of the recurring personnel problems faced by managers and supervisors with suggested solutions, were well received. Numerous charts and statistics provided helpful information to assist the manager in determining "where he stood" in relation to other branches or divisions in such areas as disciplinary actions, sick leave usage, incentive awards, participation in the suggestion program, and recruitment lag.

The first printing of the new "Supervisors Guide to Effective Civilian Personnel Administration" was completed in April and distributed to all supervisors in the first week of May 1977. This handbook, published in loose-leaf form for easy updating, presents the basic policies, procedures, and guidelines on important areas of Civilian Personnel Administration in an easily understood question and answer format. It is pleasing to note that the handbook is being adopted by other agencies and commands.

Once again, the Corps of Cadets displayed its appreciation for the efforts and achievements of West Point's civilian employees by conducting a review in their honor. Employees who were recipients of Outstanding ratings, cash performance awards, or adopted suggestions of \$100 or more during FY 1976 were invited to be seated in the Superintendent's box. Two special guests, Mr. Raymond Jacobson, Executive Director, USCSC, and Mr. Frederic Newman, Deputy Director for Civilian Personnel, DA, were also invited to the review. West Point hosted a regional civilian personnel officers conference which eight civilian personnel officers from nearby Army installations attended. Since the conference was during the same week as the cadet review, all the visiting civilian personnel officers as well as the two special dignitaries from Washington were invited to view the review from the Superintendent's box. Three newly established awards were presented at the review. One award recognized the most outstanding "Supervisor of the Year," another recognized achievements in the area of Equal Employment Opportunity, and the third award honored three employees (categorized by length of service) who have set examples for their co-workers in conserving their sick leave credits. Sixteen civilians, elected by their co-workers and representing a different major activity, nonappropriated fund instrumentality, or tenant organization at West Point or Stewart Army Subpost (STAS) were also a part of the reviewing party.

A contract was negotiated with the International Association of Fire Fighters, Local F-7, and signed by the Superintendent on 30 November 1976. Although this union has been at USMA

since the early 1940's, this is the first negotiated agreement. The West Point School Teachers Association, formed in 1976, requested USMA to begin negotiations on an agreement. The current contract with the American Federation of Government Employees, Local 2367, expired on 28 November 1976, but was extended by mutual consent pending negotiation of a new contract. Contract negotiations have proceeded routinely since February 1977. Conclusion of negotiations is anticipated prior to the end of the summer.

The Military Academy attained the DA goal of 100 percent authorized strength at the end of the fiscal year. Continuation of full-time permanent strength was maintained at 99 percent through the first three quarters of FY 77. This was accomplished in spite of the locally imposed hiring policy concerning the potential contracting of STAS. Since 2 December 1976, 71 positions have been filled on a temporary basis in order to stockpile vacant positions which could be offered to employees impacted by the possible contracting of STAS. As a result of this hiring policy, no permanent employees will be separated from the rolls if STAS is contracted out on 29 September 1977.

In a continuing effort to improve the quality and quantity of applicants referred to managers, actions have been initiated to obtain local recruitment authority from the New York Region of the United States Civil Service Commission for entry level positions. Efforts to date have been unsuccessful; however, approval has been requested through DA channels to the central office of the Commission.

Additionally a revised Merit Promotion Plan was implemented in March. This revision allowed flexibility not used in the past while still conforming to current DA and USCSC regulatory requirements. Because of the many changes in the revised plan, orientation sessions were conducted for the civilian work force.

An Advanced Personnel Management Workshop for supervisors has been developed and implemented. To date 90 supervisors who had the Basic Supervisory Course have attended this course which provided 40 additional hours of training. It was designed to teach in actual work situations the application of fundamental concepts of supervision which were introduced during the Basic Personnel Management Workshop for Supervisors. This advanced course of 40 hours will be regularly scheduled until all supervisors have attended. The Executive Development (Management) Program has received added impetus through the granting of additional funds. In order to obtain maximum dollar value, courses were conducted at the Military Academy by the Kepner-Tregoe Organization and the State University of

New York. Additionally 41 mid-level managers or potential managers attended specialized management courses, seminars, or conferences at various locations throughout the United States.

#### EQUAL EMPLOYMENT OPPORTUNITY

In AY 1976-77 the Equal Employment Opportunity (EEO) program was increased in visibility and effectiveness by the acceleration of activity within the USMA EEO Advisory Council. Topics selected for regular meetings are those serving the best interest of the community, the work force, and the Military Academy.

With the revision of the Federal Women's Program and the Spanish Speaking Program Committees, increased interest in those areas has also been notable.

During this period 91 percent of registered EEO complaints were resolved at the informal level. The nine percent formal complaint figure is one of the lowest within DA.

#### 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. Literature was 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 30 training groups, 240 individual/small group consultations, and increased services in response to direct requests. As indicated by the increasing number of self and command referrals, the overall trend shows a growing social awareness of these human resources development issues.

The Equal Opportunity Awareness Branch conducted 26 seminars for 954 soldiers, cadets, and civilian personnel who received 12 hours of guided group discussion in race relations and institutional sexism. National Hispanic Heritage Week, Dr. Martin Luther King, Jr.'s commemorative birthday, and National Black History Week were celebrated. Additionally, on 10 February 1977, USMA recognized the 100th anniversary of the first black graduate, Henry O. Flipper. On 3 May 1977, a bust of Lieutenant Flipper was dedicated and is permanently displayed in the USMA Library.

Army Education Center programs, services and participation expanded considerably at West Point and Stewart Army Subpost.

There was a total of 2,860 enrollments by 427 military personnel in academic group study courses. Sixty-three tutorial courses were completed by USMA Band members. Six hundred eight military personnel utilized the military occupational specialty library. Seven hundred thirty-four tests were administered and 2,440 counseling sessions were completed. Ten military personnel received associate degrees, 13 received baccalaureate degrees, 47 received master's degrees, and 7 received doctorates.

The Army Community Service extended assistance to more than 6,000 active duty and retired military members, their families, unaccompanied "waiting wives," widows, and USMA cadets. An average of 49 volunteers contributed 3,760 hours of service during the year at West Point and Stewart Army Subpost. Continuing services such as the loan closet, The Pointerette, post information libraries, emergency services, consumer concerns, budget counseling, Santa Claus shop, baby-sitting clinic, citizenship classes, and English classes were provided. An adoption group consisting of 29 families was established. The group is focusing on assisting those who wish to adopt children as well as simplifying and shortening the adoption process.

Implementation of the Skill Qualification Test (SQT) Program began at USMA with the establishment of an SQT Branch of the Personnel Services Division in April 1977. The SQT Branch is responsible for the administration of the SQT program and all other personnel testing services.

The West Point Elementary School was in session from 30 August 1976 to 9 June 1977. High enrollment for the year reached 816 with the average daily attendance being 799. Seventy-two eighth grade students were graduated. Standardized test results indicated that, as a group, the students were well above average in intellectual ability and were achieving at a level commensurate with their ability. A learning disability program, a fine arts assembly program, and a new science program in grades kindergarten through six were among new programs for the year.

#### POST CHAPLAIN DIVISION

The Post Chaplain Division identified four significant goals for the year: to foster the living and working together of persons in joy, concern, learning and sharing; to promote and support personal and family growth and enrichment; to build a community of faith at West Point that encompasses all the Chapel families; and to provide programs of professional and personal enrichment to members of the West Point community.

Various programs were developed in order to achieve the above goals and were presented throughout the year to the community of faith and to the total West Point community. The response was enthusiastic. Among the various programs were counseling services for individuals, married couples, families, and engaged couples, and Marriage Enrichment Weekends which dealt with communication in marriage, sexuality, and spiritual life. Dr. George Pettit, a graduate of Master's and Johnsons, gave a most interesting presentation on Sex in Marriage and has agreed to return for future programs. Parent Effectiveness Training, a course designed by Dr. Thomas Gordon to teach parents how to communicate more effectively, is an eight-week course which has been conducted eight times during the past two years here and at Stewart Army Subpost. A seminar in Value Clarification was presented to the women and the youth of the Chapel on a continuing basis. It is designed to make individuals aware of their own goals and values in life and in particular in families in a world of multiple value systems and pressures. Another program, TA for Christians, is based on transactional analysis and instructs the participants on how to identify the quality of their relationships and transactions. This program is stressed with engaged couples and suggested as a communication framework within their marriages. The Personal Effectiveness Training was presented as a human relations enrichment program, while special emphasis was made on using the skills learned in enriching the marriage and family relationship. Of the other special programs held periodically throughout the year, the most significant was a two-day seminar with Dr. James Dobson, author of What Wives Wish Their Husbands Knew About Women.

#### PROVOST MARSHAL DIVISION

There were 1,713 incidents reported during AY 1976-77, of which 305 were traffic accidents. The total number of incidents represents an increase of 29 percent compared to AY 1976-76. There were 261 USMA academic, athletic, and other events supported by military police. Other major activities included providing honors for 116 military funerals, (48 on-post and 68 off-post); standardization of operations plans dealing with traffic control, crowd control, and security responsibilities associated with home football games and other recurring events; an exhaustive survey and analysis of larcenies in the Central Area (Cadet Barracks) which enabled USCC to upgrade its physical security and crime prevention posture, and the completion of 53 physical security inspections. In conjunction with the USMA Staff Judge Advocate and the Office of the New York District Corps of Engineers, the Provost Marshal Division concluded a special study which

resulted in the clarification of jurisdictional boundaries on the West Point Military Reservation. During the summer of 1976, the Military Police Detachment at STAS became part of the 5th Platoon. Additionally, on 18 April 1977, the Provost Marshal Division initiated the automation of the Vehicle Registration System under Military Police Management Information System. The process was fully operational on 1 June 1977.

The 310th Military Police Battalion, U.S. Army Reserve and the 42nd Military Police Company, New York National Guard provided augmentation of approximately 100 military policemen for each of the seven home football games. In coordination with the USMA Reserve Affairs Advisor, the USMA Provost Marshal initiated a program to expand the utilization of Reserve Component Military Police personnel with their Regular Army counterparts for site support missions and pre-duty training at West Point. In addition to providing personnel for traffic control during home football games, Reserve Component units frequently provided personnel for military police patrols, and for year-round special events (including Fine Arts Forum and Dialectic Society presentations at Eisenhower Hall, Alumni activities, and Plebe Parent Weekend). Utilization of Active Army and Reserve Component Military Police personnel to meet the diverse support requirements of West Point has proved beneficial in upgrading the level of training of Reserve Component units, improving regular Army-Reserves relations, and enhancing the One Army concept.

The Criminal Investigations Division agents or Military Police investigators investigated 545 incidents. These included 12 crimes of violence, 509 crimes against property, and 24 drug offenses. Investigative personnel also performed nine personal security missions.

#### RECREATION SERVICES DIVISION

In a continuing effort to improve and increase services to patrons, Recreation Services Division acquired new equipment and completed a number of improvements to existing facilities and recreational programs.

Some of the more noteworthy equipment acquisitions were: 10 pop-up camping trailers, three hardside camping trailers and additional tents, sleeping bags, and other camping equipment for the camping rental program; a new electrical automobile lift for the West Point Crafts Shop; two ceramic kilns, a planer and 100 new molds for the Crafts Shop at STAS; a video beam widescreen television and two electronic games for the West Point Recreation Center; 106 art prints for loan through the Recreation Services Library; and four pickup trucks and a dump truck for use in the golf course, outdoor recreation and other programs.

Improvements to facilities included refurbishment of five mobile home rental units and improvement of the septic system at the Round Pond Recreation Area; improvement of the ski slope drainage; establishment of a golf driving range on the ski slope for use during the summer season; relocation of the Youth Activities Center; installation of kitchen equipment and various building improvements at the West Point Youth Camp at Lake Frederick; the relocation of the Auto Crafts Shop at STAS to a larger facility; renovation of the picnic area and various improvements to athletic fields at STAS; and construction of a wheel ramp for disabled veterans and installation of a curtain in the Stewart Gymnasium to permit multiple group use of the gym.

The Youth Activities program was revised at the beginning of the academic year to provide three separate sessions for various instructional programs. This new program format provided greater flexibility for participants' selection of activities, lower cost to patrons, simplified administration, and increased participation. In December, Youth Activities sponsored Christmas tree sales on the post which served approximately 1,200 families at both West Point and STAS and netted profits of approximately \$1,000 to Youth Activities budget. In June 1977, a family plan for Youth Activities program fees was initiated which will reduce program costs, particularly for larger families, and will serve to encourage more participation.

This year West Point hosted the Army wrestling trials during the period 11 February - 10 April, which produced the All-Army Wrestling Team that won the Interservice Wrestling Championships. Team members also placed in the National American Athletic Union Wrestling Finals. Specialist Brendt Noon and Floyd Winters, both of West Point, placed second and fifth in the 180- and 220-pound Greco-Roman classes, respectively.

The Recreation Services Libraries at West Point and Stewart Army Subpost conducted storybook hours for pre-school children throughout the year and will provide the Great Books Discussion Program for children at West Point during the summer of 1977. The women's athletic program was expanded to include women's basketball and consisted of six teams. At the end of the season, an interpost tournament was conducted involving women's teams from West Point, Fort Devens, and Fort Monmouth.

The significant accomplishment within the outdoor recreation program was establishment of Recreation Services as the proponent agency for hunting and fishing programs on the installation. With the publication of a new regulation on these programs, Recreation Services assumed responsibility for the administrative aspects of these programs, established a system

for issuing of permits and expanded eligibility criteria for personnel to participate. A hunt control center was established and operated by Recreation Services at Camp Buckner during the period 22 November - 14 December 1976 which provided a means of coordinating and controlling the hunting program. In cooperation with New York State authorities, the 1976 hunting program included special party permits for the taking of antlerless deer from the reservation.

#### INSTALLATION CLUB MANAGEMENT DIVISION

The management goal of improving the financial posture as well as the quality of service offered members was achieved for the third straight year with a net income of \$110,000. The financial gains during these last three years enabled the club system to overcome losses experienced previously and to embark upon a capital expenditure program of facility improvements. Utilizing funds generated through operating profits, an interior refurbishing of the West Point Army Mess was accomplished, which included the installation of new carpeting and drapes, the painting of interior walls, and the installation of new wall coverings to include a wood-block scenic mural of a Review at West Point in 1834. In addition, \$30,000 of appropriated fund kitchen equipment was installed in both the West Point Army Mess and the STAS Officers' Club. These improvements in the kitchen and public areas have been geared to enable club management to provide improved services in an improved atmosphere. The West Point NCO Club Branch paid off an outstanding loan of \$29,000 ahead of schedule as a result of its improved financial posture.

The Officers' and the NCO Club Branches have deposited \$115,000 in the Army Central Mess Fund during this past year.

## OPERATIONS

### BICENTENNIAL PROGRAM

The Bicentennial Program at the Military Academy was educational in character, and its basic thrust was historical. The program was designed to give the members of the West Point community, citizens of surrounding communities, and visitors a better understanding of the role played by West Point, the Hudson Highlands, and the Army in the American Revolution. While focusing on many local and regional events to take advantage of West Point's rich heritage, the program related local experiences to the history of the Hudson Highlands and, where possible, to other areas of the nation.

The Superintendent approved the basic program on 19 April 1973. Shortly thereafter, Lieutenant Colonel John H. Bradley, Department of History, was selected to become the Director of Bicentennial Activities at the Military Academy. He assumed his duties on 1 August 1973 as a member of the Office of the Deputy Chief of Staff for Operations and Security, and immediately began to implement the approved Bicentennial Program. From that date until 15 June 1977, he controlled, coordinated, and directed Bicentennial activities at the Military Academy under the staff supervision of the Deputy Chief of Staff for Operations and Security and the general supervision of the West Point American Revolution Bicentennial Committee. With his departure and the completion of nearly all of the planned projects, the Bicentennial Program has been terminated, and the small projects or activities which remain will be completed under the general supervision of the West Point Museum and Memorialization Board.

There were 31 Bicentennial projects. Most were developed in 1973 and 1974, and were completed in 1975 and 1976. Three of these stood out among the others: the partial restoration of Fort Putnam; the Lecture Series and Symposium on the American Revolutionary War; and the commemoration of the 200th anniversary of American Independence. Fort Putnam, one of West Point's Revolutionary War fortifications, now stands as a center for the interpretation of the military history of West Point and the Hudson Highlands during the American Revolution. It was opened to the public on 4 July 1976, and was reopened for the 1977 season on 1 May. The Lecture Series and Symposium, the Military Academy's largest educational project, was completed in April 1976. It brought together many distinguished American and British scholars who developed new insights into the history of the American Revolution. Its record will be published. The celebration of the Fourth of July in 1976

brought about 14,000 people to West Point where special demonstrations and displays commemorated the Declaration of Independence.

Other Bicentennial projects included: the partial restoration of Redoubt #4, a historic fortification dating from 1779; the manufacture of a West Point Bicentennial Medallion; the production of a multi-media program entitled "A Key to the Continent," which covered West Point's Revolutionary War history; the hosting of a Bicentennial Youth Debate; the sponsoring of a special Girl Scout Bicentennial Program which involved scouts from surrounding communities; exhibitions and demonstrations by Revolutionary War historical units at Fort Putnam; a large museum display; special library projects; an extensive speakers' program; and the commemoration of the 200th Birthday of the United States Army on 14 June 1975.

The Military Academy's Bicentennial Program was a substantial achievement. Complete records of it will be filed in the Special Collections Division of the Military Academy Library. The legacies of the program should insure that those who serve and visit West Point will have a better perspective of West Point, the Hudson Highlands, and the American Army.

#### RANGE OPERATIONS

The Range Control operations and maintenance functions increased threefold during AY 1976-77. The use of the 15,000-acre range and training area complex is expected to increase further during AY 1977-78. Maintenance efforts were totally successful following one of the most severe winter periods in recent years. The new hand grenade range received wide use, while the planning for the live overhead fire attack course was curtailed pending investigative efforts by Training and Doctrine Command concerning the propriety of such training. Planning continued for new locations for 81mm firing and the USMA pistol range. Summer training 1977 will involve increased use of the range facilities because of the addition of claymore mine training and familiarization.

#### WEST POINT MUSEUM ACTIVITIES

The West Point Museum continued to supplement cadet academic and military instruction through the operation of a Museum of Arms and Military History, to support the traditions and heritage of the United States Military Academy by maintaining exhibits and works of art in Post and public buildings, and to operate 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 Reserve Officer Training Corps Workshop, the Museum Staff gave a total of 151 lectures on the evolution of weapons from the stone age to modern weapons systems. The lectures were given at the Museum or at Camp Buckner, utilizing the Museum's large collection of weapons. A total of 75 academic displays were also prepared in support of European and American military, social, and political history.

Special lecture classes for cadets were conducted in the Museum by officers from the Department of History and the Spanish, Portuguese and Russian sections of the Department of Foreign Languages.

A special exhibition room was completed. The gallery will be used to exhibit portions of the Museum's Collections that otherwise could not be shown, as well as to display rare collections loaned by other Museums and individual collectors. The inaugural exhibition consisted of an exhibition of Samurai swords loaned by David E.J. Pepin, Grant Park, Illinois.

The Museum continued its Internship Program with students from Empire State College and Ladycliff College.

During the AY 1976-77, a total of 490 objects were catalogued. Outstanding among the 1977 acquisitions was a World War II Jeep restored to working condition as a cadet project under the supervision of the Department of Engineering.

During AY 1976-77, the Museum answered a total of 1,051 reference letters pertaining to the Museum's Collections. Forty-two tours of guests of the Superintendent were given by the Museum Staff. Museum attendance for AY 1976-77 was 323,346.

Loans were made to the following institutions: The Hudson River Museum, Yonkers; The Albany Institute of History and Art; and Cummer Gallery of Art, Jacksonville, Florida. In addition, a total of 2,414 objects in the Museum Collections were loaned to officers, cadets, museums and other individuals.

#### ALUMNI AFFAIRS AND GIFTS PROGRAM ACTIVITIES

The Alumni Affairs and Gifts Program Division was responsible for planning, coordinating, and implementing the 1976 Thayer Award Ceremony, 1976 Homecoming Program, Founders Day 1977, the Class of 1877 Centennial Reunion, alumni events during June Week 1977, and all other alumni programs. The Division also administered the Military Academy's Gift Program involving receiving of donations; recognizing of donors; developing

donor programs; and initiating, supervising, and insuring the successful 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. The cash balance of the West Point Fund increased markedly during AY 1976-77. It rose from \$754,734.19 at the outset of the academic year to \$1,537,870.46 on Graduation Day. This rise of 104 percent represents the largest single year increase in the 15-year history of the fund.

Likewise, the number of USMA classes holding accounts with the West Point Fund has increased from 44 to 56 with a corresponding increase in the dollar value of these accounts from \$391,041.17 to \$466,571.74. All of these monies must eventually be used for programs or projects that benefit the Military Academy and the Corps of Cadets.

Major West Point Fund projects initiated or completed during the past year were: installation of artificial turf in Michie Stadium; establishment of the Memory Book Corner in the USMA Library by the Class of 1927; decoration and furnishing of the Regimental Room in the Cadet Mess by the Class of 1937; dedication of garden, fountain, and walkways project by the Class of 1942; refurbishment and decoration of the Railroad Station by the Class of 1947; and placement of replicas of 14 Revolutionary War artillery pieces in Fort Putnam by the Class of 1952.

#### 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 35,000 graduates of the Military Academy and addresses of more than 25,000 living graduates were maintained for use by the Association and the Academy. 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.

In addition to its primary functions, the Association supported the Military Academy in planning and implementing USMA alumni activities, including the 1976 Thayer Award Ceremonies, the 1976 Homecoming Program, the 1977 Founders Day activities, and the 1977 June Week alumni reunions.

## USMA BAND ACTIVITIES

The four musical elements of the USMA Band (Concert Band, Stage Band, Field Music, and Marching Band) were heavily utilized during the period AY 1976-77. The Concert Band performed on 9 July 1976 for Queen Elizabeth II during her state visit to the United States in observance of the Bicentennial. On 20 April 1977, the 200th anniversary of New York State was supported by the Concert Band in a special concert and state ceremony in Albany. The USMA Concert and Stage Bands played many concerts in the surrounding areas of New York and in northern New Jersey, and performed the Summer and Winter Concert Series at Trophy Point and Eisenhower Hall. The Stage Band also played for the Freedom Train on 21 August 1976 in Port Newark. The Field Music Detachment ("Hellcats") continued their extensive support of the Corps of Cadets through the whole year. A unique highlight of AY 1976-77 was the Hellcats' performance for the dining-in for Latin American cadets on 11 August 1976. The Marching Band was also exceptionally busy performing at special Bicentennial celebrations throughout the multi-state metropolitan area. Other highlights of the year included: the Columbus Day Parade in New York City on 11 October 1976; the Massing of the Colors Ceremony on 17 October 1976 in New York City; the Inaugural Parade on 20 January 1977 in Washington, D.C.; and the recording of the second "Heritage of the March" series. These events were in addition to regular support of the United States Corps of Cadets for parades, formations, and athletic events, as well as support for special events such as the "farewell" review for Secretary of the Army Hoffmann, the change-of-command for Generals Berry and Goodpaster, and various holiday ceremonies.

## AVIATION ACTIVITIES

The 2d Aviation Detachment, USMA, completing the period with 1,300 flying hours and a new total of 14,300 accident/incident free flying hours, received every DA safety award for a unit of its size. The detachment was issued a C-12 aircraft in April.

## LOGISTICS

### Audio Visual Systems Division

A detailed study of the Audio Visual Systems Division was conducted by the Deputy Chief of Staff for Logistics and the Civilian Personnel Division on civilian positions with the result that seven civilians received promotions and job descriptions were updated to better reflect the work that personnel were doing. The production of a recruiting film, "After West Point," was completed. The film was made by a commercial contractor; however, considerable photography was provided by the Photographic Support Branch. This branch provided motion picture documentation of Cadet Basic Training, with emphasis on how the women cadets performed. Ten minutes of this film was selected for briefings in Washington, D.C., at USMA, and for Founder's Day presentations to show how the women were being integrated into the Corps of Cadets. Because of increased workload, two additional civilian and one military position were authorized in this branch. The Electronic Support Branch designed the expansion of the post cable television system for use with the Command Information program. Expansion of the cable has started and will be completed next year. Included in this plan was the use of telephone cable to Stewart Army Subpost for transmission of the cadet radio station (WKDT) signal to the housing areas that are on the cable television system. The function of multi-media playback was transferred from the Instruction Support and Information Systems Division to the Audio Visual Support Branch for better alignment of functions. In Graphic Aids Support Branch, two military spaces were converted to civilian positions to provide a more stable work force. Training Devices Support Branch had four positions reclassified as model makers, and a study will be requested to rejustify the two positions that are scheduled to be reduced through attrition.

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

Responsibility for the installation of all telephone equipment and supporting facilities for Keller Army Hospital has been transferred from the United States Army Communications Electronics Engineering and Installation Agency to the USACC Detachment, USMA. The transfer of responsibility was the result of a proposal by this Detachment. Supplies are on hand and actual work has begun and is expected to proceed on schedule with cost savings estimated to be \$25,000. Action has been initiated to engineer, procure, and install

a hospital radio network which will connect Keller Army Hospital with its MEDDAC facilities at Stewart Army Subpost and also interface with the Orange County and New York State Emergency Medical Radio System. Completion date is undetermined at this time; however, provisions have been incorporated into this action for local purchase and installation for expediency. Installation of telephone facilities into the recently renovated gymnasium was completed to include an updated telephone system for the Office of Physical Education. Installation of an overhead telephone cable through the Stony Lonesome ammunition storage area in support of the Joint Services Interior Intrusion Detection System (JSIIDS) was completed. Switching equipment was installed and activated in the West Point dial central office by the U.S. Army Communications Electronics Engineering Installation Agency personnel as part of the Traffic Usage Recorder Program. This equipment will permit the selective sampling of traffic patterns within the dial central office. The data derived from these samplings can be used to make necessary reconfigurations within the dial central office, thus providing an improved grade of service to the West Point telephone user. Preparations have continued for the relocation of telecommunications center (TCC) facilities from Stewart Army Subpost to West Point with completion planned for October 1977. In addition, two military positions within the TCC have been identified for civilianization. Action has been initiated with the local Civilian Personnel Division for recruitment. Final conversion is expected in 1st Quarter, FY 78.

#### HOUSING DIVISION

Housing Division's significant fund commitments for the AY 1976-77 program for maintenance and repair projects included the following:

Minor Construction MCA:

2 ea platform tennis courts USMA (Gray Ghost Area)	\$19,800
1 ea platform tennis courts STAS	9,900
40 ea trash can enclosures USMA	26,500
Metering electrical service, Stony Lonesome, USMA	5,400

Maintenance & Repair FHMA M&R:

Interior painting 222/137 units USMA/STAS	\$169,861/\$54,280
Refinish wood floors 135/82 units USMA/STAS	\$ 51,052/\$32,442
Replace linoleum floors 319/229 units USMA/STAS	\$ 90,463/\$78,621
Window replacement Old & New Doubles Lee Area USMA	\$289,350
Bathroom rehab New Brick & Gray Ghost USMA	\$ 89,500
Replace wooden doors/windows 86 units USMA	\$ 31,600
Repair front & rear porches, STAS	\$136,750
Replace kitchen cabinets, countertops bathroom lavatories & vanities 140 units USMA	\$167,200
Landscaping, tree and shrub installa- tion USMA	\$ 66,000

Bachelor Housing Furnishings Management:

Modernization of rehabilitated barracks \$ 29,000  
and dayrooms

PURCHASE AND CONTRACT DIVISION

Sixth Annual DOD Procurement Research Symposium

The Army was requested by the Office of the Assistant Secretary of Defense (Installations & Logistics) to take its turn in 1977 in conducting the Annual DOD Procurement Research Symposium. Each year the symposium has been rotated between the Army, Navy and Air Force. In 1975, the Air Force held the symposium at the U.S. Air Force Academy, Colorado Springs, Colorado, and last year the Navy hosted the meeting at the Naval Postgraduate School, Monterey, California. Previous Army hosting was done at the Army Logistics Management Center, Fort Lee, Virginia. In keeping with the stature afforded to the symposia by the sister services and the request of the Office of the Assistant

Secretary of Defense (Installations and Logistics), USMA was the site of the sixth annual DOD Procurement Research Symposium from 22-24 June 1977.

The Symposium was attended by 185 senior procurement and materiel acquisition experts, high level executive department officials, and representatives from the Office of Federal Procurement Policy, civil agencies, and universities. Grades and ranks ranged from GS-13 through super-grades and general officers.

Topics for discussion at the Symposium consisted of the following:

- a. Cost Growth.
- b. Estimating, Pricing and Negotiating.
- c. Procurement Research History, Progress, and Opportunities.
- d. Source Selection.
- e. Expanded Areas of Contracting.
- f. Procurement Productivity and Efficiency.
- g. Industrial Procurement Research: Uses and Expectations.
- h. Dimensions and Modes of Procurement Research.
- i. Systems Acquisition.
- j. Procurement and Acquisition Planning.
- k. The Payoff of Procurement Professionalism.

#### SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to provide laundry and dry cleaning, property control, self service supply center, clothing sales store, food advisor, and memorial and mortuary services to all eligible military and civilian personnel and organizations within the USMA area of responsibility. Commissary operations are no longer a mission of the Division but do fall within its general staff supervision.

Among the internal management goals of the activity during AY 1976/77 were the reducing of operating expenses, reduced manpower authorization where productivity and performance

effectiveness were below acceptable standards, maximizing use of DA Quick Return on Investment Program (QRIP), and operating without a loss in laundry and dry cleaning operations. All of these goals had been achieved at the conclusion of the academic year. As a result of internal manpower and position review in conjunction with the application of the DA QRIP and consequent installation of labor saving equipment in the laundry plant, three permanent spaces were eliminated. The mission to provide cadet laundry pickup/delivery service was transferred to S4, USCC along with eight spaces needed to perform the function.

The dollar sales transactions in the Clothing Sales Store increased from \$600,000 recorded in FY 76 to \$965,000 in AY 1976/77. The dollar value of sales increase was a direct result of additional clothing issues to the Corps Support Branch for support of incoming women cadets, stockage and sale of women's clothing, and an 18 percent increase in the price of durapress wash and wear khakis and fatigues issued to new cadets. Self Service Supply Center sales were \$788,920 compared to \$787,810 recorded in FY 76. The number of appropriated fund accounts served by the Center totalled 150 at the end of the year. Also serviced by the Center were 28 non-appropriated fund accounts and 82 reimbursable accounts. A total of 260 accounts are now serviced by the Center, an increase of 18 over FY 76. The increase of sales over FY 76 is a direct result of the increase of 18 accounts. Effective 25 April the Center began operating under the Direct Support System which should result in a substantial reduction in inventory requirements. The Property Control Branch processed requests for supplies and equipment to support the 1977 Third Class Field Training and Cadet Basic Training. These transactions totalled \$3,218,814 and represented a \$135,642 increase compared to FY 76 monetary expense because of cost inflation. During AY 1976/77 a total of 84 line items of material valued at \$163,335 was obtained from government excesses and Defense Industrial Plant and Equipment resources in lieu of new procurement. Continued emphasis was made concerning good requisitioning and procurement practices. An information/milestone briefing was presented to Major Activity Directors on 29 March 1977. This briefing was instrumental in providing the groundwork and basic concept for the installation of the Standard Army Intermediate Level System (SAILS), a system for item and financial management of supply. Formal training began 4 April 1977 at the two-week SAILS course offered by the Army Logistic Management Center, Fort Lee, Virginia. Training and preparation will continue until implementation in January 1978. Installation and implementation of Direct Supply Support System was accomplished in April. The Property Control Branch, Maintenance Division, Self Service Supply

Center and Clothing Sales Store are USMA activities converted to this system. The end result of Direct Supply System will be shorter procurement lead times and reduced stock fund inventories.

DA established the FY 77 ground fuel goal as zero growth over that amount consumed in FY 75. This goal was not achieved due to an extremely severe winter and a significant increase in snow and ice removal, the Michie Stadium Project, the Range 4 landfill refuse project, and the operation of the new hospital emergency generator. Consumption of ground fuels during AY 1976-77 totalled 610,255 gallons compared to FY 76 total of 580,235, an increase of 5.2 percent.

The management goal established for the Laundry and Dry Cleaning Branch during AY 1976-77 was to reduce operating expenses, increase productivity, and reach a financial break-even point in its operation. Spiraling utility, fuel, consumable supplies, and labor costs precipitated a detailed cost analysis study of this facility in March of 1976. The result was a recommendation and subsequent increase in cadet monthly charges from \$16.00 to \$20.50 effective 1 July 1976.

During AY 1976-77, management eliminated five permanent positions and established a system of hiring Intermittent Category personnel to be utilized on an as needed basis. In addition, eight permanent positions (delivery section) were transferred to S4, USCC in order to reduce payroll costs chargeable to laundry operations and improve the operation and efficiency of this service. The five spaces mentioned were eliminated as the result of the installation of a steam finishing tunnel, washroom monorail system, and a 25-pound dry cleaning machine. Since November 1975, the laundry has purchased approximately \$250,000 worth of labor saving equipment under the DA Quick Return on Investment Program and consequently eliminated 16 positions at a savings of \$160,000 per annum in operating costs. These management actions were instrumental in reducing the operating losses from \$45,307 in AY 1975-76 to a profit of \$112,348 in AY 1976-77. This represents the first annual profit in the history of the laundry operations at the USMA.

Commissary net retail and issue sales were \$10,305,463, a three percent decrease over comparable sales and issues in FY 76. A project to renovate the front end of the main store at West Point was approved for construction during FY 77. This project will improve customer flow and provide a more efficient means of checking identification cards, validating check cashing privileges, and increasing fund security. Continued emphasis was placed on the replacement of obsolete

and aged equipment with the purchase of a meat tenderizer, a meat tying machine, and a meat slicer. A plan to sell health and beauty aids at the main store was developed and approved, with an effective date of July 1977.

#### TRANSPORTATION DIVISION

The following chart provides figures on the use of vehicles from the Transportation Motor Pool and the cost of running these vehicles. Academic years 1975-76 and 1976-77 are compared both at USMA and STAS.

<u>Performance Factors</u>	<u>USMA AY 75-76</u>	<u>USMA AY 76-77</u>	<u>STAS AY 75-76</u>	<u>STAS AY 76-77</u>
Average Number of Vehicles	359	363	51	51
Total Vehicle Miles	2,396,509	2,668,853	355,399	346,042
Miles by Assigned Drivers	814,294	860,194	27,757	77,618
 <u>Cost Per Mile Factors</u>	<u>AY 76</u>	<u>AY 77*</u>	<u>% Increase</u>	
CPM Operations	.1444	.1506	4.	
CPM Maintenance	.1521	.1616	6.	
 <u>Cost Per Gallon - Ground Fuel</u>				
MOGAS	.4281	.46685	7.	
Diesel	.3268	.3754	14.	

The Motor Pool Branch also trained and licensed 325 Fourth Class cadets to drive military vehicles. An additional 831 cadets were tested and licensed to drive in support of United States Corps of Cadets activities. Transportation support to the Office of the Director of Intercollegiate Athletics (ODIA) was increased during AY 1976-77 as a result of elimination by ODIA of their own buses.

A major construction project, the renovation of the Transportation Motor Pool area, was completed. The security and maintenance of the vehicles was improved by the installation of hardstand, fencing, and lighting.

The Harborcraft Branch operated three vessels for 1,114 hours and carried a total of 21,353 passengers during AY 1977. In addition, Harborcraft supported Bicentennial activities during 1976 and the U.S. Coast Guard on the occasion of the oil spill of the Ethel H. Hull plating of J-3761 and cyclic overhaul of FB-814 were completed. Harborcraft personnel went for a training cruise to New York Harbor.

## Traffic and Administrative Branch

The Traffic and Administrative Branch support of personal property shipments for the Class of 1977 was as follows:

<u>No. of Pieces</u>	<u>Weight</u>	<u>Destination</u>
1,401	Parcel Post	Home
1,019	54,501	Home (GBL)
909	50,720	TDY
798	47,366	PCS
<u>4,127</u>	<u>152,587</u>	TOTAL

Shipments were effected through the coordination of commercial carriers, postal service, and personnel of Transportation Corps and S-4, USCC. Outbound household goods shipments numbered 913, while inbound shipments totaled 934. Since its inception in 1976, the Transportation Division has arranged 12 "Do It Yourself" moves, at a savings to the Government of \$4,327.02. Transportation has been tasked to operate the Central Receiving Point for the Direct Support Supply System, which became effective in April 1977.

### TREASURER, USMA

The Hotel Thayer changed management in AY 1976-77, hiring a new manager in June 1976 and a new assistant manager in January 1977. During this period numerous improvements were made at the hotel. Major projects were the rebuilding of both passenger elevators, purchasing of new bedding, contracting to install two new fire stairwells, and installing a new cooling tower on the roof. In addition, the emphasis of management has been to improve overall services and the condition of the building. While sales have been increased by 12.5 percent over the last year, the resulting cost of these improvements has decreased profits. Next year the service elevator will be rebuilt, the kitchen renovated, a service bar constructed in the dining room, and the guest rooms refurbished.

AY 1976-77 was a successful year for the Cadet Mess. Efforts to improve efficiency and reduce operating costs continued. The Cadet Mess labor force was reduced from 418 to 413 employees. Personnel turnover, AWOL, sick leave rate, disciplinary action rate, and holiday pay use also declined. In an effort to further enhance its facilities, a new female latrine and locker room was constructed in the basement of Washington Hall. When Washington Hall was expanded to accommodate the increased size of the Corps of Cadets, two small triangular dining areas with a seating capacity of about 150 each were built into the space between the wings.

One of these areas, named the Regimental Room, was furnished and decorated to provide an informal dining room for cadet companies, clubs, and activities. The entire undertaking was a gift from the Class of 1937.

Facilities centralization was achieved with the consolidation of all raw materials and finished uniform goods into one building. A permanent textbook issue point was established in the basement of Washington Hall and all uniform fittings and issues during the academic year were relocated to Washington Hall. One white coat was deleted from the male cadet's wardrobe. A single monthly Personal Services Charge was instituted to reimburse specific services to include barber, shoe and clothing repairs.

#### Maintenance Division

New supply procedures were implemented for requisitioning and stocking repair parts so that parts now come directly from the depot. It is expected that the number of days equipment is deadlined for parts will be reduced.

COMPTROLLER

The annual operating costs for FY 1977 amounted to \$113 million 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 September 1977 totaled 3,895, a net decrease of 75 spaces from the total authorized on 30 June 1976.

Manpower authorizations were as follows:

	<u>30 Jun 76</u>	<u>30 Sep 77*</u>	<u>Net Change</u>
Total	3,970	3,895	-75
Officer	788	791	+ 3
Enlisted	694	669	-25
Civilian Full-Time Permanent	2,488	2,435	-53

\*Reflects change in FY from 30 Jun to 30 Sep.

There were several major manpower actions during the year that affected the authorizations. The first was the completion of the civilianization of 26 enlisted positions recommended in the General Accounting Office review of the service academies. Also, action was taken by DA to reduce civilian manpower authorizations by 72 spaces as a result of the proposed contracting out of base operations support at Stewart Army Subpost.

In support of the admission of women into the Corps of Cadets, 11 additional spaces have been authorized on a temporary basis. Spaces authorized through 30 June 1978 include six officers, one enlisted, and four civilians. Rejustification must be submitted prior to April 1978 if spaces are to continue. Funds expended during FY 1976 total \$625,400. Budgeted for FY 1977 was \$220,400.

## 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 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 implemented at the Directorate of Facilities Engineering on 26 December 1976.

Extensive efforts have been directed toward reducing energy consumption at West Point. Included in this effort was the installation of a computer controlled load management system in the Power Plant. This Federal Energy Administration demonstration project is expected to amortize itself in less than one year. Other energy-saving actions have included further reduction in street lighting, timer controls for heating and ventilating systems, and reduction of temperature for heating and hot water in major buildings.

Six Military Construction Army (MCA) projects were completed this year:

- a. The Utilities Extension Project extended utility systems to the Washington Gate area and will provide utility support to the new hospital.
- b. The Gymnasium Project provided additional instructional facilities for both men and women cadets, heating and ventilating systems, storage space, office areas, and locker room renovation. Building 639 was included in this project to provide office space for the Directorate of Intercollegiate Athletics.
- c. Completion of the Thomas Hall, Building 626, Restoration Project provided space for the Battalion Headquarters, the Airborne Detachment, and the Housing Division.
- d. A public comfort station and bus stop in the vicinity of Fort Clinton was completed to provide accommodations for visitors in the immediate area of Clinton Field and The Plain.
- e. The Project for the Modernization of Enlisted Barracks upgraded six barracks buildings to current modern Army standards, including the renovation of latrine and utilities systems.

Four MCA projects are currently under construction:

a. Keller Army Hospital, scheduled for completion in August 1977 with full operation in November, will provide a modern 65-bed facility to meet the Military Academy's needs.

b. New stairways and fire exits are being installed in Cullum Hall to meet current fire code requirements. Completion of this project, scheduled for August 1977, will once again allow full utilization of this historic building.

c. The Consolidated Services Project, which provides for an additional 35,000 square foot general purpose warehouse, garage space for the Facility Engineer, and upgrading of the post motor pool, is scheduled for completion in August 1977.

d. The Separate Power and Communications Ducts - Phase I, scheduled for completion in 1978, provides for the installation of new underground power and communication ducts and manholes as required to provide separate duct paths in the central portion of the post.

The Urgent Minor Construction project for the modification of barracks for women cadets was expanded to provide for the phased conversion of latrine facilities in all companies of the Corps of Cadets. Phase II, which provides facilities for the second company in each battalion, is scheduled for completion in October and Phase III, the final phase, in late fall.

A major project, funded from gift and athletic funds, provided for the installation of artificial turf in Michie Stadium. After project approval by the Office of the Secretary of Defense, and acceptance of the gift by the Secretary of the Army during the second quarter of the fiscal year, work was started in March. This three-quarter of a million dollar project currently ahead of schedule and is scheduled for completion in mid August.

At the direction of the Army Chief of Staff, a study of athletic facilities requirements was completed in December 1976. These requirements, which result primarily from the expansion program and the admission of women, have been developed into projects and submitted to DA for inclusion in the Military Construction Program.

## 1ST BATTALION, 1ST INFANTRY

The number of personnel authorized during AY 1976-77 was 25 officers and 668 enlisted soldiers. Twenty-six spaces were converted from enlisted to civilian positions.

On 9 September, Building 626 was officially dedicated as Thomas Hall in honor of Major General Goerge Thomas, "The Rock of Chickamauga," Artillery and Cavalry Instructor at USMA from 1851-1854. Battalion Headquarters and the Airborne Detachment relocated to their permanent location in this building.

The 1st Battalion, 1st Infantry was augmented by approximately 1,187 soldiers from the field army for the support of the Cadet Summer Training Program. Units from Fort Bragg, North Carolina, included major elements from the 2d Battalion (Airborne) 504th Infantry and the 2d Battalion (Airborne), 321st Field Artillery; elements of the 82d Signal Battalion (Airborne); 101st Aviation Group; 307th Medical Battalion (Airborne) and the 35th Signal Group. Units from Fort Meade, Maryland, included the 380th Transportation Company (Light Truck), 581st Light Maintenance (-), and elements of the 76th Engineer Battalion. Units from Fort Devens, Massachusetts, included a platoon from the 39th Engineer Battalion (Combat) and an augmented company of the 10th Special Forces Group (Airborne), 1st Special Forces. Additionally (several) soldiers with (various individual skills) from throughout the continental United States were attached to Headquarters and Headquarters Company. *Source: MARS*

*US Army*  
*USAR*  
Reserve component units supporting West Point during the summer were the 356th Station Hospital, United States Army Reserve (USAR), Rocky Point, New York; 376th Combat Support Hospital, USAR, Rochester, New York; 815th Station Hospital, USAR, Poughkeepsie, New York; 306th Engineer Company (Combat Heavy), USAR, Amityville, New York; 388th Medical Depot, USAR, Wichita, Kansas; 344th Military Police Company (-), USAR, West Hartford, Connecticut; 247th Medical Company (Ambulance), New York Army National Guard, New York City; 646th Medical Company (Ambulance), New York Army National Guard, New York City; 365th Dental Detachment, USAR, Folsom, Pennsylvania; 330th Medical Dispensary (-), USAR, Utica, New York; 258th Dental Detachment, USAR, Bellmore, New York; 329th Dental Detachment, USAR, Mesquite, Texas; 1136th Transportation Company (Truck), Maine Army National Guard; 526th Medical Dispensary Detachment, USAR, Hartford, Connecticut; 607th Military Police Platoon, USAR, Manchester, New Hampshire; 629th Transportation Company (Truck), USAR, Dubois, Pennsylvania; 328th Medical Dispensary, USAR, Folsom,

Pennsylvania; 608th Military Police Platoon, USAR, Bridgeton, Maine; 1569th Transportation Company (Truck), New York Army National Guard, New York City; 609th Military Police Platoon, USAR, Boston, Massachusetts; 456th Dental Detachment, USAR, Folsom, Pennsylvania; 861st Equipment Maintenance Detachment, USAR, Milwaukee, Wisconsin.

The Official Guide to West Point was updated and republished in June. The guide is designed to familiarize newly assigned soldiers and their families with West Point agencies and facilities, and is given to all soldiers arriving at the United States Military Academy.

The 528th Engineer Detachment (Utilities) completed removal of top soil from Michie Stadium on 15 April. On 20 June the Detachment was placed under operational control of the Office of Military Instruction, Department of Tactics, United States Corps of Cadets, to provide Engineer assistance for Cadet Summer Training.

See Appendix F for mission and organization, to include Summer Augmentation for 1977.

## PUBLIC AFFAIRS OFFICE

### GENERAL

The principal energies of the Public Affairs Office during AY 1976-77 were devoted to making the American public aware of the progress and achievements of the first coeducational class, and of developments in the 1976 honor situation at USMA. These two newsworthy events captured the attention and curiosity of the American media and public to a degree unsurpassed in the history of the institution.

Beginning with Reception Day, 7 July 1976, and continuing throughout the academic year, the Public Affairs Office publicized the activities and accomplishments of the men and women in the Corps, particularly the women in the Class of 1980. News media, to include network and local television, national magazines, radio stations, and national and local newspapers frequently sent reporters and correspondents to the Military Academy to report the activities of women cadets. As a result, millions of American viewers, listeners, and readers remained informed as to the results of the historic decision to admit women to West Point.

Contrastingly, a setback in the image of the Military Academy resulted from the 1976 honor incident involving the USMA Class of 1977. The thousands of media requests for information were met by the Public Affairs Office. The result was accurate and balanced reporting on the issue. Paramount in the public affairs approach of this office was the determination to maintain professional credibility in the face of both good and bad news by being open, candid and accessible to representatives of the national and local news media.

### MEDIA LIAISON

Throughout AY 1976-77, the Public Affairs Office sought to keep its many publics completely and objectively informed about all topics of national interest. More than 730 media representatives visited the Military Academy from July 1976 to May 1977. During that same period, more than 12,000 telephonic queries were received by Public Affairs Office personnel. The Public Affairs Office prepared and distributed 242 separate news releases to nearly 3,500 different media agencies worldwide. Additionally, the Public Affairs Office helped prepare fact sheets, memoranda, letters, and news sheets for distribution to media sources to include national and local television, radio, newspapers, and national magazines.

## COMMAND INFORMATION

On 1 March 1977, a Command Information Division of the Public Affairs Office was created out of existing personnel and assets. As part of the Command Information Program, the Pointer View and Slum and Gravy were combined on 15 April. The Pointer View was formerly a four-page tabloid-size paper, and the Slum and Gravy was a two-page separate insert. The combined paper is now an eight-page tabloid-size publication. The Slum and Gravy staff was a cadet club under the Cadet Activities Office. With the combining of the two publications, the Command Information Officer is the officer-in-charge of the club, and the staffs of the two publications work together in producing the combined paper.

As part of the Command Information Program, the Command Information Division prepared information radio tapes to be aired on the cadet radio station, WKDT. In the spring, the radio section of the division began an hour-long program each weekday morning of news, music and information on what was happening at the Military Academy and in the Army.

## COMMUNITY RELATIONS

Community relations, at both the local and national levels, took on greater importance this year at the Military Academy. In response to the desire of cadets' parents to be more fully included in West Point affairs, West Point Parents Clubs continued to be formed across the country. The number of active clubs is 41; nine more are being formed; and 22 have expressed interest. The parents clubs have provided a vital communications link between the Military Academy and the parents' local communities.

The Visitors Information Center display area was redesigned; a project completed in May. New art work, photographs, and repainting have considerably brightened the interior of the facility. The updated displays more correctly depict both West Point and cadet life to the many visitors to West Point. This vastly improved "first impression" at the Visitors Information Center serves to make a visit to the Military Academy a more meaningful experience.

During the year, cadets from the Cadet Scoutmaster Council and Cadet Public Affairs Detail have volunteered their free time to escort more than 6,000 visitors to the Military Academy. The groups which received this personal touch ranged in age from grade schoolers to senior citizens, and in size from single families to a group of over 600 Japanese Naval Cadets.

## PLANS AND PROGRAMS DIVISION (PPD) ACTIVITIES

Since the beginning of the academic year, the Public Affairs Office has prepared approximately 20 cadet feature articles for publication in hometown newspapers in a dozen states. Other articles highlighting various Military Academy feature topics were prepared for and published in military and other special interest magazines and released to local and special category newspapers. The Public Affairs Office coordinated the filming by the Army Hometown News Center of more than 60 brief television features involving cadets. These features were distributed to local television stations across the nation. The PAO escorted and provided research assistance throughout the year to film makers, news feature writers and novelists preparing films, features, and books dealing with West Point. As in past years, Plans and Programs personnel continued to prepare audio feeds for local and Metropolitan New York radio stations concerning annual activities at West Point such as Black History Week and Hispanic Week. Additionally, PPD personnel coordinated closely with other USMA agencies in the publication and distribution of the official West Point Bicentennial historical pamphlet for distribution to visitors and special interest groups.

### SPEECHWRITING

Responsible for writing and researching to support the Superintendent, the PAO speechwriter prepared more than 30 speeches, messages to the West Point community, and articles for the Superintendent during AY 1976-77. This included: Superintendent's briefing on women cadets to the Defense Advisory Committee on Women in the Services; background and speech material for the Superintendent's nine-city speaking tour for Founders Day; and special projects such as statements for the press, a proposed letter to West Point graduates and parents on the women cadets and on the honor incident, and an article for the Assembly magazine describing General Berry's achievements as Superintendent.

### MISCELLANEOUS

During AY 1976-77, the Public Affairs Office established a systematic program for its staff's continued professional development. A Public Affairs Office Education Officer was appointed to coordinate the Public Affairs Office mission, the educational background and career goals of individuals, and available civilian and military public relations workshops, courses, and conferences.

Three officers and two civilians attended seminars sponsored by New York University and the Public Relations Society of

America. Military sponsored courses include: two officers to the fall Defense Information School (DINFOS) Public Affairs Seminar, one officer to the DA Advanced Public Affairs Course at the University of Wisconsin, one specialist to the DINFOS Newspaper Editor Course, and one sergeant to the Advanced Information Specialist Course. Conference attendees were: two civilians to the 1976 National Conference of the Association of Government Communicators, and one officer to the New York City Conference/Workshops of the Council for Advancement and Support of Education.

## OFFICE OF THE DIRECTOR OF INSTITUTIONAL RESEARCH

In AY 1976-77, research centered on causes of cadet attrition, factors relating to the admission of women cadets, the admission process, performance of cadets and graduates, assessment of cadet values, and activities relating to post support functions. Greater emphasis was placed on evaluating changes in cadet and faculty attitudes toward women, on assessing cadet values, and on research support of post functions. Twenty-one reports were completed during the year (Appendix G).

Longitudinal studies of the causes of attrition were continued. Based on previous research, commitment questionnaires administered to entering Class of 1979 were modified and administered to the Class of 1980 at entrance and to all classes during Reorganization Week. The results will be correlated with other data for analysis and evaluation.

The Office continued the USMA research efforts to review trends in opportunities for women and to evaluate cadet and faculty attitudes toward women as cadets. Comprehensive attitude surveys of the cadets were conducted at entrance of the Class of 1980, during Reorganization Week 1976, and in April 1977. The results indicated traditional attitudes toward women and a strong resistance to the admission of women cadets. This research is a part of Project Athena, the overall study of the effects of the admission of women cadets, and will continue.

Study of the performance of the United States Military Academy Preparatory School (USMAPS) graduates was continued with emphasis on analysis of the specific causes of attrition of USMAPS graduates. The analysis of the causes of attrition revealed no significant differences between USMAPS cadets and non-USMAPS cadets.

Continuing previous years' research, the Strong-Campbell Interest Inventory (SCII) was administered to about 4,000 candidates of the Class of 1980. The purpose was to validate previous findings from the admission of the Strong Vocational Interest Blank to cadets after admission. First year attrition is being investigated for correlation to SCII results.

The Office's expanded research activities in support of post functions included completion of a survey of all civilian employees at West Point, a survey and report on post laundry facilities, a survey and report on the command information program, and a survey of athletic facilities at West Point. The purpose of the survey of civilian employees was to

develop a profile of the work force that might be helpful to managers. The data showed a generally high level of overall satisfaction with working at West Point, but identified some specific problem areas on which managers can take specific action. The laundry and command information surveys were conducted to provide information from which improved services and support could be developed by the appropriate activity managers.

The survey of athletic facilities was a coordinated effort in response to the directive of the Chief of Staff of the Army to determine the additional athletic facilities needed to support a full athletic program for cadets and other post personnel. The survey and analysis included the impact of women's athletic teams. Shortfalls in outdoor fields, tennis courts, gymnasium space, and ice rink facilities are being programmed for Military Construction Army support.

Data analysis was provided to the Borman Commission in its investigation resulting from the EE 304 incident. This support was primarily through or in coordination with the Department of Tactics. Significant effort was devoted to support of the Headquarters, DA West Point Study Groups. The support consisted of providing historical data and previous study reports, discussions or research findings, discussion of extant and planned research and procedures, and the administration and analysis of two surveys of cadets and staff and faculty.

Professional consultation was provided to individuals and activities outside the Office of Institutional Research. Much of this was provided to cadets in their research projects in psychology and leadership courses and in their operations research-related courses. Data processing support to other agencies continued, primarily in Opscanning services. Other than the Opscan processing of Institutional Research surveys, support was provided to the Office of Military Leadership, Director of Admissions and Registrar, Department of Engineering, and Department of Electrical Engineering.

One additional officer position was authorized. The incumbent will be the Organizational Effectiveness Staff Officer for the Superintendent. The Chief, Research Branch, was re-established at GS-13, replacing one of the GS-12 research psychologist positions. An incumbent psychologist was promoted into the higher position.

Student aids and summer hire employees continued to prove invaluable throughout the year, especially during peak periods of activity. Their efforts in file updating and hand search and processing requirements provided significant support for the permanent employees.

## MEDICAL DEPARTMENT ACTIVITIES COMMAND

### GENERAL

The Medical Department Activities Command (MEDDAC) continued to provide health services to authorized personnel within the US Army Military Academy Health Services Area. The number of operating beds remained at 100 during AY 1976-77. However, some organizational changes were brought about to achieve better utilization of the manpower resources available. During 14-25 March 1977, a Manpower Survey Team from the Health Services Command studied the manpower position of the MEDDAC. Seventeen new civilian positions and 20 new enlisted positions were recognized as a result of the survey. The officer requirements were decreased by four. Total manpower requirements recommended by the survey team were: officer - 90, enlisted - 222, civilian - 160. During FY 77, the MEDDAC operated within an approved budget of 2.8 million dollars.

### TRAINING

Reserve Component modular training was conducted for the first time at the MEDDAC during AY 1976-77. Six Reserve Component units participated in the program providing medical support to the MEDDAC while receiving valuable training and experience from the MEDDAC staff.

A pilot program was instituted to determine the feasibility of using Reserve Component medical units to provide support to the United States Corps of Cadets during their summer training at West Point. In the past, approximately 70 personnel from active Army units were brought to West Point to support the cadets. The MEDDAC reduced the number in half during Summer Training 1976, and replaced the Active Army personnel with Reserve Component personnel. The results of this pilot program were very encouraging. As a result of the pilot program, the MEDDAC will be able to reduce the Active Army medical requirements to a small detachment and use Reserve Component personnel for the majority of medical support, thus reducing the overall cost of the summer program and greatly enhancing the One Army Concept.

The Department of Military Hygiene presented eight hours of instruction to the Corps of Cadets in such subjects as first aid, field sanitation, emergency medical care, sex hygiene, hearing conservation, eye protection, and proper care of the feet. In addition, staff members provided instruction at

the request of academic departments as an augmentation to the cadets' regular academic military instruction program.

An Emergency Medical Technology class was organized and presented to members of the West Point Fire Department and the MEDDAC during the period September through December 1976. Class instruction was presented by qualified civilian medical technicians and members of the MEDDAC staff. Classroom facilities and audio-visual support were provided by the MEDDAC, West Point.

#### CONSTRUCTION

The Army Medical Department's current construction program at the United States Military Academy involves the development of a Cadet Health Clinic and the construction of a modern 65-bed hospital to be named Keller Army Hospital.

The Cadet Health Clinic will be located in the main cadet area on the second and third floors of the current hospital. As the name implies, most of the health clinic will be utilized by the United States Corps of Cadets for sick call, minor illness, and ambulance service.

Keller Army Hospital will consist of four levels totaling 127,837 gross square feet. There will be a 54-bed multi-service unit, six-bed Obstetrics and Gynecology unit and a five-bed Intensive/Coronary Care Unit. Administrative and outpatient services commensurate with a medical facility of this size and scope are also provided. The new hospital is scheduled to be completely operational by November 1977.

## STEWART ARMY SUBPOST

### REALIGNMENT ACTIONS

In early July 1976, two studies directed by DA were completed at USMA concerning possible realignment actions at Stewart Army Subpost (STAS). One study addressed the feasibility of closing the subinstallation and excessing its real property. The findings revealed that excessive costs would be incurred in the construction of housing and additional facilities that would be required in support of USMA personnel and their families if STAS were to close. Primarily because of this finding, the Military Academy recommended against closure and was supported by the DA staff.

A second alternative, studied concurrently with the closure option, was the conversion of base operations at STAS to commercial contract operations. Although the original study, also supported by the DA Staff, recommended retention of in-house operations, a re-evaluation of in-house cost using new guidelines in computing civilian employee fringe benefits was directed. In December 1976, USMA was directed to actually solicit bids for contract operations from prospective commercial interests in the functional areas of facilities engineering, family housing, transportation, and equipment maintenance. Solicitation packages were prepared and distributed to prospective contractors in March 1977 as part of the normal bidding process, with a deadline of 29 April for receipt of bids to which six firms responded. A final decision by the Department of Defense regarding implementation of contract operations at STAS is not expected until August 1977, after comparison of commercial bids with the in-house cost for base support operations.

### MAINTENANCE AND REPAIR OF FAMILY HOUSING

While many maintenance and repair functions were performed in Stewart family housing, the most noticeable was the installation of vinyl siding on all the buildings in Stewart Gardens and on the duplex quarters in Stewart Terrace. The new siding, while promising to be relatively maintenance free for many years, enhances the aesthetic beauty of the community.

### AREA BEAUTIFICATION AWARD

A system to increase community pride and to recognize individual and group effort in improving the appearance of Stewart housing areas was implemented during the summer of 1976. Area beautification awards were presented monthly to winners and

runners-up in each category of single and multiple family dwellings. The awards, which were photographed and publicized, were a positive stimulus to housing occupants with regard to area beautification and resulted in noticeable improvement in the attractiveness of the housing areas.

ACADEMIC CALENDAR  
(AY 1977-78)

Labor Day (holiday)	5 Sep 77
1st Term Begins	6 Sep 77
Homecoming (no classes)	22 Oct 77
Veterans Day (holiday)	24 Oct 77
Thanksgiving (holiday)	25 Nov 77
Army/Navy Game (no classes)	26 Nov 77
Christmas Leave Begins	21 Dec 77
Christmas Leave Ends	4 Jan 78
Term End Exams Begin	13 Jan 78
1st Term Ends	21 Jan 78
2d Term Begins	23 Jan 78
Washington's Birthday (holiday)	20 Feb 78
Spring Leave Begins	25 Mar 78
Easter	26 Mar 78
Spring Leave Ends	2 Apr 78
Armed Forces Day (no holiday)	20 May 78
Term End Exams Begin	22 May 78
Memorial Day (holiday)	29 May 78
2d Term Ends	
First Class	27 May 78
Other Classes	1 Jun 78
Graduation	7 Jun 78
1st Summer Term	9 Jun - 6 Jul 78
2d Summer Term (1st Class only)	7 Jul - 3 Aug 78

LECTURE PROGRAM  
(AY 1976-77)

SUPERINTENDENT'S LECTURES

Dr. Sidney Hook, Philosopher-scholar, The Sol Feinstone Lecture, "The Meaning of Freedom"

General Sir Frank King, CGB, MBE, Commander Northern Army Group and Commander-in-Chief, British Army of the Rhine, The Kermit Roosevelt Lecture, "The British Army in Europe"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Dr. Steven Egemeier, State University of New York at New Paltz, "Environmental Geologic Analysis of the Proposed Nuclear Reactor Site in the Town of Lloyd, Ulster County, New York"

Mr. Harold Gibson, Meteorologist, Department of Commerce, "New Frontiers in Meteorological Research"

MG James L. Kelly, Division Engineer, North Atlantic Division, "Public Participation in Water Resources Projects"

COL William J. Spahr (Ret), Office of Strategic Research, Central Intelligence Agency, "Military Geography of Sino-Soviet Border"

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

DEPARTMENT OF ELECTRICAL ENGINEERING

CPT Richard P. Hold and CPT Bruce G. Jackson, Headquarters, US Army Intelligence and Security Command, "Electronic Warfare Today"

DEPARTMENT OF ENGINEERING

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

Mr. Ted Stevens, Chief, Warhead and Special Projects Branch, Picatinny Arsenal and Dr. Andrew Deitrick, Chief, Shaped Charge Branch, Ballistics Research Laboratory, Aberdeen Proving Ground, "Terminal Effects"

APPENDIX B

DEPARTMENT OF ENGINEERING - Continued

MG Bennett G. Lewis, Commanding General, U.S. Army Armament Research and Development Command, "Material Acquisition Management"

Mr. Paul H. Reistrup, President of Amtrak, "Decision Making at Amtrak"

Dr. Ralph B. Peck, Professor Emeritus, Department of Engineering, University of Illinois, "From Theory to Practice"

DEPARTMENT OF ENGLISH

Dr. Sacvan Berkovitch, Professor of English, Columbia University, "The American Myth"

Dr. Robert Bain, Professor of English, University of North Carolina, "The Puritan Legacy: Cultural, Political, Imagination"

Dr. Oliver Ferguson, Professor of English, Duke University, "Reflection from a Troubled Stream: Gulliver's Fourth Voyage"

Mr. David Weinglass, Assistant Professor of English, University of Missouri, "Gulliver's Travels"

Professor Doris Betts, Director of Freshman and Sophomore English, University of North Carolina, a Short Story Reading

Professor Robert H. Gurland, Professor of Philosophy, New York University, "Mind and Body," "Morality and Society," "Freedom or Determinism," "Knowledge and Science," "God and Religion," "Deviance and Social Criticism," "Logic in Writing," "In Defense of Anarchy," "Nature vs. Nurture," "Fatalism in Greek Drama," and "Natural Rights"

Professor John Young, Director of Asian Studies, Seton Hall University, "Development of Chinese Characters to Express Abstract Ideas"

MG Cha Hsing-Lin, Army Attache, Republic of China, "The Artillery Duel on King-Men Island, 1958"

LTC Robert Delorme, French Army Liaison Officer, "French Military Academy, St Cyr - Coetquidan"

DEPARTMENT OF HISTORY

Professor Barton J. Bernstein, Professor of History, Stanford University, "The A-Bomb Decision"

Professor Hugh M. Cole, Visiting Professor, U.S. Army War College, "Psychological Scenario of Decision - Eisenhower and the Battle of the Bulge"

DEPARTMENT OF HISTORY - Continued

Professor Joel Colton, Professor of History, Duke University,  
"A Historian Looks at the Twentieth Century"

Professor Richard Kohn, Professor of History, Rutgers University,  
"George Washington's Generalship"

Mrs. Suzanne Massie, Author, Lecturer on Russian History, "The  
Struggle for Human Rights in the Soviet Union: The Dissident Movement,  
Yesterday and Today"

Professor John Meyendorff, Professor of History, St. Vladimir's  
Theological Seminary, "Role of the Church of the 19th Century Russia"

LTC Paul L. Miles, Jr., Fellow, Center for Advanced Studies,  
Princeton University, "Lyndon Johnson as Commander-in-Chief in the  
Vietnam War"

Professor Arnold A. Offner, Professor of History, Boston University,  
"American Foreign Policy and Germany, 1933-1941"

Professor Harold Parker, Professor of History, Duke University,  
"The Character of Napoleon"

Professor J. H. Parry, Professor of History, Harvard University,  
"The Discovery of the Sea"

Professor Thomas Paterson, Professor of History, University of  
Connecticut, "Origins of the Cold War"

Professor Richard Preston, Professor of History, Duke University,  
"War in the 1980's"

Professor Theodore Ropp, Visiting Professor of Military History,  
USMA, "Introduction to World War I," "Peter the Great's Military Reforms,"  
"Blitzkrieg"

Professor David Syrett, Professor of History, Rutgers University,  
"International Terrorists of the Late 1960's and 1970's"

Dr. Wilcomb Washburn, Director, Office of American Studies,  
Smithsonian Institution, "Assault on Indian Tribalism"

DEPARTMENT OF LAW

MG Wilton B. Persons, Jr., The Judge Advocate General of the Army,  
Washington, D.C., "Law and the Small Unit Commander"

DEPARTMENT OF MATHEMATICS

MAJ Robert Howard, USA, Office of the Chief of Staff of the Army, "The Use of Probability and Statistics in Determining a Division Force Requirements"

DEPARTMENT OF MECHANICS

Mr. Ralph Alex, Sirkorsky Aircraft Division of United Technology, "Development and State of the Art of U.S. and Foreign Helicopter Technology"

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

Professor F. J. Hale, North Carolina State University, "Relaxed Static Margin"

Mr. Norman Hirsh, Hughes Helicopter Division of Summa Corp., "The UAH-64 Advanced Attack Helicopter"

Mr. Elliot Kagan, Fairchild Republic Company, "The A-10, Tank Killer for the Army"

Mr. Robert Langworthy, U.S. Army Air Mobility Research and Development Laboratory, Ft. Eustis, Virginia, "Gas Turbine Technology"

Mr. Eugene Palm, U.S. Army Missile Research Development and Engineering Laboratory, Redstone Arsenal, Alabama, "Rocket Motor Interior Ballistic Design"

Dr. James Richardson, U.S. Army Missile Research, Development and Engineering Laboratory, Redstone Arsenal, Alabama, "Case Studies in Missile Design"

Professor R. H. Scalon, Princeton University, "Applications of Vibrations Theory to Engineering Problems"

DEPARTMENT OF PHYSICS

Dr. Bernard Vonnegut, Atmospheric Sciences Research Center, State University of New York, "Atmospheric Electricity"

CPT Peter A. Swan, USAF, Special Projects Officer for Secretary of the Air Force, "Electromagnetic Pulses"

DEPARTMENT OF SOCIAL SCIENCES

Mr. Charles Ravenel, Ravenel, Dawson & Hastie, "The American Free Market System"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Mr. Gary Seevers, Commissioner, Commodity Futures Trading Commission, "Commodities Markets"

Mr. Bruce Laingen, Deputy Assistant Secretary of State, "The Cyprus Issue"

Representative Benjamin Gilman, U.S. House of Representatives, "The 1976 Campaign"

Professor Vernon Aspaturian, Department of Political Science, Penn State University, "The Soviet Political System"

Dr. Roger Hilsman, Department of Political Science, Columbia University, "The Foreign Policy Establishment"

Dr. Karen Hopkins, Department of Political Science, SUNY, "Women in the Army and Society"

Mr. Edward Aldridge, Assistant Secretary of State, P and E, "The Nuclear Balance"

Mr. Robert Komer, RAND Corporation, "Improvements in NATO Conventional Capabilities"

Mr. Rodney Gott, Chairman of the Board AMF, "AMF and Its Future"

COL John Childs, Inter-American Defense Board, "Role of the Military in Latin America"

Mr. Robert Berry, former Counsel General, U.S. Army, "Evolution of U.S. Strategy Since World War II"

Dr. Bernard Reich, Department of Political Science, George Washington University, "Israeli Politics"

Mr. William Colby, former Director, Central Intelligence Agency, "The Intelligence Community in the Policy Making Process"

LTG (Ret) Vernon Walters, former Deputy Director, Central Intelligence Agency, "Bureaucratic Decision Making"

Professor John Runcie, Department of Political Science, University of Michigan, "Union Perspectives of Military Unionization"

Dr. Marina Whitman, Department of Economics, University of Pittsburg, "International Economics"

CMDR Harlan Ullman, Instructor, National War College, "Soviet Military Forces"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Mr. John W. Green, Analyst, Central Intelligence Agency, "Politics in the Red Sea and the Horn of Africa"

Professor Karen Hopkins-Paul, Department of Sociology, SUNY, "Future and Politics of the Women's Movement"

Mr. Michael Gillette, World Bank, "West African Loan Program of the World Bank"

Professor John G. Stoessinger, Professor of Political Science, City University of New York, "U.S. Foreign Policy after Kissinger"

OFFICE OF MILITARY LEADERSHIP

MG Henry Mohr, Chief Army Reserve, "U.S. Army Reserve Forces"

MG Harold R. Aaron, Assistant Chief of Staff, Intelligence, "Career Development and Intelligence in Army"

Dr. Lyman W. Porter, Dean, Graduate School of Administration, University of California at Irvine, "Leadership Models"

Mr. Reynaldo P. Maduro, Deputy Special Assistant to the President, Office of Public Liaison, "The Hispanic-American as a Leader"

Mr. Albert C. Zapanta, Assistant Secretary, Department of the Interior, "The Hispanic-American as a Leader"

MG Robert G. Gard, Jr., Commander, U.S. Army Military Personnel Center, "People in the Army"

BG John H. Johns, Assistant Division Commander, 1st Infantry Division, "Professional Ethics"

MG Charles C. Rogers, Deputy Chief of Staff for ROTC, HQ, TRADOC, "The Black-American as a Leader"

Mr. Ted Paynter, Human Relations Specialist, Kent State University, "Human Understanding and Adjustment"

MG Elmer R. Ochs, Commander, U.S. Army Military Police School/Training Center and Fort McClellan, Alabama, "Roles of Women in the Military"

COL Lorraine A. Rossi, Assistant Deputy Commander, Fort McClellan, Alabama, "Roles of Women in the Military"

GEN Bernard W. Rogers, Chief of Staff, U.S. Army, "The Leadership Challenge"

Mrs. Jill Wine-Volner, General Counsel of the Army, "Women as Leaders in American Society"

Mrs. Jayne B. Spain, Senior Vice-President for Public Affairs, Gulf Oil Corporation, "Women as Leaders in American Society"

OFFICE OF MILITARY LEADERSHIP - Continued

CPT Judith Lowrey, Commander, Company B, 15th Medical Battalion, 1st Cavalry Division, "Women as Leaders in American Society"

2LT Pamela Sylvester, Company B, 50th Signal Battalion, XVIII Airborne Corps, "Women as Leaders in American Society"

Mr. James Hayes, President/Chief Executive Officer, American Management Associations, "Human Resources"

Mr. Al Bilick, Assistant to the President, American Federation of State, County and Municipal Employees, "Unionism in the Public Sector"

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

Roger S. Fouts, Associate Professor of Psychology, University of Oklahoma and the Institute of Primate Studies, Norman, Oklahoma, "Man-Chimpanzee Communication via the Use of American Sign Language"

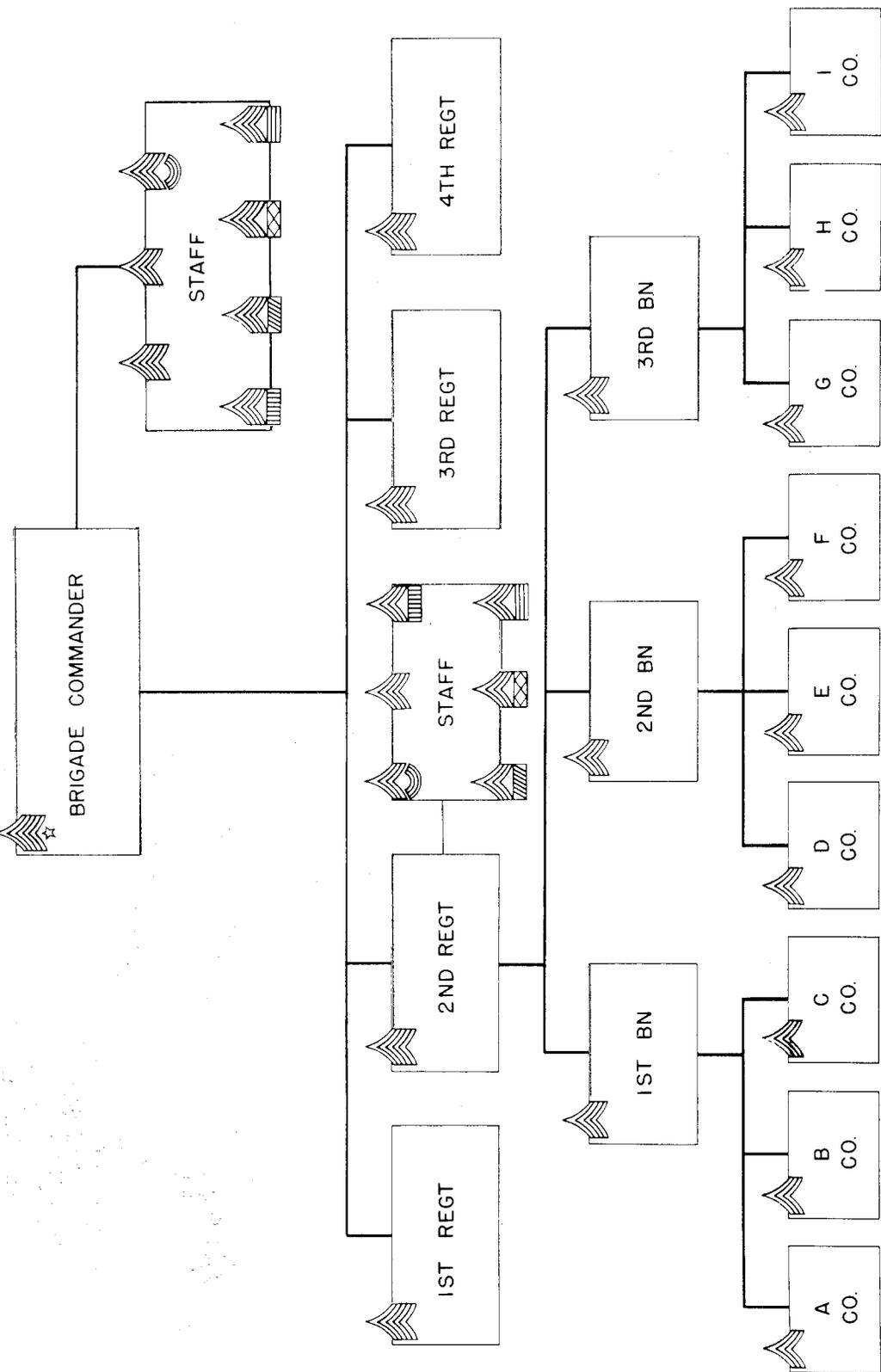
Christina Maslach, PhD, Assistant Professor, Department of Psychology, University of California, Berkeley, California, "Burn Out"

Philip G. Zimbardo, PhD, Professor, Psychology, Stanford University, Stanford, California, "Situational Determinants of Behavior"

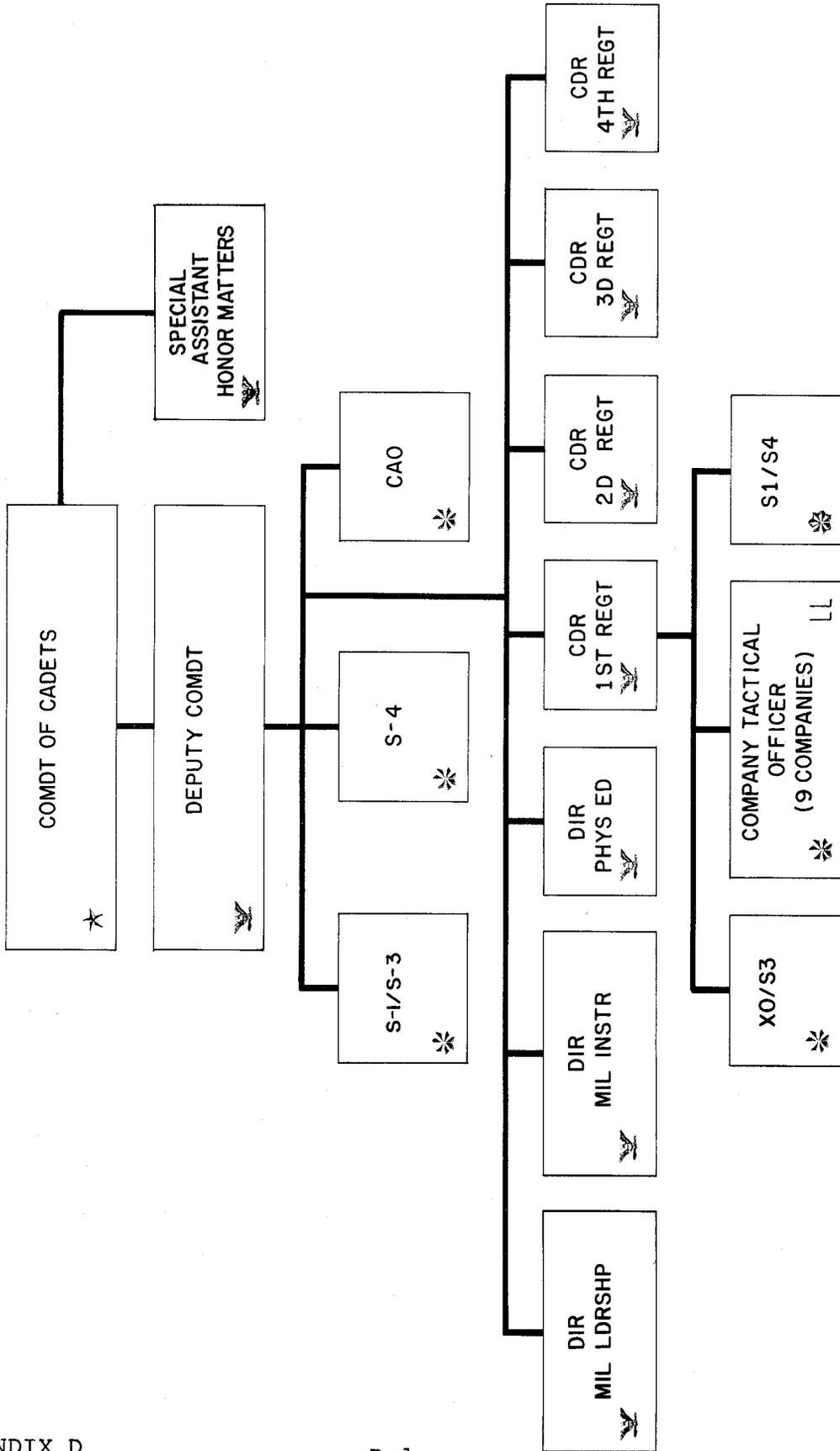
Donald Scott, Research Associate, The Medfield Foundation, and Instructor, Boston College, Boston, Massachusetts, "Altered States of Consciousness"

James T. Tedeschi, Professor of Psychology, State University of New York, Albany, New York, "Aggression and Social Coercion"

# ORGANIZATION U S CORPS OF CADETS



# ORGANIZATION DEPARTMENT OF TACTICS



1976-77  
ARMY VARSITY SPORTS SUMMARY

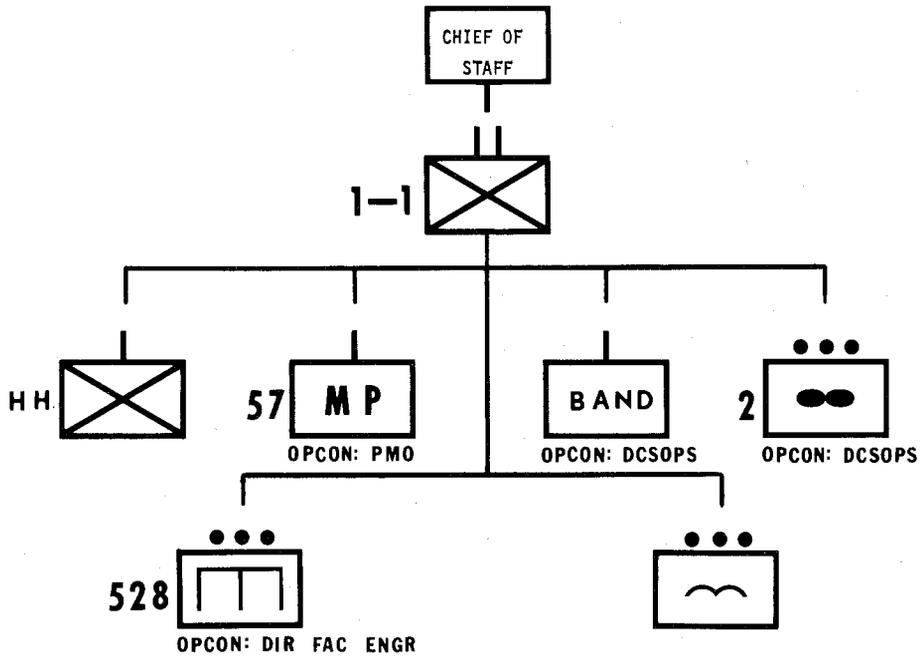
	CONTESTS	WON	LOST	TIED	PCT.	NAVY	CAPTAINS
INDOOR TRACK	9	9	0	0	1.000	WON	SCOTT LEISHMAN
150-LB FOOTBALL	6	6	0	0	1.000	WON	KEN MILLER
GOLF	19	18	1	0	.947	WON	SEAN POWERS
RIFLE	10	9	1	0	.900	LOST	JOHN LUTHER
PISTOL	8	7	1	0	.875	LOST	ERIC STANHAGEN
GYMNASTICS	14	12	2	0	.857	WON	MATT HOLM
OUTDOOR TRACK	6	5	1	0	.833	WON	IVORY CARSON
HOCKEY	29	22	6	1	.776	---	TOM GARVER
LACROSSE	11	8	3	0	.727	LOST	KEVIN SCHERRER
BASKETBALL	28	20	8	0	.714	WON	GARY WINTON
SOCCER	13	8	4	1	.654	TIED	GAME
WATER POLO	22	14	8	0	.636	---	ANDY BOWERS
CROSS-COUNTRY	11	7	4	0	.636	LOST	WAYNE CHIUSANO
VOLLEYBALL	24	15	9	0	.625	---	VAUGHN VASCONCELLO
SWIMMING	13	7	6	0	.538	LOST	TED KANAMINE RAY BOSSE
TENNIS	17	9	8	0	.529	LOST	ZACH SMITH
FOOTBALL	11	5	6	0	.455	LOST	JEFF JANCEK
SQUASH	11	5	6	0	.455	LOST	BRIAN SMITH
WRESTLING	21	9	11	1	.452	LOST	BOB VOTTERO
FENCING	13	4	9	0	.308	LOST	BOB CARTER
BASEBALL	25	6	19	0	.240	LOST	WARREN CHELLMAN
SKIING	FINISHED SIXTH IN THE RPI INVITATIONAL TIED FOR SECOND IN USMA INVITATIONAL, SECOND IN ALFRED-BUFFALO INVITATIONAL, AND THIRD IN CORNELL-CORTLAND INVITATIONAL						MIKE HODGES
TOTAL	321	205	113	3	.643	(6-11-1)	

APPENDIX E

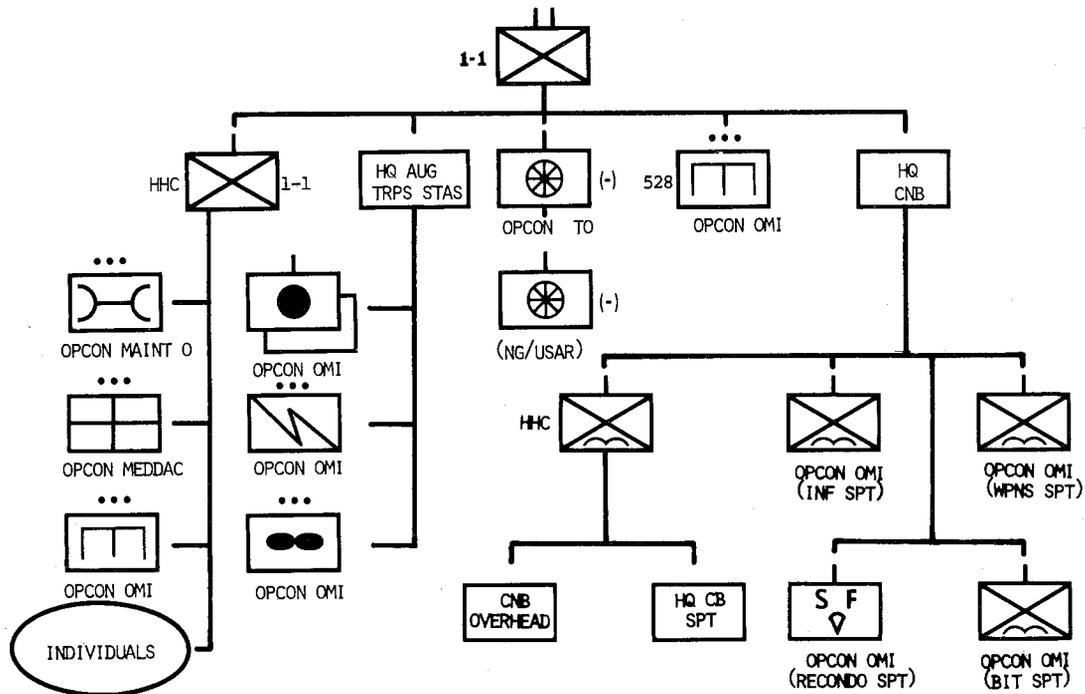
1ST BATTALION, 1ST INFANTRY

MISSION AND ORGANIZATION

TO SERVE AS THE COMMAND ELEMENT FOR TROOP UNITS ASSIGNED  
OR ATTACHED TO THE UNITED STATES MILITARY ACADEMY



SUMMER AUGMENTATION 1977



- NOTES:
- \*Cdr, CNB is Cdr, Aug Inf Bn.
  - \*\*Cdr, FA Battery Group is Cdr, Aug Units, STAS.
  - Various USMA agencies exercise operational control over Summer Augmentation Units as noted. Coordination maintained between USMA agencies and the 1st Bn, 1st Inf.

USMA INSTITUTIONAL RESEARCH REPORTS, AY 1976-77

Office of the Director of Institutional Research

1. Evaluation of the USMA's Special Admissible Candidate Meetings.
2. The First Class Questionnaire, Class of 1976.
3. Evaluation of USMA's Academic Workshop for High School Juniors.
4. Predicting Early Resignation with Sociopsychological Measures of Commitment.
5. An Analysis of Reactions to the Educator Visit Program.
6. Characteristics of the Class of 1980.
7. Reasons for Attrition of USMAPS Graduates from West Point.
8. The Effects of Company and CBT Testing Day on New Cadet Attitudes, Class of 1980.
9. Admission Scores of the USMA Class of 1980.
10. Army Dry Cleaning Patron Survey.
11. A Factor Analysis of the 1974 Cadet Honor Survey.
12. Development of Admission Variables.
13. Summary of Institutional Research at the U.S. Military Academy for Fiscal Year 1976 and 77.
14. The Relationship Between High School Faculty Appraisals of Leadership Potential and Objective Measures of Personality Traits.
15. Cross-Validation of the MCCOG as a Predictor of Officer Retention.
16. Trends in Admission Variables Through the Class of 1980.
17. A Review of the Athletic Facilities at the United States Military Academy.
18. Profiles of USMA Civilian Personnel.
19. Differences Between Characteristics of Men and Women New Cadets, Class of 1980.
20. Cadet Perceptions of Inequitable Treatment During Cadet Basic Training 1976.
21. New Cadets and Other College Freshmen, Class of 1980.

APPENDIX G

Office of Physical Education Report

Project Summertime: Comparison of United States Military Academy Men and Women on Selected Physical Performance Measures.

Office of Military Leadership

1. Evaluation of the Fourth Class System.
2. Dual-Tex: Evaluation of Dual-Texture Gradient Pattern.

