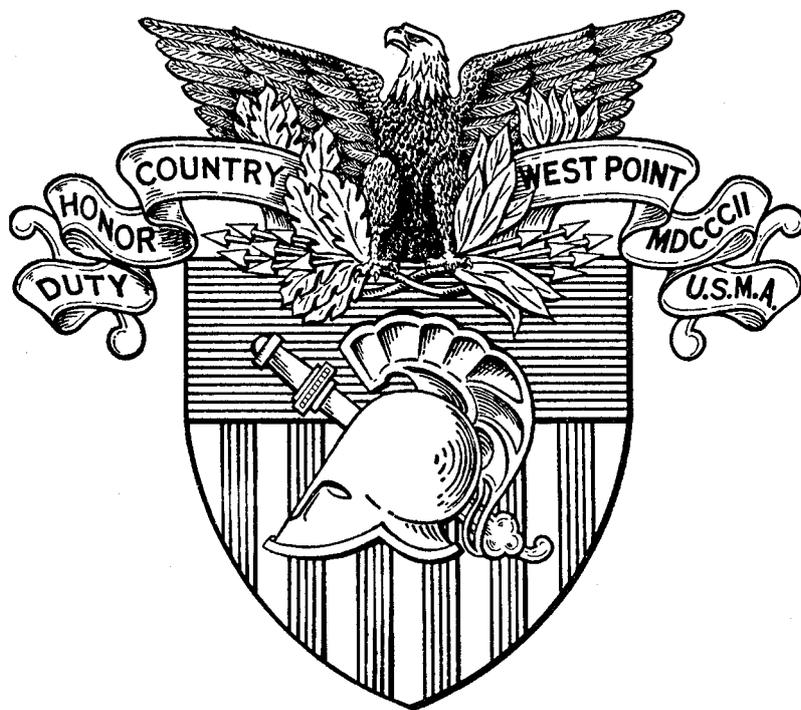


**THE ANNUAL REPORT OF THE
SUPERINTENDENT
1978**



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



LTG ANDREW J. GOODPASTER
Superintendent
13 June 77-



BG CHARLES W. BAGNAL
Deputy Superintendent
16 August 77-



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



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



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

30 June 1978

This report seeks to provide a comprehensive report of the United States Military Academy during the period 1 July 1977 through 30 June 1978. We at West Point believe that this was one of the most productive years in the 176-year history of the institution. Efforts to implement appropriate recommendations of the West Point Study Group were begun, and efforts to integrate and assimilate women into the Corps of Cadets were continued as a major ongoing Academy undertaking. The aim has been to respond to the demands of present necessity, while maintaining loyalty to the virtues of the past.

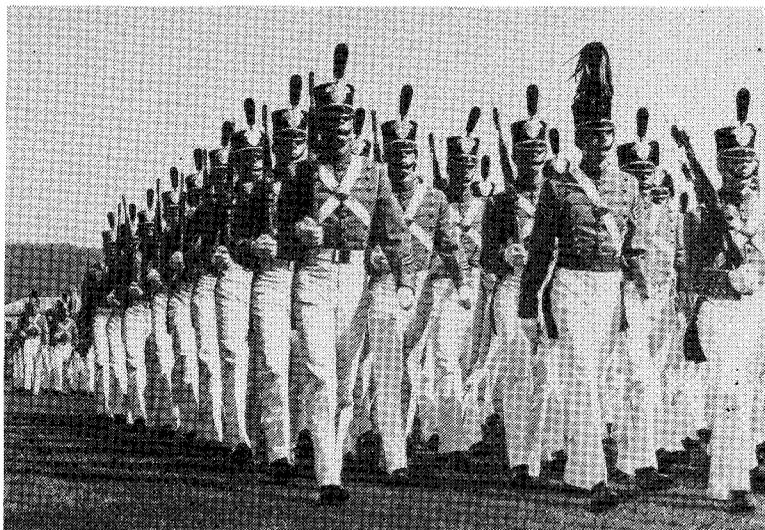
Although much was accomplished during this period, much remains to be done to enable this institution to meet the changing demands of America's future. It will take the continuing concerted efforts of staff and faculty, both military and civilian, to accomplish this goal. We are confident that with the full resources of the Military Academy and the unbending support of the American people, we shall accomplish our primary objective of providing outstanding military leaders for the nation.

The staff and faculty, both military and civilian, and the Corps of Cadets of the United States Military Academy join me in transmitting this report.


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

DISTRIBUTION:

Appendix I



MISSION

To educate, train, and inspire the Corps of Cadets so that each graduate shall have the character, leadership, intellectual foundation, 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.



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ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 5,821 candidates nominated and examined for the Class of 1982, 525 of whom were women. Of this total, 2,580 were found qualified, and 1,396 (125 women) entered the Military Academy on 6 July. Ninety-three percent ranked in the top two-fifths of their high school classes. Those taking the Scholastic Aptitude Test (SAT) had mean scores of 560 on the verbal portion and 637 in the math in contrast to national averages of 429 and 468 respectively. More than 99 percent of the new cadets taking the SATs had higher math scores and more than 95 percent had higher verbal scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.2 on the English and 29.0 on the math portions compared with the national means of 17.9 and 17.5 respectively. All new cadets taking the ACT had higher math scores and 96 percent had higher verbal scores than the national average. Eight hundred and fifty-two cadets were members of the National Honor Society and 267 were class, student body, or student council presidents. Some 1,161 participated and lettered in varsity athletics, 599 of whom were team captains. Scouting participants numbered 748, including 155 Eagle Scouts. Minority cadets totaled 161, or 12 percent of the Class of 1978.

ADMISSIONS FIELD FORCE

The Fifth Annual Admissions Participants Conference was held in May 1978 to train new civilian members of the field force and to provide refresher training to experienced members. In addition, 125 Army Reserve members of the USMA/ROTC Liaison Officer Program were trained in June 1978 at the Eighth 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 MEDIA

New admissions publications prepared during the past year were highlighted by a color brochure with a mail-back card which helps interested students obtain USMA admissions material. In addition, a brochure aimed at minority junior high school youths (under the Project Outreach Program) and one detailing the many extracurricular activities available for cadet participation were also prepared. A contract was awarded for the production of a full color booklet to be initially mailed to candidates for the Class of 1984. This booklet will replace several publications currently in the inventory.

The filmstrip Profession of Leadership was updated this year for use by members of the field force. In a project coordinated with the USMA Audiovisual Production Branch, production is underway to update the film Duty, Honor, Country, with a scheduled completion date of January 1979.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the academic year. Thirty-two cadets participated in the Thanksgiving Minority Program, 307 took part in the Christmas Program, and 399 in the Spring Program. 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 for prospective applicants and candidates. During the past Academic Year, almost 400 candidates participated in the program and attended a class, visited the barracks, and ate lunch with their cadet escorts. CPRC also operated an overnight escort service which enables admissible candidates to spend a full day at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

Over 7,500 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board. The Physical Aptitude Examination was given to approximately 7,450 individuals at 190 Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

EDUCATOR VISITS

The Educator Visit Program halted by Congress last year is expected to be reinstated this fall. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn firsthand the scope, quality, purpose, and environment of West Point. It allows the Academy to carefully articulate the USMA philosophy and educational techniques to American educators during a three day orientation.

ACADEMIC PROGRAM

OVERVIEW

During the 1977-78 Academic Year, the USMA Academic Program underwent detailed analysis and several revisions resulting from implementation of some of the recommendations in the Department of the Army Final Report of the West Point Study Group. Prior to the start of the Academic Year, the Superintendent directed that class periods, except for laboratories, have a standard length of 60 minutes; and he approved a proposal to change the traditional 3.0 grading system to a letter (A-F) grading system. Both of these changes went into effect at the beginning of the fall term. Throughout the academic year members of the faculty participated in several committees appointed by the Superintendent to study the curriculum, faculty development, and instructional methods. The Curriculum Committee in particular worked closely with academic departments and academic area committees in developing proposals for revising the academic curriculum, which is discussed later in this report. After the Superintendent approved the revised curriculum, the academic departments began to develop courses for transition to the new program.

THE FACULTY

Significant changes occurred within the faculty during the 1977-78 Academic Year. Colonel Walter J. Renfro, Jr. retired as Professor and Head of the Department of Foreign Languages on 31 August 1977, after serving 33 years at West Point, 14 as Department Head. Colonel Donald G. MacWilliams, Professor and Head of the Department of Chemistry, retired on 30 September 1977, after serving 18 years at West Point, 11 as Head of the Department. Colonel Frederick C. Lough retired on 31 July 1977, after serving 17 years at West Point, 15 as Head of the Department of Law and Staff Judge Advocate. Six Permanent Associate Professors also retired in 1977: Colonels Harry A. Buckley, of the Department of Behavioral Sciences and Leadership; William K. Stockdale, of the Engineering Department; Arthur H. Blair, of the English Department; James R. Ross, of the Department of Foreign Languages; Thomas E. Rogers, of the Mathematics Department; and William F. Luebbert, of the Dean's Office. Four officers were appointed as USMA Professors. Colonel Robert W. Berry assumed the position of Head of the Department of Law; Colonel John J. Costa was selected as Professor and Deputy Head of the Department of Foreign Languages; Colonel Stanley E. Reinhart, Jr. became Professor and Head of the Department of Electrical Engineering; and Lieutenant Colonel Peter L. Stromberg assumed the position

of Professor and Deputy Head of the Department of English. Four officers were appointed as Permanent Associate Professors: Lieutenant Colonel Howard T. Prince II, of the Department of Behavioral Sciences and Leadership; Lieutenant Colonels James H. Ramsden and Harry G. Rennagel, of the Chemistry Department; and Captain John K. Robertson, of the Science Research Laboratory.

At the direction of the Superintendent, a program was established to designate some Permanent Associate Professors as Professors of designated subjects. The criteria upon which such a selection is based include the following: receipt of a doctoral degree, an outstanding combination of military and academic achievement, and a distinguished record of teaching and scholarship, including at least six years' service at USMA as a Permanent Associate Professor. The following Colonels were selected in the 1977-78 Academic Year to be professors: Harry A. Buckley, Professor of Behavioral Sciences and Leadership (Department of Behavioral Sciences and Leadership); William J. Hoff, Jr., Professor of Chemistry (Chemistry Department); Allan C. Biggerstaff, Professor of Engineering Fundamentals and Farrell G. Patrick, Professor of Computer Science (Department of Earth, Space, and Graphic Sciences); Stanley E. Reinhart, Professor of Electrical Engineering (Department of Electrical Engineering); William F. Stockdale, Professor of Civil Engineering (Department of Engineering); Lloyd J. Matthews, Professor of English (Department of English); Harry E. Cartland, Professor of Foreign Languages (Department of Foreign Languages); George K. Osborne, III, William J. Taylor, Jr., and William M. Wix, Professors of Social Sciences (Department of Social Sciences); and William B. Strett, Professor of Physical Chemistry (USMA Sciences Research Laboratory).

The Visiting Professor Program was increased from the three civilian visiting professors in the 1976-77 Academic Year to five during the 1977-78 Academic Year. In addition to visiting professors assigned to the Departments of English, History, and Social Sciences, the Departments of Mathematics and Mechanics were each supported by a visiting professor.

The faculty exchange program with the United States Air Force Academy (USAFA) was discontinued for the 1977-78 Academic Year, due primarily to permanent change of station (PCS) travel constraints. Emphasis was instead directed toward an increased number of short visits by faculty members, especially those with tenure, to other service academies and service colleges. During the past academic year, three Professors, including the Dean, visited the USAFA and one visited the Air Force Institute of Technology (AFIT). Permanent Associate Professors visited and lectured at the National War College (NWC), the Army War College (AWC), the Command & General Staff College (C&GSC), and the

Armed Forces Staff College (AFSC). USMA Visiting Professors also visited and lectured at the U.S. Naval Academy (USNA) and the AWC. Sixteen other faculty members and personnel from the Dean's Office visited the USAFA, USNA, AWC, C&GSC, or the Naval Post Graduate School (USNPGS). In return, a number of visits were made to the Military Academy by representatives of the other service academies. Of particular note were a visit by the Heads of the Departments of Physics from the USAFA, US Coast Guard Academy, USNPGS, and AFIT to the Physics Department and a visit by the Head of the USAFA Mathematics Department to the USMA Mathematics Department. Also, the number of sister service officers on the academic faculty was increased to five Naval and ten Air Force officers.

The number of women and minority officer faculty members was increased from three and 18 respectively the previous year to five and 20 during the 1977-78 Academic Year. Two women officers were assigned to the Department of English and one each to the Departments of Earth, Space & Graphic Sciences, Foreign Languages, and Social Sciences. In addition, a female civilian instructor taught Arabic on a full-time basis to cadets. The minority officers included 13 black officers assigned to eight departments and seven officers from other minority groups assigned to five departments.

CADETS

On 7 June, 948 members of the Class of 1978, the Academy's largest graduating class, received their Bachelor of Science Degrees. Additionally, 24 members of the class graduated on 7 July and seven graduated on 4 August. Two of the 51 Distinguished Cadets of the Class of 1978 received special academic recognition. Cadet Lonnie D. Henley became the Academy's 57th Rhodes Scholar. Following his commissioning in Military Intelligence on Graduation Day, he will spend the summer attached to the United States Department of Energy before reporting to Oxford in the fall of 1978. Henley is the only member of the Class of 1978 who will be permitted to enter graduate school prior to his military service. Lieutenant Douglas R. Bowman became the Academy's 13th Hertz Foundation Fellowship winner. Following Signal Corps Officer Basic School and his first duty assignment, he will begin graduate studies in Electrical Engineering in the fall of 1980 at Stanford University.

Sixteen USMA cadets were among students from 73 schools who attended the Eastern Colleges Science Conference in April. Three of the 12 cadets presenting papers received awards. Chris B. Maitin received a first place award in Engineering for his paper "Solar Heating and Cooling for the West Point Visitors Center and Museum." Richard L. Routh received the second place engineering award for his study "A Pulsed, Nitrogen Gas Laser," and Thomas D. Hook received third place

in Chemistry for his work "The Effects of Mineral Acid Anions on the pH Precipitation."

At the direction of the Deputy Secretary of Defense, all cadets in the Class of 1978 were required to take the Graduate Record Examination (GRE) in the winter or spring prior to graduation. Taking the GRE is a requirement for admission to most graduate schools. The test is normally taken only by those college seniors who intend to further their education. Nevertheless, the Class of 1978 received scores of 505 on the verbal, 637 on the quantitative, and 561 on analytical portions of the exam contrasted with national means of 503, 525, and 513 respectively. The GRE is considered to be the best single predictor of success in graduate school.

The Cadet Exchange Program completed its third year. Twelve cadets participated in this program during the first term of the Academic Year. Six attended the United States Naval Academy, five attended the United States Air Force Academy, and one attended the United States Coast Guard Academy in that Academy's first year of participation in the program. Identical numbers from the other academies came to West Point to work and study in the cadet environment. This program offers its participants a unique 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 continued for the 1978-79 Academic Year.

THE CURRICULUM

As a result of recommendations of the West Point Study Group, the curriculum underwent significant evaluation by a special Curriculum Committee chaired by the Dean of the Academic Board. The results of the Committee's work are outlined in another chapter in this report. The Academic Program 1978-79 (Redbook) published in March 1978 outlined the new Academy curriculum and described the transition program which will be in effect until the new curriculum is implemented in the 1982-83 Academic Year. Because of uncertainties concerning details at the time of publication, the Redbook was published as a working draft and the section applying to the Class of 1980 was distributed separately. The complete volume will be republished in final form before the start of the new academic year.

FACULTY RESEARCH

Five officers in the Science Research Laboratory and six officers in academic departments were engaged in full-time research during the 1977-78 Academic Year. Research was carried out on such diverse topics as "Computer Simulations of Dense Fluids and Experimental Studies of Fluids at High

Pressure," "Air and Water Pollution in the West Point Area," "The Fortifications at West Point during the Revolutionary War," "Linear Thermoelasticity," and the "Sociological Study of the Assimilation of Women Cadets at USMA." Financial grants in support of faculty research totaling \$380,000 were received from the Army Research Office, National Science Foundation, Environmental Protection Agency, Office of Naval Research, Defense Mapping Agency, Army Missile Research and Development Command, and Air Force Weapons Laboratory. Computer support for several scientific projects was provided by the Air Force Geophysical Laboratory, Hanscom Field, Massachusetts and the USMA Computer Systems Division.

The Science Research Laboratory added to its research capability by obtaining an ion chromatograph and a Technicon Autoanalyzer. The existing atomic absorption spectrophotometer was upgraded to include automatic sample injection and data recording.

More than one-fourth of the total USMA research support consisted of grants from the U.S. Environmental Protection Agency to the environmental research program of the Science Research Laboratory. The program now includes chemical monitoring of precipitation and verification of computer simulated models of watershed processes. The Military Academy, through the Science Research Laboratory has already joined the North Central Regional Deposition Monitoring Program and will establish a precipitation collection station in the program's international monitoring network. Military Academy scientists will participate in the program's governing body and analyze and report results. To promote the program, the Academy joined with the State University of New York - College of Environmental Sciences and Forestry at Syracuse, New York to further environmental research. An immediate outgrowth of this cooperative effort will be an expansion of EPA supported research for the biogeochemical study of wetlands on the USMA reservation. In July 1977 Colonel William B. Streett, Director, Science Research Laboratory, was named co-recipient, with Professor Keith E. Gubbins of Cornell University, of a National Science Foundation Grant of \$135,000 for research on the molecular structure of liquids. As a result of the grant, Colonel Streett was appointed Adjunct Professor of Chemical Engineering at Cornell. Professor Gubbins and other members of his research group were frequent visitors to the Science Research Laboratory during the past year.

Dr. Dominic J. Tildesley of Oxford University continued as a Visiting Research Fellow at West Point in the Science Research Laboratory. He and Colonel Streett are co-authors of fifteen scientific papers published or submitted for publication during the past two years. Several of these papers were written in collaboration with scientists from institutions such as the University of London, the University of Lisbon, Oxford

University, Yale University, Cornell University, and Pennsylvania State University. Colonel Streett was an invited speaker at the 1977 Gordon Research Conference on the Chemistry and Physics of Liquids. In addition, he and Dr. Tildesley lectured on their research at Cornell University, Clemson University, and at meetings of the American Institute of Chemical Engineers and the American Chemical Society. Detailed description of the research projects and resulting publications and conference presentations can be found in Faculty Research and Publications, AY 1977-78 published by the Office of the Dean.

LIBRARY

Overall library use increased markedly as a result of changes in the cadet daily schedule and greater cadet and officer demands for library resources and services. Recorded circulation in the past academic year rose by over 16 percent to 115,000 as a result of additional requirements by the Departments of Social Sciences and History. Added emphasis on curriculum required reading led to a 60 percent increase in the use of reserve book material over the corresponding period last year. The reclassification of materials from the Dewey Decimal to the Library of Congress system through the use of computer terminals proceeded on schedule. Presently over one-fifth of the collection has been reclassified.

The Library's Document Section, Special Collections, and Archives received noteworthy additions to their holdings. The Document Section added the microfiche collection of the U.S. Congressional Committee Prints for the period 1911-1969 as well as the 750 volume United Nations Treaty series. The Special Collections Division acquired, through gifts and special endowments, significant original manuscripts and letters dating from the tenure of the first Superintendent, Major Jonathan Williams. Among the highlights of the Williams papers are the regulations for the West Point garrison dated 29 July 1802 and other notable documents and correspondence from military leaders of the period. Other significant additions include a valuable edition of De Re Militari published in 1495, early printed or lithographed military manuals, regulations, and texts dating from 1759 to 1861, more than 170 volumes and articles on chess from Mr. Robert Sinnott, and correspondence, diaries, and manuscripts pertaining to the career of General Ethan Allen Hitchcock during the Mexican War. The USMA Archives accessioned records documenting the Electrical Engineering 304 cheating incident and its aftermath. Furthermore, USMA Archival holdings were incorporated into the National Archives and Record Service computerized E-1 system which provides for the automatic updating of inventories.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

In September 1977 the Department of Behavioral Sciences and Leadership was created out of the former Office of Military Leadership (OML). The Office of Military Leadership had both academic responsibility and operational and staff functions and the Director of the Office of Military Leadership reported to both the Dean and the Commandant. Recommendation #20 of the West Point Study Group Report proposed that the Office of Military Leadership be redesignated the Department of Behavioral Sciences and Leadership. On the basis of that recommendation and further study, the Superintendent directed that the new department be established on 2 September 1977. The Head of the new academic department reports to the Dean of the Academic Board. The personnel involved and the leadership development functions previously carried out by OML were reassigned within the Department of Tactics.

During the summer of 1977 OML taught leadership-related instruction to the Corps of Cadets. Classes on topics such as Professional Standards of Behavior and the Leadership Climate aided the cadet cadre in fulfilling their summer training responsibilities. Also during the summer of 1977 OML again managed the Cadet Troop Leader Training Program which sent cadets to duty in junior officer positions in active Army units in CONUS, Alaska, Hawaii, Panama, and Europe. Under the auspices of OML, the Cadet Counseling Center provided counseling and directed an extensive stress management program for both the cadet cadre and new cadets. The Counseling Center conducted 1300 consultations and counseling sessions and numerous exit interviews with departing cadets.

After the Department of Behavioral Science and Leadership was established the Psychology/Sociology Field, a component of the National Security and Public Affairs area of concentration, was revised and submitted to the Academic Board. Favorable consideration of this proposal resulted in the addition of several new elective courses to go into effect during the 1978-79 Academic Year. The new offerings are Human Development, Marriage and the Family, Personality and Adjustment, Organizational Development, Work and Motivation, and Educational System Management.

During Academic Year 1977-78 the department responded to the marking and grading policy changes promulgated by the Dean's Office in response to the Borman Commission and the Department of the Army West Point Study Group. The department successfully implemented an experimental pedagogical procedure designed to accomplish the objectives of grading against a fixed body of knowledge, increasing instructor-cadet interaction, and improving academic excellence.

The department continued to expand the balanced coverage of Organizational Effectiveness in the Military Leadership Course. The integration of the academic principles and theoretical background underlying Organizational Effectiveness enhances cadet understanding of leadership and management challenges they will encounter in the Regular Army. The department faculty assisted in a number of Organizational Effectiveness activities throughout the Military Academy.

During the last academic year a new behavioral science laboratory facility supporting PL 202 General Psychology was established. Some 1700 students are expected to use the laboratory annually, significantly improving the breadth of instruction and calibre of research conducted in the behavioral sciences. Also contributing to the realization of academic excellence was the enhanced usage and development of the departmental library. With the addition of several new electives, the library is now concentrating in areas not previously emphasized in its own holdings or in those of the USMA Library.

The department was selected to coordinate the formulation of a new inter-disciplinary course in American Institutions (AI 479). This experimental course was developed in response to desires expressed by the Superintendent and the West Point Study Group that cadets develop a more comprehensive understanding of the relationships between major American institutions and the military. The three credit course will address the functional, developmental, ethical, and interactive aspects of at least five major American institutions from the perspectives of political science, sociology, history, law, and ecology.

During the past year the department was involved in a number of significant research projects. Project Athena, the most notable of these, was initiated in December 1975, seven months prior to the admission of women to West Point. The department's contribution, through this project, to the Academy's efforts to integrate women cadets into the Corps will be examined later in this report. In addition to Project Athena, members of the department were active in research efforts in the areas of leadership development, organizational behavior, and psychology. Indicative of scholarly research conducted by the department during the past year are papers on such wide ranging subjects as: "Women at West Point"; "The Influence of Physical Attractiveness on Selection and Perceived Leadership Ability"; "Personality Integration and Leadership Potential"; and "The Effect of Leader Sex on Group Performance and Group Member Perceptions."

DEPARTMENT OF CHEMISTRY

Two new courses were developed and approved for presentation in the next academic year. CH 200 is a one-semester, four attendance per week course, which is replacing the current two-semester general chemistry core course. CH 274 is an additional one-semester chemistry course designed for cadets who desire a more extensive background in the field.

Computer Assisted Instruction was made available to cadets in the basic Chemistry course for the first time this year. Programs were available to assist cadets in answering questions on preliminary laboratory exercises. Additional review problem sets were also provided to assist cadets in studying for examinations.

The purchase of a 60 MHz Spectrometer and a new Ultraviolet-visible Spectrophotometer significantly updated the instrumentation available for supporting elective programs and for the support of cadet research.

During 1978 the department co-organized and supported the June 1978 USMA Invitational Academic Workshop for High School Juniors. During the workshop, classes on the structure and properties of molecules and laboratories on polymerization, saponification, and caffeine extraction were offered to students interested in chemistry. A lecture on polymers was also presented to attendees.

The policies of the Occupational Safety and Health Administration (OSHA) impacted significantly on the department this year. Dr. David Loehle, laboratory chemist, attended a national OSHA conference and a laboratory safety training course in order to bring necessary expertise to the department. The department then reviewed and modified its laboratories and procedures to accommodate the newly promulgated standards.

Major George F. Palladino, of the department, and Dr. William E. McEwen, of the University of Massachusetts at Amherst, published an article in the Journal of Organic Chemistry.

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Summer 1977 faculty activities included geography and earth science workshops and field trips for students attending the USMA Invitational High School Juniors Academic Workshop. Captain Edward Lorentzen was on temporary duty with the Assistant Chief of Staff for Intelligence, Washington, D.C., conducting special research on Latin America. In August, selected faculty members visited the Defense Mapping Agency, the Engineer Topographic Laboratories, and the Defense Mapping School. Majors Jack Windeler and Alexander Clark and Captains Edward Lorentzen

and James Wilson prepared a study guide to accompany the second edition of Professor Harm J. deBlij's Geography: Regions and Concepts. The Study Guide uses behavioral objectives to focus student study and facilitate learning and has been commercially published by John Wiley and Sons. Captain Clark Fuller developed a multimedia presentation "Perspectives on Black Africa" which has been presented in several departmental courses and to various civic and school organizations in the West Point area. Colonel John Garver and Captain Jack Munson, co-editors of the Proceedings of the Middle States Division, Association of American Geographers, published Volume X in October.

During the past Academic Year a new core curriculum course, EV 104 Terrain Analysis and Evaluation, was developed by the Environment faculty. The course used programmed texts prepared by the faculty for teaching basic map interpretation skills and incorporated numerous practical application laboratory exercises. Beginning with the 1979-80 Academic Year this course will become MS 210 taught by the Environment faculty under the Department of Military Instruction.

During the academic year, the department equipped its Computer Graphics Laboratory with a PSP-11/40 minicomputer, a CALCOMP drum plotter, several micro-processor work stations, and an Integrated Graphics Design System. These facilities were furnished in part as a result of cooperative research projects with the Defense Mapping Agency, the Missile Research and Development Command, and the Engineer Topographic Laboratories. With the initial installation of the laboratory completed the present objective is to promote cadet and faculty use of the facilities and to integrate the capabilities of computer graphics technology into the academic program. Continuing research in the use of special purpose microprocessors and data manipulation using graphic techniques and displays is being conducted by both faculty and students.

DEPARTMENT OF ELECTRICAL ENGINEERING

A major portion of the department's resources has been dedicated to participation in the new curriculum development and its electrical engineering component. In anticipation of the West Point Study Group Report, planning for alternative electrical engineering curricula was initiated in early September 1977. As a result, the Academic Year 1977-78 core course offerings of EE 301-304 (Circuits - Electronics) and EE 403-404 (Electronic Engineering I and II) will be replaced in Academic Year 1978-79 by EE 300, EE 302-372 (Basic Electrical Engineering, Introduction to Electrical Engineering I and II) and EE 405-406, EE 407-408 (Engineering Electronics I and II, Electronic Circuit Design I and II). The EE 302-372-407-408 sequence provides the rigorous, in-depth treatment of circuits and

electronics, from analysis to design, required of all electrical engineering field concentrators. EE 300 provides the fundamental electrical engineering knowledge required of all other cadets and is the prerequisite to a more advanced treatment of electronics (EE 405-406).

Pedagogical initiatives introduced in EE 301-304 included random, rather than performance, sectioning which was maintained throughout the semester. Interested cadets volunteered for an advanced section within the EE 301 and EE 304 course structure which facilitated more detailed attention to their interests within the course formats. Due to the positive response of cadets to these initiatives, they will be incorporated into EE 300 for the 1978-79 Academic Year.

During 1978 the department co-organized and supported the June 1978 USMA Invitational Academic Workshop for High School Juniors. During the first two days of the workshop, classes on modulation of electric waves were presented to all sections of science-engineering students. Selected students then participated in workshops featuring construction of digital electronic clocks or integrated circuit AM radio receivers.

The department was also active in both cadet and instructor summer research projects. Captain Harry W. Stewart spent three weeks in the Center for Tactical Computer Sciences (CENTACS) Laboratory at Fort Monmouth, New Jersey. Six cadets of the Class of 1978 participated in the new Electrical Engineering Summer Research Program in which cadets are placed in active research projects in Army electronics laboratories during their leaves. Three of the participating cadets later presented papers resulting from their summer research at the Annual Eastern Science Conference in April.

DEPARTMENT OF ENGINEERING

During the 1977-78 Academic Year engineering and management courses, augmented by a series of lectures and visits from civilian and military authorities in the field, continued to emphasize the applicability of principles and concepts in basic math, science, and engineering courses to problems requiring the use of management and problem solving techniques.

At the Eastern Colleges Science Conference, coordinated for the Academy by the department, two engineering cadets won top awards. Members of the Engineer Forum again this year also designed and built a lightweight concrete canoe which finished sixth out of a field of more than 30 canoes from universities throughout the Eastern United States in the annual Whitewater Concrete Canoe Race. Thirty-three cadets of the Class of 1978, under departmental sponsorship, participated in volunteer programs at several Engineer Districts, Army Laboratories, and

Arsenals and at such U.S. Army activities as the Concepts Analysis Agency, Training and Doctrine Command, Systems Analysis Agency, and Combat Development Experimentation Command.

During the last academic year department members applied their technical expertise for the benefit of the civilian and military communities. Some completed a study for the Training and Doctrine Command and others taught short courses to employees of the Concept Analysis Agency and the Air Force Continuing Education Program at March Air Force Base in California. Faculty members also supervised and coordinated a refresher course for both the Pennsylvania State Engineer-in-Training Examination (EIT) and the Professional Engineer's Registration Examination. Last year of 239 cadets taking the examination, 202 passed. This year 399 cadets and 27 members of the staff and faculty took the EIT. The results are due in the fall.

Department members made significant contributions at many conferences and published in several professional journals. Members of the department presented papers at the American Society of Civil Engineers, the Institute of Management Science, the Operations Research Society of America, the 40th Military Operations Research Symposium, and the American Society of Engineering Educators. Articles by faculty members were published in the Air University Review, Decisions and Designs, and the Military Engineer.

DEPARTMENT OF ENGLISH

The English Department commenced efforts during the last academic year to revise offerings for the new academic curriculum. The department's EN 402, the core course for first classmen, was taught for the last time in the spring of 1978. Concurrently, nearly two dozen instructors began preparing to teach the philosophy course, PY 201, normally designated for third classmen in the new core curriculum though required of all upperclassmen during the transition 1978-79 Academic Year. The course is designed to assist cadets in developing their capacity to think clearly and critically and in acquiring a special facility with the language, arguments, and methods of moral discourse. From January through June 1978, Dr. Robert Gurland of New York University, the Academy's Visiting Professor of Philosophy, led extensive departmental efforts to prepare instructors to teach the course in the fall.

The Cadet Fine Arts Forum, with generous help from the West Point Fund, resumed the Visiting Artist Program during this academic year by engaging Mr. Claudio Marzollo, a kinetic light sculptor, as the West Point Visiting Artist. Through exhibitions and lectures Mr. Marzollo instructed and assisted cadets in constructing their own sculptures. To continue the visiting artist tradition,

Ms. Ruth Laredo, America's foremost female pianist was selected as West Point's Visiting Artist for the 1978-79 Academic Year.

The 11 offerings of the Performing Arts Series of the Cadet Fine Arts Forum were highly successful and included the Chicago Symphony Orchestra, the Oxford and Cambridge Shakespeare Company, Ethel Merman, Eugene Fodor with the American Symphony Orchestra, My Fair Lady, and Red Skelton. The financial success of the season enabled the Forum to increase its endowment while sustaining attractive ticket prices for cadets.

The Seminars of the Forum had a particularly active year. Collectively they sponsored 27 trips involving over 800 cadets. Regular seminar meetings at West Point included workshops in creative writing, both poetry and prose; discussions in archeology, architecture, and American culture, as well as other fields of inquiry; and a series of 29 classic films with a total attendance of over 5500 cadets. The Art Seminar sponsored three exhibitions and the Photography Seminar heard Neal Ulevich, Pulitzer prize-winning photojournalist. The Music Seminar presented recitals by pianist Ruth Laredo and the Woodstock Chamber Players and sponsored a conversation with Aaron Copland, America's foremost composer. The Academy Lyceum sponsored conversations with Anton Myrer, author of Once an Eagle; celebrated actress Elizabeth Ashley; and Walter Cronkite, the dean of American television journalists.

Captain John A. Calabro, Assistant Professor of English during the 1976-77 Academic Year received the 1977 New York State English Council Outstanding Teaching Award in the college division.

Work continued on the William Faulkner Concordance under the general editorship of Colonel Jack L. Capps, Professor and Head of the Department of English. The concordance of Faulkner's novel Go Down, Moses, the second in the series, was published in November 1977 by University Microfilms International. In addition to the concordance publication, members of the department published essays and reviews in the following periodicals: Parameters: The Journal of the U.S. Army College; Military Review; Neuphilologische Mitteilungen; The Virginia Journal of Biography and History; The Heliconian; Seventeenth Century News: Concerning Poetry; Army Administrator; and the Southern Literary Review.

DEPARTMENT OF FOREIGN LANGUAGES

A number of noteworthy personnel changes occurred in the Department of Foreign Languages during the past academic year. Colonel Sumner Willard became Professor and Head of the Department on 1 September following the retirement of Brigadier General Walter J. Renfroe, Jr. General Renfroe, retiring after 43 years of active Federal service, was awarded the Distinguished Service Medal in recognition of his outstanding contributions to West Point and the Army. Dr. Reinhart K. Hennig from the University of California at Berkeley was appointed as the new civilian Professor of German.

A number of department members published translations or literary studies during the year. A translation by Colonel Willard of J. F. Verbruggen's Art of Warfare in the Middle Ages was published in early December by the North Holland Press, Amsterdam. The work, the first of several volumes on medieval history is the result of a collaboration with Lady Southern, the wife of Sir Richard Southern, President of St. John's College, Oxford, and is the first updating in English of Sir Charles Oman's 1924 volume of the same title. An article by Colonel Harry E. Cartland appeared in the Germanic Review in November. Dr. Frederick C. H. Garcia published studies in three Brazilian literary journals and presented papers at several language conferences during the year. He also was elected Chairman of the Portuguese Section and President of the Luso-Brazilian Division of the Northeast Modern Language Association of America for the 1978-79 Academic Year.

DEPARTMENT OF HISTORY

During the 1977-78 Academic Year the History Department faculty of 49 officers and one civilian taught 11 core courses organized in two-semester sequences and 22 different one-semester elective courses. The civilian Visiting Professor, Edward M. Coffman of the University of Wisconsin, lectured in various courses and taught an elective entitled "The American Military Experience." Courses taught for the first time were: "The United States in the Twentieth Century"; "America in Crisis: The Spanish-American War and American Imperialism"; "Nation of Sections: The West"; "The French Military and Society, 1848-1940"; "Imperialism"; "The Cultural Roots of Socialism, Nationalism, and Fascism"; "Strategy, Statesmen, and Soldiers"; and a seminar on "Small Wars."

Curricular changes approved during the past year will have a profound effect on history core courses. The first class core course on the "History of The Military Art" has been reduced from two semesters to one long term of 62 attendances and will be taught during the second class year. A two-semester course in military history will be offered as an elective sequence in

the future. Two-semester core courses in American, European, and World history will be taught during the fourth class year rather than the third class year. The implementation of these curricular changes will be carried out over a two-year transitional period starting this fall.

Most of the new departmental textbooks and companion atlases for the core courses in military history were completed during the 1977-78 Academic Year. Still to be produced are texts and atlases supporting instruction on World War II and the post-war period.

In addition to teaching cadets, the department also supported many other activities. In the summer of 1977 members of the department assisted the ninth annual Reserve Officers Training Corps (ROTC) Military History Workshop, a rigorous five-week program of instruction in military history for 37 military and civilian instructors from Army ROTC detachments across the country. Departmental personnel aided other USMA agencies in The USMA Invitational Junior High School Workshop. In addition, Major John Alger, at the direction of the Superintendent, completed the extensive task of collecting and cataloging archival material related to the EE 304 cheating incident and its aftermath.

One officer completed requirements for a doctoral degree, increasing the number of Ph.D.'s in the department to nine. Twelve other officers continued their work on doctoral programs.

DEPARTMENT OF LAW

The 1977-78 Academic Year was one of transition and revitalization for the Department of Law. On 20 June 1977 the Office of the Staff Judge Advocate (SJA) became operational and relieved the department of all its former SJA duties. Emphasis appropriately shifted to the definition of departmental goals and the instruction of cadets.

Prior to the beginning of classes in the fall of 1977, a completely revised program of new instructor training was conducted. Throughout the year the department experimented with the committee system of preparing instructional materials and examinations and of grading major examinations. Renewed emphasis was also given to creating a close working relationship with the Department of Tactics on problems that affect both departments.

Major General Wilton B. Persons, Jr., the Judge Advocate General of the Army, gave a lecture sponsored by the Department of Law on the subject, "Military Law and Military Lawyers." His lecture was timed to come at the end of, and be a fitting conclusion to, the military criminal law subcourse.

DEPARTMENT OF MATHEMATICS

The Academy's curricular review resulted in changes in the mathematics core curriculum for the 1978-79 Academic Year. The scope of the mathematics core courses has been reduced, requiring the elimination of significant amounts of instruction in multi-variable calculus. The reduction of daily class periods to 60 minutes (except for one 90 minute period each week) required some modification of pedagogical techniques; however, the department continues to give increased emphasis to the practical application of mathematics principles learned in class. A significant addition to the mathematics curriculum will be a pre-calculus course designed to compensate for the mathematical deficiencies of some entering cadets.

During the 1977-78 Academic Year Professor I. J. Schoenberg served as the department's first Visiting Professor. He taught three elective courses, conducted seminars for the department faculty, lectured at several other universities, advised the Head of the Department on curricular matters, and completed several papers for publication. Dr. S. H. Lehnigk of Redstone Arsenal, Alabama will be the department's Visiting Professor during the 1978-79 Academic Year.

In May 1978 Dr. Herman H. Goldstine, of The Institute for Advanced Studies, Princeton, New Jersey and Professor George D. Mostow, Professor of Mathematics at Yale University, visited the department at the invitation of Colonel Jack M. Pollin, Head of the Department. They provided helpful advice and guidance on curricular and pedagogical matters. Consultations with Dr. Goldstine and Dr. Mostow will continue.

During the summer of 1977 the department sponsored the assignment of Cadet John R. Gallo, of the Class of 1978, to the Harry Diamond Laboratories. After the successful completion of his work at the laboratory, he presented a mathematical model of an air defense tracking system to the Eighteenth Annual Student Technical Symposium.

DEPARTMENT OF MECHANICS

A new elective field was established in Aerospace Engineering during the past academic year from current offerings of the Departments of Engineering and Mechanics. Cadet interest in this field has been significant with about 40-50 cadets enrolled per class.

One effect of the new curriculum approved this year was the elimination of ME 302, Fluid Mechanics, from the core curriculum. This course, renumbered ME 382, remains a requirement in several engineering fields, however, and projected enrollments

are substantial. An authorized strength reduction of three officers was sustained by the department as a consequence of the change.

Dr. Francis J. Hale, of North Carolina State University, the first Visiting Professor of Mechanics, taught the standard Thermodynamics course and offered a special course on aircraft performance, selection, and design. His close interaction with instructors and his many perceptive comments on a wide range of subjects have distinctly benefited the department. Dr. Henry C. Perkins, Jr., Professor of Aerospace and Mechanical Engineering at the University of Arizona, has been selected as the Visiting Professor for the 1978-79 Academic Year.

Changes in the physical plant of the department include the movement into Mahan Hall of the large subsonic wind tunnel with an increased capacity power unit; and the installation of three instrumented solar panels on the roof of Mahan Hall which are producing hot water.

Scholarly activity by members of the Department of Mechanics continues to be notable. Colonel James K. Strozier presented a paper and Professor Hale chaired two technical sessions at the Annual Meeting of the American Society for Engineering Education in June 1978. Lieutenant Colonel Henry F. Fairy, Jr. was granted a NASA Summer Fellowship and Captain Wayne K. Murphy, who also occupied a research position this year, had his work accepted to fulfill the requirements for his Ph.D. dissertation by the University of Illinois. An extract of Captain Murphy's work is due to be published in the Journal of Thermal Stress.

DEPARTMENT OF PHYSICS

The efforts of the department were divided into planning for a new core and elective curriculum for the 1978-79 Academic Year and maintaining a creative academic program during this year. Intensive planning resulted in the development of a two-semester core physics sequence to replace the present three-semester sequence. Extensive coordination with other departments insured that basic physics preparatory material to support the applied science and engineering departments was retained while providing the best coverage of physics to meet general educational requirements. During this academic year two new elective courses, "Physics of the Energy Crisis" and "Laser Physics" attracted significant cadet enthusiasm.

A second annual conference of physics department heads, meeting to discuss issues of interest to military academic institutions in general and physics departments in particular, was held at USMA in April. The Air Force, Naval, and Coast Guard Academies,

in addition to the Air Force Institute of Technology and Naval Post-Graduate School, sent their physics department chairmen to the sessions. The conference serves as a medium for the exchange of ideas at the departmental level and has proven to be effective in efforts to keep all service academies better informed of academic programs and policies of mutual concern.

New equipment acquired by the department included an Optical Multichannel Analyzer which provides advanced laboratory and research capability to do quantitative optical absorption and fluorescence experiments.

As a research project Major Daniel Litynski completed construction of a nitrogen laser and developed a computer program for modeling its output, both of which will assist him in completing requirements for his Ph.D. degree. In research supported by a Department of Navy grant Captain Ray Toland constructed a monitoring system to be used to study thunderstorms over bodies of water. Lieutenant Colonel James Willis developed plans for conducting electron spin resonance research on crystal defects over the next several years.

Colonel Wendell Childs presented a paper at the Annual Joint Winter Meeting of the American Association of Physics Teachers and the American Physical Society. Major Larry Izzo and Captain James Stith presented a paper at the Summer Meeting of the American Association of Physics Teachers. Colonel Childs and Colonel Edward Saunders, Head, Department of Physics, attended the Senior Commanders Orientation Course at Fort Knox, Kentucky during the summer of 1977.

DEPARTMENT OF SOCIAL SCIENCES

During the 1977-78 Academic Year the department presented courses in political science, economics, anthropology, and international relations. The 29th Student Conference on United States Affairs (SCUSA), held at West Point on 16-19 November, was attended by 200 students from 150 universities. The topic of this year's conference was "An American Foreign Policy of Constructive Global Involvement." Mr. Leslie H. Gelb, Assistant Secretary of State for Politico-Military Affairs presented the keynote address, and the Honorable W. Averell Harriman was the banquet speaker.

During the year the Debate Council participated in 28 inter-collegiate tournaments in 15 states and won 12 First Place Team Awards, 14 total Team Awards, 13 Speaker Awards, and the New York State Varsity Championship. Cadets in the West Point Forum attended 16 academic and culturally-enhancing conferences at colleges and universities around the country.

Departmental officers lectured or presented papers at the Armed Forces Staff College, U.S. Army Command and General Staff College, National War College, U.S. Air Force Academy, Air Command and Staff College, University of Utah, University of Vermont, and the American Political Science Association Convention. Eight officers contributed to the publication of a book, Military Unions: U.S. Trends and Issues, edited by Colonel William J. Taylor, Jr., Major Roger J. Arango, and Major Robert S. Lockwood. Colonel Taylor and Colonel George K. Osborn were selected as members of the Council on Foreign Relations and elected to the Governing Council of the Section on Military Studies of the International Studies Association. Captain Robert C. Kelly was elected a member of the District VIII (Northeast U.S.) Debate Committee. Department officers published articles in the Public Administration Review, the National War College Review, the Political Science Quarterly, and in the forthcoming book, The Changing American Military.

MILITARY TRAINING PROGRAM

OVERVIEW

During the 1977-78 Academic Year the implementation of the recommendations of the West Point Study Group led to a significant reorganization of the Office of the Commandant of Cadets. Although the redesignation of the Department of Tactics as the Office of the Commandant of Cadets was the most visible change, of greater significance were the internal organizational modifications instituted at the beginning of the academic year. These changes involved realignment of both the operational elements subordinate to the Commandant and the Commandant's staff.

Changes in the Offices of Military Leadership, Military Instruction and Physical Education produced the most notable realignments of the Commandant's subordinate operational elements. The Office of Military Leadership (OML) was established as a separate academic department under the Dean and redesignated as the Department of Behavioral Sciences and Leadership. A number of OML operational responsibilities were retained by the Office of the Commandant and assigned to various subordinate staff divisions and departments. The former Offices of Military Instruction and Physical Education were redesignated as departments and, in addition to its previous responsibilities, the Department of Military Instruction assumed responsibility from OML for the Cadet Troop Leader Training (CTLT) Program. The Cadet Counseling Center, also under OML, became a separate subordinate operational element under the Commandant. The Management Information System Division was also established to provide accurate and timely computerized information to the Commandant.

A variety of staff realignments have resulted from the implementations of the West Point Study Group recommendations. The position of Deputy Commandant/Brigade Tactical Officer, in the grade of Colonel, was created in August 1977 to coordinate the Commandant's staff and to direct the day to day activities of the four cadet regiments. As part of the organizational refinement accomplished at the end of the 1977-78 Academic Year, this position was redesignated as the Chief of Staff with staff coordination responsibilities added and supervisory responsibility for the four regiments deleted. The Executive Officer position, formerly under the Brigade Tactical Officer, was moved directly under the Commandant and the Commandant's Aide-de-Camp position was deleted. The position of Regimental Commander was changed to Regimental Tactical Officer with a concomitant change in grade from Colonel to Lieutenant Colonel. Finally, the special staff position of Organizational Effectiveness Staff Officer (OESO), in the grade of Major, was created with responsibility for the systematic application of management and behavioral science skills to the Office of the Commandant.

The S1/S3 (Administrative/Operations) Division, which had been combined several years ago, was reorganized into two separate divisions with additional staffing responsibilities added to each. The S1 Division assumed responsibility from OML for the new Cadet Leadership Assessment System (CLAS), formerly designated the Leadership Evaluation System (LES). As a result of recommendations from both an internal USMA study and the West Point Study Group, a Scheduling Branch was created within the S3 (Operations) Division to improve the scheduling and coordination of cadet activities. In addition to its responsibility to schedule training operations, as a result of the move of OML out of the Commandant's purview, the S3 Division also was assigned responsibility for directing the Fourth Class System, the Leadership Preparation Program (LEADERPREP), and the Third Class Sponsor Program.

RESEARCH PROJECTS

While staff reorganizations were completed, studies were also undertaken to reorganize space utilizations for cadet facilities and tactical officers. After an extensive study of space usage within the cadet barracks, a new permanent cadet company billeting plan was established which will assign special use rooms and reduce some of the costs associated with annual unit realignments. Rooms requiring telephones for either chain of command or cadet activity positions, study rooms, computer terminal rooms, secure storage rooms, and dayrooms have been designated within each company area. This billeting program is designed to assure maximum utilization of available space and reduce support requirements due to unit relocations.

A study is being conducted which will analyze the advantages of placing the offices of Tactical Officers in closer proximity to their respective cadet companies. Several alternatives under consideration include placing individual Tactical Officers within their respective company-areas; formulating battalion cells (three Tactical Officers) with locations adjacent to their respective units; and leaving Tactical Officers in regimental cells but relocating them into the barracks adjacent to the regimental areas. Testing of these alternatives was initiated in the spring of 1978 and will continue into the next academic year.

LEADERSHIP DEVELOPMENT

Cadet Leadership Assessment System

The Cadet Leadership Assessment System (CLAS), implemented this fall, was developed to incorporate changes recommended by the Borman Commission, the West Point Study Group, and members of the staff and faculty responsible for the operation of the former

Leadership Evaluation System (LES), which preceded CLAS. The Leadership Evaluation System (LES) was comprised of three components -- Cadet peer ratings, the Tactical Officer's evaluation of cadet performance, and a Cadet Chain of Command evaluation. These ratings were tabulated to yield a net grade in leadership which constituted a portion of a cadet's General Order of Merit. The elimination of the General Order of Merit for the 1977-78 Academic Year did not eliminate the requirement of assessing a cadet's leadership qualities, but transferred the responsibility for the evaluation to the Company Tactical Officer.

CLAS retains the three basic components of LES, but emphasizes the counseling and developmental aspects of performance appraisal with the goal of maximizing the development of each cadet's leadership potential. The Company Tactical Officer has the primary responsibility for the cadet's leadership development and is the recipient of all the assessment system's informational output. The output consists of a quartile ranking for each cadet in each component of the assessment system plus subjective narratives addressing the cadet's strengths, weaknesses, and recommendations for improvement. The narratives are prepared by other cadets, academic instructors, and officers in charge of the numerous cadet activities.

The Superintendent's working group to evaluate procedures for processing leadership cases is discussed in the chapter dealing with the West Point Study Group recommendations. The improved review procedures stimulated by the efforts of that group will place even greater emphasis on the developmental aspects of CLAS, so that it will continue to be an essential assessment of each cadet's demonstrated strengths and weaknesses in the area of military proficiency.

Cadet Counseling

On 2 September 1977 the Cadet Counseling Center, formerly under the Office of Military Leadership, came directly under the authority of the Office of the Commandant of Cadets. Even more noteworthy, the number of cadets using the services of the center during the last academic year increased by one-third over the previous year. The increase in usage is attributable in part to increased acceptability among cadets of seeking assistance from the counseling staff and also to greater familiarity on the part of Tactical Officers with the capabilities of the counseling center. Both of these factors were stimulated by low key public relations activities and informal cadet consultations in which the counseling staff participated. The increase in usage is indicative of the more mature and professional appreciation exhibited by both staff and cadets of the needs for and benefits to be derived from a counseling center.

Cadet Leadership Preparation Program

The Cadet Leadership Preparation Program (LEADERPREP) includes instruction in areas of minority relations, alcohol and drug abuse education, management of stress, and leadership skills. The LEADERPREP series of seminars and lectures included addresses to all four cadet classes by distinguished military and civilian speakers. Academic instructors and Company Tactical Officers participated in seminar discussions as facilitators.

Third Class Sponsor Program

The Third Class Sponsor Program continued to enable cadets to informally socialize with active duty military personnel and gain insights into the home life of both commissioned and non-commissioned officers. An impressive level of participation was attained in the program during the last academic year. A record high 1,082 (or 94%) of the Third Class cadets were sponsored by a record 350 volunteers from West Point and the Stewart Army Subpost.

Fourth Class System

Introducing new cadets to a military environment and developing their inherent leadership skills remain the fundamental purposes of the Fourth Class System. Many positive changes have been incorporated into the system as a result of the recommendations of the West Point Study Group. Previous efforts are continuing, for instance, to educate the Corps of Cadets (and the Officer Staff, as well) with regard to the rationale behind, and the implementation of, a truly supportive and developmental style of leadership. Every effort is being made to insure that the system which is intended to enhance the motivation, self-discipline, and sense of responsibility of cadets is a positive one. Upperclass cadets continue to actively participate in the system and benefit from the system's leadership opportunities.

Foreign Academy Exchange Program

The United States Military Academy continued to participate in cadet exchange programs with 23 foreign nations. These exchange and/or cultural orientations provide 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 programs operate during the summer leave periods and vary between 10 and 25 days in duration. During the Summer of 1977 and the following academic year, 54 cadets from the Class of 1979 visited 14 Latin American countries, Australia, Austria, and France. In the same period the Academy hosted cadets from 10 Latin

American countries, Austria, Belgium, France, Great Britain, West Germany, the Netherlands, Mexico, Australia and Japan.

United States Corps of Cadets (Blue Book) Regulations

Revisions in the regulations for the Corps of Cadets during the past academic year are designed to bring the regulations in line with current USMA policies. Significant provisions modified in the new regulations include additional details on the wearing of uniforms, limitations on cadet privileges, clarification of the Academy's fraternization policy, and enhancement of the cadet emphasis on academics between the hours of 2000 and 2300.

Honor Education

Education has been widely recognized as a key to enable cadets to internalize the values of the Honor Code and develop as honorable human beings. Members of the Department of the Army Study Group worked with members of the USMA Staff and Faculty and the Honor Committee to revise the cadet informational pamphlet entitled The Honor Code and Honor System (the Grey Book) and to develop a four year educational program. During 1977 Cadet Basic Training new cadets received 11 hours of formal instruction on the Honor Code and Honor System, generally in company-sized groups. Thereafter, throughout the academic year, all classes participated in honor classes and seminars taught by honor representatives and seminars taught by both honor representatives and Tactical Officers. Two video tapes developed by the former USMA Audio Visual Systems Division were successfully used to support the Cadet Basic Training honor instruction program and were subsequently shown to the upperclasses. Additionally, a 30 minute commercial quality movie, "Identity," produced in cooperation with the Army's Development and Readiness Command (DARCOM) Audio Visual Section, will be completed in time to be used in the Cadet Basic Training 1978 honor instruction program. Throughout the year the Honor Committee published memoranda, fact sheets, and summaries of Full Honor Board proceedings to focus the attention of the Corps on honor matters.

TRAINING

Fourth Class Summer Training 1977

Cadet Basic Training consists 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. The 1977 eight-week summer program was highlighted with qualification firing of the M16 rifle and the traditional five-day encampment at Lake Frederick on the USMA reservation. Field training was increased from the previous year and resulted in each new cadet spending

at least one night each week in an overnight bivouac. Continued emphasis was placed on positive motivation of the new cadet and replacement of meaningless harassment with demanding professional standards.

In previous summers, all new cadets performed physical training as one group. To maximize the training benefits for new cadets, however, the Cadet Basic Training running program in 1977 was conducted on three levels (identified as Black, Gray, and Gold) based on running proficiencies observed or determined during the first week of training. During that period, each new cadet ran a timed one and one-half mile distance and participated in at least two paced company runs. Based on their performances on these runs, input from the chain of command, and the recommendations of Department of Physical Education monitors, cadets were assigned to an appropriate running group. Under the three ability group configurations, all cadets were challenged and their overall running performances were enhanced.

Attrition during Cadet Basic Training took a significant drop in the summer of 1977 from the level of the previous summer. Only 7.2 percent of the new cadets had departed West Point by the end of Cadet Basic Training compared with 10.2 percent in 1976. Although the precise reasons for the decline cannot be determined, a contributing factor was a new program of officer and cadet cadre team-building prior to the start of Cadet Basic Training which helped to provide a more cohesive unit environment for new cadets.

Third Class Summer Training

Cadet Field Training at Camp Buckner for the Class of 1980 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 instituted in the Cadet Field Training in the summer of 1977 included Nuclear, Biological, and Chemical (NBC) Training, and the inclusion of Tactical Non-Commissioned Officers in each company. Women cadets also participated in the Third Class Summer training for the first time in 1977.

Second Class Summer Training 1977

Summer training for the Class of 1979 consisted of Cadet Troop Leader Training (CTLT), Cadet Military Specialty Training (CMST), and a new Drill Cadet Program (DCP). Most cadets participated in both CMST and CTLT, and a few volunteers were assigned to the new Drill Cadet Program.

Increasing each cadet's leadership experience is the primary objective of CTLT. This is accomplished by assigning cadets to junior officer positions within Army units, familiarizing them with the functions of a company size unit, and exposing them to the on-duty and off-duty environment of a junior officer. Cadets were assigned for either four or seven weeks to units at one of 19 posts in the United States, West Germany, and Panama.

Cadet Military Specialty Training (CMST) consists of six types of summer training at five military schools. Six hundred cadets participated in Airborne and 56 participated in Ranger School at Fort Benning, Georgia. Forty-five cadets went to Fort Rucker, Alabama for Flight School; 115 went to Fort Greely, Alaska for Northern Warfare Training; 73 went to Fort Sherman in the U.S. Canal Zone for Jungle Warfare Training; and 23 went to the Survival, Evasion, Resistance, and Escape Training at the U.S. Air Force Academy in Colorado. The primary objective of the program is to motivate the cadet toward a military career prior to the start of the Second Class academic year. Over 95% of the members of the Class of 1979 enrolled in each school were graduated. All cadets participating in the Northern Warfare Training or in the Survival, Evasion, Resistance, and Escape Training graduated from their respective schools. Overall the Class of 1979 had a 98.5 percentage success rate at CMST.

First Class Summer Training 1977

Members of the Class of 1978 furnished the chain of command for the Fourth Class, Third Class, and Second Class summer training programs and served as instructors for the Third Class at Camp Buckner. Although the benefits obtained by cadets in this program are diverse in nature, the First Class Summer Training Program does serve to reinforce lessons learned in previous summer programs and to further develop the skills and perspectives necessary to fulfill their future responsibilities as army officers.

Military Science During the Academic Year

Military Science instruction for First Class Cadets provides knowledge of how to plan, prepare, conduct, and evaluate training at platoon and company level. The Second Class is 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 are studied, while the Fourth Class concentrate on learning principles and procedures employed in planning and executing rifle squad and platoon combat operations. The Fourth

Class is also taught Military Heritage and Standards of Professional Behavior. The latter was integrated into the 1977-78 Academic Year curriculum as a new course created to teach Fourth Class Cadets the qualities of professionalism and the importance of those characteristics in today's Officer Corps.

Sandhurst Trophy

The Sandhurst Trophy, awarded annually to the Regiment achieving the highest degree of military excellence, was presented for the third consecutive time to the 1st Regiment of the Corps of Cadets by Brigadier David Houston, British Military Attache, on 17 May 1978. Five four-man patrols from each company (180 patrols in all) were tested in swift marching, M16 shooting, grenade throwing, stripping an M60 machine gun, and land navigation. Company B of the 2nd Regiment, led by Tactical Officer, Major Herbert Lloyd, was judged the winning company of the Corps of Cadets.

Professional Update for Departing West Point Officers

The Department of Military Instruction conducted a briefing on 1 May 1978 for departing USMA officers to inform them of recent changes in the operational army which have occurred during their stay at the Academy. Among the topics covered in the briefing were: Active Defense Doctrine, Weapons Engagement Ranges, Fire Support Team Concept (FIST), Army Training and Evaluation Program (ARTEP), Division Base Changes, and Equipment Changes. It is hoped that this initial exposure to recent army developmental trends will enable departing personnel to make a more immediate contribution in their new assignments.

PHYSICAL EDUCATION

Staff Development

Instructor qualifications were improved during the past academic year by training sessions in new sports skills, review of all standard courses, participation in seminars and conferences, and attendance at civilian institutions to complete advanced degree requirements. Two civilian instructors were added to the staff this year: a female swimming instructor and coach and a male baseball coach.

Instructional Program

The Cadet Basic Training in 1977 stressed the development of all components of physical fitness with special emphasis on cardiovascular and muscular endurance. During the academic year, Fourth Classmen attended three physical education classes per week in four standard courses (boxing and wrestling for men,

self defense I and II for women, and swimming and gymnastics for both). Fourth Classmen who demonstrated superior performance in the standard courses completed an accelerated program and took one of five carry-over, lifetime sports (such as scuba diving, handball, squash, racquetball, and strength development). During the last ten lessons of the year, a number of activity courses (such as golf and tennis) were offered for all cadets who completed the four standard courses. Those who failed to complete a standard course were rescheduled into a make-up course during the same period.

Upperclass instruction stressed the acquisition of basic skills and the refinement of those skills in carry-over sports. All members of the Third Class completed a "Personal Conditioning" lecture course which presented the basic principles of conditioning, weight control, nutrition, etc., in a manner that allowed cadets to learn to design and administer fitness programs.

Each class of cadets took three of the following four physical fitness tests during the past academic year: the two mile run, the Indoor Obstacle Course, the Physical Aptitude Test (for Fourth Class Cadets), and the Advanced Physical Fitness test (for upperclass cadets). Performances on the tests were evaluated based upon fixed standards that were published prior to the administration of the tests.

A field study was conducted during the year at Fort Bragg to determine whether or not the USMA physical fitness testing standards were abnormally high compared with the standards that graduates would have to achieve once they arrived in units. The results of that study revealed that if our high standards are achieved they will prepare cadets to match the mean performances of the soldiers they will lead. To lower standards to those outlined in current Army manuals would allow lieutenants to join units at the minimal level of physical fitness - an unacceptable alternative.

Specialized Instruction

The Special Physical Education section provided individual assistance and instruction for cadets in the area of posture, injury prevention and care, physical reconditioning, weight control, and developmental exercise. The posture program included early identification of posture problems during Cadet Basic Training and posture critiques during Physical Education Classes. Four hundred and seven Fourth Class and 17 upperclass cadets received special attention in this area during the past year.

The athletic training room was visited by 7200 cadets during the year. Approximately 2600 cadets came to be bandaged, 3600 visited the room for treatment of injuries, and 1,000 visited for injury prevention assistance.

Cadets unable to participate in physical education classes reported to special reconditioning programs. During the year 5,067 conditioning visits were made by cadets.

A total of 220 cadets were counselled this year regarding their weight control problems. A survey conducted using the scientific skin caliper method resulted in 117 cadets being admitted to a mandatory weight control program. This program proved to be a relatively successful method of reducing excess body fat. In order to insure that USMA will not graduate commissioned officers who are unable to meet body weight standards, the Department of Physical Education conducted a second First Class Height/Weight Survey in February. First Classmen who were found to have excess body fat were required to either lose the excess fat prior to graduation or attend the Summer Term Academic Program (STAP) until they met acceptable body fat levels. The Commandant also requested that Letterman Army Institute of Research personnel come to the Academy to conduct a study on diet, nutrition, and body fat for the Corps of Cadets. A preliminary visit was made by the team in May.

Intramural Athletics

Each cadet who did not participate directly in an intercollegiate or a competitive club program was required to participate in the intramural athletic program during the fall, winter, and spring. Throughout the year women cadets participated in all intramural sports except contact sports.

CADET CLUB ACTIVITIES

The Cadet Activities Division was redesignated the Directorate of Cadet Activities in May 1978. All positions, missions, and functions have been retained with only minor modifications. The Directorate of Cadet Activities continues to provide intellectual, physical, and cultural activities and a varied program of events for cadets during their free time.

Club Activities

Cadet participation in clubs during the 1977-78 Academic Year included 7999 active cadet memberships in 79 extracurricular clubs. The 150 women cadets were active in 58 extracurricular clubs and participated on 15 of the 23 competitive and military skills teams.

During the 1977-78 Academic Year the Cardinal Newman Forum was ended as a club although its activities were maintained by the Catholic Chaplain's Office. Cadet participation in Slum and Gravy ended and the Mathematics Forum was discontinued. The Cadet Tactics Seminar was separated from the Military Affairs Club and granted club status.

Other additions and deletions to the total array of club activities occurred in the area of women's athletics. A Women's Tennis Club was formed and a Women's Track Club, which included cross country and indoor and outdoor track teams, was created. Other women's teams were fielded by the existing Bowling, Team Handball, and Volleyball Clubs. The Women's Basketball Club, however, was transferred to the Office of the Director of Intercollegiate Athletics (ODIA) in the Fall of 1977. Women's gymnastics, softball, track, volleyball, and tennis teams were also transferred to ODIA effective 1 July 1978.

Twelve of the 25 competitive club teams qualified for or were invited to national competition and another five participated in regional matches. In December 1977 the Orienteering Club won the National Collegiate Team Championship and William M. Platt won the Individual Championship. The Pistol Club won the National Rifle Association's National Collegiate Championship in August 1977. Patrick O. McGaugh was recognized as the outstanding collegiate pistol shooter, winning 18 individual awards. The Men's Team Handball Club placed third in the U.S. National Team Handball Association in overall national competition. The Riding Team ranked first in the Metropolitan Region of the Intercollegiate Horse Show Association and fifth nationally out of 136 colleges and universities in competition. The Skeet and Trap Club finished seventh at the national intercollegiate championships. Terry Tepper qualified for the National Amateur Athletic Union (AAU) Women's Track and Field Championships held in Los Angeles in June 1978. Twenty cadets finished the Boston Marathon this year, paced by Roger Montanez with a time of 2:33:00. Montanez finished 225th out of over 5,000 runners in the largest Boston Marathon to date. Douglas J. Dinon set a national record in pistol shooting, Timothy L. Gladura won the swimming event, and Bobbi L. Fiedler placed second overall in the women's competition at the U.S. National Triathlon Championships in May 1978. The Cadet Bowling Team won the first Inter-Service Academy Bowling Championship. Women's Gymnastic and Softball teams also showed significant improvement and posted winning records in their second seasons.

Cadet clubs continue to publish the Howitzer, the Pointer, and the Bugle Notes. Slum and Gravy was discontinued as a separate publication and now consists of a cadet sports and activities page in the Pointer View, the USMA newspaper. Other support organizations continue to provide an effective liaison with the USMA community. The Scoutmasters Council assisted with local scouting activities and hosted over 3500 participants during the 16th Annual West Point Camporee in April 1978. The Cadet Glee Club presented three local concerts, performed for five special events, and presented nine concerts throughout the Northeast. The Rabble Rousers enhanced their program by increasing support to all Corps Squad teams. In one of the area's snowiest winters in years, the Ski Instructor Group and the Ski Patrol had excellent seasons. A record number of cadets, military personnel, and dependents assisted as instructors and more than 97% of the applicants became qualified amateur ski instructors at West Point.

All Academic Group clubs provided additional opportunities to members for the pursuit of particular cadet interests. The Cadet Fine Arts Forum conducted a successful Great Films Series on Friday afternoons. The Language Clubs held numerous lectures and showed special films, topping the year off with visits to international organizations and embassies in the Washington, D.C. area in the Spring of 1978. The French Language Club toured Montreal, Quebec as its biannual alternative to the Washington trip. The Military Affairs Club provided lectures and visited battlefields to study the Military Arts.

Programs

The Eisenhower Hall complex is the focal point for cadet cultural, recreational, and social functions. The Eisenhower Hall Theatre featured numerous performances sponsored by the Cadet Fine Arts Forum, the Dialectic Society, and the Cadet Acting Troupe. The Forum presented dancing and acting groups, orchestras, a variety of art exhibitions, and notable individual performances by Hal Holbrook and Red Skelton.

The Dialectic Society sponsored seven popular music concerts featuring several of the best known contemporary entertainers in the country. The Cadet Acting Troupe of the Dialectic Society produced, sponsored, and acted in three stage productions and the traditional 100th Night Show.

Over 100 hops were held during the year in addition to the entertainment, banquets, and social activities surrounding special weekends such as Autumn, Army-Navy, 500th Night, Yearling, 100th Night, Plebe-Parent Weekend, Ring Weekend and Graduation. Primary support for these activities is provided by the Hop Committee, Ring and Crest Committees, and Class Committees.

Funds

The Cadet Activities Fee is \$30.00 and is expected to remain so in the coming year. In addition, the West Point Fund supported several extracurricular activities with grants totalling over \$31,000

CADET RELIGIOUS ACTIVITIES

Religious services and meetings were conducted at the Cadet Chapel for Protestant cadets, at the Chapel of the Most Holy Trinity for Roman Catholic cadets, and at Bartlett Hall for Jewish cadets. Ecumenical services, including Roman Catholics and members of the various Protestant denominations, were held at the Christmas and Easter special observances. The Jewish Passover included a Seder celebration led by Rabbi Avraham Soltes.

Cadets were enthusiastic participants in a wide variety of religious observances held during the past academic year. Two hundred cadet volunteers from each of the three major faiths at USMA participated in religious educational programs for post children. The 20 minute morning chapel program conducted daily by cadets and chaplains has continued to maintain its popularity with up to 400 cadets in attendance.

During the year the Chaplain's Coordinating Committee was formed to improve the coordination of the various religious programs and activities held at the Academy. The current membership includes Chaplain James Ford (Chairman), Father James Tubridy of Holy Trinity, and Chaplain (LTC) Earl Andrews of the Post Chapel. Jewish representation is currently provided on an informal basis by the post's senior Jewish officer.

IMPLEMENTATION OF THE RECOMMENDATIONS OF THE WEST POINT STUDY GROUP

Following the release of the Borman Commission Report on the 1976 honor incident, General Bernard W. Rogers, the Army Chief of Staff, directed the formation of three Department of the Army Committees to conduct a thorough review of all facets of the Military Academy. Although initially each of these committees was tasked to consider different aspects of the West Point experience, they collectively became known as the West Point Study Group. The Study Group included as consultants and contributors numerous Defense Department military and civilian officials, governmental employees, businessmen, and professionals from throughout the nation. From the West Point Community alone, 125 faculty members, 206 staff members and Tactical Officers, and 580 cadets were consulted. Furthermore, scholars and leaders from other academic institutions and the service academies and 41 active duty and retired Army General Officers contributed to a study which became one of the most comprehensive surveys of the Academy's policies and procedures ever conducted. In the summer of 1977, after seven months of study, the Final Report of the West Point Study Group was completed and given to the Army Chief of Staff. General Rogers forwarded the report to the Superintendent, General Goodpaster, for action as the Superintendent deemed appropriate. Even before the final report was published, however, the Academy had taken action along the lines of many of the Study Group recommendations and had begun preparing to give the report a detailed review and analysis. Preliminary discussions with the Study Group's consultants included General Goodpaster, who was in substantial agreement with the Report's objectives and values and with the essentials of most of its recommendations. Thus, when the Report was released, General Goodpaster announced that "from this day forward we will make the Report our own."

Shortly after his arrival at the Academy in June 1977, General Goodpaster directed the development of four basic concept papers on the intellectual, military, physical, and moral/ethical development of cadets. These papers were intended to help redefine Academy objectives and goals and serve as a comprehensive framework for the Academy's review and analysis of the recommendations. In October, the Superintendent directed the establishment of 11 committees to address issues arising out of the Study Group Report, such as: the Academy's curriculum, the Academy's governance structure, the health of the Cadet Honor Code and System, the Academy ethics and professionalism program, scheduling, cadet life and development, instructional methods and technology, computer management and training support, staff and faculty development, faculty participation in the

governance of the Academy, and the Cadet Library. Additionally, several related studies were assigned directly to the Deputy Superintendent, the Dean, and the Commandant for action. Progress on all studies is continuing, and some studies have been completed. As of 1 July 1978, 60 percent of the West Point Study Group recommendations are in effect as originally proposed or only slightly modified. Another nine percent have been implemented in some alternative form or on a trial basis. Only two percent of the recommendations have been rejected; 20 percent require further study by direction of the Superintendent, and the remaining nine percent are under study or have yet to be discussed with the Superintendent at a committee in-process review. Implementing directives, changes to USMA regulations, and policy statements for the Superintendent's approval, all designed to improve substantially the experience provided cadets at USMA, have evolved from the Academy analyses of the West Point Study Group recommendations.

To gain some sense of the scope of the Academy's efforts to implement these recommendations, a brief review of the Academy's major actions during the past academic year is necessary. Although such an overview cannot do justice to the many contributions of all those participating in this comprehensive effort, a greater awareness of the magnitude of the task and of the Academy's efforts at self-evaluation and improvement during this past year is useful.

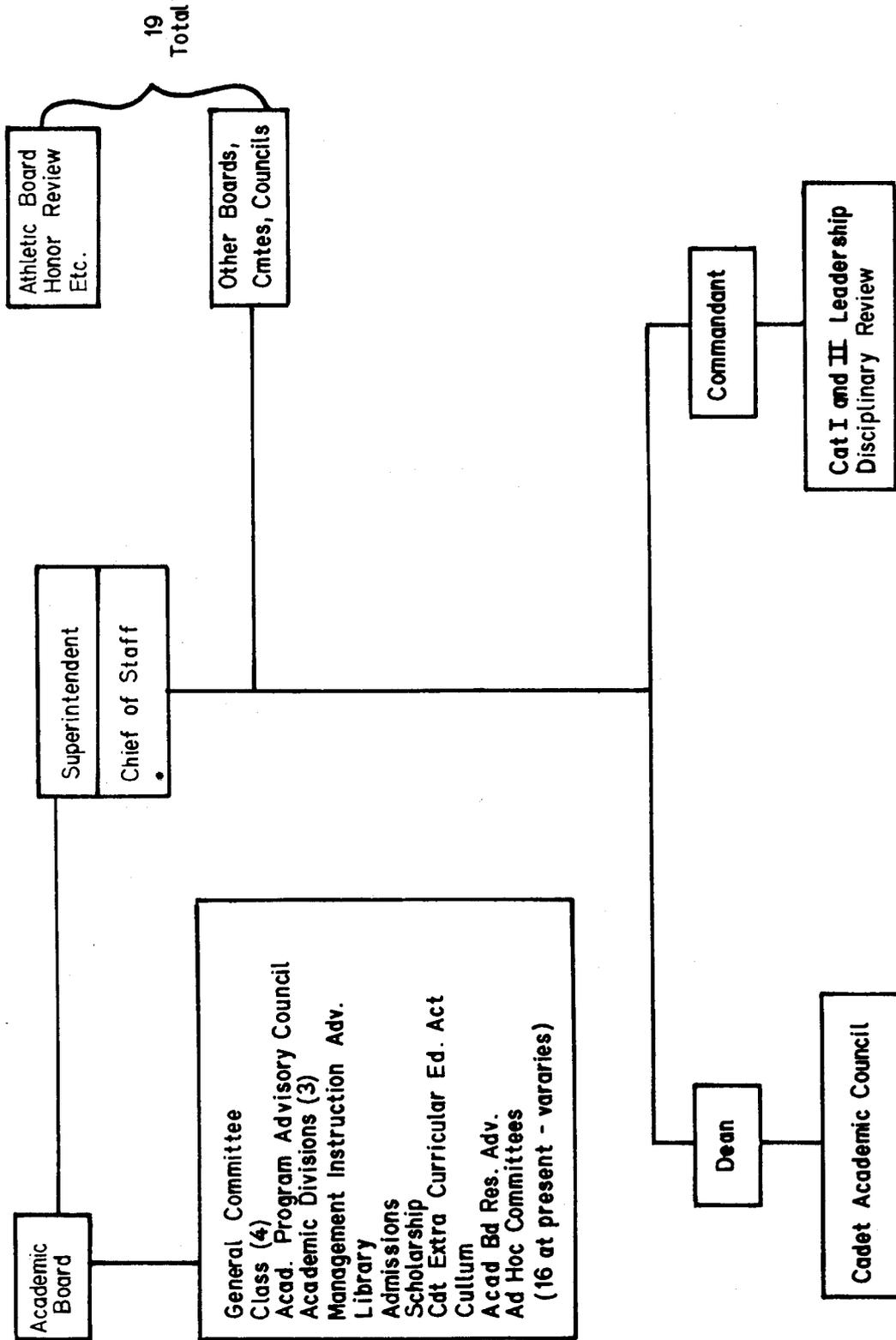
GOVERNANCE

As mentioned above, one committee assigned a number of Study Group recommendations to address was the Governance Committee. This committee was charged not only to study the roles, composition, responsibilities, and authorizations of committees within the current governance structure and that recommended by the West Point Study Group, but also to recommend any changes deemed necessary to enhance the effectiveness of individual committees or the internal USMA governance structure as a whole (The USMA governance structure prior to publication of the West Point Study Group Report is illustrated on page 37).

The Governance Committee divided its work into two phases. The Committee initially concentrated on selecting appropriate individuals and organizations to address the recommendations of the Study Group. The work of the committee during the second phase was aimed at identifying those committees necessary for the long-term governance of USMA.

The Committee proposed that the Deputy Superintendent, Dean, Commandant, and ten different committees, including itself, be assigned the evaluation of specific Study Group recommendations. At an in-process review on 29 September, the Superintendent approved these assignments. Publication of Committee tasking

PRIOR BOARDS AND COMMITTEES



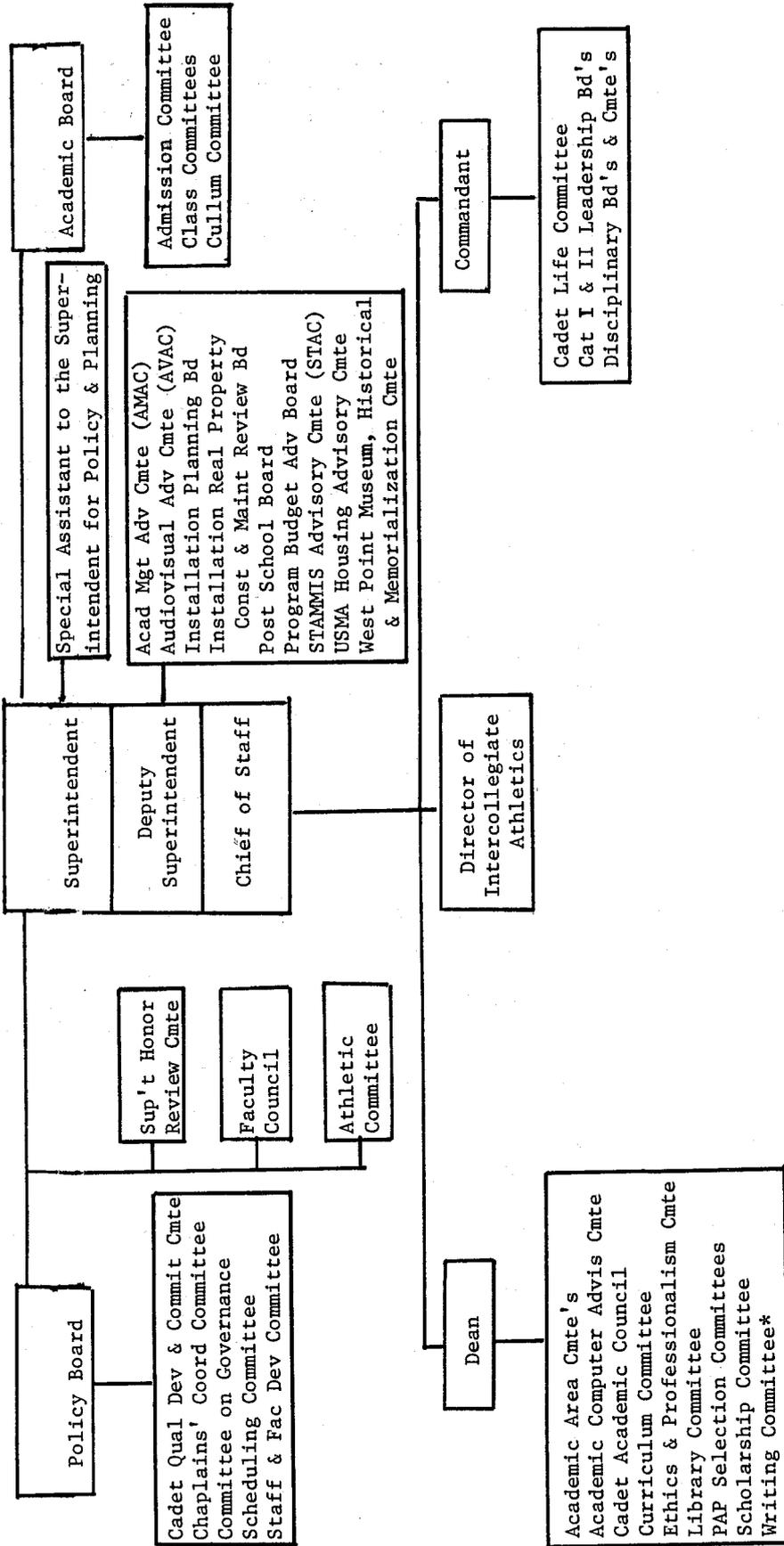
Final Report of the West Point Study Group, p. 53

documents on 7 October launched an academy-wide effort to address all of the Study Group recommendations. The Governance Committee then began surveying the long-range governance structure at West Point. After months of study, a committee structure recommended by the Governance Committee was approved by the Superintendent at a series of in-process reviews.

Some of the more significant features of the Academy's new internal governance structure (illustrated on page 39) are worthy of note. The Superintendent now has the benefit of two advisory boards: the Policy Board, which sharpens and defines issues on matters having general significance to USMA; and the Academic Board, which, as in the past, performs a similar function in academic matters. In addition, a Faculty Council provides the Superintendent with a sounding board on faculty-related questions, and the Honor Review Committee advises him on the state of health of the Honor Code and System. The Athletic Committee advises the Superintendent on policy and operations pertaining to inter-collegiate athletics. These five USMA organizations serve as good examples of important advisory bodies to the Superintendent. The establishment of the Faculty Council, moreover, is worthy of further comment. The Superintendent, approving the proposal for such a council in January 1978, stated that the council would "provide an independent opinion on matters under consideration by other committees and staff agencies and (would) be used to maintain and facilitate communications among the Superintendent, the Dean, and the entire faculty." In addition to the Dean, Commandant and Director of Military Instruction, the membership of the council consists of all military faculty members with tenure, two nontenured faculty members from each academic department and the Departments of Physical Education and Military Instruction, a permanent civilian faculty member from both the Department of Foreign Languages and the Department of Physical Education, and all visiting professors. The first two council meetings held during Spring 1978 were quite successful, with many junior as well as senior faculty members taking the opportunity to participate in the discussions. It is anticipated that the council will continue to play a prominent role in providing a wide cross-section of Academy faculty views and in keeping academic avenues of communication open with the Superintendent.

One major thrust of the Study Group Report was a reduction in the committee workload of Academic department heads and an increased participation by other tenured and nontenured staff and faculty in the governance of USMA. The intent here was to facilitate the contribution of a wider variety of staff and faculty members and to enable department heads to concentrate on the academic enhancement of their departments. At the beginning of the last academic year, department heads held approximately 120 committee positions, the vast majority of which were on standing committees. Other tenured and nontenured faculty members had a disproportionately smaller governance role. Alterations of the USMA governance structure and

GOVERNANCE STRUCTURE



* Under study

modifications in the composition of committees, boards, and councils within that structure have changed this pattern of faculty participation. Department heads now hold less than half the number of committee positions held previously. Other tenured-faculty positions on standing committees have increased while the nontenured faculty participation has more than quadrupled to over fifty governance-related committee positions.

Other significant changes in the governance structure have been implemented during the last year. The addition of the Deputy Superintendent provides vital assistance to the Academy's governance in several important respects. He presently supervises nine committees and has assumed many post-related duties, relieving the Superintendent of an awesome administrative burden and an over-extended span of control and thereby allowing the Superintendent to devote more of his attention to the intellectual, physical, moral/ethical, and professional military development of the Corps of Cadets.

The Dean also directly supervises a number of committees which formerly reported to the Academic Board. This direct supervision, coupled with the Dean's position on the Policy Board, serves to enhance his role in the governance of USMA. Similarly, membership on the Policy Board and supervision of a standing committee which addresses cadet life, development, and commitment also serves to enhance the Commandant's governance role.

Although the Governance Committee has completed most of the original assignments which were stimulated by Study Group recommendations, it shall continue to advise the Superintendent on means to develop the most efficient and economical committee structure for USMA and shall constitute a body to which governance proposals can be referred for evaluation. The Governance Committee will also publish an annual report which will recommend the establishment of new committees and changes or terminations to existing ones.

CURRICULUM COMMITTEE

The Curriculum Committee directly impacts upon the character and quality of the cadet experience. It is one of the most important committees growing out of the West Point Study Group Report. A brief summary of the impact of this committee's work is essential for an understanding of the academic changes underway now and for the next few years at the Academy.

Studies by the USMA Curricular Study Group of 1976 and the West Point Study Group of 1977 reached strikingly similar conclusions. Both recognized the need to revise the curriculum

REVISED ACADEMIC PROGRAM

C L A S S	T E R M	ACADEMIC PROGRAM						MILITARY SCIENCE	
		1	2	ER ³	AI ³	X	X	X	
	1	ER ³	ML ³	X	X	X			
2	2	TH ³	EE ⁴	LW ⁴	X	X			
	1	EM ³	IR ³	HM ⁴	LT ^{2.5}	X	AS 1.5		
3	2	MA ³	PH ³	PS ³	CH ⁴	X	TA ²		
	1	MA ³	PH ³	EC ³	PI ³	FL ³	CO 2.5		
4	2	MA ⁴	EN ^{2.5}	GP ^{2.5}	HI ^{2.5}	FL ³	ST 2		
	1	MA ⁴	EN ^{2.5}	CP ²	HI ^{2.5}	FL ³	MH SB 2		

NOTES:

- 1) Raised numerals refer to attendances per week.
 - 2)] identifies two courses that can be taken either semester.
 - 3) X - Elective (normally 2.5 attendances per week)
- AI - American Institutions
AS - Army Systems Management
CH - Chemistry
CO - Combined Arms Operations
CP - Computer Programming
EC - Economics
EE - Electronics
EM - Engineering Mechanics
EN - English
ER - Engineering
FL - Foreign Language
GP - General Psychology
HI - Modern History
HM - Military History
IR - International Relations
LT - Literature
LW - Law
MA - Mathematics
MH - Military Heritage
ML - Military Leadership
PH - Physics
PI - Philosophy
PS - Political Science
SB - Standards for Professional Behavior
ST - Small Unit Tactics (includes introduction to Map Interpretation)
TA - Terrain Analysis
TH - Thermodynamics

in order to emphasize academic excellence and to better focus the use of cadet time by reducing the number of required courses. With an impending accreditation of the Academy's academic program scheduled for 1980 and the desire not to postpone a recognized need for change, a feasibility study was undertaken last September which confirmed that curricular changes could indeed be implemented rapidly. The Curriculum Committee then worked to develop a new core curriculum to take effect in the next academic year (1978-79) and to organize principles for corresponding elective sequences. On 23 December the Superintendent, after a full consultation with the Academic Board, approved the committee's recommendation of a thirty course core curriculum.

The new curriculum (illustrated on page 41), which will go into effect with the Class of 1982, retains much continuity with the current curriculum although the core requirements have been revised. The Mathematics, Science, and Engineering (MSE) courses which constitute about half of the current core curriculum, will be reduced to about forty-three percent of the new curriculum. However, future cadets who wish to concentrate their studies in the MSE area, will still be able to do so via the electives program, with about the same degree of intensity as current cadets. On the other hand, cadets oriented toward the National Security and Public Affairs/Humanities (NSPA/H) area will find somewhat increased opportunities for concentration in that field under the new curriculum.

A four-year transition plan (illustrated on page 43) was designed for the interim period between 1978-1982. The transition plan, approved by the Superintendent in February 1978, stated that the Class of 1982 would be the first to follow the new curriculum, that in the 1978-79 Academic Year the standard academic load would be only five courses a term, that all classes would have at least seven electives, and that all classes would take all of the core courses of the new curriculum. This plan, moreover, will hold faculty dislocation to a minimum.

The Curriculum Committee is now preparing elective programs to complement the core curriculum. The elective programs for the Class of 1979 will remain unchanged from last year's. For the Class of 1980, the general studies option will be dropped and the MSE and NSPA/H area programs will be altered to create a more structured selection of the electives. The elective programs for the Class of 1981 and subsequent classes have yet to be formalized but they will offer a wider range of electives within a more structured elective program. After the elective program is approved in the fall, the Committee will begin its final phase, a comprehensive review of department structures and elective offerings.

TRANSITION PLAN

Class 1982

81-82	2	ER	AI	X	X	X	SO	
	1	ER	ML	X	X	X		
80-81	2	TH	EE	LW	X	X		
	1	EM	IR	HM	LT	X	AS	
79-80	2	MA	PH	PS	CH	X	TA	
	1	MA	PH	EC	PY	FL	CO	
78-79	2	MA	EN	CP	HI	FL	ST	
	1	MA	EN	CP	HI	FL	MH	
77-78	2	46 - Courses						SB
	1	30 - Core						
	2	10 - Elective						
	1	5 - Mil Sci						
	1	1 - Mil Instr						
76-77	2	48 - Courses						
	1	34 - Core						
	2	9 - Electives						
	1	4 - Mil Sci						
	1	1 - Mil Instr						
75-76	2	50 - Courses						
	1	37 - Core						
	2	7 - Elective						
	1	5 - Mil Sci						
	1	1 - Mil Instr						

LEGEND:

- X - Elective
- AI - American Institutions
- AS - Army Systems Management
- CH - Chemistry
- CP - Computer Programming
- CO - Combined Arms Operations
- EC - Economics
- EE - Electronics
- EM - Engineering Mechanics
- EN - English
- ER - Engineering
- ES - Earth Science
- FL - Foreign Language
- GE - Geography
- GP - General Psychology
- GR - Graphics
- HI - Mod History
- HM - Mil History
- IR - Int'l Relations
- LT - Literature
- LW - Law
- MA - Mathematics
- MH - Mil Heritage
- ML - Mil Leadership
- MR - Map Reading
- PH - Physics

Class 1981

ER	IR	X	X	X	SO
ER	ML	X	X	X	
TH	EE	GP	X	HM	X
EM	LW	EC	LT	X	
MA	PH	PS	HI	X	AS
MA	PH	CH	HI	FL	GP
MA	MA	EN	GR	FL	TA
MA	MA	EN	CP	FL	GE

- 48 - Courses
- 34 - Core
- 9 - Electives
- 4 - Mil Sci
- 1 - Mil Instr

Class 1980

ER	IR	X	X	X	SO
ER	ML	HM	X	X	AS
TH	EE	PS	PY	X	
EM	LW	EC	PH	X	CO
MA	PH	HI	CH	FL	ST
MA	PH	HI	CH	FL	LT
MA	MA	EN	GR	FL	ES
MA	MA	EN	CP	FL	GE

- 50 - Courses
- 37 - Core
- 7 - Elective
- 5 - Mil Sci
- 1 - Mil Instr

Class 1979

ER	IR	PY	X	X	SO
ER	ML	HM	X	X	UT
TH	EE	LW	PS	X	
EM	EE	LW	EC	PH	CO
MA	PH	HI	CH	FL	GP
MA	PH	HI	CH	FL	LT
MA	MA	EN	GR	FL	ES
MA	MA	EN	CP	FL	GE

- 52 - Courses
- 39 - Core
- 7 - Electives
- 5 - Mil Sci
- 1 - Mil Instr

- PY - Philosophy
- PS - Political Science
- SB - Stds for Prof Behavior
- SO - Service Orientation
- ST - Small Unit Tactics
- TA - Terrain Analysis
- TH - Thermodynamics
- UT - Unit Training

SCHEDULING

Study Group recommendations and subsequent changes in the academic curriculum resulted in revisions of the Academy schedule. An Academy Scheduling Committee has been charged with developing policies related to the general and specific scheduling of academic activities. These included the cadet daily schedule, the 1978-79 Academic Year Class Schedule, and the feasibility of scheduling a semester break in conjunction with Christmas leave, between two academic terms containing approximately equal numbers of attendances.

The Scheduling Committee's report on the cadet daily schedule began an ongoing analysis of military time requirements placed on cadets particularly in light of cadet-leadership-position and physical-developmental loads. With regard to the daily class schedule, the Superintendent selected a committee option of six sixty-minute class periods from 0730-1520 for the transition 1978-79 Academic Year. After extensive research both within and outside the Academy to ensure that a semester break concurrent with Christmas leave would enhance the cadet academic experience, the Superintendent also approved such a change beginning with the 1979-80 Academic Year.

INSTRUCTIONAL METHODS AND TECHNOLOGY COMMITTEE

Another committee concerned with the cadet academic experience is the Instructional Methods and Technology Committee. This committee, tasked with evaluating a wide variety of recommendations, organized itself into a steering committee and four functionally oriented working groups. Two of the working groups considered recommendations that addressed new instructor preparation, greater instructor flexibility, and learning strategies designed to insure a greater degree of cadet retention of course material and an academic experience more conducive to intellectual stimulation. Attention was given by the other two working groups to insure greater inter-departmental coordination and integration in the scheduling of special assignments; examinations and term papers; and achieving optimum use of library, laboratory, computer, and visual aid facilities. After the end of the next academic year, this committee will be reconstituted as a permanent standing committee under the Dean. It will continue to re-evaluate the impact of institutional changes resulting from the implementation of the recommendations and to recommend appropriate revisions.

LIBRARY COMMITTEE

The Library Committee, reorganized in October as a result of an analysis of the Study Group recommendations, is also intimately concerned with the academic experience. The expanded sixteen-member committee now represents the 13 academic departments, the Departments of Physical Education and Military Instruction, and the Librarian. The committee's emphases are not only on upgrading library resources and keeping abreast of new innovations in library science, but also on strengthening contacts between the library and faculty. In this regard, liaison officers within each academic department and corresponding professionals within the library have been designated to assure a closer and more immediate association between the library and its many users. The Library Committee has also assimilated the Bookstore Council and the Library Fund Council as subcommittees, resulting in closer coordination of activities which contribute to the resource support of the curriculum. Hereafter, the Library Committee will submit annual reports to the Dean, which will evaluate existing library facilities and recommend improvements to maintain the high standards of library support necessary for the academic health and vitality of the Academy.

STAFF AND FACULTY DEVELOPMENT COMMITTEE

Insuring a more comprehensive and diversified academic experience for the cadets has been the task assigned to the Staff and Faculty Development Committee. Through the efforts of this committee, a goal of a 20 percent increase over the 1975-76 average in approved fourth-year extensions for USMA faculty members has been adopted as a guideline; furthermore, as a result of this committee's efforts the Academy has continued its commitment to increase the proportion of high calibre non-Academy graduates on the staff and faculty to 50 percent, pledged to expand academic opportunities for selected instructors beyond the Master's degree, and increased efforts to assure that the West Point tour is, and is viewed as, career enhancing for its staff and faculty.

The Office of the Commandant's Tactical Officer selection criteria have also been formalized and specify as guidelines that 70 percent of the Tactical Officers be USMA graduates, that 50 percent should be Command and General Staff College graduates, and that three Tactical Officers should be women.

To increase the interchange between academic faculty members and Tactical Officers, a pilot program has been established which will rotate several tactical officers and academic instructors after a two-year tenure. This effort, designed to help fuse the two role models for cadets, shall be observed

carefully to see if it meets its objectives before it is expanded further.

CADET QUALITY DEVELOPMENT AND COMMITMENT COMMITTEE

This committee integrated several major recommendations into the procedures for evaluating and counseling cadets and considered several other recommendations which impact upon overall cadet development at the Military Academy.

Several changes were made in the cadet counseling procedures. The former Leadership Evaluation System (LES) was redesigned as the Cadet Leadership Assessment (CLAS), eliminating peer ratings and incorporating a quartile rather than linear ranking system of cadets. The new system provides cadet judgments for Company Tactical Officers to use in counseling individual cadets. The Cadet Academic Counseling services under the Dean, moreover, were also revised for the next academic year in order to provide more personal and effective counseling for each cadet. To further assist the cadets in the branch selection process, the Strong-Campbell Interest Inventory (SCII) was used on a trial basis for the Class of 1978. Its effectiveness to date has yet to be completely evaluated. Efforts are continuing which will combine a military development grade (used primarily for counseling purposes) with an academic quality point average to determine the rank order required for branch selection for the Class of 1979.

Prior Academy efforts to promote a truly supportive and positive developmental style of leadership in the Fourth Class System have been increased. In conjunction with this, Fourth Class Knowledge requirements are being reduced with stronger emphases being given to assisting fourth classmen in learning "those fundamental duties and traditions that are part of both West Point and Army life."

Studies of the acceptance of the integration of women into the Corps are continuing and the first woman Company Tactical Officer will assume command in the fall to enable the Academy to reflect more fully the leadership role of women in the Army. Study Group recommendations for a more comprehensive sex education program are also under active consideration at this time.

In compliance with another Study Group recommendation and a prior suggestion by former Army Secretary Hoffman, the Superintendent, in agreement with the other Service Academy Superintendents, recommended that the service requirements for Second and First Class separated cadets be liberalized. The result was that on 14 August, 1978, the Office of the Secretary of Defense approved a change to DOD Directive 1332.23, no longer requiring cadets of the second and first classes to

serve in an enlisted status on active duty subsequent to voluntary separation. Service normally will be in a reserve status. The Service Secretaries retain the authority, however, where circumstances warrant, to order cadets who resign to active duty in an enlisted status. This change is designed to bring the service academies' separation policies in line with the concept of volunteer service.

ETHICS AND PROFESSIONALISM COMMITTEE

The Ethics and Professionalism Committee was tasked with responding to the Superintendent's concern about the moral and ethical dimensions of the West Point experience. The committee prepared a concept for furthering the moral development of cadets and brought distinguished civilian scholars and general officers to West Point for a workshop that evaluated this concept in discussions with Academy personnel. The Committee worked with the Curriculum Committee on the structure and composition of the new course curriculum and with the Superintendent's Honor Review Committee and the Cadet Honor Committee on concerns of an ethical nature. Prominent among the committee's activities was its effort to help members of the staff and faculty become more sensitive to their role in nurturing the moral growth and development of cadets. The committee began by publishing a pamphlet Ethics and the Military Profession designed to stimulate staff and faculty dialogue and research on ethical issues from the perspective of the American military. In addition, the committee has undertaken the project of conducting periodic presentations on the Academy's concepts and actions in regard to moral development.

MANAGEMENT OF COMPUTER AND TRAINING SUPPORT COMMITTEE

A closer coordination between the computer and audio-visual facilities of the Academy was a major objective of the Management of Computer and Training Support Committee. The establishment of the Directorate of Automation and Audiovisual Systems (DAAS) in November helped fulfill that mission. The impact of the creation of DAAS, which combined under a single manager the automation and audiovisual functions previously divided between the Dean's office, DCSLOG, and DCSP&A will be discussed later in the report. The Academic Automation Division, a part of the Office of the Dean, was created to coordinate all instructional use of Automatic Data Processing (ADP) and to provide consultation and programming support to cadets and faculty. In addition, the Academy Management Advisory Committee was created, and the computerized cadet information system was expanded to improve support for cadets and administration. Since existing ADP and Audiovisual Instructional Technology (AVIT) organizations under DAAS include the individuals and expertise to address any future developments in these technologies, this committee completed its work by June 1978.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

The Superintendent's Honor Review Committee was established and tasked to study and evaluate the honor-related recommendations of the Study Group Report, to advise the Superintendent on the health of the honor code and system, and to submit a biennial report on its findings. For the period covered in this report, the committee has undertaken a major effort to conduct a comprehensive survey related to its mission, soliciting comments from the Cadet Honor Committee, the Corps of Cadets, the staff and faculty, and instructors in the Standards of Professional Behavior subcourse of the Military Instruction 101 course for fourth classmen. A committee in-process review was held for the Superintendent in February which targeted areas needing further detailed attention. A cadet attitudinal survey, furthermore, was conducted during the spring (1) to identify strengths and weaknesses of the Honor Code and System as perceived by the Corps and (2) to provide a more contemporary data base from which to study and evaluate the honor atmosphere at the Academy. While reaffirming the basic objective, value, and universality of the Honor Code and the need for a meaningful, continuing, and participative honor-educational process, certain areas of concern were identified and are now being addressed. These areas will provide the focal points for continuing studies and recommendations by the committee during the coming year.

ACADEMY PROCEDURES WORKING GROUP

During the past academic year, the need to conduct a comprehensive review of Academy procedures for handling cadet honor, conduct, and leadership cases also became apparent. Procedural errors, particularly those which had led to prejudicial delays in the adjudicative processing of these cases, were identified. A working group was established in March and assigned the mission of identifying and proposing revisions to correct deficiencies in all areas where the separation of cadets was involved. This working group completed its initial review during the spring and summer and offered proposals to strengthen the Academy's procedures in these areas, most of which were approved by the Superintendent. Additionally, necessary coordination with appropriate USMA and DA staffs has been and is, in some cases, still being effected. As this coordination is completed and any remaining issues are resolved, new regulations will be finalized and put into effect. The resulting systems will thereby be implemented, closely monitored, and evaluated as appropriate.

SUMMATION

The Academy, in view of problems and weaknesses related to the 1976 honor incident and as a result of the recommendations of the West Point Study Group, has undergone during the past year a most comprehensive self-evaluation aimed at better fulfilling its responsibilities to the Corps of Cadets and to the Army. The Academy's single objective has been, and will continue to be, the development of well-educated men and women who exhibit the academic, military, and physical skills, as well as the highest integrity and degree of self-discipline needed within the Officer Corps of the Army. All proposed changes at USMA have been conceived with the best interests of the Cadets, the Army, and our country in mind. The common standard at West Point remains excellence; the common inspiration, "Duty, Honor, Country."

WOMEN CADETS

The second year with women at the Military Academy has been completed with generally favorable results. Efforts are continuing to fully assimilate women cadets into all facets of Academy life and to insure that the women in the Corps experience the same demands and challenges as their male counterparts and are accorded equal opportunity and impartial treatment.

ADMISSIONS

Of the women who applied for admittance to West Point in the Class of 1981, 152 were found qualified, 144 were offered admission, and 104 entered the Military Academy. One additional female turnback from the Class of 1980 was also admitted for a total women's strength of 105 in the Class of 1981. This total is a slight decline from the figures for the Class of 1980 when 176 were found qualified and 119 women entered the Military Academy. The admissions statistics for women will probably fluctuate for the first few years. With women graduates and years of publicity behind them, American women will become more aware of the challenges and opportunities at the Academy and will be able to make more balanced decisions than has perhaps been the case thus far.

BILLETING

All modifications to permanent cadet billets at West Point, to accommodate the assignment of women cadets to each of the 36 cadet companies, were completed by November 1977. No further barracks modifications have been identified for the integration of women cadets into the Corps.

Male attitudes toward women at West Point were influenced by the presence of women in each of the cadet companies this past year. There was reason to believe that the mere presence of women in each of the cadet companies would remove some of the stereotypic attitudes males held toward women cadets. However, male cadets continued to be more influenced by the attitudes of their male peers, cadet leaders, and officers than by the presence of women in each of the cadet companies. Cadet attitudes on the integration of women have varied considerably between companies for that reason.

The central billeting arrangement at Camp Buckner was unpopular with the women and resulted in a greater degree of isolation from the men cadets than was appropriate in that field training environment. Modifications at Camp Buckner to facilitate the billeting of women cadets within the barracks

of their assigned Cadet Field Training platoons are scheduled for completion prior to June 1979. This barracks modification program will complete the conversion of both academic year and summer training billets to fully integrate women cadets into all areas of cadet housing.

SUMMER TRAINING

The women cadets of the Class of 1981 performed better in Cadet Basic Training than did their female predecessors of the Class of 1980. This improvement can be attributed to better selection procedures and wider dissemination of information concerning the intense physical demands on cadets. As a whole, the women of the Class of 1981 performed better than those in the Class of 1980 in pullups, modified basketball throw, and two-mile run. Furthermore, the percentage of women reporting to reveille reconditioning (undertaken if cadets are unable to participate in the regular morning physical training due to minor injuries) was lower than the year before. In addition to being in somewhat better physical condition than the women plebes the previous year, the lower absence rates were probably due to (1) use of new running shoes which helped reduce minor foot injuries and (2) modifications of the physical training program into graduated levels. In the latter case, training on a level keyed to an individual's current proficiency had a positive effect on the running performance of many plebes.

Women cadets in the Class of 1980 took part in all components of Cadet Field Training last summer. Women cadets generally performed well, but their performance was comparable to the men only in the military skills aspect of the training. Women experienced some predictable difficulties in areas requiring upper body strength, running, and stamina, and their rate of illness and injury was significantly higher than that of their male counterparts. Male attitudes toward women as cadets also played an important role in the degree of the women's success. When women felt that they had the support or encouragement of the men in their units, they exerted themselves to an impressive degree. When men demonstrated a lack of confidence in them and were unsupportive, the women had much more difficulty meeting all the training requirements. Nevertheless, the overall degree of success of the women of the Class of 1980 in this training program has indicated that women can complete the training without significant change to the fundamental program.

ACADEMICS

Evaluation of the academic performances of the Classes of 1980 and 1981 last year indicated no significant difference in the overall grade distribution of men and women cadets. Although fewer women (23%) than men (31%) of the Classes of 1980 and 1981 achieved a place on the Dean's List (which includes courses in military science and physical education), fewer women (9%) than men (15%) were found academically deficient. On a course-by-course comparison of grades, men slightly outperformed women in such courses as engineering fundamentals, environmental science, and military science, while women slightly outperformed men in foreign languages and English. Unlike last year when the Class of 1980 men were slightly more proficient than women in mathematics, the Class of 1981 showed no difference in mathematics grade distribution. In the Class of 1980 the women continued their stronger showing in English and foreign languages, while the men had a slightly better group performance in physics and chemistry. As had been anticipated, the women have already established a notable record of achievement in academics comparable to that of the men.

PHYSICAL EDUCATION DEVELOPMENT

The physical development program at USMA continues to be identical for both men and women cadets except for those adjustments necessitated by physiological differences. The Fourth Class women cadets did very well in their two combatives courses - Self Defense I and Self Defense II - which are offered in lieu of men's boxing and wrestling courses. Self Defense I was taught at the beginning of the year and Self Defense II near the end of the year as opposed to last year's 40 consecutive classes. As a result, the cadets' level of interest increased, the quality of their performance rose, and their level of retention improved. The Fourth Class women cadets completed coeducational instruction in swimming and gymnastics. In swimming, women met the same standards as men and continued to perform well at all levels of instruction. In gymnastics, the women's course continued to be modified to eliminate some of the upper-body strength activities, substituting balance and agility exercises.

WOMEN'S ATHLETICS

The Academy has made a commitment to integrate women cadets into the total athletic program - intercollegiate, club squad, and intramural sports. Women competed with men on all intramural teams except contact sports.

The women's basketball team, nicknamed the Sugar Smacks, became the first women's team to gain varsity intercollegiate status. Last season they closed out their first varsity season under coach Joe Ciampi with an 18-5 record. Carol Barkalow and Dena Caradimitropoulo shared the team scoring lead with a 13.8 average. Barkalow also led the team with 189 rebounds.

Upon demonstration by other women's club sport teams that they are ready for intercollegiate competition and, as facilities, finances, and personnel permit, women's varsity teams will be organized for those sports. Women's gymnastics, softball, track, volleyball, and tennis teams reached intercollegiate status and were transferred to the Office of the Director of Intercollegiate Athletics (ODIA) effective 1 July 1978. Women also competed on some of the men's varsity intercollegiate squads, such as fencing, pistol, and skiing.

Women's club squad teams competed against other schools in: gymnastics, cross country, indoor and outdoor track, team handball, tennis, softball, swimming, and volleyball. Other club teams will be developed as interest, ability, and facilities warrant. Women also were successful in their athletic endeavors as members of several coeducational club squads such as orienteering, riding, and bowling.

The integration of women into intramural athletics was less complete than in either club or intercollegiate competition. This was primarily due to the limited number of women available for intramural athletics because of their participation in club sports and on intercollegiate squads.

LEADERSHIP ASSESSMENT

Under the Cadet Leadership Assessment System (CLAS) cadets are rated by Tactical Officers, the Cadet Chain of Command, and classmates within their platoons during the Third Class summer training program. Tactical Officers, the Cadet Chain of Command, and the two classes immediately senior to the cadets conduct ratings during the academic year. Ratings of the overall performance of women cadets differed considerably depending on the raters and the time period under review.

The women in the Class of 1980 both at Camp Buckner and during the first semester of the 1977-78 Academic Year received an overall rating commensurate with the men from both Tactical Officers and the Cadet Chain of Command but not from their male peers. During the last semester of the academic

year the overall women's performance was comparable to men only in the assessments of the Cadet Chain of Command.

The lowest rating of women in any period were those evaluations made by their male classmates during Camp Buckner. Camp Buckner places women in an unfavorable position for a peer rating because of the nature of the tasks encountered and the summer's separate billeting. The majority of tasks at Camp Buckner have a physical emphasis such as demanding daily runs, Infantry, and Recondo training. The ratings are conducted within platoons and women were billeted separately from their male peers who had a great deal of social interaction in the barracks.

The Class of 1981 women were given an overall rating comparable to the men from all groups of raters during the first academic semester. They received a comparable rating only in the opinion of Tactical Officers, however, during the second semester. Overall for the 1977-78 Academic Year women in the Class of 1981 were rated higher than women in the Class of 1980. This improvement is believed due both to their greater physical abilities and their greater degree of acceptance from the Corps.

SOCIAL ENVIRONMENT

Women cadets appear to have adapted well to the social environment of the Corps of Cadets. They were active in 58 of the 79 extracurricular clubs and participated in 15 of the 23 competitive and military skills teams. They have been active participants at cadet hops and class activities, and several have been elected to serve as company representatives on committees. For instance, ten women serve on the Hop Committee, six serve on the Ring and Crest Committee, and three serve on the Class Committee. It is anticipated that the participation of women in clubs, teams, and committees will continue to grow as the total number of women at USMA increases.

A survey of the impact on male cadet attitudes of exposure to women was conducted during the past year. Voluntary contacts initiated by male cadets at women's basketball games, in extracurricular clubs, and in dating situations were associated with more favorable male attitudes toward the presence of women at the Academy. Involuntary contacts were generally found to be less effective in shaping positive male cadet attitudes. It is thus in the area of voluntary social interaction that some of the greatest advances in the assimilation of women into the Corps of Cadets can be made.

ATTRITION

Of the 119 women who entered with the Class of 1980, 70 remained as of 30 June 1978. At the end of two years at the Academy, the attrition rate was 41 percent for the women of the Class of 1980 and 34 percent for the men. The greatest difference in attrition between the sexes occurred during Cadet Basic Training, when 14 percent of the women and 10 percent of the men resigned. After that, an additional 27 percent of the women and 24 percent of the men resigned. (The figure would be 25 percent for men if turnbacks and readmitted cadets were omitted from consideration.) On the basis of these attrition figures and after the initial summer basic training program, women may be said to have illustrated about the same ability to handle the challenges of the Academy and the same degree of commitment to becoming commissioned officers in the U.S. Army as their male counterparts. In fact, analysis by the Office of the Director of Institutional Research (ODIR) of resignations during the Cadet Basic Training in the summer of 1977 found that men and women resigned for similar reasons. Essentially, a small number of cadets were admitted in July who were not highly motivated to stay, and the analysis showed that their early reports of intention to resign were carried out.

Of the 105 women (including one turnback) who entered the Class of 1981, 83 remained as of 30 June 1978. Ten women resigned during Cadet Basic Training, a 9.5 percent attrition rate, compared with seven percent for their male classmates. Since that date, however, the male and female attrition rates have been nearly identical. As of 30 June 1978, a 21 percent attrition rate for women in the Class of 1981 compares with 20 percent for the men. At the same time in 1977 the Class of 1980 had lost 29 percent of the women and 24 percent of the men.

PROJECT ATHENA

Project Athena was initiated in December 1975, seven months prior to the admission of women to West Point. The purpose of the project is to study issues related to co-education and to facilitate the exchange of information on that topic between the service academies and the external military and academic communities. The project is co-directed by researchers from the USMA Department of Behavioral Sciences and Leadership and the Army Research Institute for the Social and Behavioral Sciences in Washington, D.C. The Athena project has been extended to the year 1980 and initial coordination is underway to monitor the attitudes and performance of the Class of 1980 following commissioning in the Army.

Numerous technical reports have been written on the integration of women. Dr. Robert Priest of the Office of the Director of Institutional Research, in collaboration with Major Allen G. Vitters and Lieutenant Colonel Howard Prince of the Department of Behavioral Sciences and Leadership, presented several reports on aspects of the first year of integration of women to the annual meeting of the American Sociological Association and to the biannual meeting of the Inter-University Seminar on Armed Forces and Society.

The first Athena report (Report of the Admission of Women to the U.S. Military Academy) by Major Alan G. Vitters was a comprehensive, systematic summary of research which described and evaluated co-education at the Academy. Data on characteristics of cadets in the Class of 1980, attrition rates, performance of cadets in academic, physical, and military training, and attitudes and adjustment problems of men and women to USMA were provided. There was evidence that "women are being effectively integrated into the Academy due to the ability and motivation of the young women who entered and the commitment of the institution to that goal."

In the summer of 1977, an experimental study "The Impact of Male and Female Leaders on the Group Performance, Morale, and Perceptions of West Point Cadets" by Robert W. Rice, Lisa S. Richer, and Major Vitters was conducted to explore the general issue of the relationship between sex roles and leadership roles in a three-hour experimental period with several hundred cadets. Among the findings, the researchers concluded that: the prior attitudes of group members toward women as leaders could influence the morale and performance of the groups; sex bias was clearly visible in attributions regarding women in the leadership context made by group members (i.e. men holding traditional attitudes toward women attributed successful performances of female-led groups to factors such as luck but attributed the successful performances of male-led groups to factors such as ability and motivation). In these circumstances then, the sex of the leader could and would influence both the morale and performance of groups. The influence of the leader's sex, however, was found to be moderated by both individual differences (leadership style) and/or attitudinal factors (positive feelings among men toward women as leaders).

In June 1978 a second Athena report by Major Vitters provided a comprehensive, systematic update on co-education at the Academy from June 1977 to April 1978. The report was organized in terms of topics such as: characteristics of entering classes; academic, physical, and military training performances; resignation rates over time; and the

assignment of women to the staff and faculty. The study revealed that although problems remained, co-education was an evolving phenomenon at West Point which was acquiring an ever-increasing degree of support from the West Point Community.

SENIOR MANAGEMENT CONFERENCE

On 4 April 1978, the Superintendent conducted a senior management conference for 57 key members of the staff and faculty on the subject "Leadership of an Integrated Army". The purposes of the conference were to provide information on the assimilation of women into organizations (civilian and military), to express and obtain senior management support for action facilitating the assimilation of women at West Point, and to increase the understanding of senior management personnel regarding the Academy's role in the development of leaders for an integrated Army.

The Superintendent opened the conference with a statement reiterating his support of the admission of women to West Point, stressing the Academy's need to exchange ideas to better fulfill its leadership responsibilities, and articulating his view of the Academy's role in developing leaders for the Army. Two guest speakers addressed the conference. Dr. Harold Frank of the University of Pennsylvania, discussed the integration process of women executives into civilian professional and business organizations and drew parallels with the experiences of women officers. Colonel Edith Hinton, former Deputy Director of the Women's Army Corps, presented a historical overview of women in the Army and discussed their present and future status. Highlighted in her talk were the results of a number of recently conducted studies involving women soldiers.

A key element of the conference was the opportunity for the conferees to discuss issues specifically related to military women assigned to West Point and to women cadets. The conferees were divided into three discussion groups organized around their respective occupational areas: staff, faculty, and Office of the Commandant. Each group's task was to analyze comments, which came forth in recent interviews with all female officers and an equal number of male officers assigned to the Academy, with the objective of identifying areas of mutual concern, ways of dealing with the issues at their own level, and the support required from the Superintendent. The conclusions and recommendations of the groups were presented to the conference as a whole and responded to by the Superintendent.

The Superintendent concluded the conference with a summarization of his long-range program of Academy and department level activities to address identified issues of concern. A similar conference is planned for the 1978-79 Academic Year to provide an opportunity for attendees to discuss their assessment of the program up to that time.

MEDIA

Public and press interest in the assimilation of women into the United States Military Academy continues at an unusually high level. The Military Academy Public Affairs Office receives an average of five press inquiries a week on the subject of women cadets. These inquiries come from the national media as well as local television and radio stations and newspapers from the cadets' hometowns. The questions asked range from historical background and statistical data to requests for personal interviews with the women cadets themselves. Even when the inquiries are otherwise unrelated to women, reporters will ask, "How are the women cadets doing?"

Media coverage of women cadets during the 1977-78 Academic Year has come from many sources. The wire services have done both photo and feature pieces: the Associated Press circulated a most favorable story on the women's basketball team and the United Press International ran an equally positive piece on women cadets as part of a larger story on the current status of the Military Academy.

On television, the TODAY SHOW aired a segment on women plebes undergoing Cadet Basic Training and Third Class women undergoing Cadet Field Training last summer. The DAVID SUSSKIND SHOW also featured two women cadets on a 30-minute segment that drew widespread praise.

Other major stories of national scope involving women cadets have appeared in Parade Magazine, the Cleveland Plain Dealer Sunday Magazine, Soldiers, and the syndication service of the New York Times.

The foreign press has covered women at West Point as well; reporters from Canada, West Germany, Ireland, Japan, and Spain have all done lengthy reports on the subject. The United States Information Agency prepared a televised piece on a Greek-American woman cadet for broadcast over Greek television.

Currently underway is the filming of a major motion picture for television on the first year of women at West Point. It is being produced for CBS by the television division of

Columbia Pictures and is tentatively scheduled for airing next year.

The abundant publicity surrounding women cadets, however, does have its negative aspects. Male resentment over the attention paid to women cadets is a significant problem that bears observation and delicate handling on the part of both Public Affairs officials and Tactical Officers. It has also become apparent that any adverse situation or incident involving women cadets is likely to receive disproportionate press attention. While this abnormal interest in women cadets can be expected to ease with the passage of time, it must still be regarded as a significant factor in planning and decision-making for the foreseeable future.

SUMMATION

The Athena II report indicated several possible factors which contributed to the differences in attrition rates for women in the Classes of 1980 and 1981: "(1) that women in the Class of 1981 had more realistic expectations regarding the nature of the cadet environment as a result of publicity given last year's class and from academy publications which more clearly specified physical and military requirements; (2) that adjustments made in the conduct of physical training to more directly discriminate between high and low performers enabled all cadets to develop at a rate more commensurate with their level of ability; and (3) that leadership seminars conducted prior to summer training for cadets and officers were instrumental in creating a more supportive leadership climate, conducive to the training and development of all cadets." The Academy shall strive to assure that its program and facilities maintain an environment which, while sufficiently challenging to the entering women cadets, will be appropriate to their human developmental needs. It is believed that in this way the institution can retain the greatest number of qualified women cadets committed to becoming officers in the Regular Army.

INTERCOLLEGIATE ATHLETIC PROGRAM

OVERVIEW

The primary mission of the Office of the Director of Intercollegiate Athletics, a self-supporting organization, is to administer the overall intercollegiate athletic program at the Military Academy for the Superintendent. The office's responsibilities include scheduling the 22 men's and one woman's intercollegiate teams as well as others on the junior varsity and plebe levels; planning for the addition of eight women's intercollegiate teams in 1978-79; procuring and maintaining athletic equipment for those teams; maintaining a large and complex physical plant; hiring a highly-skilled, professional coaching staff; and providing the means to sustain the intercollegiate athletic program on a self-supporting basis.

The objective of the USMA intercollegiate athletic program is to instill a desire for excellence, a goal which complements the basic aims of the Corps of Cadets and the Academy. Excellence in the intercollegiate athletic program projects an image which portrays the highest ideals of the military profession and encourages qualified young people to seek admission to West Point. For the Corps of Cadets, excellence in athletics provides a source of pride and serves as a visible unifying force.

For the cadet participant, the athletic program provides an opportunity to compete and to be challenged at the highest level of competence. It contributes to the development of self-confidence, a sense of fair play, and the ability to think and act effectively under stress. Most importantly, the athletic program helps instill the will to win.

The Athletic Committee, comprised of several officers from various segments of the Military Academy's staff and faculty, advises the Superintendent on policy and operations pertaining to intercollegiate athletics. Football ticket sales and television rights fees are the prime sources of revenue to finance this broad program which has an annual budget of more than two million dollars. Additional income is derived from such sources as the Army "A" Club Program, the sale of football programs, concessions, cadet athletic fees, athletic association dues, and other ticket sales.

Attendance at Army athletic contests, both home and away, continues to improve. During the 1977 football season the cadets played before nearly 430,000 football fans. Attendances averaged over 31,000 for the six home dates at Michie Stadium and attracted an average of 48,500 for games

on the road and at neutral sites. Among the most notable audiences were the 76,347 seat sellout in the game against Notre Dame at Giant Stadium in the Meadowlands, New Jersey and a season high of 81,091 for the 78th Army-Navy Classic in Philadelphia. Televised nationally by ABC-TV, the Army-Navy game was watched in an estimated 13,560,000 homes. The game had the largest audience for any collegiate football game during the 1977 season.



General Goodpaster and Army's Three Heisman Trophy Winners
(Glenn Davis, "Doc" Blanchard, General Goodpaster,
and Colonel Pete Dawkins)

THE STAFF

A major reorganization of the Office of Director of Intercollegiate Athletics was approved for implementation in the 1978-79 Academic Year. The reorganization was initiated to centralize the Director of Athletic's span of control from nine administrative management elements to four. This will focus his attention on significant current requirements and long range planning.

The new organizational structure provides for a military Deputy Director of Intercollegiate Athletics and four military Assistant Athletic Directors to handle administrative management elements. The Assistant Athletic Directors will supervise the following areas: Admissions Support, Operations and Support, Business Management, and Promotions-Public Affairs. The Assistant Athletic Director for Promotions-Public Affairs will be assigned responsibility for operation of the Army Ticket Office and the general promotion of Army athletics to improve public relations and the financial posture of the Army Athletic Association. Five different support and operational activities will be merged under the new Assistant Athletic Director for Operations and Support. The Business and Admissions Offices will undergo only slight modifications in the reorganization. While this reorganization will require additional personnel for staffing purposes, it is designed to insure more time for long range planning, essential for obtaining the additional means of self-support needed for an expanding athletic program at the Academy.

Several honors were accorded members of Army's coaching staff during the 1977-78 season.

Coach Homer Smith, who guided the Army football team to a 7-4 record, its best since 1968, was selected Eastern major college "Coach of the Year" by the New York Football Writers Association. It marks the second time in Smith's coaching career that he has received regional "Coach of the Year" honors.

Coach Dick Edell, who guided Army's lacrosse team to a 10-3 record and its first appearance in the NCAA playoffs since 1973, was selected "Coach of the Year" by the United States Intercollegiate Lacrosse Coaches Association. In two years at West Point, Edell has compiled an 18-6 record. This marks the first time in his coaching career that he was selected for national "Coach of the Year" recognition. He also served as Head Coach of the North team for the North-South All-Star Lacrosse Classic at Cornell.

Army volleyball coach Bob Bertucci was selected "Coach of the Year" in the Eastern Collegiate Volleyball League for leading his Cadet team to a 16-6 record and a surprising second place finish in the Eastern championships. It was Army's best effort in the Easterns since 1970.

Several new coaches also made noteworthy contributions. Coach Joe Ciampi, completing his first season as coach of the Army women's basketball team, led his team to an 18-5 record during their first year of varsity competition. Ciampi was head basketball coach at nearby Marlboro (New York) High School prior to accepting the position at the Academy. Dave Yates completed his first season as Army's golf coach and guided his squad to a 15-2 record and its first golfing championship in 18 years. Another first-year coach, Bill Permakoff, took over the baseball reins just prior to the start of the spring season. Permakoff's squad demonstrated a good deal of improvement and hustle over the previous season, but fell short of a winning campaign.

THE RECORD

Army's 23 varsity athletic teams produced the most successful season since the 1968-69 campaign, winning 67 percent of their athletic encounters during the 1977-78 academic Year. Overall, the cadets were victorious 236 times, lost on 117 occasions, and played to a tie six times.

In no other area of physical endeavor was there more dramatic improvement than in the football program. Coach Homer Smith's squad posted a 7-4 record in 1977, the first winning season in five years. In addition, the cadets snapped a four-game losing streak against the Middies, 17-14, and defeated the Falcons 31-6, the most points Army has ever scored against the Air Force in football.

The basketball program, under the guidance of Mike Krzyzewski, closed out its regular season with a 66-62 victory over Navy for a record of 18-7. The impressive showing enabled Army to obtain its second consecutive berth in the Eastern Collegiate Athletic Conference (ECAC) Metropolitan Playoffs. The cadets trimmed Seton Hall 81-79 in overtime in the opener, before losing to St. John's 65-63 in the finals, snapping Army's 11 game winning streak. A victory over St. John's would have given Army a berth in the National Collegiate Athletic Association (NCAA) tournament. Following that loss, Army gained a berth in the National Invitational Tournament (NIT). Army met Rutgers (21-6) at New Brunswick, N.J. in the opening round but, despite a furious comeback in the final seconds of the game, the cadets were defeated 72-70. Thus, Army closed out its highly successful season with a 19-9 record.

Under second-year coach Dick Edell, Army's lacrosse team compiled a 10-3 record, the most victories recorded since 1971. The team was ranked fifth in the nation in the final U.S. Intercollegiate Lacrosse Association (USILA) poll, the highest ranking for an Army lacrosse team since 1972. The cadets also received their first berth in the NCAA lacrosse playoffs since 1973, but were defeated by fourth-ranked Navy 16-13 at Annapolis in the opening round.

The golf team, under first-year coach Dave Yates, compiled a 15-2 record and won the District 2 (Northeast) Intercollegiate Golf Championship, the first tournament championship by an Army team since 1960. Army's team qualified for the NCAA golf championships on the basis of that tournament victory, but they had to refrain from competing because of a conflict with graduation exercises.

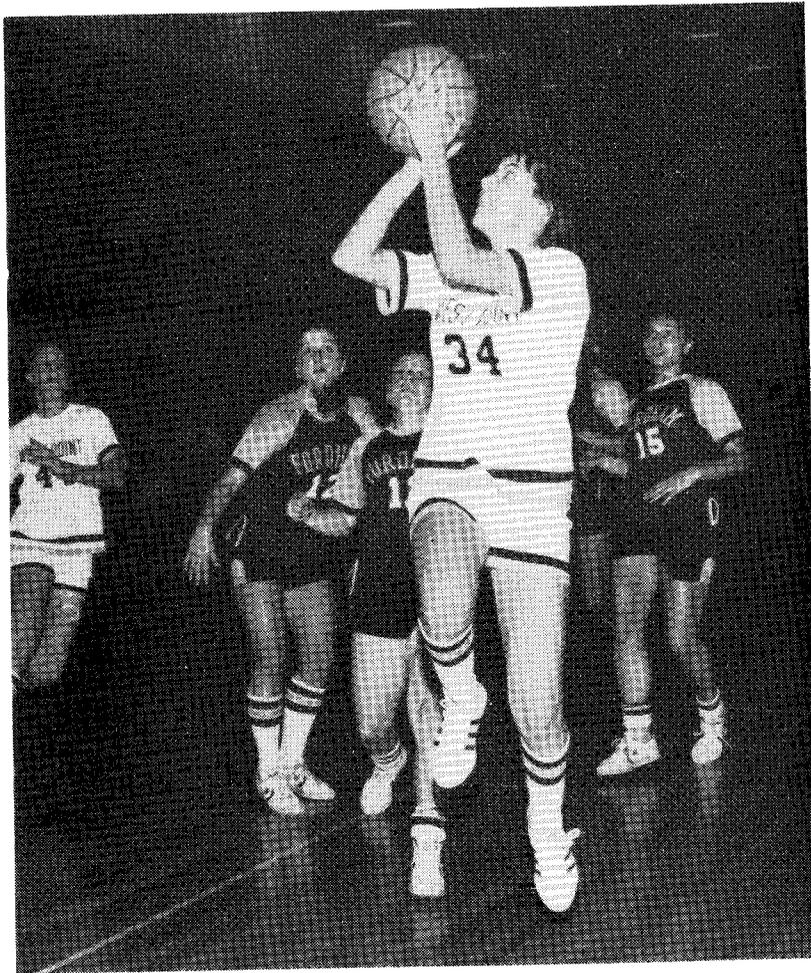
The gymnastics team, under coach Ned Crossley, compiled a 10-2 record and finished second in the Eastern Intercollegiate Gymnastics League. It was Army's best finish in the Eastern League since 1962.

The swimming team also had an outstanding season, finishing with an 11-2 record and a third place in the Eastern Swimming League. It was the best effort by an Army swimming team since the 1970-71 season.

The indoor track team compiled a 9-2-1 record. It finished fourth in the prestigious IC4A track championship and, in its best finish since 1970, was second in the Heptagonal championships. Similarly, Coach John Randolph's outdoor track squad posted a 7-1 record in its best season in ten years.

Two Army teams - rifle and pistol - closed out their seasons undefeated. The rifle squad at 18-0 had its best record ever and the pistol squad at 10-0 had its first perfect season in nine years.

Although women's athletics is in its embryonic stage, it has already made a significant contribution to the Army victory column. The addition of the women's basketball team to varsity status provided more than half of the 31 additional victories obtained by the Academy athletic teams during the past year. The women's team, better known as the "Sugar Smacks," completed its first varsity season with an exceptional 18-5 record. During the next athletic season additional intercollegiate women's teams will be fielded in cross country, indoor and outdoor track, gymnastics, swimming, volleyball, softball, and tennis.



Dena Caradimitropulo (34) of the "Sugar Smacks" in action against Fordham

Overall, 19 of the 23 intercollegiate teams recorded winning records. The Army ski team, whose performance cannot be mathematically compared to other sports, and is thus not included in the overall athletic victory percentage, had a successful season with three second place finishes in five intercollegiate meets.

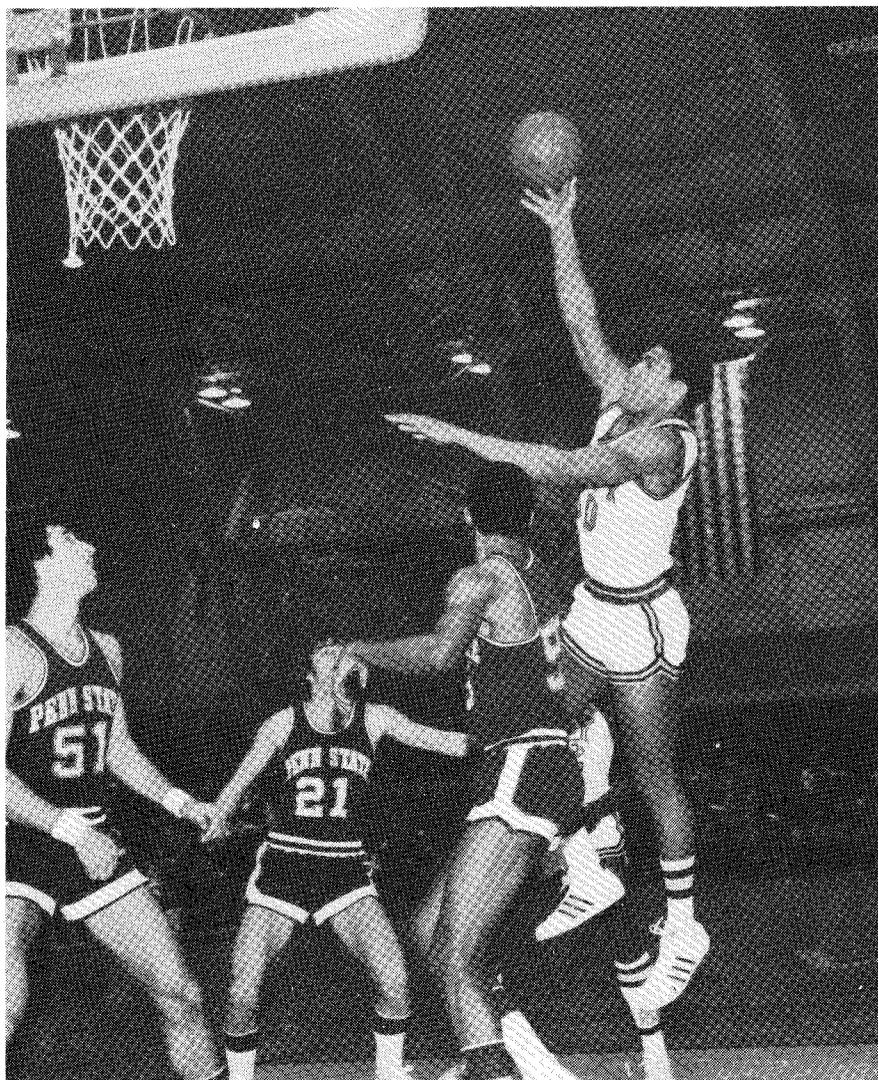
Among individual achievements, Clennie Brundidge, a tight end on Army's football team, gained second team all-America recognition from United Press International (UPI) for the second year in succession after leading the cadets with 51 receptions and setting career marks for passes caught and total yards receiving. His 842 yards receiving for the 1977 season surpassed the previous Army record of 669 yards set by Joe Albano in 1970. After three years of play, he has broken Army's previous record of 94 receptions (held by Terry Young, 1965-67) with 103. Army's record of 1239 career yards in pass receptions, held by Young, has also been surpassed by Brundidge's 1553 yards. Brundidge was also a starting forward on Army's basketball team. He won his fifth and sixth varsity letters in these two highly competitive college sports.



Leamon Hall (16) and Greg King (43) in action against Colorado

There were several other football players who gained both national and regional recognition. Quarterback Leamon Hall, who holds all of Army's passing and total offense records, was an honorable mention all-America and a first team all-East selection. Leamon Hall recorded 5,524 yards in total offense for his four years, surpassing Army's previous high of 4,129 yards held by Glenn Davis (1943-46). Hall also broke Army's previous records held by Kingsley Fink (1971-73) for passes attempted (588) and completions (257) with 878 passes and 426 completions. Defensive end Chuck Schott was named third team all-America by the Associated Press (AP) and, along with Brundidge and Hall, gained first team all-East honors from both the AP and ECAC. Other players receiving honors from the AP and the ECAC included offensive tackle Joe Oliver (a second team all-East selection by the AP), linebacker John Hilliard (second team AP all-East honors), and middle guard George Mayes (first team all-East honors by the ECAC). In addition, Curt Downs, an offensive guard, was one of 11 college football players named a National Football Foundation and Hall of Fame Scholar-Athlete. Downs became the sixth Army football player to receive the recognition since the foundation established the scholarship program in 1969. He also received a \$1,000 NCAA post-graduate scholarship. Finally, halfback Greg King broke George Smythe's 54 year old Army record when he ran 97 yards from scrimmage for a touchdown against Holy Cross.

In basketball, team captain Gary Winton received most of the laurels during the 1977-78 season. At the end of his third year Winton had already passed the records of Army's previous leading scorer and rebounder Mike Silliman (who had played when freshmen were prohibited from competing in intercollegiate varsity basketball). In his final year Winton went on to become Army's leading basketball star with 2,296 points and 1,168 rebounds, easily surpassing Silliman's 1,342 points and 984 rebounds. For his efforts, he was named a Helms Foundation All-American, the first such honors for an Army basketball player since Mike Silliman gained all-America recognition in 1966. In addition, he was named "Player of the Year" in District 2 (Northeast), all-East, and all-Metropolitan. He was also named the Most Valuable Player in both the Sun Bowl Classic and the ECAC Metropolitan playoffs.



Gary Winton in action against Penn State

Curt Alitz, considered the finest distance runner in Army history, holds numerous indoor and outdoor distance records and all Army records for distances of 3,000 meters or more. During his four-year West Point career, Alitz gained all-America recognition in track and cross country six times and won 12 letters. In this season's Heptagonal championships (comprised of the Ivy League colleges, Army, and Navy) Alitz won the cross country championship, the mile run (at 4:08.2) during the indoor meet, and the 10,000 meter run during the outdoor meet. At the NCAA Track Championships, Alitz finished seventh in both the three mile and 10,000 meter race (but was second and third respectively among native-born Americans competing in the race). In recognition of his performance in four years at the Military Academy, he won the ECAC Merit Medal for scholastics and athletics.

Four other Army track members achieved noteworthy victories. At the IC4A Track Championship, Marshall Keith finished fourth in the decathlon and set an Academy record of 6,895 points. Dexter Adams won the 880 yard run during the indoor Heptagonals; in the outdoor Heptagonals Steve Kreider won the javelin throw and Mike Willis the 110 meter high hurdles.

Three members of Army's lacrosse team, team captain Jose Olivero, attackman Scott Finlay, and midfielder Jim Pappafotis, gained third team all-America recognition by the USILA. Finlay closed out his career as Army's all-time leading scorer with 140 goals and 186 total points, breaking the previous Academy records held by Pete Cramblett (USMA '70 with 107 goals) and Tom Cafaro (USMA '71 with 167 total points). In addition, he was named the Most Valuable Player in the North-South All-Star Lacrosse Classic at Cornell University after scoring four goals and assisting on three other tallies. He is the first Army player to gain MVP recognition in that classic.

In gymnastics, Scott Shorr became Army's first Eastern gymnastics champion in seven years. He tied for first place in vaulting during the league championships and finished third in floor exercises, thereby qualifying for the NCAA championships in both events.

Four members of the pistol team were among the 10 individuals selected for all-America recognition, only the second time in history that four Army shooters have been named to an all-America team in the same season. The all-America selections included team captain Pat McGaugh, Dave Mull, Gary Reisenwitz, and Steve Wolszczak. Dan Szarenski and Bob Jacobs were also accorded second team all-American recognition.

Two members of the ski team, Jim Arsenault and Elliott Gruner, were selected by the league coaches to the Division II West All-Star team. Arsenault was a first team selection in cross country for the second year in succession. Gruner received second team honors in cross country.

Dan Hammond, captain of both Army's squash and tennis teams, was one of ten collegians named by the National Intercollegiate Squash Racquets Association to the all-America team in squash. Hammond also compiled a 12-4 record in tennis and received an invitation to compete in the NCAA tennis championships. Because of a conflict with final examinations, however, Hammond was unable to participate.

Although Army was unable to compete as a team in the NCAA golf championship because of a conflict with USMA graduation ceremonies, it was represented by Bob Doering and Steve Galing, who played key roles in Army's victory in the District 2 championship. Doering took runner-up honors in the district tournament.

In baseball, second baseman Paul Taylor gained all-Eastern League honors. He led the team in batting with a .341 average, in hits (31), in stolen bases (15), and in runs batted in (15). He also shared the lead in runs scored (15).

In 150-pound football, seven players were accorded all-Eastern League honors. Named to the first team were full-back John Basilica, tight end Terry Collins, and linebacker Maynard Sanders. Second team honors went to halfback Reggie Bassa, offensive tackle Ron Bonesteel, defensive end Tom Bostick, and defensive tackle John Drew.

DIRECTORATE OF AUTOMATION AND AUDIOVISUAL SYSTEMS

In response to West Point Study Group recommendations and internal studies, the Superintendent directed the centralization of all automation and audiovisual functions at USMA. The resulting organization, the Directorate of Automation and Audiovisual Systems (DAAS), became operational on 21 November 1977. It is a general staff element which consolidates functions performed by former agencies including the Instructional Support and Information Systems Division (ISISD) in the Office of the Dean, the Audiovisual Systems Division (AVSD) under the DCSLOG, and the Adjutant General Data Processing Branch, under the DCSP&A. The DAAS Director is the Superintendent's chief advisor on computer operations, automatic data processing systems, and audiovisual and instructional technology matters. DAAS has a nine million dollar equipment inventory, a \$3.7 million operating budget, and 200 military and civilian employees organized into the Audiovisual Instructional Technology (AVIT) Division and the Computer Systems Division (CSD).

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

The Audiovisual Instructional Technology (AVIT) Division was formed by combining the Instructional Technology Center of the Dean's ISISD, and DCSLOG's Audiovisual Systems Division.

The highlight of audiovisual activities during the past year was the receipt of two prestigious awards by this division for its film "The Old Man and The Team." After capturing a first place in the Keith L. Ware Broadcasting Awards for the best television program of the year by a Department of the Army agency, the film went on to receive a prestigious Thomas Jefferson Award for the most outstanding television production of the year in the Department of Defense. The film which was based on a locker room pep talk by General Douglas MacArthur to the 1956 Army football team was written and directed by Mr. Furman S. Baldwin, Chief of the DAAS Audiovisual Production Branch.

A number of other major film and television productions were initiated during the year including contracting of a film on honor and a film to replace "Duty, Honor, Country." The honor film should be completed in August 1978 and the replacement film for "Duty, Honor, Country" is scheduled for completion in January 1979. Major in-house productions included over 170 television programs in support of academics, over 7,300 classroom television playbacks, and the completion of approximately 14,000 AV requests for training support. Major multi-media productions involved revision of the Dean's presentation on

"Education for Leadership" and the Commandant's Briefing Program. Additionally, television coverage was provided during the Graduation Banquet and a film record was made of the Graduation Ceremony.

Major operation and maintenance activities included the installation of the base radio system for Keller Army Hospital the consolidation of audio support facilities, and the development of plans to relocate the Cadet Radio (WKDT) antenna to extend its broadcast throughout the West Point community and further improve Command Information activities. A major maintenance project involving the entire cable television system at the Academy began in June 1978.

The receipt of Other Procurement Army (OPA) AV funds permitted direct coordination with the Department of the Army Television-Audio Support Agency, Sacramento Army Depot, for procurement of necessary equipment systems to significantly expand the Academy's Foreign Language Laboratory. Other significant OPA procurements included videocassette editing equipment and sound reinforcement systems for academic auditoriums.

The publication of the first quarterly Audiovisual Instructional Technology Bulletin in January, the activation of the Audiovisual Advisory Committee in February, and the Audiovisual Working Group in March 1978 provided Academy-wide communication with and involvement in the media support area to insure more effective control and utilization of AV resources in support of mission requirements.

COMPUTER SYSTEMS DIVISION

The Computer Systems Division (CSD) was formed from the Dean's Academic Computer Systems Center and the Adjutant General's Data Processing Branch. The division provides automatic data processing services to include computer operations and maintenance, data base administration, systems analysis and programming, systems software support, and user assistance in support of all activities and organizations of the U.S. Military Academy. CSD continues to support all previous users and, because of the economies associated with the reorganization, has been able to staff two additional elements: the Standard Army Multicommand Management Information Systems (STAMMIS) Interface Office and the Data Base Administrator. The former organization serves as the installation's focal point for the automatic data processing portion of the Army's centrally designed standard automated systems. The Data Base Administrator, a new concept, provides centralized coordination of Academy data bases, insures standardization of data elements, and guards against unauthorized access.

The on-going action to replace the Honeywell 6080 computer, an interim replacement of the over-age Honeywell 635 computer, has been progressing steadily. The original plan of a one-for-one replacement has been superseded by the concept of procuring two computers, one for instructional support and another for Academy management. Two separate actions are concurrently underway to procure the software for the new computers. A direct conversion of 250 academic and academic support programs is scheduled for completion by March 1979 and a new systems design of the Dean's and Commandant's systems and a conversion of the existing Director of Admissions and Registrar's system will be completed early in 1980. The hardware is due for installation in December 1978.

Three significant analysis and programming tasks were accomplished during the past academic year: the design for an automated system for the Cadet Leadership Assessment System, the conversion of the gradekeeping and term-end systems to accommodate the new 4.0 grading system, and the selection of ranking cadets for the Cadet Awards Program. The first two were derived from the West Point Study Group recommendations, and the latter was developed to satisfy a need to determine top individuals for a variety of awards.

Two standard Army multicommand management information systems, the SAILS System and the Standard Civilian Personnel Management Information System (SCIPMIS), were installed during the year. To support these new systems, an initial Inforex key-to-tape data preparation system was leased to replace existing card-punch machines. If the first system meets expectations, a second will be purchased next year. A third shift was also added to the installation's STAMMIS computer facility to support the additional systems. All command systems applicable to West Point were moved to the Academic and Academy Management computer to balance the increased computer load resulting from the SAILS System and SCIPMIS.

PERSONNEL AND ADMINISTRATION

ADJUTANT GENERAL DIVISION

During the past academic year the Adjutant General Division acquired new responsibilities and continued previous projects. In December 1977 the USMA Adjutant General assumed the responsibility from the Military Personnel Center in Washington, D.C. to prepare all permanent change of station (PCS) orders for officers departing USMA. This addition to the duties of the division will speed the acquisition of final orders by USMA officers.

The Military Personnel Branch maintained its concerted efforts to keep military personnel informed of their responsibilities and future opportunities. The branch coordinated four visits of commissioned and non-commissioned assignment officers from the Military Personnel Center to assist soldiers assigned to West Point during the past year. A total of 377 officers and 327 enlisted soldiers were interviewed by 26 assignment managers. Colonel Henry E. Lowder, the Deputy Director of the Officer Personnel Management System, and Sergeant Major Donald E. Weber, the Enlisted Personnel Management System Project Officer, gave briefings and discussed the development and activities of their respective systems.

On 25 May 1978 Brigadier General Charles Bagnal, Deputy Superintendent; Colonel Jarold Hutchinson, Deputy Commandant; Colonel Edward Mennona, DCSP&A; and Lieutenant Colonel Richard Mottl, Assistant Deputy Post Commander, met with over 500 officers at West Point. They discussed their experiences on recent officer selection boards, described the importance of enlisted and officer efficiency reports, and explained promotion criteria in as much detail as is permitted under current army regulations.

In compliance with Army policy of permanent record preservation and in the interest of space conservation, the division micro-filmed cadet records for the Classes of 1970 through 1977 during the past academic year.

In March the Army Chief of Staff presented the Fiscal Year 1977 Reenlistment Award to USMA in recognition of the achievement of the Military Personnel Branch in exceeding the Army's goal for first term and career soldier reenlistments by a cumulative average of 17 percent. This is the second consecutive year that the Academy has received this award. In addition, the Department of the Army Personnel Management Assistance System Team (DAPERMAST) visited the Academy in April 1978. The team noted that USMA has the best Standard Installation Division

Personnel System (SIDPERS) and the best maintained military personnel records of any installation visited by the team.

The Division was also responsible for successful fund raising efforts in both the Combined Federal Campaign and the Army Emergency Relief (AER) Fund Campaign. The 1978 Combined Federal Campaign collected \$135,682 surpassing previous campaign totals. Contributions totaling \$27,525 from 5,309 Academy personnel for the AER Fund Campaign also surpassed all previous USMA Army Emergency Relief Campaigns.

In conjunction with the celebration of Armed Forces Day on 20 May, the division led the Academy's Fourth Annual Retiree Open House. For the first time, invitations were extended to retirees from all military services who reside in the West Point geographical area of responsibility. Four hundred and fifty-two retirees and their guests attended the scheduled events.

Civilian Personnel Division

The Civilian Personnel Division obtained approval from the U.S. Civil Service Commission to be the local examination authority in the hiring of civilian personnel. This approval, the culmination of extensive efforts, will have a significant impact on the division's ability to support the Academy's personnel replacement needs. The examining authority is being implemented in phases, with current authority granted to hire individuals for most high turnover entry level positions, i.e., Food Service Workers, Laundry Workers, Janitors, Laborers, Clerk-Typists, and Clerk-Stenographers. With this examining authority, the Civilian Personnel Division can deal directly with the job applicant regarding job opportunities, qualifications, and appointments. This eliminates both the necessity of having to refer job applicants to the New York Regional Office to receive employment consideration and the requirement that the Civilian Personnel Division request lists of eligible applicants from the Civil Service Commission. These changes will reduce frustration experienced by applicants and the time required to fill positions.

The Civilian Personnel Division placed special emphasis on its Labor Relations Program during the 1977-78 Academic Year. Contract negotiations were completed during this period with two of the major unions on post; both negotiated agreements gained the approval of the Department of the Army in post-audit reviews. The Negotiated Agreement with the American Federation of Government Employees, Local 2367, became effective on 29 July 1977. This agreement established a new daily work schedule at the Military Academy and a "full-scope" grievance procedure applicable to the majority of

civilian employees. Over the past few months contract administration training in the major provisions of this new agreement has been provided to civilian supervisors and military officers who supervise civilians. The Negotiated Agreement with the West Point Elementary School Teachers Association became effective 11 October 1977 and represents the first agreement the Academy has had with a group of professional employees.

The Civilian Personnel Division continued to improve communication with supervisors and employees. Development of a new employee handbook was completed during the year. The handbook provides information to employees on various aspects of Federal employment from how an employee is initially employed in the Federal Government to benefits upon retirement. During this period a new management tool, Civilian Personnel Bulletins, was devised to communicate directly with the work force. These bulletins are published when the need arises to quickly inform supervisors and employees of new developments affecting their employment. The bulletins have covered a variety of subjects from reassignment to resignation procedures.

USMA has begun to emphasize the necessity for using the probationary period as an extension of the examining process. As a result of this, civilian employee removals have increased. Supervisors are increasingly initiating action to separate probationers if their conduct, character traits, or capabilities are unsuitable for continued Federal Service. Well over half of the employees removed during the year were in probationary status.

The Corps of Cadets again displayed its appreciation for the efforts of West Point's civilian employees by conducting a review in their honor. Special guests included Mr. Allen K. Campbell, Chairman, United States Civil Service Commission; and Mr. Ogden C. Reed, Chief, Training & Career Management Division, Civilian Personnel Directorate, Department of the Army. The reviewing party consisted of elected representatives from each major activity. Employees who received an Outstanding Performance Rating and a monetary award during the year were invited to sit in the Superintendent's Box during the review. In conjunction with the ceremony, the Civilian Personnel Division hosted the Third Regional Civilian Personnel Officer's Conference.

The Upward Mobility Program was begun with initial enrollment of 139 employees. Civil Service Commission examinations were administered to 66 enrollees to assist in the determination of their individual training requirements. Counsellors then interviewed each of the 66 to determine job interests and prepared an Individual Development Plan

for each enrollee. The remaining enrollees will be tested and counselled as soon as the required Civil Service Commission examinations are received.

A Customer Relations Training course was provided to 312 civilian and military personnel in both appropriated and nonappropriated activities. The course was oriented toward providing more courteous and efficient service to customers.

The Executive Development Program was continued this year through the use of funds provided by the Department of the Army. Courses on such topics as Management of Time, Effective Writing for Managers, and Productivity in Government were presented. A complete review of the Executive Development Group was undertaken and an Individual Development Plan was developed for each member of the group. Courses presented under this program continue to be well received and provide a level of expertise which might not otherwise be available to USMA managers.

During the year a full scale wage survey was conducted for wage grade employees in the Newburgh, New York area. The survey was supervised and conducted by a U.S. Military Academy committee composed of management and union members. The wage data collected from establishments in Orange, Dutchess, and Ulster Counties was used by the Department of Defense Wage Fixing Authority to establish new wage grade pay schedules. The new schedules, which went into effect on 14 May 1978, reflected an average increase of 7.3%.

Specialists from the Position and Pay Management Branch during the past academic year began the grading of positions under the Factor Evaluation System (FES). The FES is a new method developed by the U.S. Civil Service Commission for classifying nonsupervisory General Schedule positions, GS-1 through GS-15. This system was designed and developed to assist both supervisors and employees to better understand how grades of positions in the General Schedule are determined. Transition from the current classification system to the FES will take several years because of the large number of occupations involved.

EQUAL EMPLOYMENT OPPORTUNITY

A new system of monitoring selections and promotions at USMA was implemented during the 1977-78 Academic Year to insure that all employees share equally in hiring and promotion practices. Awareness of the activities and objectives of the Federal Women's Program and the Hispanic Employment Program were augmented by the inclusion of the programs' coordinators in supervisory training courses. Extensive

additional training programs for Equal Employment Opportunity (EEO) personnel were conducted to enhance their abilities to resolve problems and complaints and to meet program goals and objectives. The Equal Employment Opportunity Advisory Council also continued to effectively disseminate vital EEO-related information to the Academy management. All of these activities have stimulated increased command sensitivity and have contributed to the high percentage of EEO complaints which can be handled on an informal basis. The number of EEO problems at the Academy that become formal complaints remains one of the lowest among installations within the Department of the Army.

INSTALLATION CLUB MANAGEMENT DIVISION

The division's objective of providing officer and enlisted club members a quality product and professional service while obtaining a net profit on operations was accomplished for the fourth consecutive year. A net income of \$55,000 enabled the club system to fulfill a planned capital expenditure program for needed equipment and improvement in the appearance of facilities in the West Point Army Mess, West Point Enlisted Soldiers Club, and the Stewart Army Subpost Officers Club. Utilizing funds generated through these revenues, the division procured new drapes, painted and wall-papered interiors and refurbished existing furniture. In addition, the division acquired \$17,000 of appropriated fund kitchen equipment and other needed equipment to improve the efficiency of the Officers Club. Even with these improvements, the Officers Club Branch and the Enlisted Soldiers Branch deposited a total of \$55,000 in the Army Central Investment Program, thereby bringing their total savings deposits to \$192,000.

Profits of the Package Beverage Branch, previously distributed only to the Officers and Enlisted Soldiers Branches, were also shared with the Morale Welfare Fund effective 1 October 1977. The transfer of profits to the Morale Welfare Fund reduced profits to the other two clubs by \$8,500.

PERSONNEL SERVICES DIVISION

The Alcohol and Drug Abuse Control Branch has significantly increased its educational training programs and rehabilitative services during the past year. A total of 45 alcohol and drug abuse education and training programs were given to 1468 soldiers, civilian employees, and dependents. These services were given at formal supervisory training sessions, special programs, and Command Information, New Soldier, and Civilian Employee Orientations. The branch continued to arrange for selected post personnel to attend the U.S. Army Alcohol and Drug Abuse Team Training Course at Fort Sam

Houston, Texas. The branch conducted 392 individual counseling sessions and 296 informational consultations with commanders, supervisors, and professional staff. An increased awareness of existing facilities and rehabilitation programs provided by the branch has resulted in a tripling in the number of alcohol and drug abuse referrals over the previous year.

Equal Opportunity Branch personnel engaged in a variety of post-wide activities to insure Academy awareness of and appreciation for the rights of minorities and women. The Equal Opportunity Branch conducted 30 ten and one-half hour equal opportunity seminars for 820 soldiers and civilians. Academy personnel actively participated in ceremonies marking National Hispanic Heritage Week, Dr. Martin Luther King, Jr.'s Birthday, Women's Observance Day, and National Black History Week. The first USMA Annual Statistical and Narrative Report to Department of the Army, analyzing the equal opportunity climate and effectiveness of affirmative action programs at the Academy, was submitted by the branch. Branch personnel also participated in LEADERPREP programs and the Senior Management Conference.

Army Education Center academic programs were maintained at constant levels during the past academic year. During this period, 2134 course enrollments were recorded in academic programs: 60 high school, 892 undergraduate and 1182 graduate level courses. West Point personnel enrolled at nearly all area colleges, most often in academic programs offered on-post, i.e., C.W. Post (MBA and Counselor Education at the Master's level), John Jay (Criminal Justice at the Bachelor's and Master's levels), and Ladycliff College (General studies at the Bachelor's level). Three military personnel earned Associate degrees, eight earned Baccalaureate degrees, 27 earned Master's degrees, and two earned Doctorates during the 1977-78 Academic Year. The first steps were also taken to establish a consortium of area colleges to provide a broad range of on-post degree programs but without excessive course duplication.

New courses were initiated in the Vocational/Technical and Military Occupational Specialty (MOS) related areas. In the Vocational/Technical area, 50 individuals were enrolled in courses which included an automotive technology course conducted at West Point and several Board of Cooperative Educational Services (BOCES) courses conducted off-post. Ninety-two MOS-related tutored courses were enrolled in by USMA Band members, nine Stewart Army Subpost personnel completed a Federal Aviation Airframe and Power Plant course, and 21 Keller Army Hospital personnel completed an Emergency Medical Technology course.

The Army Apprenticeship Program (AAP) was initiated at West Point with 14 participants during the last academic year. The AAP is the forerunner of cooperative efforts by the Departments of Health, Education and Welfare, Labor, and Defense to assist military personnel in qualifying for civilian employment opportunities. The program seeks to document and translate an individual's Army experience into job experience certification for potential civilian employment.

The Army Community Service (ACS) extended assistance to 4,582 active duty and retired military personnel, their families, unaccompanied "waiting wives", widows, Academy civilian employees, and USMA cadets. One hundred volunteers contributed a total of 3,840 hours of service during the past year. Informational programs of ACS include publishing The Pointerette, operating the Military Installation Library, responding to consumer concerns, conducting citizenship and English classes, handling referrals for the handicapped, and providing adoption and babysitting information. The agency's services also include directing the Loan Closet, providing budget counseling assistance, operating the Santa Claus Shop, and meeting emergency needs. Informational and service programs of this nature continue to meet many of the emergency human needs of post personnel.

Individuals with any one of eight Military Occupational Specialties (MOS's) were administered Skill Qualification Tests (SQT's) during the 1977-78 Academic Year. A total of 129 personnel, including four personnel sent TDY from their commands to be tested at USMA, were examined in one of the following MOS's: 11B, 55B, 55D, 76D, 76J, 76P, 76Y, and 95B. Additionally, the following Army Personnel Tests were administered on a by-request basis: Defense Language Aptitude Battery (DLAB); Armed Services Vocational Aptitude Battery (ASVAB); Defense Language Proficiency Test (DLPT); Reenlistment Qualification Test (RQT); Flight Aptitude Selection Test (FAST); Officer Candidate Test (OCT); and Officer Qualification Inventory (OAI).

POST CHAPLAIN DIVISION

The major goals and objectives of the Post Chaplain Division are to promote the spiritual life, ethical growth, and moral development of individuals and families; to foster joy, concern, learning, and sharing between all human beings; to build a community of faith which encompasses all religious groups; and to provide programs of spiritual, professional, and personal enrichment to members of the West Point Community.

Various programs throughout the year to achieve the above goals were enthusiastically received by the West Point community. Among the various programs were counseling services for individuals, engaged and married couples, and families, and Marriage Enrichment Weekends which dealt with communication in marriage, sexuality, and spiritual life. Parent Effectiveness Training, an eight-week course designed to teach parents how to communicate more effectively, was conducted 12 times during the past three years here and at the Stewart Army Subpost. A seminar in Value Clarification, designed to make individuals aware of their own personal and family goals and values in life, is presented for the women and young people of the Chapel on a continuing basis. Another program, Transactional Analysis for Christians, instructed participants on how to identify the quality of their relationships and transactions. Engaged couples are encouraged to participate in the program which is promoted as a communication framework to be used within their marriages. Personal Effectiveness Training was presented as a human relations enrichment program, designed to enrich individuals and their marriage and family relationships. Of the other special programs held periodically throughout the year, the most significant was a three-day seminar with Father John Powell, author of several books, who spoke to the cadets, staff, and faculty on the importance of personal inquiry, self-identification, and individual growth. He was exceptionally well received and his insights have been the focus of continuing discussion by the entire religious community.

PROVOST MARSHAL DIVISION

The Physical Security Section expanded the use of multimedia presentations throughout the year and produced a video tape on rape awareness and prevention. The section also conducted classes on rape awareness for over 20 units and departments at the Academy as well as a seminar featuring nationally renowned experts in the field of sexual offenses. Crime prevention inspections were increased from 24 to 40 and brochures highlighting crime prevention measures were widely disseminated. "Operation Identification," a program aimed at reducing the vulnerability of valuable personal property, was greatly expanded. The Physical Security Section also completed 59 physical security inspections.

There were 1578 incidents reported to the Military Police during the year, 310 of which were traffic accidents. The total number of incidents represents a decrease of eight percent from the previous year. There were 253 USMA academic, athletic, and other events supported by Military Police personnel. Other major activities included providing honors for 132 military funerals (78 on-post and 54 off-post); improved implementation of operational plans dealing with traffic, crowd control, and

security responsibilities associated with home football games; and an analysis of crime trends.

U.S. Army Reserve Component Military Police Units from throughout the tri-state area provided approximately 100 military policemen for each of the six 1977 home football games. The USMA Provost Marshal conducted its highly successful program of providing Inactive Duty Training (IDT) support of one-on-one training for selected Reserve Component units. This support greatly assisted the USMA Military Police in meeting their many commitments for providing support for Dialectic Society presentations, Cadet Fine Arts Forum presentations, numerous athletic events, and other activities at West Point. Members of Military Police Companies from the South Carolina and North Carolina Army National Guards also provided site support during their annual training at USMA.

The Criminal Investigations Division and the Military Police Investigations Section investigated 347 incidents during the 1977-78 Academic Year. These included 36 crimes of violence, 160 crimes against property, and 91 drug offenses. Drug detection dogs were brought from Fort Dix, New Jersey to assist commanders during several Health and Welfare inspections. Investigative personnel also performed 13 personal security missions.

RECREATION SERVICES DIVISION

In its continuing effort to improve services and increase athletic programs for the West Point Community, the Recreation Services Division has acquired new equipment and completed a number of improvements to existing facilities and recreational programs.

Some of the more noteworthy acquisitions during the past year include: a shuffleboard for the West Point Youth Center; a trampoline for the Stewart Army Subpost Youth Center; new golf carts for control and supervision of the Golf Course; additional picnic tables, grills, rowboats, and rental canoes with multi-canoe trailers for the recreation areas; rental lockers for Smith Rink; an electric snow gun and snow groomers for the Ski Slope; and a complete line of equipment for backpacking and for the newly established cross-country ski rental program.

This year the Youth Activities Instructional Programs have continued to gain popularity with record enrollments in the gymnastics, figure skating, swimming, golfing, and tennis programs. Interest in soccer continued to escalate with over 300 youths participating, while baseball remained the most popular team sport with over 500 youths enrolled. In December,

participants in the Youth Activities Program sold Christmas trees to 1200 families at West Point and the Stewart Army Subpost, netting a profit of \$1,700 for the program. A Family Plan, which permits participation in Youth Activities Programs at reduced costs for post personnel, was introduced in the Summer of 1977. The plan has resulted in a significantly increased level of participation (to 318 families) during its initial year of operation.

The Recreation Services Libraries at West Point and the Stewart Army Subpost conducted story book hours for pre-school children throughout the year and provided Junior Great Books Discussion Programs during the summer for children entering grades 3-6.

One of the significant accomplishments in the Outdoor Recreation program was the establishment of a complete rental center. In one stop, patrons can now secure all the equipment needed for camping, boating, fishing, or just an afternoon picnic.

In the Sports and Athletic Training Branch, the newly established "Over 30" leagues in basketball, volleyball, and softball have been well accepted by West Point personnel. The introduction of these leagues has not only resulted in a significant increase in participation, but it is also believed to have contributed to higher morale among the military personnel stationed at West Point. Finally, the branch sponsored the All Army Wrestling Trials hosted by USMA in the winter.

WEST POINT ELEMENTARY SCHOOL

The West Point Elementary School was in session from 29 August to 9 June 1978, with an enrollment of 875 and an average daily attendance of 95 percent. Eighty eighth grade students were graduated from the school in June. Standardized test results indicated that, as a group, the students were well above average in intellectual ability and their teachers continued to find them achieving at a level commensurate with their ability. A new social studies program, an energy conservation education program, and an emphasis on individualized learning were major focuses of the elementary school staff and faculty during the year.

OPERATIONS

RANGE OPERATIONS

Use of the USMA range facilities increased by ten percent during the 1977-78 Academic Year. Activity at the 15,000 acre range and training area complex is expected to increase further during the 1978-79 Academic Year as more active duty and reserve component units of the Armed Forces make use of USMA's excellent training facilities. Maintenance efforts were totally successful despite the most severe winter in recent years. Plans are being studied for the establishment of additional 81mm mortar firing positions. A Military Construction Army (MCA) project for FY 1981 was requested this year for the establishment of an M16 Night Qualification Course, a Combat Pistol Qualification Course, and the modification of several ranges to increase the range complex's versatility and effectiveness. The present pistol range is also being studied for conversion to an artillery and mortar subcaliber range. In June the Superintendent approved the naming of the hand grenade and claymore mine range (Range 1) as the Ardennes Range.

WEST POINT MUSEUM ACTIVITIES

The mission of the West Point Museum is to supplement Cadet academic and military instruction by maintaining a museum of arms and military history, to maintain exhibits and works of art in public buildings in recognition of the Academy's heritage and traditions, and to operate a major public museum for the enjoyment and edification of visitors.

The museum's academic program supported the departments of History and Military Instruction, and ROTC summer training workshops. A total of 130 lectures were given by the museum staff to cadets on the evolution of military arms. Special lectures demonstrating the use of automatic weapons were also given to cadets at Camp Buckner. Sixty-seven exhibits were installed in Thayer Hall in support of American and European military, social, and political history. The museum was also used by Foreign Language Department instructors to prepare cadets to give briefings on military subjects in German, Portuguese, and Spanish.

The Special Exhibition Room featured two major exhibits during the past year: World War II drawings by Staff Sergeant Rudy Wedow, of the Corps of Engineers, and an exhibition of Napoleonic material from the West Point Museum Collections. Annotated catalogs were prepared by the museum staff for both exhibits.

Twenty-four groups of special guests were given tours of the museum by the staff. The overall visitor attendance at the museum the past academic year totalled nearly 315,000, a decline of only two percent from the previous year. Attendance at Fort Putnam during the same period totalled over 31,000.

Over 200 off-post loans of museum materials were made during the past year to various facilities and agencies. Among the more noteworthy loans of the period were those made to the Swiss Consul General in New York City, the U.S. Navy Memorial Museum, the USS Eisenhower, the Dwight D. Eisenhower Library, the Colonial National Park at Yorktown, Virginia, the Ordnance Museum at Aberdeen Proving Grounds, the Corps of Engineers Museum, and the Whitney Museum in New York City.

On-post loans to officers, enlisted personnel, and civilians totalled over 2,000 and loans to cadets totalled nearly 600 during the past academic year.

Finally, the museum staff catalogued a total of 150 objects and, acting as a military research center, answered over 800 letters pertaining to the museum's collections or other military subjects.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division (AA&GPD) was responsible for planning, coordinating, and implementing the 1977 Thayer Award Ceremony, the 1977 Alumni Homecoming Program, the worldwide Founders Day 1978, the Founders Day dinner at West Point in 1978, the Class of 1878 Centennial Reunion, alumni events during June Week 1978, and all other alumni programs. AA&GPD also administered the Military Academy's gift program which involved the receipt of donations, recognition of donors, development of donor programs, and initiation and supervision of the projects financed with contributed money. Most of the donations and gifts received were channeled through the West Point Fund of the Association of Graduates. During the 1977-78 Academic Year the fund's total receipts were in excess of \$860,000 and its expenditures over \$725,000. At the end of the academic year the fund's total balance was nearly \$1,300,000.

The number of USMA classes holding accounts with the West Point Fund increased from 56 to 68 during the past year. As a result, by the end of the academic year, the dollar value of those accounts had increased by over 25 percent to \$630,000. All of these accounts will eventually be used for programs or projects that benefit the Military Academy and the Corps of Cadets.

Major West Point Fund projects completed during the past academic year include the construction of the Class of 1938 Overlook at Trophy Point and the installation of the electronic track scoreboard and timing device in Shea Stadium by the Class of 1928. Funds have also been approved for the following projects: the Eisenhower Hall landscape beautification by the Class of 1933, the statue of the American Soldier by the Classes of 1935 and 1936, and a riverside park by the Class of 1946.

ASSOCIATION OF GRADUATES

During the past year the Association continued the publication of the quarterly alumni magazine Assembly and the annual Register of Graduates. The Association maintains historical records of the 36,000 Academy graduates and the addresses of the 25,000 surviving graduates for the use of both the Association and the Academy. The Association distributed at cost approximately 22,400 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, the Association supported the Academy in planning and implementing USMA alumni activities, including the 1977 Thayer Award ceremonies, the 1977 Homecoming Program, the 1978 Founders Day activities, and the 1978 June Week alumni reunions.

The Twentieth Annual Sylvanus Thayer Award was presented by Major General (Ret.) Charles E. Saltzman, USMA '25, President of the Association, to former Secretary of the Army Mr. Robert T. Stevens on 4 October 1977. The award is presented in recognition of a distinguished career of public service which exemplifies personal devotion to the ideals expressed in the West Point motto.

USMA BAND ACTIVITIES

All four musical elements of the USMA Band (Concert Band, Stage Band, Field Music Detachment, and Marching Band) were heavily utilized during the period 1 July 1977 - 30 June 1978. The weekly Summer Concert series at Trophy Point featuring the Concert and Stage Bands was popular and well attended. The final performance in the series, the "1812 Overture" Concert, which included the firing of cannon and a presentation by the Field Music Detachment, the "Hellcats," was especially well received. The Winter Concert Series, also featuring both the Concert and Stage Bands, was highlighted by the Homecoming Concert in October and the November concert

featuring Dr. John A. Davis, USMA Organist, accompanied by the Concert Band in a performance of organ and band music. The Concert Band's recent two volume contribution to the "Heritage of the March" record series (Volumes 29 and 30), a non-profit collection of long-playing records sponsored by Mr. Robert Hoe of Poughkeepsie, New York, was released and received high acclaim from leading civilian music educators. The USMA Stage Band supported many official functions including the 100th Nite Show and the Superintendent's Formal Reception held during June Week. The Band, including the "Hellcats," performed at all Army home football games. The "Hellcats" also played at the annual convention of the Daughters of the American Revolution in April in Washington, D.C. The Pep Band, composed of Marching Band personnel, played for all home Army basketball games and supported Army's appearances at the ECAC Championship Playoffs and the NIT.

Chamber music groups contributed to the success of the USMA Band's activities during the past year. The most notable of the many appearances of the different woodwind, brass, and percussion groups on and off post was the performance of the Highlands Brass Quintet at St. Patrick's Cathedral in New York City. Finally, members of the USMA Band assisted Army recruiters in Massachusetts and Connecticut by conducting musical clinics and auditioning prospective high school Army Bands personnel.

AVIATION ACTIVITIES

The 2d Aviation Detachment, USMA, completing the academic year with 1,741 flying hours for a new total of 16,041 accident/incident free flying hours, again received every DA safety award for a unit of its size.

LOGISTICS

UNITED STATES ARMY COMMUNICATIONS COMMAND (USACC) DETACHMENT, USMA

Responsibility for the installation of all telephone equipment and supporting facilities for Keller Army Hospital was transferred from the United States Army Communications Electronics Engineering and Installation Agency to the USACC Detachment, USMA, in 1976. The installation of all telephone facilities for the hospital was completed in December 1977 by personnel of the detachment. A cost saving of \$30,000 has been realized from this transfer. The installation of a hospital radio network which will connect Keller Army Hospital with its MEDDAC facilities at Stewart Army Subpost (STAS) and also interface with the Orange County and New York State Emergency Medical Radio System is expected to be completed during the first quarter of 1979.

The inconvenience of having the telecommunications command serving USMA located 15 miles off post at Stewart Army Subpost and the designation of STAS as a candidate for possible base closure spurred efforts to re-establish the facility at West Point. Progress has continued on the relocation of the Telecommunication Center (TCC) operation with the appointment of an architect-engineer. The facility should become operational in February 1979.

STATISTICAL DATA

WEST POINT:

Number of Telephones Installed	3,935
Cost of Commercial Long Distance Calls	\$215,896.47
Number of Dial Service Assistances Required	1,622,175
Number of Telephone Work Orders	4,640
Number of Trouble Calls	3,742
Number of Teletype Messages (Sent)	6,896
Number of Teletype Messages (Received)	29,939

STEWART ARMY SUBPOST:

Number of Telephones Installed	339
Cost of Commercial Long Distance Calls	\$25,989.56

HOUSING DIVISION

Housing Division funding for repair and maintenance operations at West Point and the Stewart Army Subpost originated from one of three accounts: Minor Construction MCA; Maintenance and Repair FHMA M&R; or Bachelor Housing Furnishing Management. Minor Construction MCA (Military Construction Army) consists of funds directly allocated by Congress for specific projects (in a Budget Project (BP) 1800 account). Maintenance and Repair MHMA M&R (Family Housing Maintenance Army, Maintenance and/or Repair) consists of general funds allocated by Congress through the Department of Army for the maintenance of present quarters (in a BP 1900 account). Bachelor Housing Furnishing Management consists of funding from a general Operational Maintenance Army (OMA) account.

During the 1977-78 Academic Year the significant USMA fund commitments for the Housing Division's maintenance and repair projects included the following:

MINOR CONSTRUCTION MCA

<u>Type of Construction/Repair and Location</u>	<u>Number of Units (USMA/STAS)</u>	<u>Estimated Cost (USMA/STAS)</u>
Install smoke detectors USMA/STAS	959/560	\$43,200/\$26,550
Playground improvements USMA/STAS	4/20	\$6,000/\$4,300
Trash can enclosures USMA	23	\$28,700
Additional electric outlets USMA	40	\$ 7,500

MAINTENANCE & REPAIR FHMA M&R

<u>Type of Construction/Repair</u>	<u>Number of Units (USMA/STAS)</u>	<u>Estimated Cost</u>
Interior painting USMA/STAS	221/179	\$207,065/\$93,693
Refinish wood floors USMA/STAS	134/127	\$ 74,314/\$49,067
Replace linoleum floors USMA/STAS	54/56	\$ 18,405/\$12,326
Exterior painting USMA/STAS	19/136	\$ 7,500/\$88,000

Sun porch window & railing replacement USMA	24	\$111,682
Maintenance & repair Qtrs. 100 and 101 USMA	2 buildings	\$ 55,078
Roof repairs, Qtrs. 105 and 106 USMA	2 buildings	\$ 22,955
Maintenance & repair Band Qtrs. USMA	42	\$169,000
Insulation Grey Ghost housing area, USMA	119	\$ 29,330
Repair garages STAS	68 buildings	\$141,759
Repair heating systems Bldgs. 2614 & 2616 STAS	2 buildings	\$138,947

The Bachelor Housing Furnishings Management had \$17,926 committed to replace furnishings at two Bachelor Enlisted Quarters (2006 and 2616) at the Stewart Army Subpost.

PURCHASE AND CONTRACT DIVISION

The Purchase and Contract Division made several internal operational improvements to enhance procurement support to USMA during the 1977-78 Academic Year. An automated document control and reporting system, established during January, provides an ongoing record of all active purchase requests and contract/purchase orders to more rapidly and efficiently monitor and supervise the procurement workload. The system enables the division to prepare cumulative management reports for internal control. Internal and external procedures have been published to clarify responsibilities and establish administrative controls. USMA Regulation 715-1 "Procurement Procedures," the first Academy procurement regulation, was prepared during the last year. This new regulation is applicable to all purchases utilizing appropriated funds by all organizations and activities at USMA and the Stewart Army Subpost. The regulation provides guidance and instruction necessary for activities requiring appropriated funds procurement support, assigns responsibility to installation elements for performing administrative requirements related to procurement actions, and establishes local approval controls. A long term internal training program to improve the level of proficiency of civilian employees has also been inaugurated.

During the year additional office space was allocated to the division. With the added space a conference room (which serves as a meeting area for discussions between contractors and members of the division staff) was established, proper filing and reference library areas were designated, and cramped office conditions were eliminated. The extra space will improve general working conditions and the morale and efficiency of the staff.

The Purchase and Contract Division again exceeded its goal for awards to minority business enterprises under Section 8 (A) of the Small Business Act (15 USC 637 (A)). The total dollar value for minority businesses for the year will be in excess of \$26,000,000 from 21,000 different procurement actions.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to be responsible for laundry, dry cleaning, property control, military clothing sales, and memorial and mortuary services for eligible military and civilian personnel and organizations within the USMA area of responsibility. In addition, the division is responsible for administrative and technical food advice and the operation of the commissary, a tenant activity at West Point.

The division's internal management goals for the 1977-78 Academic Year were: to reduce overtime and sick leave; to improve manpower productivity and performance; to review personnel staffing in an attempt to reduce manpower authorizations; and to implement the Standard Army Intermediate Level Supply (SAILS) Sub-System at West Point. All of these goals were achieved by the conclusion of the academic year. The division also provided technical assistance and coordinated the complete inventory of all government property at West Point during the first half of 1978.

Implementation of the SAILS Sub-System was one of the more noteworthy developments in this division during the 1977-78 Academic Year. By converting to SAILS, installation supply moved from a manual to an automated system. SAILS is designed to attain more centralized supply accountability, to facilitate control and management, and to increase flexibility to permit optimum standardization and maximum use of Automated Data Processing Systems with limited management intervention. It is anticipated that the SAILS system will make the installation supply activity more responsive to customer requirements.

The cash sales in the Clothing Sales Store amounted to \$222,635 in the 1977-78 Academic Year, a 62 percent increase from last year, due to the closure of several military clothing sales facilities in the area and the unrestricted cadet purchases of military uniforms. The Self Service Supply Center sales for the past academic year were \$774,420, a decrease of two percent from the 1976-77 Academic Year. The Center serviced 183 appropriated and 29 non-appropriated fund accounts and 92 reimbursable accounts, for a total of 304 accounts, an increase of 17 percent over the previous academic year. The increase in total accounts during the past year was primarily due to the addition of several National Guard reimbursable accounts and the subdivision of existing appropriated accounts into smaller units to facilitate the monitoring of the expenditures of individual sections.

The Property Control Branch again this year processed requests for supplies and equipment to support the 1978 Cadet Basic Training and Third Class Field Training programs. These transactions totaled \$3,981,349, an increase of 24 percent over the past academic year. This improvement in support was due to increased quantities of training equipment procured from the U.S. Army Armament Readiness Command (ARMCOM). The branch reassumed the summer equipment support mission from the S4 (Logistics Officer) of the Commandant's Staff and consolidated its warehouse requirements at West Point into a new building.

The Department of the Army directed that there should be no increase in the consumption of ground fuels (gasoline) over the amounts consumed in the 1975 Fiscal Year. The total during the 1977-1978 Academic Year was 592,039 gallons. This represents an increase of only two percent over the 1975 limit. Considering the severe winter of 1977-78, West Point's increased use of fuel was minimal and was, in fact, over 18,000 gallons less than that used during the previous year.

The West Point Laundry and Dry Cleaning Plant continued its improvement program by purchasing \$65,000 worth of new equipment. During the last academic year the plant made a profit of \$125,457, an increase of three percent over the previous academic year, and the second consecutive annual profit in laundry operations.

The West Point and Stewart Sub-post Commissaries' combined sales totaled \$9,975,800, a three percent decrease over comparable sales in the 1976-77 Academic Year. Customer transactions for both stores totaled 286,591, a decrease of nine

percent from the 1976-77 Academic Year. The level of inflation in general and the increased cost of gasoline in particular (which has reduced the attractiveness of the commissaries to retired out-of-state military personnel) are believed to be responsible for both the decline in sales and decline in the number of customer transactions. Obsolete equipment has been replaced with new automatic wrapping machines and electronic cash registers. In addition, the U.S. Army Troop Support Agency directed that 29 commissary positions (19 at West Point and 10 at Stewart Subpost) be converted from full time to part time in order to reduce operating costs.

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 1976-77 are compared at both USMA and STAS.

	<u>USMA</u> <u>1976-77</u>	<u>USMA</u> <u>1977-78</u>	<u>STAS</u> <u>1976-77</u>	<u>STAS</u> <u>1977-78</u>
Average No. of Vehicles	363	377	51	51
Total Vehicle Miles	2,668,853	2,577,041	346,042	315,765
Miles by Assigned Drivers	860,194	861,253	77,618	81,368

COST PER MILE (CPM) FACTORS (IN DOLLARS)

	<u>AY 77</u>	<u>AY 78</u>	<u>% OF INCREASE/DECREASE</u>
CPM Operations	.151	.148	- 1.9
CPM Maintenance	.162	.159	- 1.4

COST PER GALLON GROUND FUEL (IN DOLLARS)

	<u>AY 77</u>	<u>AY 78</u>	<u>% OF INCREASE/DECREASE</u>
MOGAS	.467	.448	- 4.0
Diesel	.375	.397	+ 5.6

The Motor Pool Branch trained and licensed 385 Fourth Class Cadets to drive military vehicles. An additional 972 cadets were tested and licensed to drive in support of cadet activities.

The Harborcraft Branch operated three vessels for 1,290 hours and carried 22,858 passengers without accident during the 1977-78 Academic Year. In addition, the branch conducted crew training at New York Harbor (Sandy Hook area). New Coast Guard approved sanitation systems were installed on vessels. The overhaul of two main engines and transmissions on Ferryboat 814 was performed in-house at a savings of \$11,600.

The Traffic and Administrative Branch support of personal property shipments for the Class of 1978 were as follows:

<u>Destination</u>	<u>Weight</u>	<u>No. of Pieces</u>
Home	Parcel Post	1,564
Home (GBL)	56,310	1,070
TDY	47,312	816
PCS	<u>45,470</u>	<u>706</u>
TOTAL	149,092	4,156

Outbound shipments of household goods totaled 1,220 while inbound shipments numbered 1,306. The division saved \$4,547 by arranging 24 "Do-It-Yourself" (DITY) shipments.

During the 1977-78 Academic Year the Transportation Division relocated MEDDAC and the offices of the Commandant, the Personnel Services Division, the Department of Law, the Installation Club Management Division, and elements of the Chaplain's Division.

TREASURER, USMA

The Thayer Hotel continued to undergo improvements during the 1977-78 Academic Year. A kitchen renovation, dining room and lounge redecorations, construction of a dining room service bar, and an upgraded central air conditioning system were among the principal projects completed. While sales at the Hotel continued to increase, profits remained low as the bulk of the proceeds was spent for the hotel's revitalization. Projects scheduled for the coming year include: the replacement of air conditioner/heater units, the retiling of bathrooms, and the major refurbishing of guest rooms at the hotel. The purchase of a Private Branch Exchange (PBX) telephone system, which will provide the convenience of direct dialing for hotel guests, is planned. In addition, the renovation and centralization of hotel storerooms and the restoration of the service elevator have also been scheduled for the next

year. Finally, Mr. Victor Castaldo has joined the staff during the last year as executive chef, bringing to the hotel outstanding credentials and years of food service experience which will help upgrade the hotel's cuisine.

Although the Cadet Mess was faced with increasing food costs during the 1977-78 Academic Year, it was able to continue operating with an allowance of \$2.92 per cadet per day and remain financially sound. Efforts continued to improve efficiency and reduce operating costs. The Cadet Mess labor force was maintained at 413 employees and personnel vacancies were reduced to within one-half percent of authorized strength. New stoves and ovens were installed to improve support of the Third Class at Camp Buckner. A civilian guard force was also established to maintain proper security in the Cadet Mess. Significant reductions were realized in AWOL and overtime.

Several decisions were made during the past year regarding cadet uniforms. The Full Dress Coat for women cadets was redesigned to include tails. Commercial gym shorts, black with gold piping, will be issued to cadets commencing with the Class of 1982.

Maintenance Division

Improvements were implemented in the protection of personnel from industrial hazards. New exhaust systems were installed in Buildings 793 and 795 to improve the quality of the air. All trades personnel were given physicals, which included hearing and lead blood testing.

COMPTROLLER

The operating budget for Fiscal Year (FY) 1978 amounted to \$116 million to support 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 1978 totaled 3,963. This was a net increase of 68 spaces from the total authorized on 30 September 1977, but a net decrease of seven spaces from the personnel authorization of 30 June 1976. Manpower authorizations were as follows:

	<u>30 Sep 77</u>	<u>30 Sep 78</u>	<u>Net Change</u>
Officer	791	793	+2
Enlisted	669	675	+6
Civilian Full-Time Permanent	2,435	2,495	+60
Total	3,895	3,963	+68

There were several major manpower actions during the year that affected the authorizations. Seventy-two spaces were restored due to the Congressional moratorium on contracting out of base operations support at the Stewart Army Subpost. In addition, increases in manpower authorizations were provided for the establishment of a separate Office of the Staff Judge Advocate (10 officers, one warrant officer, two enlisted) and an increase in the staffing of the Office of the Director of Intercollegiate Athletics (five officers and four enlisted). Several reductions in officer authorizations in the academic departments resulted from the transfer, or position trade-off of army authorizations for officers of the other services. The remaining changes were minor in nature.

The Office of the Comptroller was directly involved in reviewing and validating all manpower requirements stemming from the recommendations of the Final Report of the West Point Study Group. As a result of these reviews, a requirement for 54 spaces was identified (19 officers, 18 enlisted, and 17 civilians). Of this total, 21 spaces (seven officers, three enlisted, and 11 civilians) were obtained through internal realignments and the remaining requirements were requested from Department of the Army Headquarters. Through the efforts of the Army Staff, these requirements were approved and the spaces are being authorized during the first quarter of FY 1979, and will be reflected in the FY 1979 Command Program and Budget Guidance.

Activation of a Standard Army Intermediate Level Supply (SAILS) Subsystem was completed on 9 February 1978. Supply Management personnel received training at Ft. Lee and Ft. Jackson whereas Finance Office personnel received on-site training at Ft. Devens and on-the-job training at West Point. The SAILS system is a highly automated system that provides timely financial and logistical information that materially enhances the management of USMA. The SAILS system interfaces with the Standard Army Finance System (STANFINS) and provides benefits jointly to supply managers and financial and resource managers insuring that the installation supply program is kept within the financial bounds directed by the command and higher headquarters.

A command-unique pay system for cadets was designed by the DCSCOMPT which enabled the Academy to separate cadet pay from the accounts maintained by the Treasurer. The Cadet Pay System (CAPAS), administered by the Finance and Accounting Officer, has received approval from the Comptroller General of the United States and the General Accounting Office. The system was praised as well by the Assistant Secretary of Defense (Comptroller) for its design.

FACILITIES ENGINEERING

The Office of the Directorate of Facilities Engineering continued its mission of managing and executing real property maintenance activities at USMA and the Stewart Army Subpost and developing and managing the USMA Military Construction Army (MCA) Program.

To take full advantage of the Integrated Facilities System (IFS), a computerized system for monitoring the operations and maintenance of real property at USMA, which was implemented in the Directorate on 26 December 1976, the Engineering Resources Management Division was reorganized. The division now contains four branches: Management Engineering and Systems, Programming/Budget, Work Reception and Scheduling, and Estimating and Facility Inspection. The main impact of the IFS implementation was in the Management Engineering and System Branch.

To continue the effort toward reducing energy consumption at the Military Academy, an "Energy Audit" of seven major buildings is being conducted by an outside firm. The energy audit consists of surveying the buildings, available plans, specifications, and equipment, evaluating the fuel and electric consumption of the buildings, and providing recommendations for conservation. It is anticipated that funds will be obtained to proceed with the energy audits of the 35 remaining buildings containing more than 30,000 square feet in floor space. Upon successful completion of the initial seven, the firm will be retained to survey the remaining 35 buildings.

Three MCA projects were completed this year. One project, the conversion of unused areas in the Keller Army Hospital basement to functional space for storage and material handling, was completed in April 1978. Another project, the modification of Cullum Hall to meet current fire code requirements, was completed in November 1977, permitting the facility to be used safely to its intended capacity of approximately 800 people. Finally, the Consolidated Services Project, completed in December 1977, upgraded the Post Motor Pool and provided an additional 35,000 square feet of general purpose warehouse and garage space for the Facility Engineer.

One Urgent Minor Construction Project, the modification of barracks for the women cadets, was also completed this year. The action, consisting primarily of latrine modifications, permitted the full integration of women in all cadet companies.

Three MCA projects are currently under construction. The Separate Power and Communications Ducts - Phase I, completed in July 1978, provided 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 to meet life safety code requirements. A project is underway to improve post utility systems by providing telemetry and remote control between the existing power plant's modified central console and the 11 major Heating, Ventilating, Air Conditioning (HVAC) systems. The project includes replacing two steam turbine generators in the power plant and providing miscellaneous HVAC modifications in various buildings to improve energy efficiency. Construction has been initiated with a scheduled completion date of April 1980. Renovation of the Field House, begun in April 1978, will provide a new artificial surface of varying textures for two basketball courts, a track surface, and other general athletic and training activities. Use of the Field House by women cadets will be facilitated by modification of a portion of the locker rooms. The existing roof will be replaced, new bleachers installed, and new fire exits provided to meet current code requirements by November 1978.

At the close of the 1978 Cadet Summer Training Program, construction will start on modifications of the Camp Buckner barracks for women cadets. The project, approved by the Department of the Army, entails partitioning areas in each of the 38 barracks for use by women cadets to permit their full integration in the summer training companies.

Three athletic facility-related projects, resulting from the 1976 Review of Athletic Facilities Study at USMA, have been included in the MCA Program: Michie Stadium and Gym Alterations, Outdoor Athletic Facilities, and the Indoor Athletic Facility. The first two projects are in the FY 1979 program and concept designs were completed in June. The concept design for the Indoor Athletic Facility project, included in the FY 1980 MCA program was also completed in June. Completion of these three projects will satisfy the major athletic needs identified in the study.

STAFF JUDGE ADVOCATE

A Staff Judge Advocate (SJA) Office, separate from the Department of Law, was established on 20 June 1977, pursuant to a recommendation of the Special Commission on the U.S. Military Academy (Borman Commission). This separation was accomplished to avoid any potential conflicts of interest by insuring that lawyers defending cadets in honor cases were not also teaching cadets in law courses. The SJA office was authorized ten military attorneys, one civilian attorney, one warrant officer, two noncommissioned officers, and nine other civilian employees. Its activities were divided into three main branches: Administrative Law; Prosecution; and a Legal Assistance, Defense Counsel, and Claims Branch.

The Administrative Law Branch rendered approximately 700 written legal opinions during the 1977-78 Academic Year covering various aspects of command and personnel management. Extensive legal research was required in several areas of major concern, including cadet honor and disciplinary board proceedings, the exercise of discretion in honor cases, disposal of solid wastes and sale of water, separation for pregnancy or child support obligations, procurement actions, and payment of state taxes by the Thayer Hotel. Officers assigned to this branch also served as Legal Advisors to cadet honor boards and boards of officers. The civilian attorney represented the command in five third-party administrative proceedings: two adverse action appeals, one reduction-in-force appeal, one demotion for inefficiency appeal, and one unfair labor practice hearing.

Officers assigned to the Prosecution Branch advised commanders regarding military justice matters and served as trial counsels in courts-martial. However, because of the generally high caliber of personnel stationed at West Point, there is a relatively small military justice workload. Therefore, officers assigned to the Prosecution Branch are engaged primarily as Recorders of boards of officers and cadet honor boards. During the past year they also prosecuted more than 100 cases in the United States Magistrate's Court.

During the year following its establishment, more than 11,000 instances of personal legal assistance were provided in such matters as domestic relations, personal finances, personal and real property, powers of attorney, taxation, and wills. In addition to legal assistance provided at West Point on weekdays, reserve Judge Advocate officers assigned to the 4th JAG Detachment provided legal assistance to military personnel and their dependents at the Stewart Army Subpost on Saturdays. Defense counsel, who also served in dual capacities as legal assistance and claims officers, represented respondents in over 40

cadet honor boards and board of officer proceedings, and advised accused personnel in court-martial and Article 15, Uniform Code of Military Justice (UCMJ) actions. More than 750 personnel claims against the United States Government were processed, involving payments of more than \$164,000. Twenty claims in an amount totaling over \$35,000 were collected in favor of the Government.

The SJA office initially was located in cadet activity rooms made available in Building 720. It was moved to another temporary location on the fifth floor of the old hospital, Building 606, in January 1978. Lack of adequate facilities have hampered its operations.

PUBLIC AFFAIRS

During the past academic year the Public Affairs Office developed a public affairs policy statement which was later institutionalized as a USMA regulation. The Policy statement formally defines the Academy's philosophy of communicating to different audiences and techniques to be utilized to carry out the public relations mission. The statement promotes the acquisition of public interest information by the Public Affairs Office and delineates methods for its dissemination.

The Public Affairs Office also directed its energies during the past year to informing the public regarding three main areas: the continuing success of women cadets at the Academy, the institution's efforts to implement the recommendations of the West Point Study Group, and the individual achievements of cadets, staff and faculty, and other post personnel.

Throughout the year the Office publicized the activities and accomplishments of the men and women in the Corps of Cadets. Particular emphasis was given to the women in the Classes of 1980 and 1981. News media from across the country frequently sent reporters and correspondents to the Military Academy to record the activities of women cadets. As a result, millions of Americans remained informed of the Military Academy's continuing efforts to successfully assimilate women into its program of military training and academic instruction.

To better inform the public of the Academy's commitment to implement useful changes stimulated by the 1976 honor incident, publicity has been given to changes and reforms in the Military Academy's intellectual, military, physical, and moral/ethical training programs. A candid and forthright manner has resulted in media coverage which has been generally accurate and balanced and has generally shifted from a focus on the honor incident itself to the Academy's actions toward resolving honor-related difficulties.

The Academy and the Public Affairs Office have continued to benefit from the advice and assistance of the Superintendent's Civilian Public Relations Advisory Council (CPRAC). CPRAC, a voluntary, ad hoc group of civilian public relations experts, advises the Superintendent on matters of significant command concern. Chairing the group is Mr. Kerry King, Senior Vice President of Texaco, Inc. who was recently elected president of the Public Relations Society of America (PRSA). Other members include Elie Abel, Dean of Columbia University's

Graduate School of Journalism; Mr. Edward M. Block, Vice President of American Telephone and Telegraph; Mr. Kalman B. Druck, Chairman of the Executive Committee of Harshe-Rotman & Druck, Inc.; Mr. William A. Durbin, Chairman of the Board of the world's largest public relations firm, Hill & Knowlton, Inc.; Mr. C. Ramon Greenwood, Vice President of Public Affairs & Communication, American Express Company; Dr. Dorothy Gregg, Corporate Vice President for Communications, Celanese Corporation; Mr. Craig Lewis, President and Chief Executive Officer of Earl Newsom & Company; Mr. James G. Shea, Vice President for Public Relations, Southern Pacific Transportation Company; Mr. William H. Shepard, Vice President of Public Relations and Advertising, Aluminum Company of America; and Mr. Barry Zorthian, Vice President of Time Incorporated.

A major activity of the council, in conjunction with the Public Affairs Office and the Office of the Director of Institutional Research, has been the inauguration of a comprehensive survey designed to reveal contemporary perceptions of the Military Academy. Subjects for consideration in the survey include the Academy's educational reputation, the value of the honor code, the performance of women cadets and the merit of intercollegiate athletic competition. Graduates of the Military Academy, members of Congress, key defense department officials, members of the mass communication media, parents of cadets, and high school students and guidance counsellors will be surveyed in the project. After the project's completion public affairs policies will be reformulated where necessary in light of the survey findings.

Media Liaison

Throughout the 1977-78 Academic Year the News Media Branch of the Public Affairs Office has sought to inform the public of the many changes occurring at the Military Academy while providing reassurance that the fundamental character of West Point remains unchanged. Over 400 representatives visited the Military Academy and over 11,000 telephonic queries were received by branch personnel. The branch prepared and distributed 200 news releases to nearly 2,700 different media agencies around the world. In support of the Army Hometown News Release Program, over 2,500 individual releases (many with photographs) were also prepared and mailed. In addition to maintaining extensive clipping, biographical, and photographic files, the branch authorized numerous fact sheets, statistical updates, and background histories for use by a wide variety of media sources.

Command Information

As part of the expanding Command Information Program, the branch extended broadcast time on the cadet-operated radio station WKDT from a one-hour week-day news program to eight and a half hours of daily broadcasting. The programs consisted of live news and music programs and taped programs from the Army Information Radio Service. During the summer the branch continued daytime broadcasting to maintain continuity in its broadcast standards. The antenna for the station is to be moved to the top of Michie Stadium from its former location for the purpose of expanding its coverage.

The Pointer View was given approval in May by the DCSCOMPT to convert from an Army Authorized newspaper, funded by non-appropriated funds, to a Civilian Enterprise publication provided at no cost to the West Point community. Negotiations are continuing to find an appropriate civilian publisher. The conversion would result in savings of over \$27,000.

Community Relations

Throughout the 1977-78 Academic Year the Community Relations Branch continued its efforts to better support local communities and the estimated 2½ million visitors to West Point. The Military Academy Band provided performances to a large number of communities and private organizations. By breaking the band down into smaller sub-units, the band was able to fulfill more than three times the normal amount of requests. Additional community support was provided in the form of static displays, color guards, firing details, speakers, and the use of Military Academy facilities for special events.

The Visitors Information Center, which serves as the initial stop at West Point for many visitors, underwent several improvements during the past year including a background music system, new photographs, art work, and displays. A self-guided tour brochure has proven to be a tremendous aid to the visitors. It provides driving and walking tour routes and general Academy information. Additionally, cadets from the Cadet Scoutmasters Council assisted the branch by volunteering their free time to escort nearly 5,000 Boy Scouts and other groups on tours of the Military Academy.

The number of West Point Parents Clubs, an important communications link between the Military Academy and many communities, continued to grow during the year. The number of active clubs reached 45 and interest has been shown in forming nearly three dozen others.

Other Community Relations Branch projects include a Local Leaders Orientation and a newsletter to keep key officials informed about West Point activities.

Special Projects

Since the start of the academic year, the former Plans and Programming Branch, redesignated the Special Projects Branch, has prepared cadet feature articles for hometown newspapers and articles highlighting Academy feature topics for military and other special interest magazines and local and special category newspapers. This division also coordinated the filming of more than 50 brief television features involving cadets on the football team which were then distributed to local television stations across the nation. Special Projects personnel assisted film makers, news feature writers, and novelists preparing films, features, and books dealing with West Point. As in past years, Special Projects personnel continued to prepare print and broadcast publicity for local media outlets concerning annual activities at the Military Academy (Black History Week, Hispanic Heritage Week, etc.) Additionally, the personnel worked closely with other USMA agencies in the development and distribution of the Unofficial West Point Guide and Directory, a publication designed as an orientation tool for incoming West Point personnel.

Speechwriting

The incumbent speechwriter has been in his position since February. He has prepared nine speeches for the Superintendent, one speech for the Deputy Superintendent, and two proclamations for special observances at the Military Academy. The speechwriter also provided consultation to other USMA speakers appearing on the same program with the Superintendent. Additionally, assistance was provided to two speakers who were preparing Memorial Day addresses. The speechwriter also produces and records a weekly telephone message for the Visitors Information Center to aid USMA visitors interested in current post activities.

INSTITUTIONAL RESEARCH

Research continued in the Office of the Director of Institutional Research (ODIR) during the 1977-78 Academic Year in the areas of cadet attrition, cadet values, the admission of women cadets, the admissions process, and overall installation satisfaction with the USMA "quality of life."

Related to studies on cadet attrition was the continued use of the Strong-Campbell Interest Inventory (SCII). An analysis of results of the administration of this measure to candidates for the Class of 1980 revealed some useful attrition insights, but the findings are insufficiently conclusive to warrant the use of the measure in the admissions process. A new study of the SCII and its possible usefulness in counseling cadets on branch selection was also begun. The SCII was administered to the Command and General Staff College (C&GSC) Class of 1977-78 to develop a comparative data base of the interests of successful Army officers. Significant similarities were found among the interests of officers in different branches. The survey was subsequently administered to the USMA Class of 1978 and each cadet was then notified of the two branches in which officers in the C&GSC class most closely matched his pattern of interest.

A longitudinal project to assess the changes in the personal values of cadets was begun with the Class of 1981. In the first three days and again during Reorganization Week the class was administered assessment questionnaires. The cadets showed significantly more conservative, traditional values than other entering college freshmen. This office will follow the Class of 1981 closely to try to assess the impact that four years as a cadet have on personal values.

Attitude surveys of cadets as part of the on-going Project Athena, the overall study on the effects of the admission of women, revealed that the attitudes of male cadets had somewhat softened toward female cadets. However, there remained significant resistance to the admission of female cadets.

The research on admissions centered upon the validation and improvement of admissions scoring systems. One result of these efforts was the early notification in the admissions process of obviously unqualified candidates which improved admissions efficiency and saved the candidates time and energy. The weighting of components on the whole candidate score is being reinvestigated in light of changes underway in the cadet curriculum. Research in this and other aspects of admissions will continue, in close cooperation with the Director of Admissions.

The office conducted a comprehensive quality of life survey of the West Point and Stewart Army Subpost resident population. Overall the survey revealed that residents are pleased with the services, facilities, and opportunities available to them although some specific areas of dissatisfaction were identified.

The office provided considerable support to the various committees established to review and implement the recommendations of the West Point Study Group. Specifically, it conducted surveys and analysis relating to cadet time use, the academic year calendar, the Honor Code and Honor System, and overall attitudes of cadets, staff, and faculty toward the institution's goals and operations. Efforts are underway to develop a methodology for the continuing assessment of the impacts of the changes in USMA policies and procedures.

1ST BATTALION, 1ST INFANTRY

The 1st Battalion, 1st Infantry was augmented by nearly 1,200 soldiers for the support of the 1977 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, soldiers with desired MOS's from throughout the continental United States were attached to the Headquarters and Headquarters Company.

U.S. Army Reserve Component units supporting West Point during the summer of 1977 included the 356th Station Hospital, Rocky Point, New York; 376th Combat Support Hospital, Rochester, New York; 815th Station Hospital, Poughkeepsie, New York; 306th Engineer Company (Combat Heavy) Amityville, New York; 388th Medical Depot, Wichita, Kansas; 344th Military Police Company (-), West Hartford, Connecticut; the 247th and the 646th Medical Companies (Ambulance) and the 1569th Transportation Company (Truck), New York Army National Guard, New York City; 330th Medical Dispensary (-), Utica, New York; 258th Dental Detachment, Bellmore, New York; 329th Dental Detachment, Mesquite, Texas; 1136th Transportation Company (Truck), Maine Army National Guard; 526th Medical Dispensary Detachment, Hartford, Connecticut; the 328th Medical Dispensary and 365th and 456th Dental Detachments from Folsom, Pennsylvania; 607th Military Police Platoon, Manchester, New Hampshire; 629th Transportation Company (Truck), Dubois, Pennsylvania; 608th Military Police Platoon, Bridgeton, Maine; 609th Military Police Platoon, Boston, Massachusetts; and the 861st Equipment Maintenance Detachment, Milwaukee, Wisconsin. (See Appendix G for the organizational chart of the 1977 Summer Augmentation Program.)

MEDICAL DEPARTMENT ACTIVITIES COMMAND

The USMA Medical Department Activities Command (MEDDAC) continued to provide a wide range of health services to authorized personnel within the U.S. Army Military Academy Health Services Area during the 1977-78 Academic Year, although a number of noteworthy personnel and logistical changes were made by the command.

After 34 years of active federal service, Colonel Martin A. Pfothauer was succeeded as Commander of MEDDAC by Colonel John A. Feagin, USMA '55. Colonel Walter W. Wakefield was succeeded as Commander of the Dental Activity by Colonel Paul R. Boegel after 35 years of active federal service. There was also an approximate 43 percent turnover of MEDDAC personnel during the last academic year. Officer authorizations were decreased by four positions while there was an increase of five enlisted personnel and three civilian authorizations.

Physical Plant

The new Keller Army Hospital was dedicated at the Military Academy on 9 September 1977. The facility was named after the "Grand Old Man of Army Medicine," William Jordan Keller, an internationally known surgeon, writer, inventor of surgical equipment, and a founder of the American Board of Surgery.

The new hospital facility, which became fully operational on 11 December 1977, consists of four levels with a total of over 127,800 gross square feet floor space. Its 65 operating beds (a reduction of more than one-third from that available in the old hospital) includes a 54-bed nursing unit, a six-bed Obstetrical Ward, and a five-bed Intensive Care Unit. Administrative and out-patient services commensurate with a medical facility of this size and scope are provided.

The former USMA hospital, located in the main cadet area, has been redesignated the Cadet Health Clinic. Most of the health clinic will be utilized strictly by the Corps of Cadets for sick call and minor illness. To support this portion of the health clinic, laboratory, radiology, and pharmacy services will be provided. The remaining portion of the Cadet Health Clinic will be comprised of three specialty outpatient clinics (Physical Therapy, Optometry, and Mental Hygiene Consultation).

Patient Care

An assessment of the total population served by the USMA MEDDAC was conducted during the last academic year. Primarily because of an increased outpatient service, the survey revealed a greater number of retired military and dependents

served by the facility than was previously indicated. This study led to a new official estimate that a total population of 25,700 is served by the facility, nearly a 26 percent increase over the previous estimate of 20,000.

Changes in the professional policies and procedures for the delivery of inpatient and outpatient care have been implemented to maximize the utilization of professional resources within the MEDDAC. The expansion of pediatric coverage to individuals up to 21 years of age was one new program implemented. With the addition of physician assistants within the general outpatient clinic, a re-emphasis on outpatient surgery to reduce unnecessary inpatient stays, and a close coordination with staff elements of the USCC to reduce unnecessary medical requirements of the Corps of Cadets, it is anticipated that there will be significant reductions in hospital stays. Other programs include the operation of a nurse-directed Hypertension Clinic, increased usage of reserve components (from the 815th Station Hospital located at Stewart Army Subpost), providing routine periodic physical examinations for active duty and retired military personnel, and an expanded role for physical therapists in the treatment and rehabilitation of several cardiac patients.

The establishment of the Hypertension Clinic by the Community Health Nurse, under the direct supervision of the Chief, Department of Medicine, is a particularly noteworthy development. This clinic was established to compensate for the shortage of physicians in Internal Medicine while continuing to provide quality medical care elsewhere throughout the facility. The establishment of the clinic, with the Community Health Nurse monitoring stabilized hypertensive patients, has alleviated some of the physician patient care load, provided for more comprehensive teaching and follow-up, and reduced the waiting period for these patients' clinic appointments.

Health and Environment

The mission of the Health and Environment Activity under the MEDDAC has been greatly expanded with the introduction of an Occupational Health Service (OHS) section, and the establishment of the position of Community Health Nurse. The implementation of Occupational Safety Health Administration (OSHA) regulations at USMA brought a physician and an occupational health nurse on post to monitor the health and medical problems of civilian employees. Additional physical examinations, medical surveillance evaluations, and industrial hygiene surveys have also been conducted. The Community Health Nurse has increased the health education aspects of the Health and

Environment Activity by active involvement on several committees and programs and presentations to many on and off post civilian and military organizations.

Training

The Department of Military Hygiene presented twelve hours of instruction to the Corps of Cadets. Medical support was provided by members of two New York National Guard Ambulance Companies who performed their annual training at the USMA MEDDAC. The U.S. Army Academy of Health Sciences (the Army Health Services Command's overall training command) added three on-the-job training programs to MEDDAC's current offerings: Primary Technical, Operating Room Technician, and X-Ray Specialist.

A series of seminars which included presentations by the staff of the Community Health Activity and outside consultants was instituted to insure a level of training and expertise among USMA health professionals and auxiliary personnel including the Chaplains and the Occupational and Community Health nurses. The training was conducted to broaden the base of medical efficiency within all organizations responsible for dealing with cadet health problems and community-related mental hygiene problems in the West Point area.

A Consumer Health Program has also been initiated in accordance with Army regulations to better fulfill Academy responsibilities to area residents. This program along with the activities of the Community Health Education Committee has been able to reach a greater segment of both the civilian and military personnel at West Point with vital health information through the use of audiovisual facilities, health bulletins, and health education literature.

USMA MEDDAC's Child Protection and Case Management Team is now an active participant in the Tri-Service Child Advocacy Program. The MEDDAC team has hosted two meetings involving participants from the Army, Navy, Air Force, and U.S. Public Health Services located in the East. Lectures on the detection and prevention of child abuse and neglect have been presented by the Community Health Nurse to the Military Police and to other interested organizations.

Emergency Medical Technology Training was provided by qualified New York State emergency medical technicians at the Keller Army Hospital for members of the staff and the West Point Fire Department.

DENTAL ACTIVITY

The capabilities of the Dental Activity have been expanded during the past academic year by the opening of the Department of Dentistry in the new Keller Army Hospital in December. The new department includes the Oral Surgery Service Section of the Dental Activity and provides oral surgical care for this command. This department is the fourth dental clinic at USMA and STAS and is the site of emergency dental care provided by a dentist on call during non-duty hours.

Training

U.S. Army Reserve Component Modular Training was effectively utilized to aid the Dental Activity primarily during the summer months. Their presence offset the shortage of dental officers and enlisted personnel that was experienced while routine permanent change of station moves occurred. Many reservists contributed significantly during this period to the success of the annual cadet mouthguard program. This program consists of the individual construction of mouthguards for each new plebe during the first weeks of their basic training.

A dental affiliation program between this activity and the Rockland Community College in Nyack, New York was successfully conducted from February through May. During this period 24 civilian dental assistant trainees acted as dental affiliates for four hours during the clinical portion of their training. Each trainee gained knowledge and experience through observation and many directly assisted the dentist on two five-hour days per week during the four-week training period.

STEWART ARMY SUBPOST

Post Realignment

The proposal for the realignment of USMA and the Stewart Army Subpost (STAS) has been slightly modified. Current direction from the Department of the Army is to solicit bids from civilian contractors for the performance of maintenance and repair of real property only. Contractor bids are being evaluated and compared with the in-house cost for performing this function and should a cost effective bid be received, a contract will be awarded in the fall. If a contract is awarded the new civilian contractor is expected to begin operations in November 1978.

Personnel Services

The quality of life at Stewart was recently enhanced by the addition of two professional services. A mental health clinic meets on Wednesdays for eight hours and legal assistance is provided on Saturdays by reserve officers of the Judge Advocate General Corps. These services are available to members of the active and retired military community by appointment through the USMA MEDDAC and SJA offices.

New Tenant

In November the Facilities Engineer Support Activity Detachment IV, Team B, was moved from Fort Belvoir to Stewart Army Subpost. The ten person team provides special technical support to military installations in the Northeast for the operation and maintenance of high voltage power plants.

Commercial Activity at Stewart Airport

The Northeast operations center of the Federal Express Cargo Company is being relocated from Boston to Stewart Airport. Relocation is to begin immediately with airport facility construction to start in the spring and be completed by the end of 1979. It is anticipated that up to 600 new jobs will result from this action.

ACADEMIC CALENDAR
(AY 1978-1979)

Labor Day (holiday)	4 Sep 78
1st Term Begins	5 Sep 78
Homecoming (no classes)	28 Oct 78
Veterans Day (holiday)	13 Nov 78
Thanksgiving (holiday)	23 Nov 78
Army/Navy Game (no classes)	2 Dec 78
Christmas Leave Begins	22 Dec 78
Christmas Leave Ends	7 Jan 79
Term End Exams Begin	12 Jan 79
1st Term Ends	20 Jan 79
2d Term Begins	22 Jan 79
Washington's Birthday (holiday)	19 Feb 79
Spring Leave Begins	24 Mar 79
Spring Leave Ends	1 Apr 79
Easter	15 Apr 79
Armed Forces Day (no holiday)	19 May 79
Term End Exams Begin	21 May 79
Memorial Day (holiday)	28 May 79
2d Term Ends	
First Class	26 May 79
Other Classes	31 May 79
Graduation	6 Jun 79
1st Summer Term	8 Jun - 5 Jul 79
2d Summer Term (1st Class only)	6 Jul - 2 Aug 79

LECTURE PROGRAM
(AY 1977-78)

SUPERINTENDENT'S LECTURES

Mr. Vernon E. Jordan, Jr., President, National Urban League, The Sol Feinstone Lecture, "The Meaning of Freedom"

General Sir Edwin Bramall, KCB, OBE, MC, Vice Chief of Defense Staff, The Kermit Roosevelt Lecture, "Military Leadership in Peace"

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Dr. Marvin Shaw, University of Florida, "Human Territoriality"

Dr. Phillip Zimbardo, Stanford University, "Shyness and Leadership"

DEPARTMENT OF CHEMISTRY

MAJ William Alter, III, Defense Nuclear Agency, Effects of Ionizing Radiation on Homeostasis"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Dr. George W. Carey, Rutgers University, "Urbanization in America"

LTC John Child, Inter-American Defense College, "Geopolitical Thinking in Latin America"

Dr. Colin S. Gray, Hudson Institute, "Geopolitics of the Future"

Dr. William Hance, Columbia University, "Cultural Geography of Africa"

Dr. George Kish, University of Michigan, "Geography and War"

LTC Thomas H. Magness and CPT Arthur J. Lupien, TRADOC, Fort Monroe, "The Army's Environmental Program"

Dr. Christopher Neuzil, US Geological Society, "The Dangers of Contained Storage of Nuclear Waste"

APPENDIX B

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES - Continued

MG Edmond R. Thompson, Assistant Chief of Staff for Intelligence, "The Nature of Military Geography"

Dr. Gordon Wolman, Johns Hopkins University, "Water Resources"

DEPARTMENT OF ENGINEERING

Dr. Joseph Carroll, Pennsylvania State University, "Public Investment and Decision Making"

Dr. Norman Rasmussen, Massachusetts Institute of Technology, "The Energy Crisis and the Role of Nuclear Power"

Professor George Woolsey, Colorado School of Mines, "Applications of Operations Research in the Real World"

DEPARTMENT OF ENGLISH

Mr. Martin C. Battestin, University of Virginia, "Henry Fielding and the Law"

Dr. Edwin H. Cady, Duke University, "Realism"

Professor Joseph Donahue, University of Massachusetts, "Oscar Wilde"

Dr. Jerry L. Mills, Associate Professor of English, University of North Carolina, "Shakespeare and the Rhetoric of Villainy"

Professor Viola H. Winner, University of Virginia, "Love and Money in Edith Wharton's novel, The House of Mirth"

DEPARTMENT OF FOREIGN LANGUAGES

Mr. Andre Gadoud, French Cultural Attache, "The French Educational System"

LG Ha-Hsiung Wen, Republic of China Procurement Mission, "Modernization of the Chinese Armed Forces"

DEPARTMENT OF HISTORY

Dr. J. Bowyer Bell, Columbia University, "The Provisional Irish Republican Army"

Mr. Martin Blumenson, Writer and Historian, "The Generalship of George S. Patton"

GEN Charles L. Bolte, USA Retired, "Personal Reminiscences of the U.S. Army: 1917-1950"

Professor Joel Colton, Rockefeller Foundation, "19th Century Anarchist Thought"

Professor Joel Colton, Rockefeller Foundation, "French Socialism"

Professor Joseph Fletcher, Harvard University, "Situational Ethics"

Professor John L. Gaddis, Ohio University, "Franklin D. Roosevelt, Public Opinion and the Origins of the Cold War"

BG Samuel E. Griffith, USMC, Retired, "Mao on Guerrilla History Warfare"

Dr. Lawrence E. Grinter, National Defense University, "Doctrine and Strategy in Viet Nam"

Dr. Lawrence E. Grinter, National Defense University, "Analysis of the Viet Nam War"

Dr. Alistair Horne, Writer and Historian, "The French in Algeria"

Professor John K. Mahon, Carlisle Barracks, Pennsylvania, "United States Military Policy"

Ms Suzanne Massie, Author, "Grandeur of Old Russia"

Mr. Donald R. Morris, Author, Houston Post, "The Impact of British Imperialism on South Africa and the Zulu Nation"

Professor James T. Patterson, Brown University, "American Society at Mid-Century"

Dr. Stephen E. Pelz, University of Massachusetts, "Japanese Imperialism in the 20th Century"

DEPARTMENT OF HISTORY - Continued

Professor Theodore Ropp, Duke University, "Military Science in an Age of Peace"

COL Herbert Y. Schandler, USA Retired, Chief for Affairs Division, Library of Congress, "Lyndon Johnson and Viet Nam: The Impact of Tet"

Dr. Thomas E. Skidmore, University of Wisconsin, "Brazil Since 1964"

Professor Harmon Smith, Duke University, "Medical Ethics"

Professor Gerhard L. Weinberg, University of North Carolina, "Origins of World War II"

DEPARTMENT OF LAW

MG Wilton B. Persons, Judge Advocate General of the Army, "The Military Law and Military Lawyers"

DEPARTMENT OF MECHANICS

Professor John C. Chen, Lehigh University, "Boiling Heat Transfer and Fluidized Bed Combustion"

Mr. Robert Langworthy, Fort Eustis, Virginia, "Advanced Gas Turbines for Army Helicopters"

Mr. S. Alex Redner, Photolastic Inc., "Experimental Stress in the Real World"

Dr. John Richardson, Redstone Arsenal, "Case Studies in Missile Design"

LTC James Satterwhite, Aviations Systems Division, Office of the Deputy Chief of Staff for Research and Development, "Army Aviation Research"

Professor Robert Scanlan, Princeton University, "Applications of Vibrations Theory to Engineering Problems"

Professor Charles Taylor, University of Illinois, "Solving Problems with Photoelastic Coatings"

DEPARTMENT OF PHYSICS

CPT John Blink, Lawrence Livermore Labs, "Laser Fusion"

MAJ Daniel L. Demchuk, MEDDAC, "Medical Xray and Radioisotope Techniques"

CPT Peter A. Swan, Special Project Officer for Secretary of Air Force Space and Missile Systems, Los Angeles Air Force Station, "Electromagnetic Pulses"

MAJ Ronald Weitz, Defense Nuclear Agency, "Weapons Effects"

DEPARTMENT OF SOCIAL SCIENCES

Dr. Larry Bacow, Massachusetts Institute of Technology, "Environmental Impact Statements"

Professor Robert Bingham, Kent State University, "Macroeconomic Policy Making"

Professor Walter D. Burnham, Massachusetts Institute of Technology, "Crisis in American Politics"

Mr. Edwin Deagle, Rockefeller Foundation, "Public Policy Making"

Dr. Louis Fischer, Library of Congress, "Recent Innovations in Congressional Budgeting"

Professor Joseph Gallo, University of Cincinnati, "Indifference Analysis- A Perspective of Energy Problems"

Professor Seymour Goodman, Princeton University, "Technology Transfer in Soviet Computer Industry"

LTC A. J. Goodpaster, Superintendent, USMA, "American Civil Military Relations"

Mr. Jack Haley, Haley Associates, "Property Management"

Professor William Hutchinson, University of Miami (Ohio), "Philosophy of Founders of Capitalism"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Dr. George Kalbous, Ohio State University, "Class Structure in a Classless Society"

Mr. Robert McMahan and Mr. Claudius Columbo, Department of State and New York University, "East-West Relations"

Mr. Robert D. Reischauer, Congressional Budget Office, "The Role of the Federal Government in Metropolitan Problems"

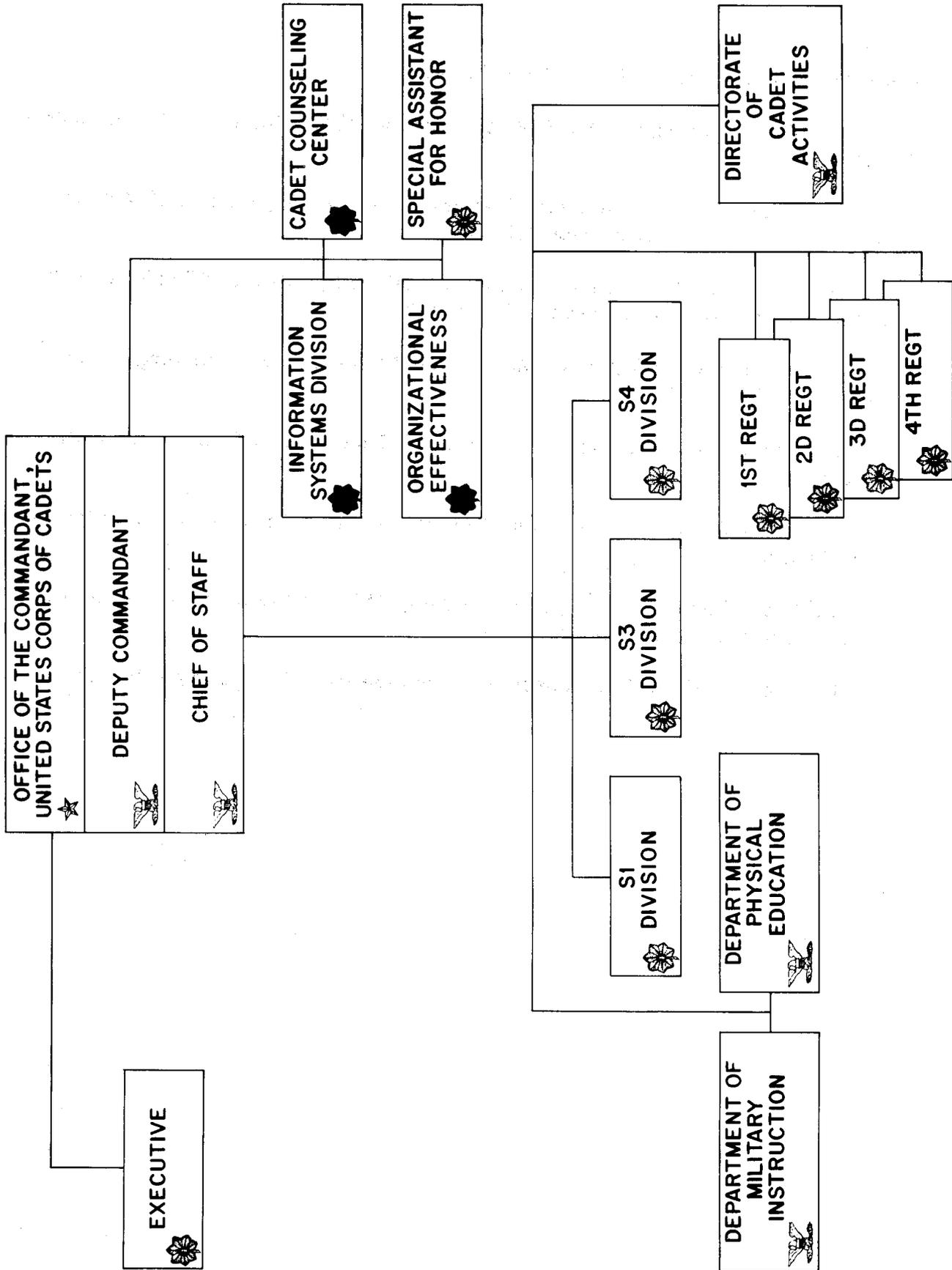
Professor Harvey Sapolski, Massachusetts Institute of Technology, "The Bureaucracy Problem"

Professor Harold Seidman, University of Connecticut, "Democratic Culture and Personality"

Professor John G. Stoessinger, Hunter College, "American Foreign Policy Since Kissinger"

LTC Jack Todd, Planning and Analysis, Office of the Chief of Staff of the Army, "Politics in Department of Defense"

Dr. Aaron Wildavsky, Russell Sage Foundation, "Budgetary Politics"



LEADERPREP LECTURE/SEMINAR SERIES

ACADEMIC YEAR 1977-1978

<u>SUBJECT</u>	<u>LECTURER</u>
The Hispanic-American as a Leader	Gonzalo Quintana, Professor, Mount St. Mary College
What Commanders Expect from Junior Officers	COL H. Norman Schwarzkopf, Brigade Commander, 9th Infantry Division
The Emerging Role of Women as Leaders in American Society	Ms Mitzi Wertheim, Deputy Undersecretary, U.S. Navy Ms Jill Wine-Volner, General Counsel of Army
Alcohol Consumption - Can It Be Responsible	Dr. Morris Chafetz, President, Health, Education Foundation
The Role of Leadership in Human Relations	Mr. Robert L. Humphrey, Professor, Pepperdine University
The British Experience with the Volunteer Army	LTG Sir Rollo Pain, Head, British Defence Staff, Military Attache
The Black Experience at West Point	CPT Harry Lumpkin, Professor, Department of BS&L, USMA CPT Larry R. Jordan, Professor, Department of History, USMA
Army Alcohol/Drug Abuse Policies and Programs	BG John H. Johns, Director, Human Resources Development, ODCSPER
The Role of the Junior Officer in the Army	General Frederick J. Kroesen, Commander, FORSCOM
The Leadership Challenge	General Bernard W. Rogers, Chief of Staff, U.S. Army

APPENDIX D

CADET EXTRACURRICULAR ACTIVITIES

UNITED STATES MILITARY ACADEMY

ACADEMIC YEAR 1977-1978

ACADEMIC GROUP (16)

- AERONAUTICS & ASTRONAUTICS CLUB
- ARABIC LANGUAGE CLUB
- ASTRONOMY CLUB
- BEHAVIORAL SCIENCE CLUB
- CHINESE LANGUAGE CLUB
- DEBATE COUNCIL AND FORUM
- ELECTRONICS CLUB
- ENGINEERING FORUM
- FINE ARTS FORUM
- FRENCH LANGUAGE CLUB
- GEOLOGY CLUB
- GERMAN LANGUAGE CLUB
- MILITARY AFFAIRS CLUB
- PORTUGUESE LANGUAGE CLUB
- RUSSIAN LANGUAGE CLUB
- SPANISH LANGUAGE CLUB

COMPETITIVE

ATHLETIC GROUP (17)

- BOWLING CLUB
- CYCLING CLUB
- GYMNASTICS CLUB (WOMEN)
- HANDBALL CLUB
- JUDO CLUB
- KARATE CLUB
- MARATHON CLUB
- RUGBY FOOTBALL CLUB
- SAILING CLUB
- SCUBA DIVING CLUB
- SOFTBALL CLUB (WOMEN)
- TEAM HANDBALL CLUB
- TRACK CLUB (WOMEN)
- VOLLEYBALL CLUB
- WATER POLO CLUB
- WRESTLING CLUB
- TENNIS CLUB (WOMEN)

SUPPORT GROUP (25)

BUGLE NOTES
CADET BAND
CADET GLEE CLUB
CLASS COMMITTEES (4)
DIALECTIC SOCIETY
HOP BANDS
HOP COMMITTEES (4)
HOWITZER
PIPES AND DRUMS, USCC
POINTER
PUBLIC AFFAIRS DETAIL
RABBLE ROUSERS
RING AND CREST COMMITTEES (4)
SCOUTMASTERS' COUNCIL
THEATER SUPPORT GROUP
WKDT BROADCASTING STAFF

MILITARY SKILLS GROUP (9)

MOUNTAINEERING CLUB
ORIENTEERING CLUB
PISTOL CLUB
RIDING CLUB
RIFLE CLUB
SKEET AND TRAP CLUB
SPORT PARACHUTE CLUB
TACTICS CLUB
TRIATHLON CLUB

RELIGIOUS PARTICIPATION GROUP (9)

CADET CHAPEL CHOIR
CADET CHAPEL SUNDAY SCHOOL
TEACHERS
CADET GOSPEL CHOIR
CATHOLIC CHAPEL CHOIR
CATHOLIC CHAPEL SUNDAY SCHOOL
TEACHERS
FELLOWSHIP OF CHRISTIAN ATHLETES
JEWISH CHAPEL CHOIR & SUNDAY
SCHOOL TEACHERS
PROTESTANT DISCUSSION GROUP
* OTHER RELIGIOUS GROUPS

RECREATIONAL GROUP (3)

CHESS CLUB
OUTDOOR SPORTSMEN'S CLUB
SKI CLUB

* BAPTIST STUDENT UNION
CHRISTIAN SCIENCE GROUP
CHURCH OF CHRIST
CHURCH OF LATTER DAY SAINTS
NAVIGATORS

FINAL 1977-78
ARMY VARSITY SPORTS SUMMARY

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	CAPTAINS
RIFLE	18	18	0	0	1.000	WON	BILL MCARDLE
PISTOL	10	10	0	0	1.000	WON	PATRICK MCGAUGH
GOLF	17	15	2	0	.882	WON	JOHN BRESSLER
OUTDOOR TRACK	8	7	1	0	.875	WON	DAVE WIENER
SWIMMING	13	11	2	0	.846	WON	TIM GLENN
GYMNASTICS	12	10	2	0	.833	WON	SCOTT SHORR
TRACK (INDOOR)	12	9	2	1	.792	TIED	MIKE SCHAEFER
WOMEN'S BASKETBALL	23	18	5	0	.783	---	CHRISTI STEVENS
SOCCER	13	9	2	2	.769	WON	JOSE OLIVERO
LACROSSE	13	10	3	0	.769	LOST	JOSE OLIVERO
VOLLEYBALL	22	16	6	0	.727	---	SANDY PARLIER
BASKETBALL	28	19	9	0	.679	WON	GARY WINTON
WATER POLO	31	20	11	0	.645	---	BOB BRISTOW
FOOTBALL	11	7	4	0	.636	WON	LEAMON HALL CHUCK D'AMICO
150-LB FOOTBALL	5	3	2	0	.600	LOST	TOM BOSTICK
FENCING	14	8	6	0	.571	LOST	BOB HAMILTON
CROSS COUNTRY	11	6	5	0	.545	LOST	CURT ALITZ
HOCKEY	26	13	12	1	.519	---	KEVIN WALSH
TENNIS	16	7	9	0	.438	LOST	DAN HAMMOND
SQUASH	10	4	6	0	.400	LOST	DAN HAMMOND
BASEBALL	27	10	17	0	.370	LOST	PAT LANDRY
WRESTLING	19	6	11	2	.368	LOST	RICH MCPHEE
SKIING							USMA Invitational (2nd Place) Colgate/Syracuse Invitational (4th Place) Cornell/Cortland Invitational (2nd Place) Alfred/Buffalo Invitational (2nd Place) (Division II West EISA Championship) RPI Invitational (5th Place)
OVERALL	359	236	117	6	.666	9-8-1	APPENDIX F

USMA INSTITUTIONAL RESEARCH REPORTS, AY 1977-78
Office of the Director of Institutional Research

1. The First Class Questionnaire, Class of 1977.
2. Content of Cadet Comments on the Integration of Women.
3. Predicting English Performance from Admission Variables.
4. Characteristics of the Class of 1981.
5. Follow-up Evaluation of USMA's 1976 Academic Workshops for High School Juniors.
6. Women Cadets at the United States Military Academy.
7. Admission Scores of the Class of 1981.
8. Sex, Race, and Father's Military Status as Predictors of New Cadet Attitudes and Background.
9. Interviewing by Admissions Participants.
10. Importance of Personal Qualities for Graduation.
11. Cadet Perceptions of USMAPS Programs.
12. Trends in Admission Variables through the Class of 1981.
13. Quality of Life at West Point.
14. New Cadets and Other College Freshmen, Class of 1981.
15. Group Membership Status, and Contact Effects on Male Sex-Role Attitudes.
16. Values, Personality, and Commitment.

Director of Physical Education

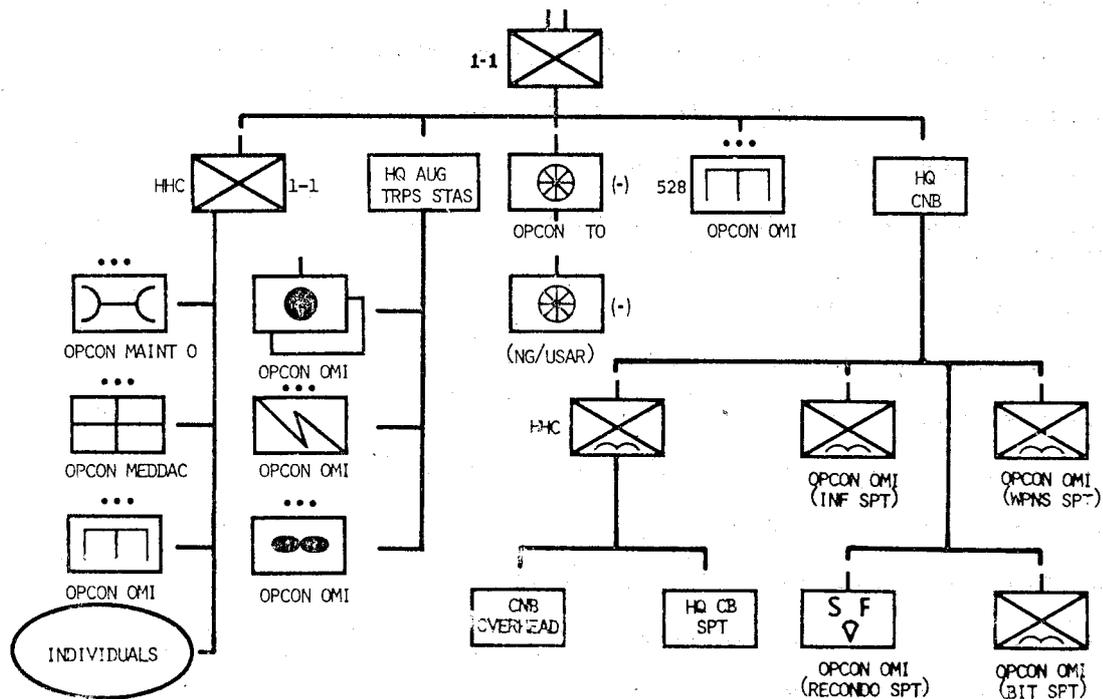
1. Prediction of Selected Body Composition Measures of USMA Men and Women ... Project Body Composition. Part I.
2. Follow-up Study to: The Comparison of USMA Men and Women on Selected Physical Performance Measures ... Project Summertime II.
3. The Comparison of USMA Men and Women on Selected Anthropometric and Body Composition Measures ... Project Body Composition, Part II.
4. Anthropometric Assessment of Men and Women ... Project Body Composition, Part III.

Department of Behavioral Science and Leadership

Evaluation of MI 101, Standards of Professional Behavior.
APPENDIX G

1ST BATTALION, 1ST INFANTRY

SUMMER AUGMENTATION 1977



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

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Vice Chief of Staff	1
Director of the Army Staff	1
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USMA, LNO, DA	1
Asst. Chief of Staff, Intelligence	1
D/Chief of Staff, Operations and Plans	1
D/Chief of Staff, Logistics	1
Comptroller General	1
D/Chief of Staff, Research, Development, and Acquisition	1
Inspector General	1
Chief of Engineers	1
Chief of Legislative Liaison	1
Adjutant General	1
Chief of Public Affairs	1
Chief of Military History	3
Military Personnel Center, Commanding General	1
Chief, Army Reserve	1
Chief of Chaplains	1
Judge Advocate General	1
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Surgeon General	1

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Chairman, Committee on Armed Services, Senate	5
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Chairman, Committee on Appropriations, Senate	5
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Senator Moynihan	1
Congressman Gilman	1

OTHER

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Superintendent, USNA	5

APPENDIX I

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Superintendent, USMMA	5
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Commandant, Command and General Staff College	2
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Army Library	1
University of Illinois Library	1
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CPRAC	11

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ADPC, STAS	1
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DCSOPS	10
DCSLOG	8
DCSCOMPT	8
DAAS	2
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SGS	2
SASPP	2
IG	1
PAO	3
SJA	1
CSM, USMA	1
Chaplain, USMA	1
Catholic Chaplain	1
DAR	3
DIA	2
DIR	1
Cdr, MEDDAC	1
Cdr, DENTAC	1
Cdr, 1st Bn, 1st Inf	3
Cdr, USACC	1