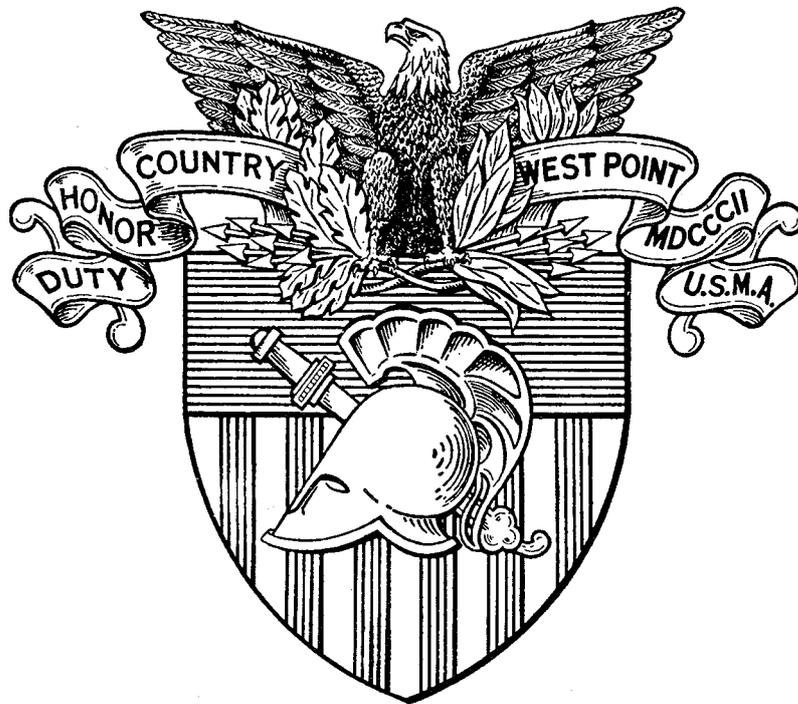


THE ANNUAL REPORT OF THE SUPERINTENDENT 1979



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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 77-15 June 79



BG JOSEPH P. FRANKLIN
Commandant of Cadets
15 June 79-



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 1979

This report seeks to provide a comprehensive review of the activities of the United States Military Academy during the period 1 July 1978 through 30 June 1979. We at West Point believe that the activities undertaken during the past year will contribute significantly to the Academy's future development. Efforts to implement appropriate recommendations of the West Point Study Group were largely completed; efforts to integrate and assimilate women into the Corps were continued with solid Academy support. In addition, the Academy has turned its attention to several special projects designed to prepare basic concept papers on the development of the Corps of Cadets; to improve the Academy's procedures for the handling of cadet conduct, honor, and leadership cases; and to better unify the efforts of the diversified elements in the command through an Initiative Teamwork program. This later effort has as its objective the replacement of counter-productive, "we/they" relationships with a working and living environment in which a mutually supportive, cooperative atmosphere and an "all for one, one for all" spirit exists.

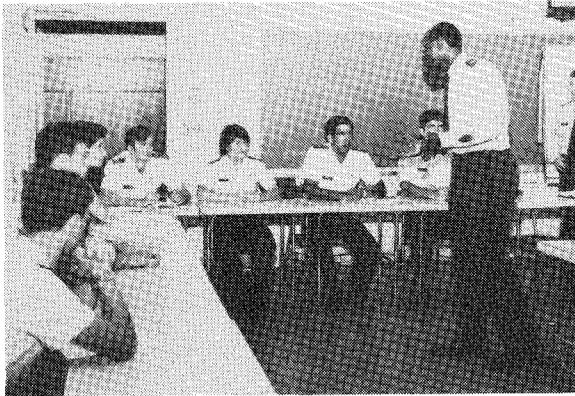
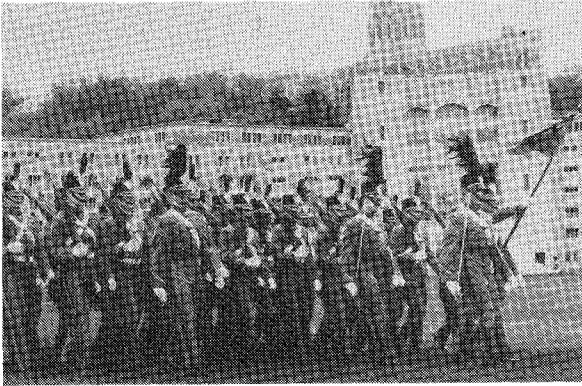
The staff and faculty, both military and civilian, and the Corps of Cadets of the United States Military Academy join me in transmitting this report.

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

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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 5,153 candidates nominated and examined for the Class of 1983, 477 of whom were women. Of this total, 2,427 were found qualified, and 1,405 (130 women) entered the Military Academy on 2 July. Ninety-three percent ranked in the top two-fifths of their high school classes. Those entering the Academy who took the Scholastic Aptitude Test (SAT) had mean scores of 560 on the verbal portion and 626 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 98 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 28.9 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 forty-seven cadets were members of the National Honor Society and 303 were class, student body, or student council presidents. Some 1,148 lettered in varsity athletics, 629 of whom were team captains. Scouting participants numbered 763, including 182 Eagle Scouts. Minority cadets totaled 154 or 11 percent of the Class of 1983.

ADMISSIONS FIELD FORCE

The Sixth Annual Admissions Participants Conference was held in May 1979 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 1979 at the Ninth 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 sought to ensure the Academy's continued access to a highly qualified and diversified group of new candidates for the Corps of Cadets. A recently completed motion picture version of the filmstrip "Profession of Leadership," narrated by Colonel Peter M. Dawkins, provides a general overview of cadet life. Two other major films which have been prepared during the year will be available for use starting in the fall of 1979. The first, "A Path to Success - West Point," produced by the Aberdeen Proving Grounds, will ultimately supplant the "Profession of Leadership" and "Duty, Honor, Country" films as a general orientation film for new cadets. The second entitled

"Let's Get to the Point," produced by the Academy's Directorate of Automation and Audiovisual Systems (DAAS), portrays the West Point experience from a minority perspective. A new full color introductory booklet for use at candidate meetings has been prepared by the Academy. Another booklet, produced in cooperation with the Naval, Air Force, Coast Guard, and Merchant Marine Academies and the National Urban League, is expected to impact favorably on minority admissions at all five service academies. New editions of the booklets, "Frequently Asked Questions About West Point," and "Information for Women Candidates," both featuring four-color covers, were also produced. Finally, an Academy advertisement for minority candidates will appear in the October 1979 issue of Ebony, representing West Point's first national advertisement in a mass media publication. A general advertisement will be included in the October special "Careers" issue of Exploring Magazine.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the academic year. Thirty-four cadets participated in the Thanksgiving Minority Program, 301 took part in the Christmas Program, and 447 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, 327 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 enabled 193 admissible candidates to spend 24 hours at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

Over 5,360 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board. The Physical Aptitude Examination was given to approximately 3,700 individuals at 190 Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

EDUCATOR VISITS

The Educator Visit Program was reinstated last year by Congress. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn first-hand the scope, quality, purpose, and environment of West Point. The program affords us the opportunity to carefully articulate the USMA philosophy and educational techniques to American educators during a three day orientation. During the year, 197 educators and congressional staffers participated in the program.

ACADEMIC PROGRAM

The 1978-79 Academic Year was a time of continued analysis, adjustment, and revision. The Class of 1982 began academics in the fall as the initial class under the revised curriculum. The Curriculum Committee focus shifted to an analysis of fields of study and, ultimately, to the academic organization that will support the new curriculum. The Superintendent's approval of a plan to terminate first-term academics prior to the Christmas break, beginning with Academic Year 1979-80, was the result of an extensive and coordinated study. Implementation of this recommendation of the Final Report of the West Point Study Group was but one of many which were given consideration during the year. Faculty contributions to committees appointed by the Superintendent to study curricular matters, faculty development, and instructional methods continued to play a critical role in shaping a revitalized academic environment at the Academy.

Preparation for the decennial reaccreditation of the Academy began in March with the appointment of a coordinator for self-study activities. A steering committee of 19 staff and faculty representatives generated a self-study plan which was coordinated with the Middle States Association and approved in May. A draft of the report is underway with an evaluation visit scheduled for early March 1980.

Installation ceremonies for the new West Point Chapter of the National Honor Society of Phi Kappa Phi were conducted at USMA on 24 November 1978. Phi Kappa Phi, the largest and oldest of the general scholarship honor societies, was founded in 1897. Sixteen members of the staff and faculty became charter members of this honor society, dedicated to the principles of excellence in education.

THE FACULTY

Significant changes occurred within the faculty during the 1978-79 Academic Year. Colonel William B. Streett, Permanent Associate Professor, founder and Director of the Science Research Laboratory, retired on 31 August 1978 after 15 years at West Point and nine years as Director of the Laboratory. Colonel Dana G. Mead, Permanent Professor and Acting Head of the Department of Social Sciences, retired on 31 July 1978 after seven years at West Point and four as Deputy or Acting Head. Colonel George W. Chancellor, Permanent Associate Professor in the Department of Chemistry, retired on 31 August 1978 after 12 years at West Point. Colonel Charles E. Watkins, Permanent Associate Professor and Director of the Operations Division, Office of the Dean, retired on 31 July 1978 after 12 years at West Point.

Four tenured faculty members participated in one-year sabbaticals during the academic year: Colonel Gilbert Kirby, Head of the Department of Earth, Space, and Graphic Sciences, to the Royal Military College of Science, Shrivenham, England; Colonel Jack M. Pollin, Head of the Department of Mathematics, to the U.S. Army Standardization Group (Europe), London, England; Colonel John L. Palmer, of the Department of Engineering, to the Army War College as faculty member/student; and Colonel Harry E. Cartland, of the Department of Foreign Languages, to the University of Grenoble, France. Colonel Cartland took ill while on sabbatical, died at Walter Reed Army Hospital, and was buried at West Point on 17 May 1979. In addition, Colonel John L. Costa, Professor and Deputy Head of the Department of Foreign Languages, spent the academic year at the U.S. Army Russian Institute, Garmisch, West Germany, working toward his Ph.D. degree with Middlebury College.

In April 1979 Colonel Howard T. Prince II was promoted and became the first Professor and Head of the Department of Behavioral Sciences and Leadership, a position authorized by Congress during the year. Nine officers were appointed as Permanent Associate Professors: Lieutenant Colonel William J. Reynolds of the Department of Earth, Space, and Graphic Sciences; Lieutenant Colonel Anthony A. Hartle and Majors John A. Calabro and William C. Jeffries, Jr. of the Department of English; Lieutenant Colonel Edward J. F. Thomas of the Department of Foreign Languages; Lieutenant Colonels Michael A. Paolino and Peter D. Heimdahl of the Department of Mechanics; and Majors Thomas W. Fagan and Robert C. Kelly, Jr. of the Department of Social Sciences. Colonel Lloyd J. Matthews, Professor of English, was reassigned at his request from USMA to the Army War College as Editor of its publication PARAMETERS. One Permanent Associate Professor in the Department of Social Sciences, Colonel William E. Odom, remained on detail to the National Security Council in Washington, D.C.

The Visiting Professor Program was increased from five in the 1977-78 Academic Year to seven in the 1978-79 Academic Year. One visiting professor was assigned to each of the Departments of Mathematics, Mechanics, English, History, and three to the Department of Social Sciences (one of whom was a Foreign Service officer from the State Department).

Several faculty members made short visits to other service academies and service colleges after the permanent change of station (PCS) travel constraints went into effect. Professors visited and lectured at the U.S. Air Force Academy, the Air University, the National War College, the Armed Forces Staff College, the U.S. Naval Academy, and the Army War College. Permanent Associate Professors visited and lectured at the Judge Advocate General School and the Universities of Vermont and Pennsylvania.

The Visiting Professor of History, Professor Norman D. Gibbs, was invited to lecture at the Center of Military History, the Naval War College, and the U.S. Army Military History Institute. Sixteen faculty members presented scholarly papers to organizations and conferences throughout the United States. Representatives from the U.S. Air Force Academy visited the Department of Earth, Space, and Graphic Sciences to study the Computer Graphics Laboratory; U.S. Naval Academy personnel conferred with the Department of English regarding the Faulkner Concordance Project.

The academic credentials and diversification of the faculty were expanded during the 1978-79 Academic Year. Seventeen percent of faculty members now hold Ph.D. degrees, the highest level to date. The percentage of graduates from institutions other than West Point who have positions on the faculty has increased from 29 percent five years ago to 44 percent during the academic year. The number of women officer faculty members increased from five to seven during the academic year. Three female officers were assigned to the Department of Foreign Languages, and one each to the Departments of Earth, Space, and Graphic Sciences, English, History, and Social Sciences. The minority officer total of 20 remained constant and included 13 black officers assigned to nine departments and seven officers from other minority groups assigned within two departments. The number of sister service officers on the Academic faculty increased by one to 16, with 11 Air Force and five Naval officers.

CADETS

On 6 June 880 members of the Class of 1979 received their Bachelor of Science Degrees. Additionally, 38 members of the class graduated later after completing additional requirements, and five mid-year graduates received degrees in December. Four of the 47 Distinguished Cadets of the Class of 1979 received special academic recognition. Lieutenants Richard P. Hughes and John F. Schultz became the Academy's 14th and 15th Hertz Foundation Fellowship winners. Lieutenants Hughes and Schultz will be permitted to attend graduate school for one year of fully funded studies prior to their first field assignment and then will complete their graduate schooling. Lieutenant Hughes will study Electrical Engineering and Computer Science at the Massachusetts Institute of Technology (MIT); Lieutenant Schultz will study Physics at Stanford University. Lieutenants Albert M. Bleakley and Paul E. Roege became the Academy's 28th and 29th National Science Foundation Fellowship winners. After completion of their initial tours of duty with the Corps of Engineers, both will enter graduate school at MIT. Lieutenant Bleakley will study Civil Engineering and Lieutenant Roege will study Nuclear Engineering.

Eight USMA cadets were among students from 54 schools who attended the Eastern Colleges Science Conference in March. Two cadets presented papers and Bruce W. Batten received a first place award in psychology for his paper entitled "EPIRT: A Method of Assessing Leadership Potential." The research involved the development of a multi-dimensional assessment scale reflecting key behavioral components of effective leadership within the cadet environment.

Almost 90 percent of the members of the Class of 1979 took the Graduate Record Examination (GRE) in April. Normally taken only by those college seniors who intend to further their education, the GRE is considered to be the best single predictor of success in graduate school. The Class of 1979 achieved mean scores of 511 on the verbal, 636 on the quantitative, and 570 on analytical portions of the GRE. The national means were 501, 532, and 521 respectively. The remaining 96 members of the class participated in the College Outcomes Measures Project (COMP) Test. This pilot program is designed to measure general educational outcomes of undergraduate education. This was the first year that USMA participated in the field testing of this program, and preliminary results favorably attest to the success of the Academy's academic program.

Under the provisions of a newly implemented Department of Defense Policy, up to two percent of each service academy's graduating class may attend medical school immediately upon graduation. Fifteen members of the Class of 1979 actively sought admission to either the Uniformed Services University of the Health Sciences (USUHS) at Bethesda, Maryland (the military medical school) or civilian medical schools through the U.S. Army Health Professions Scholarship Program. Eight members of the class were selected for admission: Lieutenant John D. Brophy at the Medical College of Georgia; Lieutenant Daniel H. Gehlbach at the University of Kansas Medical Center; Lieutenant Marin H. Kollef at the University of Rochester School of Medicine; Lieutenant Howard M. Place at the University of St. Louis; and Lieutenants Jeffrey D. Gunzenhauser, Kevin L. Hall, and Steven R. Shannon at the USUHS. One other cadet turned down the offer.

THE CURRICULUM

The 1978-79 Academic Year marked another step in the transition to full implementation of the new Academy curriculum. A comprehensive cadet counseling program has been implemented to enable cadets to make a clearer definition of their academic goals and to plan a course of study which will lead to the attainment of those goals. This popular academic counseling program assisted cadets of the Class of 1981 in making their choices of a Field of Study in one of Five Areas of Concentration.

After the counseling process, 401 cadets chose to concentrate in Applied Sciences and Engineering, 161 in Basic Sciences, 65 in Humanities, 317 in National Security and Public Affairs, and 82 in the interdisciplinary Management Field.

The Academic Program, AY 1979-1980 (Redbook) published in March 1979 outlined the transition program for the Class of 1980 and further implemented the new Academy curriculum for those classes which follow. The 29 Fields of Study contained in the Redbook reflected the new interdisciplinary fields, the restructuring of many fields, and the realignment of others. The changes are intended further to enable cadets to achieve disciplinary focus and depth of study, while achieving interdisciplinary breadth of study.

ACADEMIC COMPUTING

Significant progress was made during the year toward the goal of making USMA a leader of undergraduate colleges and universities in the application of the computer to education. Conversion from the Honeywell 6080 to the Univac 1100/10 Instructional Support Computer System was accomplished during the second term. Cadets and faculty utilized the new system for 68,000 terminal sessions. The computer-aided-instruction system "PLATO" (Program Logic for Automatic Teaching Operations) was leased from the Control Data Corporation during the 1978-79 Academic Year for experimentation by several departments. Equipment upgrades were made in the Computer Graphics Laboratory (Department of Earth, Space, and Graphic Sciences) and in the Digital Computer Laboratory (Department of Electrical Engineering) to keep pace with today's micro-computer technology.

FACULTY RESEARCH

The 1978-79 Academic Year saw a significant growth in scholarly research at the Military Academy. Research officer positions increased from the 12 authorized positions of prior years to 19. These positions allowed five officers to devote full time to research in the Science Research Laboratory and provided 14 full-time research officers in the academic departments. In addition, approximately 60 other faculty members were engaged in research on a part-time basis. A summary of these research activities is published in the Faculty Research and Publications, AY 1978-79 and is available upon request from the Assistant Dean for Academic Research.

During the year the Dean commissioned a study of the role of research at USMA. A committee consisting of Lieutenant Colonel Dean A. Herman, Jr., Department of Electrical Engineering; Dr. Henry C. Perkins, Visiting Professor, Department of Mechanics;

and Major Timothy R. O'Neill, Department of Behavioral Sciences and Leadership worked as the steering group with a two-man writing team of Lieutenant Colonel Peter F. Lagasse, Assistant Dean for Academic Research, and Captain John K. Robertson, Associate Research Professor in the Science Research Laboratory. The study concluded that faculty and student research opportunities are considered an important part of the academic environment at most undergraduate institutions and have a similarly important role at USMA. The recommended primary goal for research at USMA is to improve the quality of the cadet's academic experience through involvement in research or exposure to a faculty and a curriculum enriched by research. A recommended secondary goal for research is to establish throughout the academic community a greater awareness of the quality of the West Point faculty, curriculum, and educational experience. This goal is achieved by greater public exposure of West Point researchers and the results of their research efforts.

The Academy's research budget of \$277,000 in the 1978-79 Academic Year was 32 percent higher than that for the previous year. The major portion of this money came from sources outside the Academy to support physical sciences and engineering research. Financial backing for research in the social sciences and humanities remained a problem; support came solely from the USMA budget and interest derived from the Faculty Development and Research Fund of the Association of Graduates. To help enhance research in that area the Dean has recommended that the Association attempt to obtain funds to increase significantly the research fund's principal to \$200,000. The West Point Fund provided valuable support for research in the humanities and social sciences with a one-time grant to support faculty research.

A survey of research attitudes in the graduating class of 1979 indicated that 82 percent had conducted some research either for a course or on their own and an additional nine percent did not have an opportunity but would have liked to have done research. Seventy percent favored the opportunity to conduct research as an elective within their area of concentration and 62 percent even favored it as part of a course requirement for electives in their area of concentration. In general, the cadet attitude was quite positive toward research as part of the curriculum.

LIBRARY

Mr. Donald M. Koslow, formerly Coordinator of Public Services for the University of Massachusetts assumed the position of USMA Associate Librarian in August 1978 succeeding Mr. J. Thomas Russell.

In keeping with a West Point Study Group recommendation, a new position of Assistant Librarian for Collection Development was established to strengthen liaison with academic

departments and coordinate acquisition policy. Mr. Joseph M. Barth, formerly the Acquisition Librarian, was selected to fill that post.

Other improvements in the library's operations which had been recommended by the West Point Study Group report included the installation of carpeting and the acquisition of library microfilm and microfiche machines. The installation during the year of 2,400 square feet of carpeting in the most heavily used areas of the library has been beneficial in reducing the noise level and creating an environment more conducive to study and research. The addition of 13 microfilm readers, 10 microfiche readers, and two microfiche reader-printers has expanded the library's capability to deal with peak-load requirements.

The addition of a third cathode ray terminal connected to the OCLC library computer network system significantly enhanced the library's operation. The terminal has accelerated the reclassification of the library collection from the Dewey Decimal to the Library of Congress system which currently has a targeted completion date during the 1982 Fiscal Year. The OCLC terminal also has enhanced the efficiency of the interlibrary loan operations by reducing the processing time for loan requests. Finally, the use of the terminal has stimulated the development of an automated serials project, currently in the pilot stage, which will ultimately provide a continuously updated, computerized listing of the library's collection of periodicals. Upon the completion of this project, scheduled for June 1980, the library will join the OCLC On-Line Union List of Serials, which will enhance the exchange of library resources between USMA and the other 1,800 participating libraries throughout the country.

Circulation during the 1978-79 Academic Year increased by nine percent to over 125,000 compared with the previous year. In order to allay the problems caused by conflicting assignments imposed on cadets, reference librarians closely coordinated writing assignments and term papers with academic course directors and instructors. The development of class academic schedules listing future assignments for all departments enabled the library to plan and schedule more efficiently the manpower and material resources to meet such requirements. Participation by library staff personnel in the four class committees which prepared the schedules facilitated this process.

The installation of a Halon 1301 fire suppressant and extinguishing system in the Academy Archives and the library's Special Collections Division has increased the level of protection for the invaluable and historically irreplaceable materials. This installation was made possible through the

generosity of the Daughters of the U.S. Army (DUSA) and the West Point Fund. Conservation efforts during this year included staff training in conservation techniques to preserve photographs in the Archives Division and a continuation of the rehabilitation of the Thayer Collection, assisted by donations from the Class of 1950.

The Special Collections Division received many noteworthy additions to their holdings during the last academic year either through private gifts or from purchases through the Library Gift Fund. These gifts included the invasion map of Normandy from the headquarters of General Omar N. Bradley; The Donald Frederick Carroll (USMA, Nov. 1918) Papers which provide unusual insights into the American Siberian Expedition of 1919-1920; and the correspondence of Joseph J. Reynolds (USMA, 1843) and Bainbridge Reynolds (USMA 1873). Notable purchases included additions to the Ethan Allen Hitchcock Papers and the Gale-Robinson Papers.

Early in 1979 Mr. Kenneth W. Rapp, the Assistant Archivist, published a book entitled West Point, Whistler in Cadet Gray, and Other Stories About the United States Military Academy.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

The 1978-79 Academic Year marked the second year in the organizational life of the Department of Behavioral Sciences and Leadership. In concert with the Dean's office the department formulated three initial primary goals: the completion of the first phase of curriculum transition to include the reorganization of the behavioral science field; the continuation of the department's role in providing a human resource management consulting service; and the development of a systematic research program through which to generate and share new findings with military agencies and academia.

The revised behavioral science field, an outgrowth of the former psychology/sociology field, affords cadets the opportunity to concentrate studies in psychology, sociology, or organizational behavior. To support this realignment several new electives were offered for the first time, including The Life Cycle and Human Development, Personality and Adjustment, Marriage and the Family, Theories of Learning and Educational System Management, Organizational Development, and Managerial Psychology. In addition to these curricular developments, the department was also very involved in two interdisciplinary academic ventures: the revision of the Management Field and the conduct and evaluation of the American Institutions course (AI 479). In response to recommendations of the Curriculum Committee, the interdisciplinary Management Field was restructured through the cooperative efforts of this department and the Departments of Engineering, Mathematics, and Social Sciences. Management concentrators now experience both breadth and depth in one of three tracks from which they may choose (quantitative, behavioral science, economics/public policy). The American Institutions course completed the first year in its experimental phase and underwent a thorough evaluation.

As a human resource management service, the department became involved in two projects which indicate its potential for consultative contributions. In response to recommendations of the West Point Study Group (WPSG) the Superintendent directed that a study be conducted to determine the cadet need for a course in human sexuality. Charged with integrating the many prior efforts in this regard, the department centered the activities of interested parties into a Human Sexuality Working Group. The Group developed a guiding philosophy to focus future efforts in this area. After the completion of data gathering and analysis, both at the Academy and at the University of Rhode Island, the working group designed an Academy program in human sexuality that will be responsive to cadet needs revealed in the Academy survey.

The program will be implemented following the end of the 1978-79 Academic Year. Another noteworthy consulting project is the department's support of the Commandant's revision of the Military Development System. This effort focuses on the application of behavioral science methodology to cadet performance evaluations.

In the area of scholarly research the department continued the development of a program to explore issues of interest to the military and to other members of the academic community. At the forefront of this research effort is Project Athena. Now in its third year, this project continues to document and evaluate the assimilation of women into the Corps of Cadets. Another research program recommended by the WPSG is the Investigation of Psychological Stress in the Cadet Environment. Also completing its third year, this study has focused on the identification of environmental stresses at USMA which can be controlled by the Academy. Other research topics of interest to departmental personnel include: Locus of Control and Hypnotic Suggestibility, Neurophysiological Substrata of Camouflaged Target Detection and Identification, Predicting Leadership Success at USMA, and a Study of Personality Integration and Leadership Potential Assessment. This latter study, undertaken with a cadet behavioral science concentrator, was awarded first prize at the annual Eastern Science Conference.

In addition to these research ventures the department faculty has been quite active in the preparation of journal articles and academic texts. This year over 23 articles have been published by departmental authors in professional journals and the formulation of a comprehensive text on organizational leadership is in progress.

The department's yearling year closes out with two items of a more personal nature, yet at the same time reflecting on the department as a whole. In April Colonel Howard T. Prince II was appointed by the President as the first Professor and Head of the Department of Behavioral Sciences and Leadership. In May the Academy recognized Major Bruce T. Caine as USMA's outstanding educator of the year during presentation ceremonies of the William P. Clements, Jr. Award for Excellence in Education.

DEPARTMENT OF CHEMISTRY

In response to decisions resulting from the Department of the Army West Point Study Group, the Department of Chemistry presented two new courses in the 1978-79 Academic Year. General Chemistry I (CH 200) is a one-semester, four-attendance-per-week course, which is the new core chemistry requirement for all Third Class Cadets. The presentation of the course appeared successful and

the overall cadet results on the standardized American Chemical Society examination compared favorably with the results of previous years' classes that had taken the two-semester core sequence. A second course, General Chemistry II (CH 274), a one-semester elective course, was initiated to round out the chemistry background of cadets with an interest in chemistry and other math-science-engineering fields. Offered to cadets who completed CH 200, it was selected by over 200 cadets.

Expanded elective offerings, as a result of the DA Study Group recommendations, led to the development of two new courses for presentation in the 1979-80 Academic Year. Chemistry 471, "Instrumental Methods of Analysis," will be a one-semester laboratory course designed to develop cadet expertise in modern chemical methods. Chemistry 472, "Biochemistry: Modern Topics in Chemistry," will be a one-semester, non-laboratory course designed to develop cadet knowledge of the life sciences, particularly human chemical systems.

The Computer Assisted Instruction program that was made available to cadets in the core course last year was continued in the General Chemistry I course. An experiment with computer assisted instruction using the PLATO system was made available to the department, and cadets in the Organic Chemistry course were encouraged to use the available programs for pre-laboratory work and additional problem solving. New programs were developed by departmental personnel in order to tailor the system to course needs.

A faculty development seminar was initiated in the Department of Chemistry. Departmental instructors, Science Research Laboratory personnel, and potential visiting professors made presentations to faculty and interested cadets on a monthly basis.

DEPARTMENT OF EARTH, SPACE, AND GRAPHIC SCIENCES

The summer of 1978 marked the departure of the Department Head, Colonel Gilbert W. Kirby, Jr., for a sabbatical at the Royal Military College of Science in Shrivenham, England, and the appointment of Colonel John B. Garver, Jr., as Acting Head of the Department. Summer 1978 activities were highlighted by the department's participation in the USMA Invitational Academic Workshop and visits by selected faculty members to the Defense Mapping Agency, Defense Mapping School, U.S. Army Engineer Topographic Laboratories, Goddard Space Flight Center, and Army Institute for Research, Management Information, and Computer Systems. Preparations were also completed for course offerings in computer organization, computer data structure, and the interdisciplinary American Institutions course.

During the 1978-79 Academic Year the department taught one core course "Introduction to Computers and FORTRAN Programming," and 17 electives. Work was begun concurrently on six environment and four engineering fundamentals electives to be added to the curriculum in the 1979-80 Academic Year. Formulation of the core course in terrain analysis (MS 203), which will be taught by environment instructors, was also completed. Pedagogical advances of the past academic year centered on the Computer Graphics Laboratory. Research grants from several agencies permitted the purchase of a high-speed printer, larger disk drive, and microcomputer programming stations. These have greatly reduced laboratory processing time and increased its availability for teaching and research.

In conjunction with their teaching responsibilities, members of the Earth, Space, and Graphic Sciences faculty have authored or coauthored works for over 10 publications. Presentations have also been given at the national meeting of the Association of American Geographers, Army Science Conference, Defense Mapping Agency Aerospace Center, and U.S. Army Operations Research Symposium. Captain Lawrence E. Wood, who visited the People's Republic of China in October and November of 1978, also gave presentations to the West Point community and the U.S. Institute for Military Assistance.

DEPARTMENT OF ELECTRICAL ENGINEERING

Colonel Stanley E. Reinhart, Jr., Acting Head of the Department since April 1977, was appointed Permanent Professor and Head of the Department on 2 April 1979. He succeeded Brigadier General Elliott Cutler, Jr., who retired in April 1977 after 16 years of service to the department.

The department's main effort has been toward development and implementation of the electrical engineering component of the new curriculum. Revised or new core course offerings for the 1978-79 Academic Year were Basic Electrical Engineering (EE 300), Introduction to Electrical Engineering I and II (EE 302-372), and Electronic Circuit Design I and II (EE 407-408). Another new core course offering, Engineering Electronics I and II (EE 405-406), will be instituted in the next academic year. EE 300 provides the fundamental electrical engineering knowledge required of all cadets and is the prerequisite to a more advanced treatment of electronics in EE 405-406. The EE 302-373-407-408 sequence, required of all electrical engineering field concentrators, provides a rigorous treatment of circuits and electronics, with emphasis on analysis (in EE 302-372) and on design (in EE 407-408).

Though elective course offerings and field requirements remain essentially unchanged, some refinements have been made, principally the realignment and enhancement of departmental offerings with the inclusion of state-of-the-art advances. Electrical engineering field elective sequences continue to provide study in communications, electronics, physical electronics, power, control, and computers or, by special arrangement, a hybrid of these.

Pedagogical initiatives continued or instituted in EE 300 this year included random sectioning and team teaching. The practice of random rather than performance sectioning, without resectioning later in the semester, was continued. Capable interested cadets were, however, permitted to volunteer for an advanced section which provided a more appropriate academic challenge and individualized attention within the same course syllabus. The team teaching instructional concept was also tested with two instructors, assigned to three groups of 30 randomly selected cadets, being given considerable freedom in determining the order of presentation of the course, the methods of instruction, and the execution of laboratories and examinations. Student learning, as indicated by examination performance, was equal to that of the normal, randomly-selected 15-cadet sections, taught by individual instructors. Two of the benefits gained from this experiment were the availability of more instructor preparation time and easier instructor access for cadets needing individual attention. The department plans to implement this concept throughout EE 300 in the 1979-80 Academic Year.

The department also obtained funding for a major change in laboratory equipment for the EE 300 and EE 302-372 courses. An integrated laboratory module, designed and built commercially in response to ideas and requirements generated by the department, will replace several individual meters, plug-in boards, and instruments. The new equipment is expected to save considerable student time in laboratory exercises and will maximize concept learning. To support the equipment, a completely new version of the laboratory exercises is being prepared for use in the 1979-80 Academic Year.

The computer electives offered by the department continue to evolve to keep pace with rapidly developing computer technology. Emphasis on digital logic systems and computer architecture engineering has laid the foundation for future research in these fields. Individual analysis and design projects employing large-scale integration devices illustrate underlying theories and stimulate cadet interest. An increased architectural emphasis in the computer engineering course has

been enhanced through the use of a network of microcomputers linked to the main academic computer. Concepts of distributed processing and centralized data bases can now be demonstrated. The interconnection of individual laboratory positions served by a single processor permits investigation of the increasingly important concept of computer system networks.

Several of the departmental research efforts are also worthy of note. Captain Arthur J. Hawking is performing a study involving the new 16-bit-integrated-circuit-microprocessors. This study is timely in view of the continued growth of importance of microprocessors and microcomputers in electrical engineering. Lieutenant Colonels Dean A. Herman, Jr. and Robert L. Leech continued their research activities concerning magnetic materials and computer architecture respectively.

DEPARTMENT OF ENGINEERING

The Engineering courses continued to emphasize the use of previously acquired academic skills for analysis, synthesis, and decision making in engineering situations. Design problems were used extensively to reinforce classroom studies by placing the students in real-world situations requiring problem definition, assumptions, data acquisition, and decision making. Academic trips to corporations such as IBM, Boeing Verton, KETRON, and Bethlehem Steel enabled the cadets to observe current engineering projects actually in progress. Civil Engineering students visited construction sites at the Newburgh-Beacon Bridge project and the expansion of the New York City Port Authority Bus Terminal.

A number of summer training activities were arranged by the department for cadets during the summer of 1978. Thirty-seven cadets served with 18 different Engineer Districts where they became familiar with district operations and such functions as project officer or construction inspector. Four other cadets served with the U.S. Army Concepts Analysis Agency, two with Headquarters, TRADOC, and one with the TRADOC Systems Analysis Agency. Other cadets were assigned to the XM-1 Tank Project Office, the Combined Arms Training Development Activity, the Operational Test and Evaluation Agency, and the Facilities Engineering Support Agency.

During the regular academic year, nine cadets worked on projects for the USMA Facilities Engineer, studying such problems as traffic congestion, solid waste disposal, and energy conservation. One cadet developed a computer graphics package for the department structural analysis computer program which permits visualization of structure loading. The canoe developed by the Concrete Canoe Seminar of the Engineering Forum placed first in the construction category at an 11 college concrete canoe meet hosted

by the Academy. The award was presented by the American Society of Civil Engineers and the American Concrete Institute.

The department sponsored eight attendees to the Eastern College Science Conference. Two cadets presented papers, one of which won a first place award. The Pennsylvania Engineer-in-Training Examination (which for the first time consisted of the National Council of Engineering Examiners Test) was administered by the department to 456 cadets and eight members of the staff and faculty in April. The exam, which tests basic principles in math, science, and engineering, was conducted and proctored by members of the department. Passing the examination is a requirement in most states for licensing as a professional engineer. Fifty-three percent successfully passed the April examination.

During the summer of 1978 Captain Michael Diffley received a Fellowship from the American Society of Engineering Educators to work on the design of a NASA Spaceborne Microbiological Containment Facility. During the same period Major Hugh Shaffer served with the XM-1 Tank Project as technical liaison between the Project Manager's Office and the Testing Agency. The department was especially honored to have Colonel Allen F. Grum, Permanent Associate Professor, elected as Director of the Military Operations Research Society and appointed as Chairman of the Education Committee of that organization. Because of his outstanding achievements in off-duty studies and activities at a local college, SP6 Donald W. Goff, a department enlisted instructor, was named to Who's Who in American Colleges and Universities. Faculty publications include articles for The Military Engineer, The Naval Engineer, Popular Science, Defense Transportation Journal, National Defense, and a NASA Special Publication entitled Feasibility Study of an Orbiting Quarantine Facility.

A number of major efforts undertaken during the year to implement the various recommendations of the West Point Study Group are worthy of mention. The department has completed formulation of comprehensive learning outcomes for each course and has held a number of classes for the faculty on subjects such as the Concepts of Education Objectives and Educational Evaluation Techniques. A comprehensive cadet counseling program has been implemented for students concentrating in applied sciences with engineering fields of study. The Engineering Materials Laboratory also received a significant upgrading with the installation of a scanning electron microscope with X-ray microanalysis capability. Three new officers in the department are serving their second teaching tour at the Academy and one officer served the previous year in the Department of Tactics. Finally, three officers from the department participated in the program to evaluate the suitability of the College Outcome Measures Project Test to measure the attainment of USMA general educational objectives.

The department and the Academy were honored on 1 June 1979, when the American Society of Civil Engineers designated the Academy as a National Historic Civil Engineering Landmark and presented a bronze plaque now affixed to Mahan Hall. The citation reads:

"U.S. Military Academy. The oldest extant institute in the United States to offer formal academic instruction in the field of Civil Engineering (Sept 1813)."

DEPARTMENT OF ENGLISH

During New Cadet Barracks the Class of 1982 completed a diagnostic essay for comparison with verbal skills admissions data for each cadet. On the basis of that comparison, 10 percent of the entering cadets were enrolled in an accelerated English course (EN 151) and the remainder were assigned to EN 101, the standard course. Of the latter group, eight percent of the cadets (96) whose entry scores and writing samples suggested weak preparation were placed in special sections of EN 101 and received an extra hour of fundamental grammar instruction each week for a period of 10 weeks. In the standard course, all cadets wrote eight 500-word themes out of class, eight 400-word essays in class, and one 2500-word research paper. During the second semester, the majority of the Fourth Class advanced to EN 102 which required seven 600-word themes out of class, seven 400-word essays in class, one 2000-word essay out of class, and two formal oral presentations.

Increased emphasis on competence in communication skills begun during the previous academic year continued in the 1978-79 Academic Year. Although preadmission verbal test score averages remained high in spite of a continuing decline in the national averages, eight percent of the newly admitted cadets failed the first term of the standard English sequence. Sixty percent of the Fourth Class cadets with academic deficiencies were deficient in this course. Though half of these failing cadets had been placed in the special grammar sections, the others had nothing in their test scores or writing samples to suggest they would not succeed in EN 101. Moreover, approximately 45 percent of the cadets assigned to special grammar sections passed the course and proceeded normally with their class. These results validate the policy of not making initial mandatory assignments to an elementary remedial English course on the basis of verbal-skills predictions, which have limited reliability. Had that been done, half of those cadets directed to such a course would not have required special attention and would have unnecessarily forfeited a semester of college-level instruction.

Of the eight percent who failed EN 101 in the first semester, three-fourths of those offered the opportunity to retake the same course during the second semester completed it successfully. All who passed this repeated course completed EN 102 during the summer semester. Although repeating EN 101 is a valuable opportunity for the majority of students requiring this further instruction, those who are unable a second time to complete the course satisfactorily were dismissed for academic deficiency.

Though demanding for both cadets and faculty, the frequent and varied writing assignments of the Fourth Class standard courses constitute the beginning of the writing thread in the curriculum. In addition to fostering the production of grammatically correct, syntactically sound, supported prose, the EN 101-102 sequence introduces cadets to the process of library research and use of varied organizational patterns and rhetorical figures. A portion of the first term is devoted to the formal study of inductive and deductive logic which necessarily applies to writing assignments throughout the fourth class year and continues to receive special emphasis the following year in the standard philosophy course.

The new philosophy course, PY 201, was the most heavily attended course in the Military Academy's history: 1,536 cadets completed the one semester of study in the fall; 1,265 in the spring. A specially educated, veteran Academy faculty of 25 officers taught the course. Professor Robert Gurland of the Department of Philosophy of New York University began teaching this group of officers in January 1978. Preparation continued with intensive sessions in June and August, followed by weekly classes during the school year again taught by Professor Gurland, and faculty conferences with other philosophers from Harvard, Columbia, Princeton, Vassar, and the City University of New York. The general strategy for the course was to provide an introduction to selected basic philosophic problems, a more detailed examination of ethical theory, and a specific inquiry into the subject of war and morality. While cadets were understandably wary of this new course, which was introduced for all three upperclasses in the transition 1978-79 Academic Year, the attraction of the subject and the competence and enthusiasm of the instructors soon made the course popular. Next year's teaching will profit from this year's discoveries and the advantages of a smaller undertaking that will involve only Third Class cadets. All instructors will have taught the course at least once and will benefit from the counsel of Visiting Professor William Barrett, noted author and distinguished member of the New York University faculty.

In view of the Dean's concerns with decreased national SAT verbal scores and the inadequacy of undergraduate writing, and in order to enhance Academy-wide writing efforts, the English Department initiated a three-day Summer Writing Seminar for USMA staff and

faculty in June 1979. Attended by faculty members from 11 academic departments and representatives from the Office of the Commandant and the Adjutant General's Division, the seminar reviewed such topics as the cadet developmental writing program, the formulation of proper writing requirements, the establishment of uniform grading standards, and the generation of constructive criticism of cadet writing. The seminar, which indicated ways to identify and ultimately to improve cadet writing, underscored a continuing faculty concern and a sense of collective responsibility for our graduates' performance.

The Cadet Fine Arts Forum, again with the generous assistance of the West Point Fund, continued the Visiting Artist Program during this academic year. The AY 1978-79 Visiting Artist, pianist Ruth Laredo, presented lecture-demonstrations on the works of Rachmaninoff, Ravel, and Scriabin and performed in concert with the Hudson Valley Philharmonic. Her rapport with cadets and contributions to their education in the fine arts made her tenure both enjoyable and worthwhile.

Mr. Theodore Hancock, muralist and watercolorist, was selected as West Point's Visiting Artist for the 1979-80 Academic Year. The 13 offerings of the Performing Arts Series of the Cadet Fine Arts Forum were artistically and financially successful and included The Sound of Music, The Wiz, The Royal Winnipeg Ballet, Steve Allen, Marcel Marceau, Beverly Sills, and the Minnesota Orchestra.

Fine Arts Forum Seminars engaged in a wide variety of activities throughout the academic year. Collectively, they sponsored 18 trips involving over 600 cadets, attending performances such as Da, Deathtrap, Andre Watt, and the Murray Louis Dance Company, and viewing such special exhibitions as the Dresden treasures, Cezanne's paintings, and the Tutankhamen artifacts. Regular seminar meetings included workshops in creative writing in both poetry and prose; discussions and presentations in archeology, architecture, and American Culture as well as other fields of inquiry; and a series of 31 classic films with a total attendance of over 5,800 cadets. The Art Seminar sponsored five exhibitions including a Contemporary American Artist Collection, Watercolors by Hui Chi Mau, and Natural Life Watercolors and Drawings by Howard Olson and Walter Hearn. The highlight of the year in the visual arts was the Frederic Remington Exhibition during which the Class of 1929 Gallery was formally dedicated to the Corps of Cadets. The Music Seminar presented several chamber ensembles including the Woodstock Chamber Players, The Concord String Quartet, and the Lyric Quartet. The Poetry Seminar presented prize-winning poet Richard Hugo, who read from his works; the Academy Lyceum sponsored noted newspaper columnist Ann Landers.

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 to Faulkner's novel Requiem for A Nun, the third in the series, was published in February by University Microfilms International. In addition to the concordance publication, members of the department published essays, poems, and reviews in the following periodicals: Wind, Pearls, Journal of Quantum Electronics, American Scholar, and Dictionary of Literary Biography.

DEPARTMENT OF FOREIGN LANGUAGES

Changes resulting from adoption of the new curriculum have reduced the department's core program from four to three semesters in each of its seven languages. A new elective available in the second term of third class year provides additional depth for cadets who desire further language study. This new course and several other additions resulting from the increased elective opportunities available to cadets raised the total number of language electives to 48. Response to these changes in the language program was enthusiastic: more cadets chose Foreign Languages as an area of concentration in Academic Year 1978-79 than in any previous year.

The department also participated in the establishment of interdisciplinary Area Studies programs for East Asia, Latin America, and the Soviet Union. Cadets selecting these programs took courses in the language, geography, history, and politics of the region.

In 1977 this department began actively seeking the services of qualified women officer instructors. During the 1978-79 Academic Year the department had four women officer instructors; in the next year they will have five (or approximately 10 percent of their instructor strength).

DEPARTMENT OF HISTORY

During the 1978-79 Academic Year the History Department faculty of 56 officers and one civilian taught 13 core courses organized in one- and two-semester sequences and 25 different one-semester elective courses. The civilian Visiting Professor, Norman Henry Gibbs, retired Chichele Professor of the History of War at Oxford University, England, lectured in various courses and taught an elective entitled "Alliances and War - the Second World War." Professor Warren W. Hassler, Jr., of the Pennsylvania State University has accepted appointment as Visiting Professor of Military History for Academic Year 1979-80. One woman instructor joined the department during the 1978-79 Academic Year, and another has been selected for arrival during the next academic year. Two officers completed requirements for a

doctoral degree, increasing the number of Ph.D.'s in the department to 13. Fifteen other officers continued their work on doctoral programs.

Courses taught for the first time during the past academic year included: "The Military and Diplomatic Origins of the European Nation-States", "Wilhelmine, Weimar and Nazi Germany", "History of the Cold War", "American Antimilitarism", "European Revolutions 1789-1945", "European Statecraft in the Twentieth Century", "History of the Far East", "Women in America", "Generalship in the Twentieth Century", and a seminar entitled "The Age of Reform." New department texts on World War II and Korea and approximately half of the companion atlases were completed during the 1978-79 Academic Year.

Curricular changes have had a profound effect on history core courses during the 1978-79 Academic Year and will have significant impacts in the next academic year. During the year the first of two transition phases was completed. The two-term core courses in American, European, and World History were taught transitionally to both the fourth and third classes; next year they become fourth class courses. A very high student/instructor ratio in these three modern history core courses occurred in this transition year. Further, the first class core course on the "History of the Military Art," having been reduced from two semesters to one long term of 62 attendances, was taught to half of the First Class cadets during each academic term. During the next academic year the core course will be taught to both first and second classes as it goes through its transition to a second class course. This revision will result in another high student-instructor ratio. The original, two-semester version of the Military Art course was offered as an elective sequence this year and proved to be a popular option for cadets.

In addition to teaching cadets, the department also supported many other activities. During the summer of 1978, 19 members of the department actively participated in the tenth annual Reserve Officer Training Corps (ROTC) Military History Workshop, a rigorous five-week program of instruction in military history for 40 military and civilian instructors from Army ROTC detachments across the country. Departmental personnel aided other post agencies in the USMA Invitational Workshop for High School Juniors.

DEPARTMENT OF LAW

On 5 July 1978, Colonel Robert H. Berry became Professor and Head of the Law Department, succeeding Colonel Frederick C. Lough, who had served as head of the department for the last 15 years. Colonel Berry is a former General Counsel for the

Department of the Army and has been associated with the Academy for many years.

The core course in the department, Law (LW 300), was reduced from a two-semester course of 80 lessons (2.5 credits per semester) in the 1977-78 Academic Year to a one-semester course of 62 lessons (4.5 credits per semester) in the 1978-79 Academic Year. The course was offered to one-half of the second class each semester of the academic year. The department has also developed an elective course in Constitutional Law (LW 375) to be offered in the next academic year. This course, developed in conjunction with the Department of Social Sciences, will expand beyond the Constitutional Law subcourse portion of the Law core course.

In January, the department hosted a Law Curriculum Review Committee chaired by Joseph W. Bishop, Jr., Professor of Law at the Yale University School of Law. The committee reviewed all courses offered by the department with a view towards strengthening the legal subjects presented to cadets. Also in attendance were Senior Judge William H. Darden, U.S. Court of Military Appeals; Colonel Barney L. Brannen, Jr., Commandant, The Judge Advocate General's School; and Stephen K. Rhyne, a graduate of the Academy now practicing law in Charlotte, North Carolina.

Major Michael R. Emerson, USAF, Assistant Professor of Law at the U.S. Air Force Academy, visited the department for a week in April to examine the law curriculum at the Military Academy, to inform Army officers of the law offerings at the Air Force Academy, and to instruct several cadet classes. The USMA-USAF Law Department exchange program will continue in the 1979-80 Academic Year when Colonel Berry visits the U.S. Air Force Academy early in the fall.

The department hosted a seminar with Daniel W. Meador, Assistant U.S. Attorney General in the Office for Improvement of the Administration of Criminal Justice, in September. Mr. Meador discussed many alternate plans being developed to improve federal criminal procedure including possible changes in the Uniform Code of Military Justice.

In June, the Department of Law sponsored the first Departing Officers' Legal Orientation Course, designed to orient departing officers and senior noncommissioned officers concerning new developments in law, particularly military criminal and administrative law. The course was considered to be a valuable contribution to the reorientation of personnel and may be continued and expanded in the future.

DEPARTMENT OF MATHEMATICS

The transition to the new curriculum for core mathematics courses was initiated this year with the Fourth Class Cadets and will be completed in the coming academic year when they complete their core mathematics program. The new curriculum, which decreases the number of Fourth Class mathematics lessons from five to four per week, correspondingly reduced the scope of the core mathematics program. While the fundamental single variable calculus course remained unchanged, the reduction by 32 lessons in the Fourth Class course will result in a corresponding reduction in the coverage of multivariate vector calculus during the Third Class year. To compensate partially for these reductions, the department has prepared two new electives: Vector Calculus (MA 283) and Applied Differential Equations (MA 384). These courses were introduced during the spring of 1979 in response to cadet needs for a more thorough treatment of these topics than can be provided by core courses. A third new elective course, Mathematical Modelling (MA 391), was also prepared for presentation next year. The large increase in elective enrollments for the 1979-80 Academic Year reflects an active counseling effort by several departments to insure that cadets receive appropriate mathematical foundations when required for field concentrations.

In response to our continuing search for a variety of innovative pedagogical techniques, selected faculty members created a set of television tapes to support instruction in core mathematics. Surveys of students and faculty indicate that the tapes were useful additions to classroom instruction. An evaluation of the feasibility of using microprocessors to support instruction was begun. Initial results indicate that appropriate microprocessors (with sufficient graphical resolution and computational speed) are available but may be too costly for large-scale instructional use. Investigations were pursued into the feasibility of conducting some of the core instruction using self-paced techniques. Of particular value was consultation on this topic with the faculty of Hamilton College of Clinton, New York.

During the year an experiment was conducted to determine if frequency of grading had any impact upon cadet performance. No evidence was found to indicate that the frequency of grading had any significant impact. A second experiment designed to compare current cadet performance with past performances was also conducted at the end of the second semester. Results, though inconclusive, did not indicate a marked fall-off in cadet performance. Replication of the experiment is not contemplated because curricular changes have introduced so many new variables that meaningful comparisons of performance with earlier classes are not possible.

Colonel Jack M. Pollin, Head of the Department was on sabbatical leave with the United States Army Research and Standardization Group (Europe) in London, England during the 1978-79 Academic Year. While on leave he attended several mathematical conferences and visited a number of educational institutions in England and on the continent.

In addition, Colonel Pollin submitted a paper for publication on a pedagogical technique developed within the department over the last several years. Colonel David H. Cameron served as Acting Head of the Department during Colonel Pollin's absence.

Dr. Siegfried H. Lehnigk served as the Department's Visiting Professor during the year. On leave from Redstone Arsenal, this distinguished mathematician and scientist performed exceptionally valuable service by conducting section room instruction and lectures for cadets in both semesters, supervising cadets in individual studies, and conducting semester long seminars in higher mathematics for faculty members. Dr. Lehnigk will be succeeded by Dr. Carroll O. Wilde, Professor and Chairman, Department of Mathematics, United States Naval Postgraduate School, Monterey, California for the 1979-80 Academic Year.

Several members of the Department of Mathematics participated in a variety of professional activities during the year. The Department sent representatives to the Fall '78 and Spring '79 meetings of the Society of Industrial and Applied Mathematics (SIAM); the 46th and 47th meetings of the Army Mathematics Steering Committee; the annual meeting of the Mathematical Association of America; and the 42d Symposium of the Military Operations Research Society (MORS). Department personnel made presentations at the U.S. Army Operations Research Symposium; at a National Science Foundation sponsored Chautauqua-type course at Hampshire College, Amherst, Massachusetts; at the Mathematics Research Center, University of Wisconsin; and at the 97th Meeting of the Acoustical Society of America. Other activities included a visit by Colonel James W. McNulty to the DA research laboratory at Waterways Experiment Station, Vicksburg, Mississippi to search for fresh practical applications of mathematics which might enhance classroom instruction. Colonel James S. Armstrong visited the Army Logistics Management Center at Fort Lee to confer on curriculum matters.

During June the department sponsored the assignment of Cadet David Olwell to the Mathematics Research Center at Madison, Wisconsin to study under Dr. Isaac J. Schoenberg, a former departmental visiting professor. At the end of the academic year the department hosted a group of 25 outstanding young high school mathematicians in training for the XXI Mathematical Olympiad to be held in Great Britain during July.

DEPARTMENT OF MECHANICS

As part of the new curriculum resulting from the DA Study Group Report, the Department of Mechanics introduced a new core course, Thermofluid Dynamics (ME 304). This course is designed for those cadets who do not take the engineering program of studies and provides instruction in such fundamental laws as the conservation of mass, energy, and momentum, and the Second Law of Thermodynamics. Topics selected stress the practical applications of devices employing these physical laws which a cadet can expect to encounter as an Army officer. The course has proved to be successful and is well received by cadets.

Dr. Henry C. Perkins, Jr. of the University of Arizona served as the Visiting Professor of Mechanics during the 1978-79 Academic Year. He taught Heat Transfer (ME 482) during both terms and Air Pollution (ME 479) during the second term. He also lectured for several courses in this and other departments and gave valuable counsel to our faculty. Next year's visiting professor will be Dr. Charles Taylor of the University of Illinois.

DEPARTMENT OF PHYSICS

The 1978-79 Academic transition year marked the replacement of a three-semester Physics core course with a two-semester course sequence. Review of the two-semester core sequence has indicated a need for two versions of the program - one designed to provide the best possible foundation for those students who expect to concentrate in the mathematics, science and engineering area and the other designed to provide the best possible general education in physics for other concentrators. Planning is underway for the establishment of this two-track sequence and for the development of a physics elective course to fill the gap left by the reduction in the core physics sequence.

During the academic year the department also conducted an experimental self-paced course for 47 randomly selected Third Classmen in the first term of the two-semester core course. The student reaction was overwhelmingly favorable although the resulting heavy instructor workload appears to be a significant limitation to the use of this type of instruction at USMA.

A micro-computer system has been leased for evaluation from the Technical Education Research Center of Cambridge, Massachusetts with delivery expected in July 1979. The system provides the capability for computergraphics instruction in the classroom. An experimental program for the use of computergraphics in teaching introductory physics will be conducted during the 1979-80 Academic Year.

Research in the department included a continuation of the study of thunderstorms over bodies of water. This research is funded by the Department of Navy and has led to the award of a Ph.D. degree to the research officer, Major Ray B. Toland. Lieutenant Colonel James S. Willis, Permanent Associate Professor, conducted research into the color centers of alkali azides using electron spin resonance and optical absorption techniques which led to the presentation of a paper at a National Science Foundation Chautauqua-Type Short Course. Other faculty members presented papers to a National Science Foundation Short Course, to a meeting of the American Physical Society, to The American Journal of Physics, and to The Physics Teacher.

DEPARTMENT OF SOCIAL SCIENCES

During the 1978-79 Academic Year the department presented core, advanced, and elective courses in political science, economics, and international relations and also offered an elective in anthropology. The department's faculty included two visiting professors: Dr. Alan N. Sabrosky, Professor of International Relations, Catholic University, and Dr. Judith C. Sabrosky, Professor of Political Science, Gallaudet University. The 30th Annual Student Conference on United States Affairs (SCUSA), held at West Point on 15-18 November, was attended by 181 student delegates representing 112 colleges and universities. The Conference theme was "The Advanced Industrialized World in American Foreign Policy." The Honorable Elliot T. Richardson, U.S. Ambassador-at-Large, gave the keynote address and Iran's Ambassador-at-Large and Executive Director of the International Monetary Fund, The Honorable Jahangir Amuzegar, delivered the banquet address. The department hosted the 17th Annual Senior Conference on 14-16 June. The conferees discussed "The Role of the Military in National Security Policy Formulation in the 1980s." Dr. Walt W. Rostow, Professor of Economics at the University of Texas, was the keynote speaker. Richard C. Steadman, President and Chief Executive Officer of the J. H. Whitney Corporation and editor of a report on the national military command structure requested by President Carter, delivered the banquet address.

During the year the Debate Council participated in 30 intercollegiate tournaments in 16 states. They won 29 team awards and 22 individual awards for an overall victory percentage of 51 percent. Cadets in the West Point Forum took 15 trips including one to Princeton University where they won two awards at that university's Model United Nations Conference. The Domestic Affairs Forum traveled to New York City, Washington, D.C., Boston, and Hyde Park where they spoke with political, economic, and business leaders on a wide variety of domestic subjects. They also participated in the Wells College Model Congress Program held in Aurora,

New York. The Finance Forum twice visited Wall Street. The department sponsored the Summer Intern program again this year and sent 10 cadets to Washington, D.C. Five cadets were selected to participate in Crossroads Africa this summer. The Volunteer Summer Intern program attracted 38 cadets for summer work in Washington, D.C.

Department officers lectured or presented papers at the American Society for Public Administration, Inter-University Seminars, University of Vermont, the International Studies Association, University of Virginia Law School, the 2nd Annual Third World Conference, the University of Nevada at Reno, and the Medaille College in Buffalo, New York. Five officers contributed to the publication of the book Officers Manual of Personal Finance and Insurance, edited by Major James R. Golden and Major William R. Taylor. Major Roger Olson contributed to the book Modern Iran: The Dialectics of Continuity and Change, edited by Nikki Keddie and Michael Bonine. Dr. Alan Sabrosky published Defense Manpower Policy: A Critical Reappraisal and Dr. Judith Sabrosky published From Rationality to Liberation: The Evolution of Feminist Ideology. Department officers published articles in Air University Review, Orbis, Elements of National Security, Air Defense Magazine, Sea Power, The Academic Review, Journal of Political and Military Sociology, International Security, and the Columbia Monogram Series. Department officers were also tapped for governmental studies on a wide range of economic issues.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

Brigadier General Joseph P. Franklin became the Academy's 58th Commandant of Cadets on 15 June succeeding Major General John C. Bard, Commandant since January 1977, who retired after 25 years of service. Brigadier General Franklin, a 1955 West Point graduate, served a previous tour at USMA as an instructor in the former Department of Military Art and Engineering. He is a graduate of the Naval War College, Command and Staff Course, the Army War College, and has earned Masters Degrees from Massachusetts Institute of Technology in Nuclear and Civil Engineering. Brigadier General Franklin comes to West Point from an assignment as special assistant for joint matters to the Director of the Joint Staff for the Joint Chiefs of Staff in Washington, D.C.

His predecessor, General Bard, had arrived at the Military Academy in January 1977 faced not only with the traditional concerns of command but also with an organization tested by the turmoil of the EE 304 honor investigations. The management and basic programs concerning the cadets for which he was responsible were also to receive considerable review by the West Point Study Group following the release of the Report of the Borman Commission. It was in this atmosphere of critical reevaluation that General Bard significantly contributed to the implementation of many recommendations which impacted upon both the makeup of his organization and most of the programs pertaining to the military development of the cadet.

Based principally upon West Point Study Group recommendations, General Bard implemented many modifications to the organizational structure of the Office of the Commandant. The Office of Military Instruction and the Office of Physical Education were redesignated as the Department of Military Instruction and the Department of Physical Education. The Office of Military Leadership was redesignated the Department of Behavioral Sciences and Leadership and transferred to the control of the Dean. Within the Commandant's "Tactical Officer" structure, officers in the grade of lieutenant colonel were assigned as Regimental Tactical Officers. Additionally, the new position of Special Assistant to the Commandant for Honor Matters was established and an Organizational Effectiveness Staff Officer became a member of the Commandant's staff. In an effort to make more extensive use of computer-related management techniques, the Information Systems Division was also established as a separate staff element under the Commandant. Other organizational changes included identifying positions within the Office of the Commandant as extended tour positions to lend continuity and stability to the staff. The position of Deputy Director of the Department of Military Instruction, for instance, has been approved by DA as an extended tour position.

During General Bard's tenure improvements were made which facilitated cadet contacts with officers and non-commissioned officers. The relocation of the offices of Company Tactical Officers to rooms within their respective cadet company areas increased their accessibility, enhanced communications, and expanded the Company Tactical Officer's ability to play a greater role in assisting and monitoring each cadet's military development. This change also helped to lessen somewhat cadet administrative and organizational burdens. In one regiment, a test program involving the assignment of three Battalion Tactical NCO's was initiated. The purpose of the test is to determine if this program will increase the cadets' awareness and appreciation of the role of the non-commissioned officer. In that connection, cadets continued to participate in the Drill Cadet Program during summer training to observe first hand the work of the Drill Sergeant and to participate in the training programs of new recruits.

Of particular importance to the Corps, General Bard initiated a comprehensive program of honor education and instruction in the standards of professional behavior designed to acquaint all new cadets with the fundamental concept of Duty, Honor, Country.

Women in the Corps of Cadets expanded from a presence in only three companies per regiment in 1976 to all companies in 1977. Women officers in the Office of the Commandant also increased with one becoming a Company Tactical Officer in 1978 and two assigned for 1979. Colonel Mildred E. Hedberg has also been selected to become the Chief of Staff in the Office of the Commandant. She is the first woman officer to hold this position and is currently the highest ranking woman officer at the Military Academy.

Organizational Effectiveness Activities

In response to a West Point Study Group recommendation, an organizational effectiveness program was instituted in 1977 in the Office of the Commandant. This program, conducted by a trained Organizational Effectiveness Staff Officer (OESO), made a notable contribution to many levels of the military training program during its second year of operation. Significant activities included the use of survey data feedback, team building conferences, and other applications of behavioral and management science techniques. In addition, program personnel assisted in the revision of honor education and in awareness seminars on the integration of men and women into the Academy.

Organizational effectiveness programs relied on the use of cadet interviews and survey data. Each regiment developed a tailored questionnaire designed to gather information about its leadership climate and functioning. The information was tabulated and reported back to the cadets on a company level basis for further

elaboration. In conjunction with the OESO, programs were then generated by the officer and cadet chains of command in order to reduce problem areas indicated by the surveys. Maximum involvement of cadets in both the assessment and action planning steps was critical to the programs' success. A reevaluation survey was used to measure progress and to identify necessary adjustments in action programs.

Structured activities designed to expedite the cohesion and team building processes of newly organized cadet units were also incorporated this year. Supported by the OESO, company and Cadet Basic Training (CBT) Tactical Officers used team building techniques to better integrate their units. Goal setting, problem solving, and role clarification exercises were key elements of the effort. A major benefit of such an approach is ensuring the cooperation of both cadets and officers in the improvement of a unit's leadership climate. All Second and Fourth Class cadets participated in company level team building conferences during the second semester. These team building sessions helped the Company Tactical Officers and the cadets set both class and unit goals and objectives for the upcoming year.

LEADERSHIP DEVELOPMENT

Cadet Leadership Assessment System

The Cadet Leadership Assessment System has been revised into a new Military Development System. Specific standards have been developed and the principle established that a deficiency in military development will be treated in the same manner as a deficiency in a course of studies. The United States Military Academy (USMA) no longer attempts to evaluate cadets in leadership alone; rather, evaluations are made on a broader spectrum of performance called military development. To identify the desired components of military development and to ensure objective evaluation, USMA has conducted extensive research into what constitutes effective officer performance and which cadet behaviors should be evaluated in order to determine if a cadet is developing properly.

Current procedures for separating deficient cadets include a due process hearing by the Office of the Commandant, a decision by the Academic Board, and a final plenary review by the Secretary of the Army. A new military development regulation, which excludes the due process hearing, will go into effect on 1 January 1980. Under the new procedures, a cadet found to be deficient in military development will be required to complete an individually tailored special developmental program. Failure to maintain proficiency in all areas of military development during the period will normally result in a recommendation by the Superintendent to the Secretary of the Army for separation.

Cadet Counseling Center

During the summer of 1978 the Cadet Counseling Center supported Cadet Basic Training by providing professional and personal counseling for new cadets and consultation to both the officer and cadet chain of commands. Professional officer staff personnel were assisted by 12 cadet counselors in the effort. In addition to counseling, the cadet counselors provided a 24 hour on-call service to cadets, conducted remedial physical education for injured cadets, served as a liaison to the Emergency Room at the hospital, and assisted with remedial swimming.

During the 1978-79 Academic Year the center provided walk-in and referral services for cadets requesting assistance for a wide range of professional and performance problems. A total of 1,199 individual counseling sessions and 31 group sessions (for a total of 145 cadets) were conducted during that period. Finally, all separated and resigning cadets were interviewed by officer counselors to determine those intra-personal and environmental variables which might be counter-productive to the training and retention of cadets.

First Class Cadet Frank Colletti, working with the counseling center for the fall semester to fulfill requirements for an academic project, provided a valuable cadet point of view. Officers from the Departments of Behavioral Sciences and Leadership and Social Sciences also contributed valuable assistance during periods of especially heavy workloads in the Counseling Center. In view of the heavy demands for counseling services, a Department of the Army Manpower Survey recommended additional officer spaces for the Counseling Center in order to provide essential services to cadets. Two additional officers will arrive in August 1979 to be on the staff for one year, before being rotated to Tactical Officer positions for the remaining two years.

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 by distinguished military and civilian speakers to all four cadet classes. Academic instructors and Company Tactical Officers participated in seminar discussions as facilitators. Subjects presented during the 1978-79 Academic Year are included in the appendix.

Third Class Sponsor Program

The Third Class Sponsor Program continued to enable cadets to informally socialize with active duty military personnel and to 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 total of 1,010 (or 89%) of the Third Class cadets were sponsored by 327 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.

The Fourth Class System which operated at the Academy in 1978-79 was in large part a direct response to the recommendations of the Study Group. The Study Group had expressed serious concern over both the potential for abuse and potential ill effects in the system. It concluded that the Fourth Class System carried the seeds of continuing, self-perpetuating failure. As a result of these findings, the Study Group proposed a series of recommendations to eliminate deficiencies from the system. The recommendations became the guideposts for the 1978-79 USCC Circular 351-1 "The Fourth Class System," which constitutes the first major revision of the Fourth Class System in nearly a decade.

In developing this revision, a study entitled "A Preliminary Evaluation of the Fourth Class System," prepared in 1969 by officers of the Office of Military Psychology and Leadership at the direction of the Commandant, Brigadier General Bernard Rogers, was reviewed and many of its recommendations were also integrated into the revised Fourth Class System.

Some of the more noteworthy changes implemented in the 1978-79 Academic Year included a reduction by one-third of the total number of verbatim memorizations required of Fourth Class Cadets; an emphasis on learning all of the Fourth Class Knowledge during Cadet Basic Training and only maintaining proficiency during the academic year; and finally, a return to an emphasis in the Cadet Knowledge on the more traditional Bugle Notes and away from memorizing the specifications and capabilities of various military equipment. Other significant changes included the elimination of the daily inspection by squad leaders. Special Inspections, which are longer, more detailed, and include counseling and testing, were reduced to no more than five per week, unless increased by Disciplinary Board punishments. The Fourth Class

Performance System and Company Commander's Board procedures were modified and standardized across the Corps to provide greater uniformity in the evaluation of Fourth Class Cadets. Finally, the Fourth Class System Circular delineated upperclass responsibilities more clearly with emphasis placed on professionalism and positive leadership.

Every effort is being made to insure that this system, which is intended to enhance the motivation, self-discipline, and sense of responsibility of cadets, is a positive one. As a part of this effort, the Fourth Class Working Group was established in March 1979 to prepare further modifications in the system for the 1979-80 Academic Year in order to reflect a more progressive and educative approach to the development of Fourth Class Cadets. Requirements will be more realistic and relevant to the cadets' future Army career, although many aspects of the system will retain the traditional flavor of "plebe year" and will remain unchanged.

Foreign Academy Exchange Program

USMA 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 1978 and the following academic year, 68 cadets from the Class of 1980 visited 14 Latin American countries, Australia, Belgium, Great Britain, the Netherlands, West Germany, Mexico, and Japan. In the same period the Academy hosted cadets from 14 Latin American countries and Australia, Mexico, and Japan.

Cadet Disciplinary System

The Cadet Disciplinary System has undergone considerable study and change during the 1978-79 Academic Year. Among the most significant changes are the tightening of demerit standards and the increasing of the number of factors (from one to three) which may be used to justify consideration of separation procedures. The three factors include exceeding the demerit allowance, violating the terms of a previous conduct probation, and receiving three or more board awards of 25 demerits during four years. Because the due process review is handled by one officer rather than by a board of five as under the old system and the decisions on separation cases are now made by the chain of command instead of by the Academic Board, the entire process has become more efficient and less time consuming.

HONOR

Honor Committee Proceedings

In March of 1978 the Superintendent formed the Procedures Working Group to analyze the various cadet separation procedures and to make recommendations for expediting these procedures. The working group concluded that current Honor Committee Procedures (essentially unchanged since October 1977) were extremely complex, procedurally redundant, overly time consuming, and far exceeded the legal requirements of due process for administrative-type proceedings. Although the existing procedures were originally designed to include an informal administrative hearing, over time the hearing had evolved into an adversarial-type legal proceeding resembling a court-martial. In consultation with selected members of the Cadet Honor Committee, the Procedures Working Group developed an entirely new procedure. The working group recommended changing the complexion of the Full Honor Board to a non-adversarial demeanor; removing procedurally redundant steps; and accommodating our administrative procedures to legal requirements for administrative due process. The Superintendent submitted this proposal to the Honor Committee for its consideration but the proposal was twice rejected by the Honor Committee which contended that the current procedures could be made to operate properly.

In February 1979 the Secretary of the Army notified the Superintendent that he felt honor case processing at the Academy had become inordinately time consuming and, as a result, prejudicial to all concerned. During the 1978-79 Academic Year the investigation of alleged honor violations had taken from one to six months to be resolved. The Secretary stated that he would take no action on honor cases which were not resolved at the Academy and forwarded to the Department of Army Headquarters within a sixty day time period. In April, in light of the Secretary's action and because of increasing cadet concern about the existing honor procedures, the Cadet Honor Committee voted to adopt the non-adversarial type proceedings and to abolish a redundant sub-committee hearing. The Corps ratified the Committee's decision in May. It is envisioned that these new procedures will reduce case processing time while stimulating Corps interest in the Honor System and encouraging the honor board members to become more involved in the disposition of an honor allegation.

New Procedures

The shift to non-adversarial procedures, explained below, will completely change the way the Cadet Honor Committee investigates and resolves alleged violations of the Honor Code.

A suspected violation may be reported by cadets, academic instructors, or other Academy personnel. Cadet-reported violations go directly to cadet Company Honor Representatives. Instructor-reported offenses are reported through their department heads to the Special Assistant to the Commandant for Honor Matters, who refers the matter to the appropriate Company Honor Representative for appropriate action. Suspected violations reported by other individuals are submitted directly to the Special Assistant for Honor Matters and then sent to the Company Honor Representative.

The Company Honor Representative conducts an initial investigation and reports findings and recommendations to the appropriate Regimental Honor Representative. The Regimental Honor Representative either appoints an Investigative Team to conduct a preliminary investigation or, if he feels that there is insufficient evidence to warrant investigation, forwards that recommendation to the Cadet Honor Committee's Vice Chairman for Investigations. In the latter situation, the Vice-Chairman either orders the Regimental Honor Representative to appoint an Investigative Team or drops the case as he deems appropriate.

The Investigative Team, consisting of two members of the Honor Committee, is required to interview witnesses and gather evidence in an unbiased manner. As the new USCC Pamphlet 15-1 on Honor Committee Procedures of July 1979 specifies:

"It is imperative that the investigators thoroughly probe all aspects of the possible violation, to include information favorable to the accused cadet. The investigators are not prosecutors but rather impartial fact seekers."

The Investigative Team and the Regimental Honor Representative meet to review the information gathered during this preliminary investigation and to develop a recommendation to be forwarded to the Vice-Chairman for Investigations. The Vice-Chairman, in consultation with the Chairman of the Honor Committee, the Special Assistant for Honor, and a designated representative of the Staff Judge Advocate will make a recommendation. Should the Vice-Chairman concur with the recommendation of the Investigative Team and Regimental Honor Representative, he either requests that the Commandant convene a Full Honor Investigative Hearing or drops the case, as he deems appropriate. If the Vice-Chairman disagrees with the recommendation, however, all evidence and recommendations

are submitted to the Chairman of the Honor Committee for determination. The Chairman then reviews the case to arrive at a final disposition. The Chairman either directs the Vice-Chairman to request convening of a Full Honor Investigative Hearing or to dismiss the case. Upon receipt of a recommendation to appoint a Full Honor Investigative Hearing, the Commandant reviews the case, receives legal advice, and makes the final determination whether or not to proceed with the investigation.

The Full Honor Investigative Hearing is a non-adversarial, administrative hearing where evidence is heard and findings of fact are made with regard to alleged violations of the Honor Code. The hearing consists of 12 cadet voting members, a respondent, a hearing reporter, and a nonvoting Hearing Officer (a military attorney). The nonvoting officer presides at all open sessions and acts as an impartial magistrate and final arbiter of legal questions raised at the hearing.

Of the 12 voting members, four are members of the Cadet Honor Committee and the remaining eight are from the Corps at large (two normally from each of the four classes). Generally, no member of the hearing is from the company of the respondent. After hearing all the evidence surrounding the alleged violation, the voting members go into closed session to reach a determination by secret ballot. A verdict sustaining the allegation requires the affirmative vote of at least ten of the 12 voting members. The findings of the hearing are then made known to the accused cadet. If the respondent is found not to have violated the Honor Code, he will continue as a cadet in good standing without prejudice. If there is a finding of violation, the accused cadet meets with the Special Assistant for Honor and is advised of his options to either submit a qualified resignation or to have the case forwarded to the Superintendent. If the case is forwarded to the Superintendent, the cadet may go on leave without pay or continue to attend class until the matter is resolved.

If the accused cadet decides not to resign, the Staff Judge Advocate reviews the entire proceedings to determine whether legal requirements were complied with and whether the finding is supported by substantial evidence. The Staff Judge Advocate then prepares an analysis and forwards both his analysis and a record of the proceedings through the Commandant to the Superintendent, who determines whether or not the cadet should be separated. Although the Superintendent is bound by a finding of "no violation" by the Full Honor Investigative Hearing, he may approve only those findings of a violation which are supported by substantial evidence. While a cadet found to have violated the Cadet Honor Code is normally separated, the Superintendent may exercise discretion and retain the cadet at the Academy. The Superintendent may, if he deems appropriate, still choose to

impose some alternative form of punishment as permitted in USMA Regulations. If the Superintendent decides the cadet should be separated from the Academy, he forwards his recommendation to the Secretary of the Army for final action. If he decides that the cadet should not be separated, the cadet is returned to the Corps.

Throughout the procedures, the rights of the respondent are of particular importance. The respondent has the right to consult with legal counsel at all levels of the investigation. The respondent is also reminded in writing each time that he or she is questioned concerning the allegation(s) of his or her right to remain silent or offer any statement relevant to the case. Confidentiality is stressed. Should a lack of evidence at any step of an investigation not indicate the need for further investigation, the cadet in question is returned to the Corps without prejudice. The new, non-adversarial procedure eliminates the redundancy of the subcommittee hearing and should reduce case processing time. Two attorneys (the government recorder and the respondent's defense counsel) have been removed from the Full Honor Investigative Hearing, thus shifting the burden of determining the facts to the cadet voting members. Cadet hearing members can no longer sit passively while advocates present facts for their consideration; they must now actively seek out facts for themselves. This more active role should foster the development of a deeper sense of participation in and responsibility for the Honor System on the part of cadet participants.

The Absence Card

The Absence Card became a subject of long and detailed study during the 1978-79 Academic Year. During the Honor Committee's preparation for the Cadet Basic Training honor instruction in 1978 it became apparent that there was a lack of consensus concerning the use and applicability of the Absence Card within the Corps of Cadets. After detailed consultation with the members of the Cadet Honor Committee, the Superintendent directed that a joint officer-cadet working group be established to conduct a comprehensive review of all regulations concerning the use of the Absence Card and its application with a view toward eliminating the inconsistencies and reducing the irritants perceived by cadets. A two month review resulted in 17 recommended regulation changes being submitted to the Commandant, Superintendent, and Cadet Honor Committee. These changes clarified various card marking categories and clearly specified the various responsibilities associated with the use of the Absence Card. After consideration by this group, the First Captain and Chairman of the Honor Committee presented the approved changes to the cadet chain of command, the tactical officers, and interested members of the staff and faculty. This in-depth reevaluation and education effort appears to have helped reduce the confusion and misinformation surrounding the Absence Card.

Honor Education

The Cadet Honor Committee completely revamped the educational program presented during the 1978 Cadet Basic Training for the Class of 1982. With the assistance of several members of the Commandant's staff, the Honor Committee developed a program which utilizes the small group discussion/case study method for teaching fundamental concepts of the Honor Code. After a short presentation by a member of the Honor Committee, the Cadet Basic Training platoon leaders conducted small group discussions with their platoons using case studies prepared by the Cadet Honor Instructional Committee. A follow-up period was also scheduled for each squad to meet with the cadet squad leader to continue the small group discussion using additional case studies prepared by the committee. To further support the Academy's honor education program, USMA, in conjunction with the Department of the Army Materiel Development and Readiness Command (DARCOM), produced a 30 minute film entitled "Identity." In addition to use at West Point, the film was subsequently adopted by the Air Force and Naval Academies for use in their honor educational programs. Academy surveys have indicated that both cadet cadre and new cadets believe this concerted program, based on the small group discussion/case study method, is the most effective in use for teaching the Honor Code.

TRAINING

Cadet Basic Training 1978

In 1977 the West Point Study Group recommended that Cadet Basic Training (CBT) be improved by ensuring that a positive and supportive environment exists throughout the training period. In an effort to continue Academy progress in that regard, a number of significant recent actions were continued during the summer of 1978 to enhance the developmental nature of the training program.

Increased emphasis was placed on explaining to cadets the concept of a "positive/supportive environment" and the necessity of maintaining high standards within that environment. Skits depicting appropriate and inappropriate counseling techniques and leadership classes which emphasized examples of time-proven leadership concepts were conducted for the cadet cadre prior to the start of CBT. The classes used small group discussions to examine appropriate leadership methods which might be used to accomplish varying tasks and responsibilities. The Academy continued the recently initiated (1977) officer and cadet cadre

team-building seminars prior to the start of CBT to provide a more stable, consistent, and homogeneous environment among the basic training units and details, and to ensure a thoroughly positive "tone" to the leadership environment.

The 1978 CBT Program increased the emphasis on educating both the new cadets and cadet cadre on the impact of periods of increased stress. Along with additional team-building activities, the recognition of stress under which the new cadet operates helped all concerned to more fully comprehend the effects of all types of stress (demanding schedule, unfamiliar surroundings, harassment by cadre, and apprehension of what the future holds). Finally, at a dinner for cadet cadre and officers on the evening prior to Reception Day, the Superintendent climaxed the effort by personally emphasizing the importance he placed on having a positive and supportive leadership atmosphere throughout the training.

During CBT the Academy continued to implement changes in both the Fourth Class System and in administrative procedures which provide for full meals, eight hours of sleep, no bracing, and an emphasis on the fundamental principles of good leadership. Shouting, hazing, and tyrannical or degrading treatment of new cadets were not tolerated. When they were discovered, severe punishment followed. An encouraging sign of the implementation of these goals was the reporting by the cadet cadre of these kinds of infractions.

Efforts were continued to keep new cadets informed. An orientation was added to the plebe's program of instruction in the 1978 CBT. The orientation previewed the cadets' four-year program at the Academy and discussed in some detail the training schedule for CBT. The Academy continued to ensure that training time after the evening meal was reserved for the squad leader to review and provide feedback on the day's activities, to discuss the training of the following day, and to provide counseling. Finally, the activities of the Cadet Counseling Unit were maintained to provide the new cadets with a source of personal problem-solving assistance through direct contact with trained cadets and professionally qualified counselors.

Although the overall attrition rate in CBT 1978 increased to 11.3 percent from 7.4 percent in 1977 and 10.2 percent in 1976, the attrition rate for women remained somewhat constant, only rising from 9.5 percent in 1977 to 10.4 percent in 1978. These levels of female attrition remaining notably below the initial 16.0 percent attrition of the Class of 1980. The Academy is concerned about cadet attrition and will continue to carefully monitor the situation.

Other aspects of the 1978 summer training showed continued improvements over previous years. New cadet body weight loss figures again declined from the levels of past CBTs. The one and one-half mile run test scores improved as the summer wore on instead of declining through the summer as was true in previous years. Only 13.5 percent of the women fell out of the four-mile run in 1978, a significant improvement over the 35 percent and 31 percent figures for 1976 and 1977 respectively. As in previous summers, less than one percent of the new cadet men fell out of the run in 1978. It was also during the 1978 CBT that the first women plebes (six) qualified to run with the fastest (black) running group.

The trends in CBT have been toward a more positive and supportive developmental process for the past several years. These trends will be emphasized and reenforced with significant schedule modifications for CBT 1979 to ensure that the cadet cadre has adequate time to deal with the realities of "stress management."

Third Class Summer Training 1978

Cadet Field Training (CFT) at Camp Buckner for the Class of 1981 totalled eight weeks, including a one-week period at Fort Knox for Armor and Air Defense Artillery Training. The cadets improved their soldier skills, served as small unit leaders, and operated most of the weapons and equipment found in a Combined Arms Task Force. New features instituted in the training included a demonstration of the Ribbon Bridge, a restructuring of the infantry training, and a comprehensive program to reduce physical training injuries.

Modification of the remaining cadet barracks at Camp Buckner for use by women cadets was completed in the spring. As a result, women will be billeted in the same barracks as men in their respective platoons during the 1979 training. The barracks modification entailed the construction of a separate four-person room, with accompanying toilet/shower facilities in each cadet barracks at Camp Buckner. This concept will be a great improvement over the semi-centralized billeting plan used in 1978.

Second Class Summer Training 1978

Summer training for the Class of 1980 consisted of Cadet Troop Leader Training (CTLT), Cadet Military Specialty Training (CMST), and the Drill Cadet Program (DCP). Most cadets participated in both CMST and CTLT, and a few volunteers were assigned to the DCP.

Increasing each cadet's leadership experience is the primary objective of CCTLT. 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 17 posts in the United States, West Germany, or Panama.

CMST consists of six types of training conducted at five different military schools. Six hundred and eighteen cadets participated in Airborne School and 55 participated in Ranger School at Fort Benning, Georgia. Thirty-eight cadets went to Fort Rucker, Alabama for Flight School; 60 went to Fort Greely, Alaska for Northern Warfare Training; 57 went to Fort Sherman in the U.S. Canal Zone for Jungle Warfare Training; and 27 went to Survival, Evasion, Resistance, and Escape Training at the U.S. Air Force Academy in Colorado. The primary objective of the program is to provide a motivational and confidence building experience for the cadet. Over 89 percent of the members of the Class of 1980 enrolled in each school were graduated. All cadets participating in the Flight, Jungle, Northern Warfare, or Survival, Evasion, Resistance, and Escape Training graduated from their respective schools. Overall, the Class of 1980 had a 93.9 percent success rate at CMST. CMST options for the summer of 1979 will include participation in Air Assault School at Fort Campbell, Kentucky.

As a result of the successful pilot study of the DCP in 1977, the program was expanded in 1978 to include four posts (Forts Dix, Jackson, Knox, and Leonard Wood) and 96 cadets. This training places cadets in basic combat training companies as drill sergeants during the summer. Although only 19 cadets performed in the pilot training at two forts in 1977, because of the success of the program 165 cadet positions were requested for the summer of 1979.

First Class Summer Training 1978

Members of the Class of 1979 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 cadets' future responsibilities as Army officers.

MILITARY SCIENCE

Military Science (MS) Instruction underwent several major changes during the past academic year as a result of West Point Study Group recommendations for a revitalized and enhanced instructional program. Two courses were conducted for the last time, two new courses were developed, and two courses were expanded. The four new or expanded courses were allocated greater academic credit and one hour study time per course session by decision of the Academic Board.

The distinct Small Unit Training (MS 401) and Combined Arms Operations (MS 301) courses were taught for the last time during the first term of the academic year. MS 401 provided first classmen with knowledge of how to plan, prepare, conduct, and evaluate training at the platoon and company level. MS 301 taught second classmen the considerations and employment techniques for the combined arms company team and battalion task force.

A new Combined Arms Operations (MS 200) course was developed and taught during the second term of the academic year. This course is an expansion and consolidation of MS 301 and MS 202 (Small Unit Tactics II). MS 202 involved teaching the principles of tactical employment of the mechanized infantry rifle and tank platoons and exposed the Third Class cadet to combat, combat support, and combat service support elements that an officer can expect to encounter at company and battalion level.

Subjects covered in the former MS 401 course were integrated into a new Army Systems Management (MS 300) course which was developed during the last academic year. The course initially considers some elementary management concepts and uses them in an examination of the Army as an organization. After considering the major systems within the Army, the cadets use the problem solving process to study unit problems that lieutenants encounter in the "peace time" Army. After an interim period in the 1979-80 Academic Year (during which time the First Class will take the course during the first term and the Second Class will take the course during the second), one-half of the Second Class will take the course each term.

The Small Unit Tactics (MS 102) course for the Fourth Class cadets was expanded to include basic map reading skills. The development of map reading skills begins in the land navigation portion of CBT and is reinforced in the MS 102 classroom instruction. Map reading will further assist cadets in CFT and serve as a useful preparation for the third class

MILITARY SCIENCE INSTRUCTION

OLD PROGRAM

NEW PROGRAM

Class	Semester	Course	Class Hours	Credit Hours	Class Hours	Credit Hours
Fourth	1	Military Heritage	12	(.5)	Military Heritage & Standards of Professional Behavior	28 (2.0)
		Map Reading	14	(.5)		
	2	Small Unit Tactics	28	(1.0)	Small Unit Tactics (Map Reading)	32 (2.0)
Third	1				Combined Arms Opns	40 (2.5)
	2	Small Unit Tactics II	27	(1.5)	Terrain Analysis	32 (2.0)
Second	1	Combined Arms Operations	32	(1.5)	Army Systems Management	26 (1.5)
	2					
First	1	Small Unit Training	19	(1.0)	Service Branch Orientation	25
	2	Service Branch Orientation	13			
Total			145	(6.0)		183 (10.0)

course, Terrain Analysis (MS 203). Additionally, MS 102 teaches the cadet the principles and procedures employed in planning and executing basic rifle squad and platoon combat operations.

Military Heritage and Standards of Professional Behavior (MS 101) continued to be presented to the Fourth Class during the first term. A combination of lectures, classroom instruction, and seminars provided a varied environment for the consideration of values and standards required of today's military profession. The seminar approach utilized a team teaching format based on the knowledge and experiences of departmental instructors, volunteer academic instructors, and company tactical officers and NCO's discussing current issues facing the military profession.

CLASS OF 1979 BRANCH SELECTIONS

The following chart illustrates the results of the branch selections of the Class of 1979. Because not all cadets selecting branches in January ultimately graduated with the Class of 1979, these figures are not restricted to the selections of the 917 cadets who ultimately graduated with the class. Further, since the 15 cadets who were medical school applicants at the time of the branch selection are not included in the total assignments to each branch, five branches should be increased (IN to 225, AR to 122, FA to 182, EN to 130, and TC to 20).

Note that the highest ranking cadet selected Infantry while the 128th ranking cadet was the first to select the Transportation Corps, the last of the branches to be selected. Engineering, Military Intelligence, and Military Police were the only branches whose quotas were filled before cadets were restricted to the combat arms in their branch selections. Cadets physically qualified for combat arms (PQCA) were restricted from any further Combat Support, Combat Service Support, or Armored branch selections after the 819th ranking cadet made his selection in order to fulfill minimum requirements for officers in Infantry, Field Artillery, and Air Defense. Cadets PQCA were restricted from any further selections of Infantry after the 868th cadet to meet minimum requirements in Field Artillery and Air Defense, and after the 906th cadet from further selections in Field Artillery to meet Air Defense minimum requirements.

1979 BRANCH SELECTIONS

<u>Branch</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Total Assigned</u>	<u>Highest Ranking Cadet to Select Branch</u>	<u>Ranking of Last PQCA Cadet to Select Branch*</u>
IN	294	223	223	1	868
FA	237	179	179	3	906
AR	150	114	121	15	811
EN	122	91	122	4	373
AD	103	78	78	34	921
SC	63	0	51	24	814
MI	36	0	36	5	485
OD	41	0	27	46	799
QM	28	0	26	107	771
TC	26	0	19	128	653
MP	18	0	18	69	745
CM	9	0	6	75	666

*Note: PQCA means Physically Qualified for Combat Arms branch selection.

Sandhurst Trophy

The Sandhurst Trophy, awarded annually to the Regiment achieving the highest degree of military excellence, was presented to the 3rd Regiment of the U.S. Corps of Cadets by Major General Sir Philip Ward, Commandant of Sandhurst, on 17 May 1979. Five four-man teams from each company (180 patrols in all) were tested in swift marching, M16 firing, grenade throwing, assembling and disassembling the M60 machine gun, and land navigation. Company B of the 3rd Regiment, led by Tactical Officer Major Robert Knapp, was judged the winning company of the Corps of Cadets.

PHYSICAL EDUCATION

Staff Development

The qualifications of departmental instructors were enhanced during the past academic year by their attendance at training and refresher sessions in most sports skills, participation in seminars and conferences, publications in professional journals, and studies at civilian institutions to complete requirements for advanced degrees. In addition, the staff's in-depth understanding of the physical education program was expanded by participation in an on-going review of all standard courses. Dr. Joanna Davenport, an Associate Professor of Physical Education and Director of Women's Intercollegiate Athletics at Auburn University, was appointed to serve on the department faculty during the year as its first Visiting Professor. While acting as an instructor and staff assistant, Dr. Davenport conducted a major research project surveying and evaluating cadet attitudes to the Academy's physical education program. It is anticipated that her findings, which have already helped in departmental analyses and evaluations of programs, will further increase the Academy's ability to maintain a highly attractive and demanding physical education program.

Instructional Program

CBT and CFT in 1978 stressed the development of all components of physical fitness, with special emphasis on cardiovascular and muscular endurance. Both summer training programs were refined for 1978 and a new graduated running program at CBT and the tailored physical training program at CFT proved helpful to cadets. In CFT cadets also learned how to lead Army physical training activities.

During the academic year, Fourth Class cadets attended four standard courses (boxing and wrestling for men, Self-defense I and II for women, and swimming and gymnastics for both).

Fourth Class cadets who demonstrated superior performance in any of these standard courses completed an accelerated program and took one of several carry-over or lifetime sports.

An extensive review of the Academy's Fourth Class boxing program was undertaken following the death of a cadet as a result of a boxing injury early in 1978. The review of procedures resulted in the formulation of a document which outlined the responsibilities and procedures under which the boxing program was conducted during the past academic year. Although many of these procedures for the proper training of cadet boxers had been followed for decades, no formal document had previously clearly delineated procedures and policies designed to reduce the frequency and severity of head injuries. Close scrutiny of the boxing program and sensitivity to cadet concerns were maintained throughout the year.

Upperclass instruction stressed the acquisition of basic skills and the refinement of those skills into carry-over sports. All members of the Third Class completed a "Personal Conditioning" lecture course, which presented the basic principles of conditioning, weight control, and nutrition in a manner which permitted cadets to learn to design and administer physical 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). In response to a West Point Study Group recommendation, performance on the tests were again evaluated based on fixed standards that were published prior to the administration of the tests. As a result of this policy cadets knew beforehand the grades that would be earned for specific performances on these tests. While the physical fitness tests for both sexes contained the same elements, cadet performance was graded using separate scales for men and women.

Specialized Instruction

Cadets unable to participate in physical education classes reported to special reconditioning programs. During the year 7,307 conditioning visits were made by a total of 1,487 cadets. Over 71 percent of the visits were made by 775 cadets in the Fourth Class physical education instructional program.

A temporary relocation of the Physical Therapy Clinic from the Keller Army Hospital to the Cadet Gymnasium has resulted in more rapid and efficient assistance to injured cadets. Daily visits by orthopedic surgeons to the training rooms have also established a closer relationship with the department's trainers. As a result of the clinic's relocation, the frequency of cadet visitations to the department training room were reduced. Nevertheless, approximately 1,800 cadets visited the training room for

bandaging, while 2,000 visited for treatment during the last academic year.

Weight Control Program

Through the efforts of the Department of Physical Education, a revised weight control program was incorporated into USMA Regulations in 1978. The new program is based upon screening, referrals, counseling, mandatory weigh-ins, and some disciplinary enforcement. A more scientific evaluation based on "skinfold estimates" (estimates of the proportion of body fat in the total body weight), is now used to designate "overweight" individuals. The AR 600-9 height/weight tables previously used were found to have limited applicability to cadets. In light of these findings the Academy has forwarded a recommendation to the Department of the Army that some type of body fat measurements be used in place of the height/weight tables.

A total of 341 cadets were counseled concerning their weight control problem this year. Of these, 147 cadets were placed in the mandatory weight control program. Subsequently 52 percent were released from the program after meeting the required standards. The remaining cadets will continue in the program until they have attained the required standards.

The Letterman Army Institute of Research at Presidio, California and the Natick Laboratories of Natick, Massachusetts have enhanced the department's research efforts. The Letterman Institute is helping to determine the most appropriate method for the Academy to use when conducting skinfold measurements of body fat. In addition, the Letterman Institute and the Natick Laboratory are conducting a study to determine the actual number of calories consumed by cadets on a daily basis. This study will be used with a survey of cadet nutrition to ensure that the cadet diet is appropriate for each individual's needs.

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 in the fall, winter, and spring. These cadets participated either as players, coaches, or officials.

CADET CLUB ACTIVITIES

Social Programs

In response to the Final Report of the West Point Study Group, the position of the Director of Cadet Activities (DCA) has been approved as an extended tour position and approval has been obtained to move the Cadet Restaurant Branch of the Office of the Treasurer, USMA, to the Directorate of Cadet Activities. To enhance the cadet quality of life, the DCA has begun refurbishing the 36 cadet company dayrooms. Other undertakings include the renovation of the First Class Club to change the decor from contemporary formal to a more flexible disco style (while improving safety and traffic flow), and establishment of a full-time box office was established in Eisenhower Hall to support the wide variety of cultural programs presented throughout the academic year.

To increase cadet participation in planning their organized social and recreational activities, two new committees were activated during the year: the Cadet Restaurant Advisory Council and the Cadet Social Functions Advisory Committee.

The Cadet Restaurant Advisory Council, composed of five officers, one civilian, and five cadets, monitors the retail operations of the snack bars in Eisenhower Hall, Grant Hall, and the First Class Club, as well as the carryout boodler and pizza concession. The Council is responsible for identifying trends and recommending improvements in restaurant operations.

The Cadet Social Functions Advisory Committee, composed primarily of cadets, monitors the Corps social programs and recommends changes that might increase the vitality and variety of organized social activities. Concurrent with the review of weekend social programs, cadet members also review special events such as 500th Night, 100th Night, Ring Weekend, Plebe Parent Weekend, and Graduation Week activities to determine how best to conduct them to suit contemporary cadet social needs.

Over 80 weekend hops were conducted during the year, about half for Plebes at Cullum Hall and the remainder either for Upperclass cadets or combined for all classes at Eisenhower Hall. The First Class Club operated on most Saturday nights to capacity crowds which danced to disco music. In addition to the regular weekend hops and coffee houses, several class and Corps weekends were conducted. "The Secret Life of Cadet McAverage" was this year's cadet-produced 100th Night Show. A spoof on cadet life, this entertaining comedy attracted an audience of 4,085 cadets and their guests on the weekend of March 2nd.

Club Activities

Cadet participation in clubs during the 1978-79 Academic Year included 8,221 active cadet memberships in 79 extracurricular clubs. Women were active in 55 extracurricular clubs and participated in 10 of the 16 competitive and military skills clubs.

During the academic year six new clubs were added, one club was reactivated, and seven clubs were deactivated as a result of changing cadet attitudes and interests. A Women's Lacrosse Team, added during the year, competed against club teams throughout New York and Pennsylvania. A Racquetball Club was formed reflecting increased cadet interest in this growing sport. The Ski Instructor and Ski Patrol Clubs were separated from the Ski Club and designated as two distinct clubs to enhance the Academy's functional ability to meet the requirements of skiers. A Fife and Drum Corps was created to enhance cadet appreciation of our military heritage. Additionally, an Alcohol/Drug Dependency Intervention Council was formed to increase the awareness of interested cadets in this humane service. The Mathematics Forum, dissolved during the previous academic year, was reactivated due to renewed cadet interest.

Other deletions from the array of club activities took effect 1 July 1978 when Women's Gymnastics, Softball, Track, and Tennis Clubs, and Men's Water Polo, Volleyball, and Rifle Competitive Club teams were transferred to the Director of Intercollegiate Athletics in recognition of the higher levels of cadet proficiency achieved in these activities.

Ten of the 16 competitive club teams participated in national or regional championships during the academic year. The Bowling Team sent Steven Sheaffer to the National Collegiate Singles matches where he placed 14th of 32 bowlers after capturing the regional singles championship earlier in the year. Dea Bulen placed third among the six best women bowlers in the northeast in the National Match Games for Women in New York City. Paced by outstanding performances from Paul McDowell and Joan Smith, the Cadet Cycling Team placed third in the Eastern Intercollegiate Championships. McDowell finished fourth among all 31 competitors while Smith finished sixth among 17 women in competition. Twenty-eight cadets finished the Boston Marathon this year, paced by Lieutenant Curtis Alitz, USMA '78, with a time of two hours and 17 minutes. Lieutenant Alitz finished 31st among over 7,900 runners in the largest field in the Marathon's 83 year history. The Sailing Team's successful season was highlighted by defeating Navy in sloop competition, taking first place at both home regattas, defeating the Merchant Marine Academy (the number two ranked school in the nation), and qualifying for the prestigious America's Trophy Race at Navy.

Completing its finest season on record, the Men's Team Handball Team captured the National Intercollegiate Championship by soundly defeating last year's champion, the U.S. Air Force Academy, in the final round. The Women's Team Handball Team showed great improvement, placing sixth among the eight national finalists. Individual achievements were registered by Don Webber and Peter Lash, who were selected for the junior national team, and Kevin Sturm and Michael Clark, who were selected as members of the national team but as alternates for the traveling team. In addition, five Academy Team Handball players (Webber, Sturm, Lash, Curt Chessman, and Camille Nichols) were selected to participate in the 1979 National Sports Festival at Colorado Springs, Colorado, the annual warm-up for the Olympic trials.

The Freestyle Wrestling Team saw Steven Sukovich compete in the Amateur Athletic Union National Greco-Roman Championships, where he placed sixth of 12 in the unlimited class. For the second consecutive year, the Orienteering Team won the U.S. Intercollegiate Championship and retained the Field and Stream Trophy. Outstanding performances throughout the year by James Arsenault, William Platt, David Bender, and Eric Lynam led to the winning combination needed to retain the title. Of particular note was Erin O'Connor's second place finish in the Women's Individual Class. The World Team Trials saw invitations extended to six cadets; Platt placed fourth overall and won a berth on the U.S. World Team while Cadet Arsenault secured an alternate slot. The Riding Team is the regional champion for the second consecutive year with outstanding performances by Debra Lewis and Dan Lindholm. Although the team was unable to participate in the national championships they did finish seventh overall nationally. At the Trap and Skeet Intercollegiate Championships, the Academy Trap and Skeet Team placed seventh of 52 overall while qualifying two shooters for the Pan American tryouts. The Advanced Overall Champion at the Collegiate National Parachute Meet was Donald Hendershot, a member of the Cadet Sport Parachute Team. Additionally, John Kuttruff and Wayne Swan placed second and third respectively in the Novice Accuracy against 135 of the nation's finest collegiate sport parachutists. Showing immense improvement over past years, the Triathlon Team found stiff competition from the U.S. Modern Pentathlon Training Center at the National Triathlon Championships this spring. John Flanagan set a record of 197 out of a possible 200 in the pistol shooting event.

Cadet clubs continued their support of the Corps through publication of the Howitzer, Mortar, Bugle Notes, and the Slum and Gravy portion of the Pointer View newspaper. A revitalized and upgraded cadet publication, the Pointer, has attracted renewed interest from the Corps and the West Point community. WKDT, FM 89.3, expanded its support of the West Point public information effort for the West Point and Stewart listening

communities by providing 24-hour news, sports, weather, and music. The Cadet Glee Club had its most successful concert season on record, highlighted by a spring leave tour before combined audiences of over 6,000 in the south and southwest.

Cultural Programs

Eisenhower Hall, the Cadet Activities Center, 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. Included among the varied and successful programs presented by the Cadet Fine Arts Forum was the appearance by the Royal Winnipeg Ballet, performances of "The Wiz," and "Antigone," and impressive individual performances by stars such as Marcel Marceau, Beverly Sills, and Marvin Hamlisch. As one of the forum's special programs Ruth Laredo, one of America's pre-eminent women pianists and the Fine Arts Forum's 1978-79 Visiting Artist, appeared in concert with the Hudson Valley Philharmonic. The highlight of the visual arts season was an exhibition of the works of the American Western artist, Frederic Remington.

The Dialectic Society sponsored seven popular music concerts, featuring several of the country's best known contemporary entertainers. The Cadet Acting Troupe of the Dialectic Society produced, sponsored, and acted in three stage productions including "Damn Yankees," the 100th Night Show, and "A Thurber Carnival."

IMPLEMENTATION OF THE RECOMMENDATIONS OF THE WEST POINT STUDY GROUP

The Academy made considerable progress over the past academic year in implementing the recommendations of the West Point Study Group Report. As of 30 June 1979, 77 percent of the West Point Study Group recommendations are in effect as originally proposed or with slight modifications. Another 11 percent have been implemented in some alternative form or on a trial basis. Nine percent are under study or have yet to be discussed with the Superintendent at a committee in-process review. Only three percent of the recommendations have been rejected.

An extensive recapitulation of all Academy activities related to the implementation process over the past academic year is inappropriate for a report of this nature. Rather, some of the Academy's more significant actions in this regard have been selected to provide a sense of the comprehensive scope of the Academy's efforts at self-evaluation and improvement. It should also be noted that in contrast to the previous academic year, much of the Academy's attention this year shifted to other critical areas, as indicated in the special projects chapter of this report.

COMMITTEE ON GOVERNANCE

The Committee on Governance, chaired by the Deputy Superintendent, was established in September 1977 as one of 11 committees delegated the responsibility for addressing the recommendations of the West Point Study Group Report. The committee was tasked to consider the Academy's governance structure and to advise the Superintendent on internal governance matters. The committee's work was divided into three phases. The first phase, accomplished during the 1977-78 Academic Year, addressed the makeup of the Academy organizational structure required to evaluate the DA Study Group recommendations. The second phase, also completed during that year, was to review the DA recommendations concerning governance of USMA, study the best possible organization, and recommend a governance structure to the Superintendent. The third phase, begun during the 1978-79 Academic Year, was directed at a long term, continuing review of the committees, boards, and councils, required to assist in the governance function. Specifically, the tasking required the Committee on Governance to review all committees at least biennially to insure that each made an efficient, effective, and necessary contribution to the Academy.

During the past academic year the Committee on Governance identified all 135 committees, boards, and councils which were initially on record at USMA and designated those organizations which had the greatest impact upon the Academy governance structure for priority review. The list of the most critical Academy organizations was then divided between two subcommittees for a review which was designed to streamline the various governance activities by identifying committees no longer required, consolidating functions, redefining charters, and tailoring the membership to the function being performed.

Both subcommittees outlined their approach to the review with milestone schedules. The scheduling was arranged on a committee priority basis. The review procedures included notifying the chairman of the committee to be reviewed of the Governance sub-committee's objective and the relevant portions of the review process. An interview with members of the committee was held and the Governance sub-committee prepared a worksheet which served as a basis for further consideration by the Governance Committee. After the Governance Committee position on the recommendations was formulated, those staff elements and committee chairmen directly affected by the recommendations were provided a complete presentation of the determinations. The procedure enabled those who disagreed with the Governance Committee recommendations to amend the proposals or to be prepared to bring their objections to the Superintendent during the In-Process Review (IPR).

The results of the reviews and Governance Committee recommendations were presented to the Superintendent and key individuals on the staff and in the governance structure at IPR's in September and May. At the decision of the Superintendent after the in-process review briefings of 33 committees, 21 committees were continued without change; seven were continued upon the implementation of changes; one was deferred for review at a more auspicious time; and four committees were terminated (Post Relocations Study Group, Associate Professors Council, Advisory Committee for Institutional Research, and Committee to Monitor Counterinsurgency Instruction at USMA). A follow-up memorandum was prepared to facilitate implementation and to assign tasks as necessary.

To assist in the ongoing committee evaluation, the Governance Committee has established and maintains files on each committee, board, and council which has been identified. The files contain orders, Governance Committee review determinations, and other historical information which provide a basic overview of the activities and development of each committee at the Academy. It is anticipated that these files will greatly facilitate the Academy's future committee reviews.

At the May IPR of the Governance Committee the Superintendent commented that there were two levels of approach to the matter of governance. The first is to ensure that the charters are correct within the overall organizational context. The second aspect of governance is to ascertain that each committee is functioning effectively as chartered. The Committee on Governance continues to assess the governance of the Academy as a whole to ascertain areas of weakness or vacuums of authority and to provide means to remedy them. In the 1979-80 Academic Year it is anticipated that the Governance Committee will review the remainder of the 180 boards, committees, and councils which have been identified at USMA as of 30 June 1979.

CURRICULUM COMMITTEE

During the 1977-78 Academic Year the Curriculum Committee developed a new core curriculum, a transition plan to the new curriculum, and elective programs for the Classes of 1979 and 1980. In the 1978-79 Academic Year the committee continued its work for the new curriculum by concentrating on the elective programs for the Class of 1981 and those of subsequent years. Guidance and a request for elective proposals had previously been made by the Curriculum Committee to the Area and Management Committees. These latter committees, under the Dean and Academic Board, are responsible for curricular advisement in their particular academic specialties. The Curriculum Committee spent considerable time during the 1977-78 Academic Year reviewing, discussing, and refining the proposals it received. The philosophy and intent behind the proposed fields and associated electives program which was finally developed were that they be natural outgrowths of the revised core curriculum, be responsive to the Academy's undergraduate educational mission, and acknowledge and respond to a broad general education most appropriate for Army officers. The academic fields of study were designed to have sufficient depth to justify an advanced college designation but still maintain the extensive breadth of view commensurate with the Academy's academic philosophy. The number of courses offered within each field, however, is insufficient to produce formal majors, thus maintaining the Academy's commitment to a general, broad-based college curriculum. The elective fields and their associated electives were formally approved in September 1978, although refinements have been ongoing. The refinements as of January 1979 were reflected in the Academic Guide for Academic Year 1979-80.

The currently approved fields of study are indicated on page 57. Among the more noteworthy recommendations of the Humanities Committee (one of the three Area committees) was that several philosophy electives be added to the curriculum and included initially under the Humanities Interdisciplinary

FIELDS OF STUDY

Applied Science and Engineering Interdisciplinary
Aerospace Engineering
Civil Engineering
Computer Science
Electrical Engineering
Engineering Mechanics
Nuclear Engineering
Weapon Systems (Mechanical) Engineering

Basic Sciences Interdisciplinary
Chemistry
Mathematics
Physics

Humanities Interdisciplinary
American Studies
Foreign Language (Single)
Foreign Language (Double)
Literature

National Security and Public Affairs
Interdisciplinary
Behavioral Science
Economics
Geography
International Affairs
Military History
Military Studies
Modern History
Political Science

Foreign Area Studies
Management
Operations Research

Field until a formal field on ethics and military professionalism could be added. The Curriculum Committee, however, recommended that these electives be delayed until a qualified faculty is on hand to teach the courses. The proposal is thus still under advisement.

Two major issues dominated the attention of the Curriculum Committee during the latter half of the year. The first was the West Point Study Group's recommendation that a minimum quality (grade) point average be established for graduation and that it be applied at intermediate points during the four years to insure that sufficient academic progress was being achieved. A study of the systems used at other institutions was conducted and statistics on past performances of cadets at USMA were developed. By the end of the academic year a formal proposal was being prepared. The question of revising the Academic organization in light of the significant changes in the Academic curriculum was also addressed during the past academic year. It is anticipated that this issue will be resolved during the upcoming 1979-80 Academic Year.

SCHEDULING COMMITTEE

The West Point Study Group recommendation regarding the establishment of two equal academic terms with the first term ending in December was a major focus of attention for the Scheduling Committee during the 1978-79 Academic Year. After a period of exhaustive research into the feasibility and means of shifting the academic calendar to this recommendation, the committee prepared recommendations for the Superintendent's consideration. On 26 July 1978, the Superintendent approved the concept of shifting the academic calendar with the first term ending before Christmas and graduation falling at the end of May on the same date that cadets from the other service academies graduate. This revised academic calendar will go into effect with the 1979-80 Academic Year starting on 20 August 1979.

Subsequent to the Superintendent's approval of the concept, the committee, working in concert with other USMA agencies, sought to integrate all Academy activities into the new calendar. This included rescheduling numerous key events during the academic year; revising summer training schedules to allow some under-class cadets to depart on these programs prior to the Academy's graduation day; and publishing revised key schedules such as USMA Circular 1-1. Other recommendations of the West Point Study Group were also considered during the past academic year. After a study by this committee, the Superintendent decided that the hours of 1900-2015 each Monday during the academic year would be designated TAC time and be kept free from all other activities. The allocation of such time was

recommended by the Study Group to permit company tactical officers to conduct essential business with their entire cadet companies. This recommendation was approved by the Superintendent in August 1978 and was implemented during the 1978-79 Academic Year. After considerable study by the Academic Schedule Subcommittee, the Study Group recommendation for staggering cadet attendance at the noon meal was rejected as infeasible at this time.

The Academic Schedule Subcommittee was formed in August 1978 to develop a daily academic schedule which would conform to the new academic calendar and ameliorate the difficulties which arose during the previous academic year when the required number of class meetings in many courses was varied. In February the Superintendent accepted the subcommittee's recommended outline and by April a new daily schedule was adopted to more equally distribute the weekly cadet academic load.

The Scheduling Committee is currently preparing a complete Academy scheduling regulation to codify all existing scheduling functions into one comprehensive document. This effort is designed to integrate post scheduling activities with cadet schedules to avoid scheduling conflicts and more effectively utilize Academy assets.

HONOR REVIEW COMMITTEE

At an IPR in July 1978 the Superintendent approved a number of West Point Study Group recommendations which had been delegated to the Honor Review Committee for evaluation. The Superintendent agreed with the Study Group's view that the Honor Code is a minimum standard of cadet ethical behavior and only the foundation of a cadet honor ethic which the Ethics and Professionalism Committee was tasked to further develop and enhance through additions to the curriculum.

The Superintendent directed that existing honor educational programs under the Commandant should be expanded through small group discussions of case studies involving honor-related incidents. He further decided that new cadets would be expected to live by the tenets of the Honor Code from their first day at the Academy, although the institution recognizes and would be reasonably sensitive to a period of adjustment required for educating the new cadets. Formal redress procedures for accused cadets were approved in concept at the meeting, although the precise regulatory language has yet to be finalized and implemented.

Finally, the roles of both this committee and the Special Assistant for Honor were formally spelled out at the meeting. The Special Assistant will act in a supervisory capacity in matters of administration and in an advisory capacity in matters of policy. The Honor Review Committee will present policy

recommendations to the Superintendent, who will solicit the views of the Cadet Honor Committee before taking action on the recommendations.

In January 1979 the Superintendent decided that in view of their responsibilities and authority on the Cadet Honor Committee three committee positions should be authorized cadet rank. Effective for the 1979-80 Academic Year, the Chairman of the Cadet Honor Committee will be a five-stripe Captain; the Vice-Chairman for Education and Investigation, a four-stripe Captain; and the Secretary of the Committee, a three-stripe Lieutenant.

On 12 February 1979 the Study Group recommendation to abolish the Absence Card was rejected, although a simplification of the card was approved. A discussion of the Absence Card issue and the revisions of the Honor Committee procedures which were implemented and ratified by the Corps in May 1979 is contained in the Honor section of the Military Training chapter of this report. A final recommendation to have the Corps permit the Full Honor Board to recommend discretion in the case of cadets found to have violated their honor continues to be deliberated. At the present time the Full Honor Board forwards its findings to the Superintendent who may use discretion to retain the cadet and to punish him by other appropriate means as he deems suitable.

It is anticipated that with the committee's work regarding the implementation of the West Point Study Group recommendations completed, the committee can turn its attention during the 1979-80 Academic Year to monitoring the health of the Honor Code and Honor System at the Academy.

CADET QUALITY DEVELOPMENT AND COMMITMENT COMMITTEE

The Cadet Quality Development and Commitment Committee completed work on the West Point Study Group recommendations with which it had been concerned during the 1978-79 Academic Year. These recommendations, pertaining to overall cadet development, ranged from the Fourth Class System to branch specialty selection procedures, to the integration of women officers as Company Tactical Officers under the Commandant.

During an October committee IPR, the Superintendent confirmed his earlier instructions to transfer responsibility for seven Study Group recommendations to USMA staff agencies. In that connection, the Office of the Commandant became fully responsible for further refinement of the Cadet Leadership Assessment System (CLAS) and for developing, in conjunction with the Academy Procedures Working Group, a more comprehensive system to evaluate and guide the cadet's military development. The Commandant also assumed responsibility for all aspects of the Fourth Class System, for branch selection procedures, and for the assignment of women

officers as Company Tactical Officers. The Office of the Dean, which had previously completed an extensive review of academic counseling procedures, became responsible for the continuing evaluation of such services. Similarly, the Office of the Director of Institutional Research was charged to review and to refine efforts incorporating the Strong-Campbell Interest Inventory (SCII) into the branch selection process. Additionally, the Special Assistant to the Superintendent for Policy and Planning, in conjunction with Project Athena, was confirmed as the focal point for matters pertaining to the performance of women cadets and to the assimilation of women cadets into the Corps of Cadets.

The Superintendent acted to transfer responsibility for two recommendations which the committee had continued to evaluate. The Dean, in coordination with the Heads of the Academic Departments, became responsible for continuing the modified emphasis on academic orders of merit and related lineal rankings. The Dean also assumed general responsibility for pursuing the assessment and evaluation of matters pertaining to sex education. Direct responsibility for the evaluation was shifted to the Department of Behavioral Sciences and Leadership.

The Superintendent also approved the termination of committee efforts concerning the issue of alternative service for separated cadets. He concluded that the modifications of 14 August 1978 to DOD Directive 1332.23 (which eliminated the requirement for Second and First Class cadets to serve in an enlisted status on active duty subsequent to voluntary separation) had created an integrating link between Academy separation policies and the fundamental tenets of the volunteer Army.

The committee is now charged with the added responsibility to evaluate attrition associated with candidates, cadets, and graduates. Candidate attrition - consisting of those who decline admission; cadet attrition - including both academic and motivational losses; and officer attrition - particularly the departures of officers who resign immediately after their five-year obligation is completed will be the basis of the survey. This study is intended to focus on an analysis of possible causes of attrition, a definition of acceptable levels of attrition, and proposals for possible approaches to reduce attrition rates. In making its evaluation the committee will survey attrition literature and review previous Academy attrition studies, analyze officer commitment to the service, survey admission variables, including all elements of the Whole Candidate Score, and examine the USMA environment, in conjunction with the Cadet Life Committee, to determine its impact on cadet retention. The committee is responsible for preparing interim reports and conducting in-process reviews during the course of its investigation. A final report is scheduled to be published in the fall of 1980.

ETHICS AND PROFESSIONALISM COMMITTEE

Since June 1978, the Ethics and Professionalism Committee has attempted to inform the West Point community of the Military Academy's broad-based concern for the ethical and professional development of cadets. During August 1978, the Committee conducted two briefings for new members of the staff and faculty to describe the concept for furthering cadet moral development. These activities helped to make the new members of the staff and faculty more aware of their special responsibilities in responding to moral issues raised in discussions with cadets. In addition, the Committee conducted three one-hour briefings for staff and faculty members continuing their tours at West Point. Thus, with the completion of these presentations, the Military Academy was reasonably confident that most members of the staff and faculty shared a basic understanding of the institution's concept for furthering cadet moral development.

To sustain the interest stimulated by these briefings and discussions, the Committee continued its publication of the pamphlet, Ethics and the Military Profession, by issuing three more editions for distribution at West Point. The subjects included "The Professional Ethic," "Can Ethics Be Taught?" and "The Noncommissioned Officer and the Professional Ethic." While intended for members of the West Point staff and faculty, these pamphlets have already gained a degree of popularity outside the Academy. The pamphlets contain articles written by faculty members and include an annotated bibliography of sources dealing with the subject. In addition, the pamphlets list upcoming activities at USMA which serve to enhance the Academy's understanding of and sensitivity to ethics and professionalism. During the past academic year numerous guest speakers addressed the West Point community on philosophical issues relating to the Academy's new core course on philosophy. Lecturers have included Professors William Barrett of New York University; Robert C. Solomon of the University of Texas; Paul W. Taylor of City University of New York; Bernard Berofsky of Columbia University; Milton Munitz of City University of New York; Jesse Kalin of Vassar College; Marshall Cohen of City University of New York; Thomas Nagel of Princeton University; and Michael Walzer of Harvard University.

Committee members also participated in many activities outside of the Academy to enhance their perspectives on philosophy. Members attended the seminar "In Search of a Modern Ethic for an Industrial Society" held at the Seven Springs Center, Inc., Mt. Kisco, New York; workshops at Harvard University under the sponsorship of the Hastings Center; Institute of Society, Ethics, and the Life Sciences at Hastings-on-Hudson, New York; and lectures at the University of Florida and the U.S. Chaplains School at Fort Wadsworth, New York. In addition, the chairman

went on a fact-finding visit to the U.S. Army V Corps in Germany. Finally, the Committee has actively assisted in the DA Deputy Chief of Staff for Personnel's (DCSPER) effort to coordinate and better integrate the teachings of ethics throughout the Army. The DCSPER's initiative brought together key personnel in the Army educational system and provided the USMA Committee the opportunity to develop contacts already established at the Army War College, the National Defense College, and the Command and General Staff College.

The first academic course currently presented at the Academy to address directly matters in ethics and the military profession is MS 101, Standards of Professional Behavior. After its second year it has become apparent that the course has accomplished its objective of stimulating cadets' interest in the subject through a program of lectures and small-group discussions.

A further significant development was the teaching of PY 201, Philosophy, a new course which will be part of the third class core curriculum in the 1979-80 Academic Year. The course, with a total enrollment of nearly 3,000 cadets during the past academic year consisted of an examination of ethical theory and included consideration of the issue of war and morality. It is hoped that this course will stimulate a more informed discussion of ethical issues in subsequent courses. To date the concept for furthering cadet moral development has been articulated and is regularly transmitted to the West Point staff and faculty. Course comprising the academic portion of the development are being conducted (with the exception of the American Institutions course which has yet to become formally adopted as part of the core curriculum). At this point the Committee hopes to extend its concern more systematically to non-academic undertakings and to begin a process of evaluation.

INSTRUCTIONAL METHODS AND TECHNOLOGY COMMITTEE

The Instructional Methods and Technology Committee (IMTC) was tasked specifically during the 1978-79 Academic Year:

- 1) to develop a charter and membership for a standing IMTC;
- 2) to formulate plans for seeking a visiting professor and, by surveying scholars in the field of higher education, to provide a highly qualified nominee to the Dean;
- 3) to define the functions to be performed by this visiting professor; and
- 4) to conduct a follow-up review of the implementation of recommendations of the West Point Study Group Report which had been tasked to the Committee.

At an IPR for the Superintendent on 22 December 1978 it was determined that the membership of a standing IMTC would consist of the Chief of the Instructional Methods and Technology (IMT) element (visiting professor of IMT), a recorder,

four faculty members, and one representative each from the Library, the Office of the Commandant, the Directorate of Automation and Audiovisual Systems (DAAS) and the Office of the Director of Institutional Research (ODIR). It was further resolved that the primary functions of the standing IMTC would be to provide a forum for the discussion of general policy issues and major institutional programs in the area of instructional methods and technology and to serve as a focal point for the coordination, integration, and support of department level programs and activities in this area. In addition, the Committee will make recommendations to the Dean of the Academic Board concerning plans and policy relating to activities at USMA and monitor the implementation of these approved plans and projects.

At the same meeting committee recommendations concerning the selection and mission of a visiting professor of Instructional Methods and Technology were adopted. It was resolved that the visiting professor should, in the initial year, be primarily oriented toward research and the study of USMA instructional methods and technology but that the professor's overall charter should be construed broadly as educational evaluation. Specifically he should examine and present his evaluations and recommendations to the Dean in such areas as instructional, faculty, and student development, the dissemination of learning theory, institutional studies and academy curriculum, governance, and administration.

After an extensive search for nominations from members of the USMA faculty and distinguished civilian professors in the field of higher education, Professor Bradley H. Sagen of the University of Iowa was selected as the first Visiting Professor of IMT for the 1979-80 Academic Year.

As of 1 June 1979, the Committee completed its follow-up evaluation of the implementation of pertinent recommendations of the West Point Study Group Report. A total of 10 Dean's Policy Memorandums and several changes/additions to the Dean's Standard Operating Procedures (SOP) were published during 1979 as a result of IMTC study and evaluation. Similarly, in response to IMTC recommendations, a series of memorandums from the Dean initiated many implementing actions. In follow-up surveys, in practically all instances, either the objectives of the specific DA recommendation were found to have been achieved or the spirit of a given recommendation had been incorporated within a program to achieve the objective within a reasonable time.

Several issues in particular will warrant continued close attention in the future. Enhancement of the communication and coordination of services between the Library and the Academic Departments remains an ongoing concern to ensure that more effective and efficient service can be provided student users. The sensitive and far-reaching issue of the purpose, scope, and length of the Summer Term Academic Program has not yet been resolved and requires further study. In the area of teaching strategies and learning outcomes, much has been accomplished. Due to their dynamic nature, however, a continuing effort will be required to enhance the level of educational technology, resource use, and capability which exists at USMA. The standing IMTC, which will be created in the fall of 1979, should find continuing demands for its attention in the area of enhancing the Academy's educational technologies as it seeks to ensure that the instructional methods in use at the Academy are those which are most likely to make the greatest contribution to the development of the West Point Cadet.

SUMMARY

To date, the vast majority of the Study Group recommendations have been considered and progress has been made in alleviating most of the problem areas identified in the report. Over the past two years the Academy has maintained loyalty to the essential values and traditions which have characterized the institution in the past and has modified those aspects of Academy life when the evidence was clear that changes were appropriate. This revitalization of some of the Academy practices and procedures was accomplished to ensure that the institution remains prepared to fulfill the contemporary and future needs of the nation. All proposed changes were measured against our timeless standard of enhancing the development of the minds, bodies, and spirits of future Army officers. Throughout this period and for the future the common standard at West Point remains excellence; the common inspiration "Duty, Honor, Country."

SPECIAL PROJECTS

While the Academy spent a considerable amount of time and energy during the last academic year finishing the substantive work involved in the implementation of the recommendations of the West Point Study Group Report, other projects of importance were also undertaken to improve the Academy's regulations, procedures, and policies. Among the more significant projects were the revision of the Regulations, USMA; the improvement of the Academy separation procedures; the monitoring of the Academy Initiative Teamwork Program by the Cadet Life Committee; and the delineation of basic Academy concepts which characterize the professional development of the Corps of Cadets.

Regulations, USMA

The Superintendent appointed a committee in April 1978 to revise the Regulations, USMA (19 September 1977) in light of policy changes resulting from the West Point Study Group recommendations and General Goodpaster's Superintendency, and to modernize and streamline the Academy Regulations into a more effective document. The Secretary of the Army specifically delegated to the Superintendent the authority to prescribe these new Academy procedures. As a result the new regulations prescribe procedures more specifically designed to meet Academy requirements than was possible when Army-wide regulations were used. The revised version of the Academy regulations was formally approved by Army Secretary Clifford Alexander with virtually no changes effective 5 January 1979.

Procedures Working Group

The Procedures Working Group, established in March 1978 with the responsibility of reviewing Academy procedures for the handling of cadet conduct, honor, and leadership cases, made significant contributions to the reformulation of cadet separation regulations. The creation of USMA Regulation 1-10, "Procedures for Investigations Directed Under Provisions of Paragraph 10.09 of Regs, USMA (5 January 1979)," is one notable example. The new regulation, which specifies separation procedures for cadets thought to have violated Academy conduct standards set forth in Chapter 8, Regs USMA, has been significantly simplified and streamlined. The requirement for three lawyers to be present at separation procedures and two of the three officers to serve as board members has been changed. Now only one investigating officer conducts a fact-finding proceeding and makes recommendations to the Superintendent. Additionally, a summarized record replaces the previously required verbatim transcript, and AR 15-6 "Procedures for Investigating Officers and Boards of Officers," the former procedural guide, has been supplanted by Academy procedures incorporated within USMA Reg 1-10.

On 22 January 1979 the Superintendent approved the working group's revision of USCC Reg 351-1, "Cadet Disciplinary System," rescinding the 1977 version of that regulation. The new document, effective 1 March 1979, makes use of a continuing six-month demerit period, replacing the static six-month period under the former regulation. In the previous demerit system all cadets received a complete cancellation of demerits at the end of each semester period and thereupon began a new period with no demerits. Under the new plan, the six-month demerit period does not actually expire until graduation. The current month and the five previous months constitute a floating six-month demerit period in which cadets must have less than a specified number of demerits in order to remain at the Academy. Additionally, two new separation provisions were added. A cadet may now be disenrolled if the cadet appears before three disciplinary boards during his or her career wherein an award of 25 or more demerits is received from each board. A cadet who was placed on probation in lieu of separation may also be disenrolled for violation of the terms of the probation. The officer board has been eliminated, replaced by a single officer investigator who determines whether a cadet falls within one of the separation provisions. The Commandant determines whether to forward the cadet's case with a separation recommendation to the Superintendent or to retain the cadet on probation if he determines the cadet to be of unusual officer potential.

New Honor Committee Procedures, specified in USCC Pamphlet 15-1, went into effect on 1 July 1979. The new procedures also eliminate use of AR 15-6 as a procedural guide, substituting Academy-developed procedures. The lawyer defense counsel and recorder positions have been eliminated, and the lawyer serving as Hearing Officer is granted plenary authority to rule on all legal matters. A summarized, rather than verbatim, transcript will also be provided, as specified in the other new Academy regulations.

One of the working group's final actions was the submission to the Superintendent of the first comprehensive draft of a new USCC Regulation 623-1, "Military Development System." The new regulation would eliminate the inappropriate due process hearing in military development deficiency cases and supplant that hearing with review procedures similar to those used by the Academic Board in the case of academic deficiency. Military development performance criteria were prescribed with the cooperation of officers and senior NCOs at USMA. A committee of officers, NCOs and cadets then developed a list of typical cadet behaviors under each performance criterion so that ratings of cadets would be based on observed behavior rather than perceived potential. Rating forms to accurately assess the performance of cadets in their academic, military, corps squad, and extra-curricular environments were then developed. The Superintendent

accepted the working group's recommendation that the responsibility for the continued development of the regulation be transferred to the Commandant; and the working group was terminated by the Superintendent effective 30 June 1979.

Cadet Life Committee

The Cadet Life Committee was established in December 1978 as an advisory body to report on the quality of cadet life and to advise the Commandant and the Superintendent on all matters of concern which affect the cadets' total experience at USMA.

The Committee was assigned three major issues to address as immediate tasks: (1) The "Initiative Teamwork" effort; (2) the time demands placed on cadets; and (3) the quality of cadet life.

1. Initiative Teamwork Sub-Committee

Based on his belief that the relationships, real and perceived, among cadets and those responsible for their development were not as mutually supportive and inspirational as desirable, General Goodpaster started a series of meetings in January 1978 with representative groups of cadets, tactical officers, academic officers, civilian coaches, and staff officers. These discussions were aimed at identifying, addressing, and correcting problems related to non-supportive, overly adversarial relationships - between cadets and the institution, between cadets and the staff and faculty, and among cadets themselves - which had become increasingly apparent over the last few years. Initiative Teamwork, as the overall effort was termed, was intended to foster a new commitment to working as a team among all major groups at USMA. Unhealthy and counter-productive "we/they" relationships were explored in some detail at each session, with a view toward replacing them with understandings about the benefits associated with a working and living environment in which a mutually supportive, cooperative atmosphere and an "all for one, one for all" spirit exists.

The Fourth Class System and honor education were selected as appropriate vehicles to initiate discussion. Each meeting, however, was utilized to identify any area in which adversarial type relationships had developed and to demonstrate the Superintendent's commitment to the development of a positive-leadership approach to the preparation of the cadets for military service. The Initiative Teamwork Sub-Committee was assigned the responsibility of being present at each of these sessions and preparing follow-up memoranda which recorded the substantive elements of discussion. In addition to monitoring Academy activities and written communications related to Initiative Teamwork and collecting and summarizing data for this program, the committee also arranged the data into informal categories for

subsequent meetings and attempted to assess the data to provide the Superintendent with insights into issues on which action initiated by his office would have a positive substantive effect upon the West Point community.

As a result of a May IPR conducted by the subcommittee for the Superintendent and members of the Policy and Academic Boards, the following short term actions were initiated. The Commandant was tasked to conduct a Corps-wide educational program on the revised Fourth Class System; to include consideration of the cadet drinking policy in a concept paper being developed on Cadet Social Development; and to review and define the role of the Third Class in the Fourth Class System. The Policy Board was to consider the question of an optional breakfast policy for cadets and the Dean and Physical Development Working Group were to consider academic and physical education scheduling for Corps squad (varsity) athletes. The Superintendent will set the tone for future efforts under Initiative Teamwork in his addresses to the Staff and Faculty and the Corps of Cadets at the outset of the 1979-80 Academic Year. The Superintendent also took action to address long term issues by directing the Chief of Staff to consider means of enhancing communication at USMA, the Concept Analysis Working Group to study and more precisely define the term "Reach for Excellence" and arrive at a method of integrating and prioritizing Academy goals, and the Commandant to establish a broad-based working group to consider the appropriate balance between individual and institutional responsibility at USMA.

Short-term problems with readily apparent solutions concerning improvements in Academy methods are being studied for implementation, as appropriate, in the coming months. Longer-term, more complicated issues, will be addressed in greater detail during the next year. Results associated with the Initiative Teamwork Program, therefore, are incomplete at this time, but most of those who have been associated with this effort are confident of the process and its potential for promoting lasting improvements at USMA.

The contributions to the revisions of the Fourth Class System and the excellent "State of the Academy" presentation to the Superintendent by the Class Committee of the Class of 1979 were highlights of the Initiative Teamwork effort. The Fourth Class System Working Group, composed of cadets of the Class of 1980, tactical officers, and members of the Department of Behavioral Sciences and Leadership, utilized input from the Initiative Teamwork sessions to develop a revised Fourth Class System. Each aspect of CBT and the Fourth Class System was examined to determine if it contributed to a developmental experience that is keyed to effective service as an officer. Demanding but positive supportive leadership techniques will be emphasized and leadership techniques that are not effective within the Army will be eliminated. The new system

emphasizes the developmental and educational nature of the Fourth Class System and the leadership developmental opportunities it provides to the upper classes. One of the major concerns of the "State of the Academy" address was the need for greater attention to the social development of cadets. The Superintendent directed the Commandant to prepare a social development concept paper similar to those prepared for the intellectual, moral-ethical, physical, and military development areas. All of the other recommendations made by the Class of 1979 were distributed to the Dean, the Commandant, or the Cadet Honor Committee for their evaluation and study.

2. Cadet Time Sub-Committee.

This sub-committee was tasked to attempt to determine whether cadets have sufficient time to meet the demands of all the Academy developmental programs, to identify demands on cadet time that do not contribute to their development, and to determine if there is a relationship between the time demands on cadets and cadet attitudes toward either the Academy or its programs. Working very closely with the Concept Analysis Working Group, headed by Colonel Schilling, and the Physical Development Working Group, headed by Colonel Saunders, the sub-committee has identified the components of the intellectual, moral-ethical, physical, military, and social cadet development areas. Action is now on-going to determine the time that a cadet is expected to devote to each of these developmental components. A survey is being developed to ascertain cadet perceptions of how they spend their time and will be administered during reorganization week. During the 1979-80 Academic Year the time survey will be fully administered. The analysis of the findings of the surveys and a final sub-committee report is expected to be completed during the second semester of the academic year.

3. Quality of Life Sub-Committee.

This sub-committee was tasked to determine the cadet perception of (1) the quantity and quality of available religious, cultural, social, and recreational opportunities; (2) the quality of service received from the various support agencies that fulfill their daily requirements; and (3) the quality of cadet relationships with other members of the West Point community. The sub-committee has conducted several planning sessions and has started the preparation of a questionnaire to be used to survey a portion of the Corps of Cadets. A final report by the sub-committee should be completed during the second semester of the 1979-80 Academic Year.

ACADEMY CONCEPT PAPERS

The mission of the United States Military Academy is 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. The young men and women who enter the Military Academy are accordingly prepared for effective national service and leadership. Their role as leaders, in positions of responsibility in an Army characterized by rigorous mental, physical, and moral demands placed on those who serve in it, requires professional development which is exacting, thorough, and intense.

In early 1978 the Superintendent directed that Academy concept papers be developed to delineate clearly the essential components of professional development which should characterize the training of the Corps of Cadets at the U.S. Military Academy. An individual's moral-ethical, intellectual, military, and physical development were immediately identified as the primary and most critical aspects to be emphasized to enable graduates to fulfill their ultimate duties and responsibilities as officers in the Army of the United States. In February 1979, analysis of the four concepts was sufficiently complete to appear in an Academy publication entitled "Basic Concepts for the United States Military Academy." Although a formal document integrating these four concepts was the ultimate objective, the publication successfully delineated not only the descriptive characteristics of each concept but also methods the Academy was currently employing, or would undertake in the near future, to insure that these components remained the central focus of the professional development of each cadet. To assist in fulfilling this objective an Academy Concept Analysis Working Group was established to, among other assignments, identify and examine actions through which the Military Academy seeks to accomplish its mission of educating, training, and inspiring graduates for military service.

The introductory section of the Academy concept document is a useful summation of the Academy's current philosophy for accomplishing these objectives. A substantial portion of this section is reproduced here to inform interested parties of the current focus and thrust of Academy policy.

"...Broadly defined the required preparation for West Point cadets involves their complementary intellectual, military, physical, and moral-ethical development... No one concept (nor the matter it embraces) exists independently, and no one suffices without the other three.

"Each area of activity complements the others to constitute an integrated program of professional development, and the concepts governing these areas should do likewise. The curriculum takes into account both the intellectual integrity associated with sound undergraduate study and the educational requirements dictated by the human and technological sophistication of the Army. Simultaneously, cadets receive a continuing education in military subjects as well as repeated opportunities to develop and exercise the leadership skills expected of commissioned officers. The Academy's physical development program combines physical training and education designed to foster abilities and attributes appropriate for exemplary service in a profession characterized by exceptional physical demands. And running through all those activities is an emphatic concern for the positive moral-ethical growth of every cadet from entry to graduation and beyond.

"Though the Military Academy's concepts for professional development are systematic, the institution does not expect cadets to develop in rigidly uniform fashion. It does, however, expect such development to occur continuously and with conscious effort on the part of both the cadets and the staff and faculty--the joint executors of the concepts. One of the key tasks of the Academy--involving both staff and faculty and the Corps of Cadets--is to establish and strengthen a constructive and mutually supportive relationship between the cadets in all four classes and those who teach, train, and lead them. Results in this area are mixed; and continuing, intensified efforts to make further progress are needed. There are inherent tendencies toward a "we/they" relationship that must be overcome, in such vital areas as cadet attitudes toward academics, the role of the tactical officer, and the full, voluntary assimilation by cadets of the Honor Code and concept. It is necessary to work at every level and in every sector of Academy activity toward the kind of cooperative relationship that typically characterizes the Army's best units, and the most successful educational and developmental programs.

"A single overriding principle in the four-year developmental process is a reach for excellence. Owing to the Academy's stringent admissions criteria only those candidates who have demonstrated substantial strength of character and a high order

of intellectual, military, and physical potential are offered the opportunity to become members of the Corps of Cadets. In accepting that offer, candidates at the same time accept the opportunities and the challenges associated with striving for excellence. Only the most exceptional cadets will be able to achieve excellence in all pursuits, and indeed the Military Academy does not expect all cadets to excel in all endeavors. It does, however, expect--insist--that all cadets reach for excellence and, as part of their personal maturing process, learn their respective capabilities and limitations. The pursuit of excellence is more than a convenient index by which one's capabilities can be measured; it becomes, through practice and habit, the touchstone for West Pointers' commitment to responsibility and maximum contribution.

"By requiring cadets to reach beyond themselves--to realize the potential for excellence that each cadet possesses--the Military Academy cultivates and nurtures the important quality of self-discipline. That quality manifests itself in a number of significant ways. As cadets come to a clearer understanding of their strengths and weaknesses, they learn to capitalize on them or compensate for them, and thence to establish and adhere to individual priorities. Beyond the management of one's time and assets, cadets also strengthen their ability to make reasoned judgments based on multiple, sometimes conflicting, considerations, whatever the endeavor in which they are involved.

"The task of establishing priorities in the broadest sense, of course, is not left wholly to the cadets themselves, nor should it be. Academy policy dedicates the period from September through May primarily to academics. The summer months are devoted to subjects military in nature. Interlaced through the year are programs and activities designed to build upon, broaden, and strengthen the moral-ethical and physical development of cadets. By the nature of the institution, its purpose, and its staff and faculty, there exists a deliberate continuity of effort in each area. Military development progresses throughout the academic year just as intellectual growth is an essential adjunct to intensive military training. Each of the concept papers provides its specific focus for professional development, and cadets, during their four years

at West Point, are required to respond accordingly. Their response, however, is necessarily governed by the overall priorities articulated by the Academy.

"The pursuit of intellectual, military, moral-ethical, and physical excellence places a rigorous set of demands on West Point cadets. But so does leadership, at all levels, in the profession they aspire to join. West Point exists to prepare its cadets for a life of national service as Army officers, and it is the Military Academy's obligation to its cadets, their parents, the Army, and the nation to ensure that each cadet is provided the prerequisites to such leadership responsibilities. These require that the individual master Academy requirements in the intellectual, military, physical, and moral-ethical areas. It is inherent in West Point's obligation to the nation, as well as in its specific mission to educate, train, and inspire the Corps of Cadets for a life of service in defense of the United States, that the intellectual, military, moral-ethical, and physical development concepts are effectively integrated in practice at the Military Academy."

BOARD OF VISITORS

The Board of Visitors to the United States Military Academy is appointed in accordance with provisions of Section 4355 of Title 10 of the United States Code. It is the duty of the Board to inquire into the morale and discipline, curriculum, instruction, academic methods, physical equipment, fiscal affairs, and other matters relating to the Academy of interest to the Board.

Developments surrounding the United States Military Academy over the past few years convinced the Board of the need to more effectively monitor Academy actions. The work of the Borman Commission and the Final Report of the West Point Study Group provided a unique opportunity for the Board to focus on several issues germane to the operation of the Academy. In his letter of 20 November 1978 to President Carter, Mr. Douglas Bennett, Chairman of the 1978 Board of Visitors, commented that "recognizing the breadth of important matters confronting the Superintendent and his staff, we felt it prudent to limit our attention to those aspects of the Military Academy which are receiving priority attention by the West Point leadership." The Board also resolved to conduct two meetings in 1978 and 1979 in addition to the annual Board of Visitors meeting in order to become more knowledgeable about Academy programs and to make a more significant contribution during this period of the Academy's history. It is through this increased attention and concentrated focus that the board became more efficient and effective in providing independent advice to the Superintendent and ultimately the President.

During the first Board visit in March 1978 the Board members present unanimously elected Mr. Douglas P. Bennett, Chairman of the 1978 Board. In view of the expected broader and more active role of the Board, a new position of Vice-Chairman was created and Mr. Harry Baxter was selected to fill that post. At that meeting, the Board focused on (1) briefings and discussions of actions taken by the Academy on recommendations of the Final Report of the West Point Study Group, and (2) the adoption of Rules of the Board of Visitors.

Although the July 1978 meeting of the Board at West Point focused on Cadet Summer Military Training, other areas of concern were also covered. Briefings and discussions included the Superintendent's overview, questions concerning the five-year obligation, enlisted service obligation, and the Visitor's Information Center. In addition, the work of the Superintendent's Honor Review Committee was reviewed as well as major construction programs, the performance of women cadets, and the inter-collegiate athletic programs.

The September meeting of the Board at West Point, which focused primarily on the Academic Program, represented the annual visit

required by law. At that meeting the Dean of the Academic Board reported on the newly-implemented curriculum of 30 core courses and 10 electives. Additionally, Board members visited with members of the academic departments and attended classes. Although the members recognized that the September meeting provided only a limited opportunity to review the new curriculum in its transitory phase, they were impressed with the scope and direction of the changes.

During the final session of the September visit the Board focused on the conclusions and recommendations for the Annual Board of Visitors Report to the President. The Board members made a variety of noteworthy recommendations in such areas as major construction projects, admissions programs and policies, attrition, the integration of women, the Honor Code and System, cadet diet, faculty composition, curriculum, and activities of the Academy's Public Affairs Office.

Specifically, with regard to major construction projects, the Board recommended that: (1) the Departments of Defense and Army vigorously support the construction of the Indoor Athletic Facility; (2) the Department of the Army strongly support funding and construction of the Visitor's Information Center which is required to provide adequately for the increase of visitors to West Point; (3) the Military Academy explore alternative financing for the center through other sources and seek to promptly solve the budgetary, administrative, and political problems confronting the center; and (4) the new Jewish chapel at West Point be completed promptly with private funds.

In the area of admissions policies and procedures the Board recommended that: (1) the Visiting Educator Program, having proven invaluable to the Military Academy admissions program by acquainting high school counselors with the USMA curriculum and program, be maintained to help insure the continued application of highly qualified, well-informed, and motivated candidates in the future; (2) the Academy continue its special efforts to encourage qualified minority and disadvantaged youths to enter West Point and to explore additional methods of reinforcing current approaches to minority recruiting; and (3) Board members encourage Senators, Representatives, and Delegates to adopt a more flexible approach that would permit nominations of outstanding candidates without the rigid application dates now imposed in many states.

In the area of attrition, the Board urged that the Academy survey nominated candidates and admitted cadets to determine the effects the five-year military service obligation has on both the acceptance of appointment and the retention of cadets. It also recommended that the Academy continue to evaluate causes of attrition with a view toward increased knowledge of such causes and toward

reducing attrition of highly qualified cadets. The review should include, among other topics, the Fourth Class System and CBT. And, if possible, the Academy should improve the candidate orientation system with a personal interview of all nominated candidates.

With regard to the assimilation of women at West Point, the Board encouraged the Academy to continue to evaluate carefully the experiences of women cadets and urged that adjustments be made as experience warrants. Specifically, the Board requested a progress report during one of the 1979 meetings, which would provide an evaluation of the acceptance of women, their leadership during Second Class summer training, and the Academy's general physical performance requirements. In addition, the Board recommended that the Department of the Army provide guidance to the Academy on those branches and military occupational specialties which will be available to women cadets. This guidance should also include the projected branch and occupational specialty quotas. Finally, the Board recommended that the Department of the Army and the Academy continue efforts to increase the number of women on the staff and faculty.

Finally, the Board made other recommendations in a variety of important areas. The members of the Board recommended that: (1) the Academy continue to study and evaluate the Honor Code and the Honor System so that a full report and analysis could be presented at the Spring 1979 meeting of the Board; (2) the Academy continue its detailed planning and evaluation of the new curriculum and academic counseling activities, especially during the transition period before full implementation, and that the Board review the curriculum again at a meeting during 1979; (3) the Superintendent keep them informed of his progress in expanding the Visiting Professor Program and increasing other civilian representation on the faculty; (4) the Department of the Army make available the best experts to assist in the long-term evaluation of cadet diet and that efforts be increased to monitor and counsel those cadets who are overweight by Army standards; and (5) in addition to the current duties of the Public Affairs Office, a new emphasis should be placed on positive aggressive public relations.

The general conclusion of the Board members concerning the Academy's policies and procedures during this period is also presented in their 1978 Annual Report. "Based upon its personal observation of the staff and faculty during its three visits to West Point, the Board concludes that the Military Academy's senior personnel and its staff and faculty are discharging their responsibilities in an outstanding manner. It has been a long hard effort and a very busy year for all. Their dedication to improving the institution has been selfless and superb. The Board commends the Military Academy for the timely changes

already instituted and for establishing a carefully constructed approach to the longer range, more complex issues it faces."

In April 1979 the Board visited the Academy to focus on the revised core academic program, changes to the Honor System, and the leadership experiences of women cadets. It provided additional opportunities for Board members to visit academic classrooms, view physical education classes, and meet with junior faculty members, tactical officers, and cadets. It also enabled Board members to gain insights into the Academy's capital improvement program and to review the policies of the Academy's Public Affairs Office. Other meetings were also scheduled for August and September 1979.

As of June 1979 the members of the Board of Visitors included: Mr. Douglas P. Bennett (1978 Chairman); Mr. Harry Baxter (1978 Vice-Chirman); Mr. Robert M. Kaufman; Mrs. Whitney Young (Margaret Buckner Young); Mr. James R. Killeen; Sylvio L. Dupuis, O.D.; the Honorable J. Bennett Johnston, Jr.; the Honorable J. James Exon; the Honorable Robert J. Dole; the Honorable Paul Laxalt; the Honorable Benjamin A. Gilman; the Honorable Clarence D. Long; the Honorable John M. Murphy; the Honorable Silvio Conte; and the Honorable Mendel J. Davis.

WOMEN CADETS

The third year with women at the Military Academy has been completed with a significant degree of success. Efforts have been enhanced to fully integrate 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 the Military Academy in the Class of 1982, 189 were found qualified, 175 were offered admission, and 124 entered the Military Academy in July 1978. One additional female turnback and two other females were readmitted from the Class of 1981 for a total women's strength of 127 in the Class of 1982. This is the largest number of women to enter any class at the Military Academy and is an increase from the figures for the Class of 1981, when only 152 women were found qualified and 105 entered the Academy.

Over the past year, plans have been formulated to intensify the recruitment of women candidates. The efforts conducted or planned in the 1978-79 Academic Year included increasing the participation by women cadets in the Cadet Public Relations Council (CPRC) school visitation program; assigning a woman officer to the Project Outreach minority recruitment program; printing the fifth edition, with a new colored cover, of an information booklet for women applicants; initiating contact with the American Legion Auxiliary Girls' State and Girls' Nation programs, enabling some women cadets to serve as counselors; ensuring more adequate coverage of women cadets in the update of all Admissions recruiting films; and coordinating with the Public Affairs Officer the promotion of a public information program designed to highlight women cadets.

BILLETING

The central billeting arrangement for women at Camp Buckner in 1977, which was unpopular with the women and resulted in a greater degree of isolation from the men cadets than was appropriate in a field training environment, was replaced in the summer of 1978 with three women's barracks in areas close to their companies. Although this change was a significant improvement from the previous arrangement, a feeling of isolation persisted due to the continued separation of the sexes. It is anticipated that with women billeted in the same barracks as men for the summer of 1979, the women's feeling of isolation should be substantially reduced. The barracks modification will provide for the construction of separate four

person rooms, with accompanying toilet/shower facilities in each of the cadet barracks.

SUMMER TRAINING

Fourth Class Summer Training

The women cadets of the Class of 1982 were somewhat better prepared for the 1978 Cadet Basic Training (CBT) than were their female predecessors in 1976 or 1977. This improvement can be attributed to: (1) an improved selection pool due to the expanded role of women's athletics on the high school level; (2) the wider dissemination of information provided by the Academy concerning the intense physical demands on cadets; and (3) better selection procedures. As was the case in previous years, however, women had greater difficulty keeping pace in the runs than their male peers. Furthermore, the Class of 1982 participated in a more intensive physical training program than in past years, which resulted in a poorer performance by women in the Class of 1982 than by women of the Class of 1981. It was also true that men of the Class of 1982 did not perform as well as the men of the Class of 1981. Nevertheless, the more intensive training program impacted more severely on women in the Class of 1982 than on men. The number of women in 1977 reporting to weekly reveille reconditioning (undertaken if cadets are unable to participate in the regular morning physical training due to minor injuries) was just over double that for men. The women participating in 1978 reported to the weekly reconditioning nearly three times as often as men. (The rate for the Class of 1980 was slightly higher than for 1981.)

As was the case in previous years women in the Class of 1982 also had a higher incidence of sick call visits than men. In the Class of 1980 the sick call visitation rate among women had been an average of 6.8 times per woman compared with 1.7 times per man. The lessons learned from the stress fractures and severe blisters that women in the Class of 1980 experienced were incorporated in the cadet cadre preparation training for subsequent classes. Although figures were unavailable for the Class of 1981, the sick call rate among women in the Class of 1982 was only 4.5 times per woman compared with 1.9 times per man. One reason for the lower sick call rate for women in the Class of 1982 was believed to be the preventive attention squad leaders exercised for the welfare of their subordinates.

Third Class Training

Women cadets in the Class of 1981 participated in all components of Cadet Field Training (CFT) in 1978, as had the women of the Class of 1980 the previous summer. The military training conducted at CFT is designed to provide cadets with an orientation of the duties of the combat arms and many of the combat support branches of the Army. Although women are not permitted to serve in Infantry, Armor, or some aspects of Field Artillery, they do participate with men in simulated individual and group combat performance training tasks. The performance of the women in the Class of 1981 was comparable to the men in most areas, although when the training centered on upper body strength and endurance the women experienced more difficulty. Although in most areas the men and women did equally well, the Class of 1981 women, like their predecessors the year before, did poorer during the Recondo training and, unlike their predecessors in the Class of 1980, also had trouble in the M-16 weapons training.

Recondo training consists of the most physically demanding training conducted during CFT. Seven types of training are included, such as mountaineering, combatives, patrolling, and the Enduro run. The Enduro run, which is the area where the only significant differences between the sexes occurred, consists of a timed run and walk exercise up and down a steep, rough, two and one half mile area with full field training gear. To achieve the Recondo Patch an identical 27 minute run is required of both men and women. Under those conditions 82 percent of the men and 32 percent of the women received the Recondo Patch. In an effort to have the Recondo Patch remain challenging but attainable by most motivated and capable cadets, men in the Class of 1982 will continue to compete in the 27 minute period but women will be allowed to complete the task in 31.

The number of injuries and illnesses experienced in the summer of 1978 by women cadets of the Class of 1981 was significantly higher than among men. Indeed, the injury rate for the women of the Class of 1981 was higher than for the women of the Class of 1980. It is believed that the women of the Class of 1980 received more criticism and scorn from their male peers when injuries or illness precluded them from participating in the training than did women of the Class of 1981. As a consequence the women simply did not report all of their injuries and illnesses. The women's injury rate had ranged three to five times that of men in the Class of 1980. In contrast it ranged between 12 and 14 times that of men in the Class of 1981.

The latter women's injury rate is considered to be more representative of the actual situation than were the figures of the previous year.

Second Class Training

Women cadets of the Class of 1980 took part in all aspects of Second Class Summer Training in 1978, including Cadet Military Specialty Training (CMST), Cadet Troop Leader Training (CTLT), and the Drill Cadet Program (DCP). Women cadets participated in all CMST programs except Ranger School, which is closed to women. Thirty-one women participating in CMST enrolled in Airborne training while four enrolled in Northern Warfare, three in Jungle Warfare, two in Flight, and one in Survival, Evasion, Resistance, and Escape training. The only women who did not graduate successfully from the program were four women participating in the Airborne training. Nevertheless, the 87 percent graduation rate among women cadets at Airborne School was only slightly below that of men (92 percent) and markedly above the rate (39 percent) of all female personnel who had attended the Airborne Training as of the end of 1978. All 51 women participating in the CTLT program successfully completed the training. The women were evenly divided between CONUS and European assignments, but 80 percent were concentrated in the Signal, Transportation, Military Intelligence, Adjutant General, or Military Police branches. The 10 women participating in DCP at Fort Jackson were successfully placed in command of a platoon of recruits. During the 1979 summer training women in the program will be assigned to Forts Jackson and Leonard Wood.

Overall, women participating in the Second Class Summer Training in 1978 represented themselves and the Academy as effectively as their male classmates. Army officers using cadet counseling forms in CTLT generally evaluated the women evenly with the men. Women were described more favorably in their ability to communicate and work with persons at all levels of the unit. Men, on the other hand, were frequently lauded for their assertiveness and for demonstrating initiative.

Eight women cadets in the Class of 1980 participated as squad leaders during the 1978 CBT. Their squads consisted of both men and women. Their tactical officers rated their job performances as at least equal with that of their male counterparts, most of whom were one year their senior. Three of the eight women were rated among the top five of 16 squad leaders in their respective companies. None of the women were rated in the bottom 25 percent of all squad leaders.

ACADEMICS

Evaluation of the academic performances of the Classes of 1980, 1981, and 1982 indicated only slight differences in the overall grade distribution of men and women cadets over both academic terms. An average of 26.5 percent of the women compared with 30 percent of the men achieved a place on the Dean's list. At the same time an average of 6.5 percent of the women and five percent of the men were found academically deficient. This overall gap between the sexes in academics was even smaller than in prior years. A gap of eight percent between the average proportion of men and women on the Dean's list during the 1977-78 Academic Year declined to only 3.5 percent last year. A six percent gap in deficiencies (where men had a higher share of deficiencies than women) declined to only 1.5 percent.

The SAT scores reflect the areas of relative academic strength and weakness for men and women cadets. The average SAT math score for men in the Classes of 1980, 1981, and 1982 is 636 compared with 620 for women. In contrast, the average SAT verbal scores were 551 for men and 570 for women. Similarly significant differences, conforming to the traditional patterns noted by most academic institutions, exist in the performances of men and women cadets within individual disciplines and courses. During the last academic year men outperformed women in mathematics, computer science, physics, and military science. Women outperformed men in foreign languages, philosophy, psychology, advanced political science, and thermo-fluids. However, in no course was the mean grade difference between the sexes greater than between B- and C. In the remaining disciplines the average men's and women's letter grades were comparable. Any overall edge that accrued to the men was the result primarily of their superior performance in computer science and military science.

LEADERSHIP ASSESSMENT

Under the Cadet Leadership Assessment System (CLAS) used during the 1978-79 Academic Year cadets were 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.

Overall ratings of the women in all three classes were higher from tactical officers and cadets in the chain of command than from the upper class cadets during both semesters (or details). The women of the Class of 1982 received the

highest percentage of ratings above the class mean from all three groups of raters during both details. In fact, the overall ratings of the women cadets by Tactical Officers and cadets in the chain of command were slightly higher than the overall ratings for men. The Class of 1980 women received overall ratings only slightly less favorable than women in the Class of 1982 and generally equivalent to those for men in their class. However, the Class of 1981 women received a majority of ratings below the means from all rating categories during both details. In 1977 the Class of 1981 women had been rated higher in leadership evaluations than the Class of 1980. Thus, for both years, the new class of women (1981 in 1977 and 1982 in 1978) received higher leadership ratings than the other women in the Corps at the time. But what is most noteworthy overall is that women in both the Classes of 1980 and 1982 during both details received leadership evaluations commensurate with those received by the men from both tactical officers and the cadet chain of command.

The Class of 1981 received their lowest evaluations from the cadet chain of command and their peers during CFT. As has been often noted, CFT at Camp Buckner places women in an unfavorable position for a peer rating because of the nature of training and last summer's separate billeting. The bulk of the training had physical emphasis such as demanding daily runs, Infantry and Recondo training. The ratings were conducted within platoons and women were billeted separately from their male peers who had a great deal of social interaction in the barracks. Furthermore, it was also true that the Class of 1980 women had received their lowest ratings when compared with men during the Camp Buckner training. If these lower evaluations during CFT have any carryover effect during the two details which follow, it might help explain the decline in ratings in the third class year for women cadets. However, it is also important to point out that the Class of 1981 women received slightly higher ratings than did their predecessors from the tactical officers and notably higher ratings from the cadet chain of command. The ratings received from their peers were very low but consistent with those received by the women of the Class of 1980.

A study was conducted to predict leadership evaluations at the end of summer and during the academic year for the Class of 1980 on the basis of physical, attitudinal, personal, and demographic variables. (The results were reported in Volume 3 of Project Athena, the Academy's major research effort on women cadets.) Not surprisingly, the strongest correlate of leadership ratings taken after CBT are the cadet scores on a series of tests measuring physical proficiency and attitudes. Interestingly, the relationship disappears among men during the school year but

continues for women. Furthermore, the more often women drop out of the two-mile runs during CBT, the lower their leadership ratings are throughout the following academic year. For men the fallout frequency is not related to leadership ratings at any time, partly because very few men fail to complete the runs. As noted in Project Athena, "It appears that physical measures are particularly related to leadership ratings for women, and that the physical measures continue to effect the leadership ratings of women throughout the academic year. More education is needed to remind typical male cadets that there is more to leadership than physical performance."

PHYSICAL EDUCATION AND DEVELOPMENT

The Academy seeks to insure that women cadets meet the same challenges as men cadets and also that they receive training particularly suited to their needs. The physical development and physical education programs at USMA are identical for men and women cadets, except for adjustments for physiological differences.

During the 1978 summer training both CBT and CFT stressed individual development of physical fitness with special emphasis on cardiovascular and muscular endurance. The physical training conducted during both types of summer training was identical for the sexes. The only exception to identical standards was the use of different grading scales based on physiological differences between the sexes for the two-mile run and obstacle course tests conducted at the end of the CFT program.

During the Academic Year, Fourth Class women continued to take two combatives courses--Self Defense I and II--in lieu of the men's courses in boxing and wrestling. 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 was further modified, substituting balance and agility exercises for some upper-body strength activities. Fourth Class cadets who demonstrated superior performance in these standard courses completed an accelerated program which allowed further participation in a carry-over sport such as scuba diving or handball.

The Second and Third Class women cadets participated in the same courses as their male counterparts. The physical fitness tests for each class contained identical test items. Cadet performance again was graded using separate men's and women's scales based on previous performance standards. Women cadets competed with men on all intramural sport teams except contact sports.

WOMEN'S ATHLETIC PROGRAM

During the 1978-79 Academic Year the Academy sponsored nine intercollegiate sports teams for women: basketball, cross country, gymnastics, softball, swimming, tennis, indoor track, outdoor track, and volleyball. All are recognized by the state, regional, and national chapters of the Association for Intercollegiate Athletics for Women, of which USMA is a member. As part of the overall athletic program, women's sports teams are managed and administered by the Office of the Director of Intercollegiate Athletics (ODIA). The position of Coordinator of Women's Athletics was established in July 1978 to effect a smooth integration of women's sports into the varsity sports program and to assure centralized management of the women's program on a full-time basis.

All women's teams under ODIA are recognized intercollegiate varsity teams. They are, however, still in the developmental stage. As a result, the levels of competition currently scheduled are based on the number of women cadets who participate and their skill level. Our women's basketball team competes with varsity basketball teams from other colleges and universities while the other sports are still scheduled with junior varsity or club level competition or in some cases small colleges or universities. The schedule for each sport is reviewed annually to insure that our women are competing at their highest levels. A discussion of the performance of women's team competition on the intercollegiate level is included in the chapter on the ODIA.

As part of the intercollegiate sports program, women's athletics are included within the overall ODIA budget and are financed through a combination of both appropriated and non-appropriated funds. The nature and extent of support provided each team (men's and women's) is based on a designated level of participation which is reviewed annually. The criteria used in determining the level of participation is the level of performance demonstrated by the women cadets; the caliber of competition they are facing; the number of women participating in the sport; the potential for individual developmental growth which exists in the sport; and the degree of individual and institutional recognition attainable. Women's sports were allocated approximately six percent of the 1978-79 Academic Year ODIA budget. A comparison as of 30 June 1979 of the number of intercollegiate sports offered women cadets (9) and the number of participants (approximately 183 out of a total population of 257), with the number of intercollegiate sports offered the men (23) and the number of participants (approximately 1,000 out of a total population of 4,000) suggests that USMA women are afforded an equal opportunity to participate and receive recognition in the intercollegiate sports program. Title

IX of the Federal Education Amendment of 1972 mandates that "No person...shall on the basis of sex, be excluded from participation in, be denied benefits of, or be subjected to discrimination under any education programs or activities receiving federal financial assistance." Although equal expenditures are not required in funding men's and women's sports, equal opportunity is. The Academy is not legally subject to the provisions of Title IX but the Superintendent has made the decision that the Academy will fulfill all of its provisions.

ATTRITION

Of the 119 women who entered with the Class of 1980, 62 remained as of 30 June 1979. At the end of three years at the Academy, the attrition rate was 48 percent for the women of the Class of 1980 and 37 percent for the men. One difference in the rates of attrition between the sexes occurred at the outset, during CBT, when 16 percent of the women and 10 percent of the men resigned. By the end of two years 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.) However, between 30 June 1978 and 30 June 1979 an additional seven percent of the women and three percent of the men resigned.

Among the reasons given by several of the women of the Class of 1980 who resigned was that they had plans for marriage (one with a graduating cadet from the Class of 1978). The departure of women cadets after the 1977-78 Academic Year to get married is not particularly surprising. During the prior academic year the non-fraternization policy all but eliminated legitimate social contacts with upperclass cadets. The 1977-78 Academic Year was the first legitimate opportunity many women in the Class of 1980 had to become emotionally involved with upperclass cadets. That some would decide to forego a military career in favor of marriage or feel that a dual military career and marriage did not mix (due at least partly to uncertainties about being provided joint assignments with their intended husbands) was a possibility which had been anticipated. Nevertheless, only a slightly larger proportion of women than men departed during the period even with this factor in operation. The first women to enter the Academy, despite all of the unusual stresses and strains, have maintained a commitment to a military career. A large proportion of the total difference in attrition rates between the sexes is attributable to the higher attrition rates among women initially in CBT.

Of the 105 women (including one turnback) who entered the Class of 1981, 69 remained as of 30 June 1979. Ten women resigned during CBT, a 9.5 percent attrition rate compared with seven percent for their male classmates. Thereafter, during the

first year at the Academy, the male and female attrition rates were nearly identical--21 percent for the women and 20 percent for the men. By the end of the second year, as of 30 June 1979, the attrition rate was 34 percent for the women and 28 percent for the men. Class of 1981 attrition levels are lower than the corresponding levels in the Class of 1980 where 41 percent of the women and 34 percent of the men had departed.

Of the 125 women (including one readmitted cadet) who entered the Class of 1982, 94 remained as of 30 June 1979. Thirteen women resigned during CBT, a 10.4 percent attrition rate, compared with 11.5 percent for their male classmates. These rates are noteworthy because it is the first occasion for which the attrition rate for women for a period of CBT was lower than for men. By the end of the first academic year, however, the normally higher attrition rate for women reasserted itself at 25 percent compared with only 22 percent for men. The difference in attrition rates between men and women in the Class of 1980 at that point was five percent and was only one percent for the Class of 1981. It is apparent that attrition levels will vary and that only after several years can the ebb and flow of attrition among women cadets be more fully comprehended.

Women from these three classes continue to resign for reasons very similar to those given by male resignees. These reasons entail resignation in lieu of separation for honor or academics, a dislike of the Fourth Class System, a desire to have more of a liberal arts education, an unwillingness to deal with restrictions or to accept the lack of personal freedom, or a dislike for military life in general. Whether these feelings were the actual reasons men and women chose to leave or whether, as some students of cadet attrition have suggested, the responses were what the cadets believed the institution wanted to hear is difficult to ascertain.

Many Academy programs and activities have been established to help reduce the levels of attrition at West Point by ensuring that adequate support is made available to assist cadets in meeting their needs. For instance, a wide range of individualized services are available through the Academy's Cadet Counseling Center for all cadets. One major thrust for the continued development of strong group support is through the Corbin Seminar. The Corbin Seminar, an extracurricular cadet organization open to all cadets, was originally created to promote a forum for the discussion and better understanding of the roles of women at the Academy and in the Army. The seminar has also served as an informal support system for cadets concerned with the adjustment of women at West Point. It is through both the social interactions available in the seminar and the personalized services of the cadet counseling center that the Academy attempts to ensure that each cadet's decision to depart is

made with the fullest possible awareness of the available options.

SOCIAL ENVIRONMENT

One notable Academy effort during the past year has been to better define USMA's non-fraternization policy. The Fraternization Policy Working Group, established by the Superintendent in the summer of 1978, was assigned the major responsibility for accomplishing this task. There has been some confusion within the Corps and among the American public over the precise nature of the Academy's non-fraternization policy, particularly in light of the presence of women cadets within the Corps. After study by the Working Group the Military Academy's policy concerning fraternization was approved and disseminated to the staff, faculty, and cadets early in 1979. The policy affects cadets on three separate levels: (1) Upper class/fourth class relationships; (2) male/female relationships (other than upper class/fourth class); and (3) staff and faculty/cadet relationships.

In the area of upper class/fourth class relationships the Academy has had a long standing policy predating the arrival of women in 1976 which carefully limited social relationships between fourth class and upper class cadets. Due to the nature of the Fourth Class system and the necessity to establish proper senior-subordinate relationships at the start of the cadet's developmental process no upper class cadet was permitted to establish a social relationship with a Fourth Class Cadet except under very narrowly defined conditions. The policy, which was similar to other restrictions in the Army that were designed to promote appropriate senior-subordinate relations and avoid perceptions of favored treatment, did not receive much attention until the arrival of women cadets in 1976.

Since the women initially were all Fourth Class cadets, the upper class cadets (who were all male) were not allowed to socialize or date them as a result of the non-fraternization policy. Some individuals came to the erroneous conclusion that the Academy had a policy which prevented male cadets from dating female cadets. This was not the case. In fact, Fourth Class men and women could and did date each other. The restriction applied merely to Fourth Class and upper class cadets. Furthermore, the regulation was not a sex-specific policy but rather a side result of the existing non-fraternization policy. The restriction against upper class cadets dating Fourth Class cadets was, and still remains, the Academy policy in this area of cadet conduct.

As a result of the increasing role of women both at the Academy and within the Army, the Academy, with the guidance of the Department of the Army, attempted to clarify and reemphasize the policy of "fraternization" in the area of male/female cadet relationships. Paragraph 104c of the U.S. Corps of Cadets (USCC) Regulation indicates certain responsibilities of cadets in positions of authority. Among several duties is the requirement that a cadet:

"Not permit his or her performance of duty to be compromised through over-familiarity or other improper relationship with subordinates, superiors, or contemporaries. An improper senior-subordinate relationship (sometimes called fraternization) is defined as: unduly familiar relationship between military personnel (includes officers, cadets, enlisted personnel) of different rank which involve, or give the appearance of, partiality, preferential treatment, or the improper use of rank or position for personal gain. Such relationships are prejudicial to good order, discipline, and high unit morale. They compromise regard and respect for authority and impair the ability of the senior member to exercise fair and impartial judgment and must not be tolerated."

In the same USCC regulation paragraph 204b also points out both the contours and additional rationale for proper cadet social behavior and conduct.

"Dating among cadets of the upper classes, or by cadets of the fourth class among themselves, is permissible. Dating or establishment of any emotional relationship with a fourth class cadet by an upper class cadet is not permitted. Dating by cadets will be conducted with the same high standards of discretion and good judgment always expected of cadets. Cadets should have opportunities to enjoy informal social contact with each other; however, it must be understood that such class interaction must preserve the separation between the fourth class and the upper classes, and that all cadets should avoid emotional relationships which interfere with the proper exercise of their duties within the cadet organization or the good order and discipline of the Corps. Specifically, a cadet should not date a member of his or her chain of command. Should a relationship evolve within a chain of command, seek remedy through the chain of command by transfer or other means to avoid compromising the command relationship."

The third area involving fraternization is that of staff and faculty/cadet relationships. This subject can be both non-sex specific (a social relationship between an officer and a cadet) or sex specific (dating between male or female soldiers and male or female cadets). The Superintendent's memorandum of 30 October 1978 on the Report of the Fraternization Policy Study Group addressed aspects of both of these types of relationships. Paragraph 204a of the USCC regulation has been written to reflect the Superintendent's policy:

"Personal associations, both professional and social, between officer and enlisted military personnel and cadets play an important role in the education and socialization of cadets. As such, these associations are encouraged. Overly familiar associations, however, whether actual or merely rumored, erode the traditional distinction between seniors and subordinates, compromise respect for the senior, and often infringe upon the privacy and dignity of the subordinate. In this regard, dating between officers and cadets or between enlisted personnel and cadets is regarded as professionally improper."

Recognizing that there will always be pressure toward unauthorized upper class/fourth class socialization involving male and female cadets, the Academy will take every effort to ensure that these aberrations from acceptable Academy norms are kept at a minimum. With the continuing concerted efforts of the staff, faculty, and cadets and the realization that these rules and regulations are designed to serve the best interest of cadets, the Academy, and the Army, appropriate senior-subordinate relationships will be maintained at West Point.

UNIFORMS

Three noteworthy changes in the uniform of the women cadets were made during the academic year. In a reversal of an earlier decision, the Superintendent approved the issue of full dress coats with tails for the women cadets. By March 1979 full dress coats which had been previously issued to women cadets of the Classes of 1980 and 1981 were replaced with new coats with tails which were also issued to the women of the Class of 1982. The design of the women's dress grey cap in which the angle of the cap bill is more pronounced than on the men's was revised because the original design was found to impede the vision of the wearer. After consideration of several alternative designs the Uniform Committee selected a dress grey cap with an identical cap bill angle as the men's. Finally, in March 1979 the Uniform Committee approved letting women have the option of wearing slacks with their blazer uniform. The initial orders were taken in May and

in the fall of 1979 women will be permitted to purchase and wear slacks.

MEDIA

The admission of women to West Point in July 1976 provided an opportunity to respond to public and press interest in this historical event in a highly positive manner. By focusing on the admission and integration of women, the "West Point Story" would be told from a new and interesting angle. While this early public affairs approach has continued basically through to the present, it has been balanced by a number of concerns, i.e.: that overconcentration on women would paint a one-sided and inaccurate picture of West Point and its programs; that excessive publicity would actually impede the integration process on a broad scale; that "overexposure" of individual women cadets would subject them to additional pressure and criticism from their colleagues, both male and female; and, that press interest would seek out only the more superficial and titillating aspects of the integration process. These concerns have governed PAO thinking throughout the past year in all activities relating to the integration of women.

This past year saw a continuation of the shift, begun in 1977, away from the nationally-syndicated general news story on the overall progress of women cadets and/or the USMA integration program, and toward local feature stories on individual women cadets for their hometown newspapers and radio/TV stations. There were several major exceptions to this trend, including a flurry of wire stories on the release of ATHENA II; the December 1978 COSMOPOLITAN article, "Notes of a West Point Woman"; and the February 1979 WOMEN'S SPORTS cover story, "The Women of West Point." Understandably, the foreign press continued their attention on the integration process and over the year published stories which appeared in the newspapers of Great Britain, Ireland, the Netherlands, Belgium, West Germany, Columbia, Canada, and Japan. For the third year more reporters from Japan than from any other foreign country visited the Military Academy to cover the women cadets.

The Columbia Pictures television film "Women at West Point," aired over CBS in February 1979, was the media highlight of the year. The Public Affairs Office was active in the planning, production, and broadcast of this dramatization of the Plebe experience of a woman cadet, starring Linda Purl and Andrew Stevens. Academy involvement in this commercially-produced feature-length film extended back to the spring of 1977 when it was first proposed to the Public Affairs Officer, Lieutenant Colonel Jere K. Forbus, by Columbia Pictures television producers Jim Green and Alan

Sacks. Agreeing to support the film providing West Point enjoyed final script approval, story preparation began with the interviewing of numerous cadets--men and women--in the Class of 1980. Filming commenced with the 1978 Graduation Parade, "R" Day for the Class of 1982, and the CBT encampment at Lake Frederick in August 1978. Full-scale production was launched here at the end of October and the bulk of filming was completed by Thanksgiving. The movie aired February 27, 1979 and was extremely well received. Although competing against some of the major network's leading programs, the film still managed to reach an estimated 25 to 30 million homes during its final hour. The Academy received great promotional benefit and positive publicity from the favorable portrayal of women at West Point. From the outset, the PAO was concerned over the possibility of negative cadet reaction to the film and initially, while it was being produced, there was some backlash. On seeing the finished product, however, cadet reaction was universally positive and it appears that the movie itself may have helped further the integration process.

The second most noteworthy media event involving women cadets this year was the selection (from over 700 candidates) of Cadet Joan M. Smith, of the Class of 1980, from Tenafly, New Jersey, as one of GLAMOUR Magazine's "Top Ten College Women" in the country for 1979. In addition to a \$500 cash prize, an all-expense-paid weekend in New York City, a private luncheon with a top woman public relations executive, television and radio appearances, and press interviews, she will appear in a special photo-feature in the August issue of GLAMOUR. The selection of a woman cadet in this particular magazine will serve to highlight a neglected facet in the integration of women into the Military Academy. That is, simply stated, that West Point women cadets can be military professionals while retaining their attractiveness and a flair for fashion, style, and good grooming. This is an important fact to publicize as we seek to have our program appeal to young people in their late teens.

It has been anticipated since July 1976 that press and media coverage will be overwhelming when the Class of 1980 graduates. This was further substantiated by recent comments in the press already focusing on next May. With that in mind the 1979 graduation was approached by the Public Affairs Office as a dress rehearsal for the 1980 graduation and a number of contingency plans were evaluated in preparation for next year. During the 1978-79 Academic Year it can be reasonably expected that the integration of women at West Point will receive increasing attention from both foreign and domestic press and reach an apex during the 1980 graduation exercises.

SENIOR MANAGEMENT CONFERENCE

On 25 April 1979, the Superintendent conducted a senior management conference for 52 key members of the staff and faculty on the subject "Integrated Services for Men and Women." The purposes of the conference were to provide senior managers an opportunity to increase their knowledge and understanding of the integration of the services of men and women at USMA and to enhance their appreciation of the Academy's role in the development of leaders for an integrated Army.

The Superintendent opened the conference with a statement noting the progress the Academy has made toward the goal of fully integrating the services of women and men, stressing the Academy's need to exchange ideas to better fulfill its leadership responsibilities, and articulating his views of the Academy's role in developing leaders for the Army. The conference guest speaker, Ms. Nancy L. Brown, a civilian consultant with Organization Consultants, Inc., discussed the integration process of women into civilian professional and business organizations and drew parallels with the experience of women officers and cadets at USMA.

A key element of the conference was the discussion of proposed institutional goals and operational objectives for facilitating the integration process. These goals and objectives prepared by the Academy's Working Group for the Integration of Men and Women were based upon issues identified through interviews and meetings with cadets and members of the staff and faculty. To facilitate consideration of the issues the conferees were randomly divided into four discussion groups, each assisted by a discussion leader, a woman officer, and a cadet. Each group's task was to analyze the goals and operational objectives, identifying problem areas, and recommend ways of implementing the goals.

The Superintendent concluded the conference with a statement reiterating the Academy's need to actively seek ways to improve the integration and utilization of all people, and a summarization of the Academy's long-range plan to achieve the goal of integration.

SERVICE ACADEMIES CONFERENCE ON WOMEN

On 2 and 3 November 1978, representatives of the five service academies assembled at the United States Military Academy for a working-level conference to exchange information and to discuss common concerns regarding women at the academies.

After opening remarks by the Superintendent, the conference was devoted to a discussion of the following 12 agenda topics: Admissions; Summer Training Program; Leadership Performance of Women; Human Sexuality; Attitudes and Behavior;

Attrition; Acquisition, Utilization and Integration of Women Staff and Faculty; Physical Development of Cadets; Intercollegiate Sports Program; Dating and Fraternization; Pregnancy; Personal Appearance and Uniforms.

The next conference is scheduled for early spring 1980 at the Air Force Academy.

GENERAL ACADEMY ACTIVITIES

The Academy is deeply committed to educational and training programs designed to overcome sexism and to facilitate the assimilation of women into the Corps of Cadets. In addition to the Service Academies Conference on Women held in November 1978 and the second Senior Management Conference on the Integrated Services of Men and Women held in April 1979, several other senior level activities were conducted in furtherance of those objectives during the 1978-79 Academic Year. During the summer of 1978 facilitator training of department and major activity representatives was conducted to enable those individuals to work with their units on procedures to eliminate sexism. In the fall of 1978, the "Study of the Integrated Services of Men and Women Within the Corps of Cadets" was approved by the Superintendent. This concept paper provided clear policy guidelines of how subordinate activities could continue to contribute in furthering the integration of women at West Point. In the spring of 1979, Ms. Nancy Brown, who served at the Senior Management Conference, and Dr. John J. Sherwood, of Purdue University, worked with the senior policy planners at West Point to examine major academy-wide goals and objectives which should be implemented to support the integration process. As a result of their efforts and the considerable contributions of Academy personnel, 16 major Academy goals were formulated and 51 operational objectives were established to accomplish the desired results. This is the first time that a comprehensive, systematic, long term program has been established to promote the full assimilation of women at West Point. The efforts involve individuals at all levels of the staff and faculty and the cadet chain of command. It is believed that by maintaining a commitment to improving the integration process by implementing these programs, the objective can be achieved promptly and with minimum disruption to the Academy.

Indicative of the Academy's continuing efforts to learn from the experience of the women cadets at the Academy is the ongoing Project Athena Program. 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 conduct a longitudinal evaluation of how well women are being integrated into all phases of cadet life and how well they are being trained and developed to assume their roles as future Army officers. 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 a post graduation plan has been approved by the Superintendent to examine all graduates starting with the Class of 1980 following commissioning in the Army.

In June 1978 Major Jerome Adams of the Department of Behavioral Sciences and Leadership succeeded Major Alan Vitters of the department and Dr. Jack Hicks of the Army Research Institute succeeded Dr. Nora Kinzer of the institute as co-directors of the project.

The third Athena report (Report of the Admission of Women to the U.S. Military Academy) by Major Adams is a comprehensive summary of the progress of women during their third year at USMA and the Academy's actions undertaken during that period to integrate women into the Corps of Cadets. The monograph discusses admissions, first, second, and third year summer training, academics, and ongoing programs to deal with current and future needs. Major findings of the report indicate that (1) each incoming class of men holds less traditional attitudes toward women's roles in society than does the previous class; (2) although women's levels of attrition are somewhat higher than those for men (the difference is lessening with each class) their reasons given for leaving the Academy are similar to those of the men; (3) while women can match men's overall performances in academics and military training, physiological differences prevent women from matching levels of men's performance wherever military training involves physical demands; and (4) leadership performances of women, discounting the impact of physiological differences, are generally comparable to those of their male counterparts.

In addition to the Athena III report Major Adams, Dr. Priest from the Office of the Director of Institutional Research, and Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, have presented and/or published numerous articles on the subject of the integration of women at the Academy. Portions of the February 1979 paper of Dr. Priest and Colonel Prince entitled "Women at West Point: Their Performance and Adjustment" were presented to a symposium on "New Roles for Military Women" at the American Psychological Association meeting in Toronto, Canada. The study revealed that men and women cadets enter West Point with different preferences for their future life styles. These preferences involve various combinations of marriage, career, and children. Not surprisingly, women cadets anticipate significant delays in marriage and child bearing times. For women, although not for men, these plans to delay family cycle events are associated with their degrees of satisfaction with West Point and their future career. In Dr. Priest's study of October 1978 entitled "Sex Role Attitudes of New Cadets at

Entrance, Class of 1982" it was noted that the male plebes had less traditional attitudes toward the roles of women in society and in the Army than male plebes of the Classes of 1981 and 1980. However, their attitudes with regard to women in the Army were still less supportive than those of active Army personnel. It was also noted that surveys indicated that women expressed a greater chance of resigning prior to incurring a service obligation than did men in the Class of 1981. In the Class of 1982 there was not a significant difference between the sexes in this regard, which suggests less mental reservations among the women of the Class of 1982 about the Academy and their eventual military career. Finally, it was pointed out that since 1977 each class was less likely to characterize themselves as independent, active, competitive, decisive, and self-confident than were previous classes. Dr. Priest's "Longitudinal Changes in Cadet Attitudes to Women in the Army, Class of 1980" of April 1979 was based upon survey questions originally administered to cadets in April 1977 and readministered in August 1978. The results indicated that male cadet attitudes toward women's new roles in the Army had become less traditional during the period surveyed. However, the class was still less accepting of the role of women in the Army than was the average male Army officer or enlisted man in 1975. The results seem to indicate that while progress has been made in having male cadets accept new roles for women, the Class of 1980 is still considerably more conservative in its outlook in this respect than the average officer or enlisted man.

SUMMARY

At the close of the third year of women in the Corps of Cadets the Academy is becoming increasingly attentive to the issues raised by the presence of women and is making even greater efforts than in the past to encourage the smooth integration of women and men cadets into all aspects of Academy life. Women have demonstrated their academic, military, physical, and leadership abilities, but progress is still needed to completely integrate them into the Corps. At the forefront is the continuing requirement to demonstrate to male cadets that something more than physical proficiency is required for leadership in the Army. Increasing numbers of women in the staff and faculty and as tactical officers should further stimulate sensitivity and acceptance of the presence of women at the Academy. There must be greater awareness that the role of women in our society is expanding, not because of inappropriate pressure from women, but rather from the realization that half of our population has not been encouraged to make contributions in many areas of human endeavor. We as a nation can only be enhanced by providing all our citizens the widest opportunity for the expression of their abilities. The Academy is in the fortunate position of being in the forefront in the Army in both research and comprehension of the changes which need to be made in the area of integrating the services of women and also of the benefits which will be derived from their presence. With the efforts of the Academy staff, faculty, and cadets and the continuing conscientious attitude, high quality, and personal motivation of the women in the Corps of Cadets, West Point will continue to fulfill its mission.

INTERCOLLEGIATE ATHLETIC PROGRAM

OVERVIEW

The mission of the Office of the Director of Intercollegiate Athletics (ODIA), a self-supporting organization, is to administer the overall intercollegiate athletic program at the Military Academy for the Superintendent. The DIA's responsibilities include scheduling the 22 men's and nine women's varsity teams as well as the junior varsity and plebe teams; procuring and maintaining athletic equipment for those teams; maintaining a large and complex physical plant and planning for the addition of new facilities; hiring and maintaining a highly-skilled professional coaching staff; and providing the means to sustain the intercollegiate athletic program on a self-supporting basis.

In general, ODIA provides a competitive intercollegiate athletic program for the Corps of Cadets as part of their education to become Regular Army officers. The program provides every cadet the opportunity to compete and be challenged at his or her highest level of athletic competence. It contributes to the development of self-confidence, a sense of fair play, self discipline, aggressiveness, and the ability to think and act effectively under stress. Most importantly, the athletic program helps instill the will to win.

Institutionally the program attempts to create and maintain the image of a winner; to demonstrate excellence in athletic achievement to the American public; to project an image of the Corps which exemplifies the highest ideals of the military profession; to generate and manage operating funds to support the program; and to influence highly qualified men and women to seek admission to West Point.

The objective of the USMA Intercollegiate Athletic Program, as outlined above, is to instill a desire for excellence. The institution fully realizes that such high standards will not always be attainable but it has established the following intercollegiate performance objectives: to win three-fourths of all contests annually; to win more than half of all contests against each of the service academies each year; to gain recognition in each sport by playing in conference, National Collegiate Athletics Association (NCAA) or Association of Intercollegiate Athletics for Women (AIAW) playoffs as often as possible; to win league championships; and to be invited to participate in football bowl games.

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 source 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 continues to increase. During the 1978 football season the cadets played before nearly 475,000 fans. Attendances averaged over 31,300 for the seven home dates at Michie Stadium and an average of almost 39,000 for games on the road. The Army-Navy Classic in Philadelphia provided the season's high attendance figure of over 79,000 fans. Televised nationally by ABC-TV, the Army-Navy Game was watched in an estimated 14,600,000 homes. The game had the third largest viewing audience for a collegiate football game, ranking behind Notre Dame vs U.S.C. and Ohio State vs. Michigan.

THE STAFF

A major reorganization of ODIA was implemented during 1978-79. This reorganization has centralized the Director of Athletics' span of control from nine administrative management elements to four. The new organization insures more time for long range planning which is essential for obtaining the additional means of self-support needed for an athletic program of this magnitude. The specific components of this reorganization are indicated in the 1977-78 Annual Report.

Perhaps the most notable staff change was the selection of Lou Saban as the 28th Army football coach, succeeding Homer Smith whose contract was not renewed following the 1978 season. Smith guided the cadets to a 21-33-1 record during his five years at West Point, which included one winning season and one victory over Navy. Lou Saban, who in 26 years of coaching experience on both the collegiate and professional levels has made a special point of rebuilding football programs, was hired after a nation-wide search. Saban comes to West Point from the University of Miami where he served in the dual capacity of football coach and athletic director. Coach Saban brings with him a staff that combines experience and youth with a reputation for hard work.

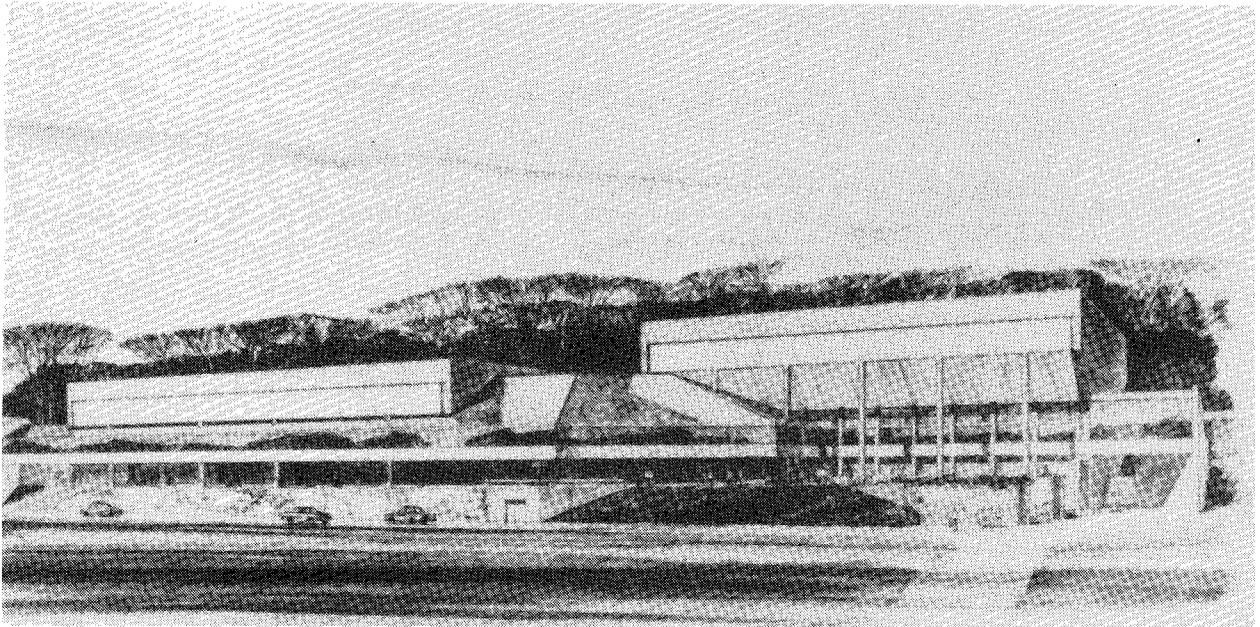
Several other notable personnel changes occurred in the Academy coaching staff during the 1978-79 season. Joe Palone completed his 36-year college coaching career following the conclusion of Army's 1978 soccer season. Head soccer coach at USMA for 29 years, Palone compiled a record of 228 victories, 80 defeats, and 35 ties. He culminated his coaching career with an

emotional 1-0 victory over arch-rival Navy on 25 November. Palone's teams appeared in the NCAA soccer playoffs 10 times, gaining the semi-final round on four occasions. Palone will remain in the Department of Physical Education at West Point for one more year before retiring. Army cross country and track coach John Randolph, who authored a composite record of 62-17-1 during his three years at the Academy, resigned at the end of the 1979 season to become head track coach at the University of Florida. Randolph guided Army's indoor track team to undefeated seasons in 1977 and 1979 and was selected to coach the East team during the National Sports Festival sponsored by the U.S. Olympic Committee in Colorado Springs, Colorado in July. Following the sports festival, Randolph conducted an Olympic development clinic at the University of Illinois for top national middle and long distance runners. Joe Ciampi, the women's basketball coach, who compiled a record of 39-10 at West Point during his two year tenure, has accepted a position as women's basketball coach at Auburn University. Ciampi led the women's basketball team to a 21-5 record this past winter and a second place finish in the New York State Championship. Finally, Howard Brosseau, who retired as Army's ski coach at the conclusion of the winter season, was selected "Coach of the Year" in the Eastern Inter-collegiate Ski Association Division II West by the league's coaches. Brosseau served as coach of the Army ski team since 1964 when it was a club sport. This marked the third time in his career that he received "Coach of the Year" honors.

WEST POINT STUDY GROUP RECOMMENDATIONS

The West Point Study Group (WPSG) stated that it is incumbent upon the institution to endorse intercollegiate athletics as an important element in the cadet developmental process and to provide emphasis and resources to ensure that a consistently high level of success is achieved. One of the study group recommendations was to increase appropriated fund support as a means to demonstrate institutional commitment to inter-collegiate athletics. During the 1979 Fiscal Year, a total of \$219,500 of appropriated funding was used for the purchase of athletic supplies and equipment, as well as covering temporary duty expenses incurred during recruiting and other necessary activities. This figure is a major increase over the \$71,500 used for the same purpose the previous year.

Another recommendation made by the study group pertained to enhancing athletic facilities. Several projects were either contemplated during the 1979 Fiscal Year or are currently in some phase of planning or construction. The Field House rehabilitation was completed at a cost of 1.6 million dollars in time for use during the past winter season. The construction of



Proposed Indoor Athletic Facility.

additional locker room and training room facilities at Michie Stadium has already begun; the facilities are expected to be completed in time for use in the fall of 1980. The Alvord Room, a dining-conference facility on the east side of Michie Stadium, which can accommodate 125-150 people, was completed and is now in use. Although still in the planning stage, the indoor basketball and hockey facility is expected to win congressional approval shortly, with construction beginning in the 1980 Fiscal Year and scheduled completion during the 1982 Fiscal Year.

In response to the WPSG recommendation for increased support and participation by the alumni and other groups, the Promotions and Public Relations Branch of ODIA has developed a program to stimulate alumni and public interest in the Military Academy's Intercollegiate Athletic Program. During the 1979 Fiscal Year numerous promotional activities were initiated; including Earl "Red" Blaik Day; a high school band day; development and initiation of the Army Athletic Association's Gift Catalog operation; improved individual game programs for basketball and hockey; development of cooperative partnerships with outside agencies whereby sponsors assist in publicizing the Academy and its athletic program by printing schedules, cards/posters and giving these items wide distribution; and improvements in the Army "A" Club Program to make it more attractive. Current promotions already in the development stage include increased cooperative sponsorships which will include special "give away" items purchased by a national sponsor who will also

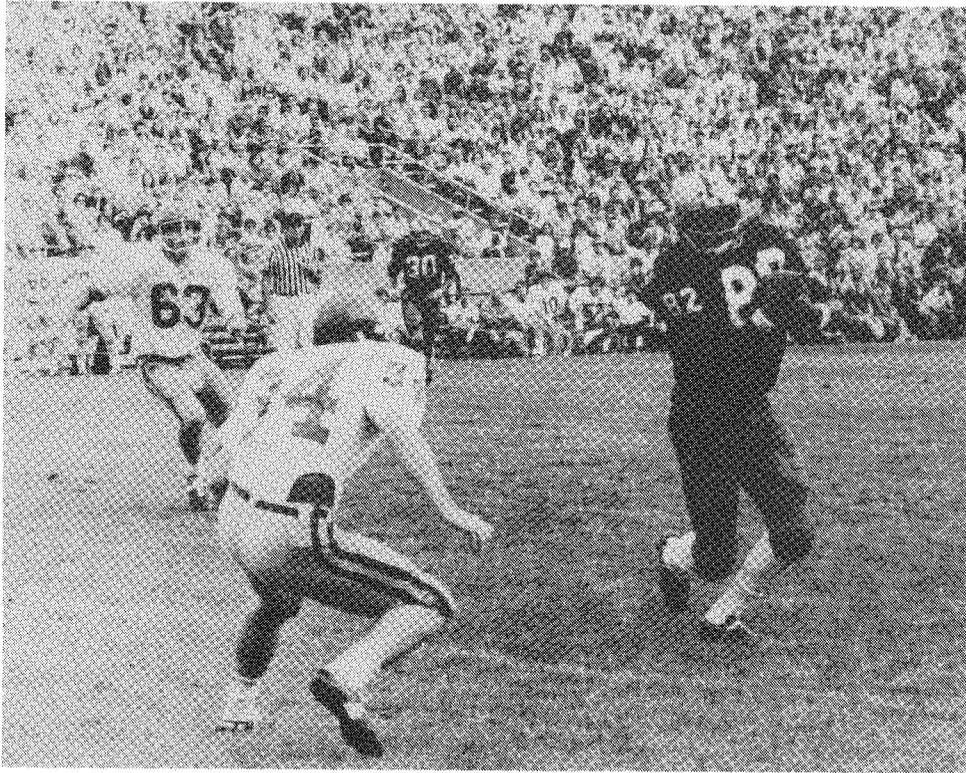
assist in advertising the event; development of new and varied ticket sales promotions for both season and single games; design of new brochures for ticket information and announcement of special events; and refinement of the Army "A" Club program.

THE RECORD

Army's 31 intercollegiate athletic teams enjoyed another highly successful season, winning 67 percent of their athletic contests. Overall, during the 1978-79 season the cadets won 324 times, lost on 161 occasions, and played to a tie once. Of the 31 teams only three (football, fencing, and hockey) had losing records. Army teams in golf, women's swimming, and indoor track posted undefeated seasons while Army gymnastics, rifle, pistol, and outdoor track teams each suffered only one defeat. Other fine performances were posted by the Army swimming team with an 11-2 mark, the women's basketball team with a 21-5 record, and the Army lacrosse team which was 10-3 on the season.

The Army football team, stung by injuries at the most inopportune times, compiled a 4-6-1 record during the fall season. The cadets' victories came over Lafayette, Colgate, Air Force, and Boston College. Army played to a tie against Washington State. Jimmy Hill was the team's leading rusher with 678 yards and the leading scorer with 11 touchdowns. Jim Merriken, despite numerous injuries, ranked second in rushing with 427 yards. Quarterback Earle Mulrane completed 103 of 222 passes for 1419 yards and five touchdowns. All-American and co-captain Clennie Brundidge was Army's leading receiver with 44 catches for 726 yards and four touchdowns.

Brundidge was the recipient of the Army Athletic Association Trophy, awarded annually since 1904 "to the cadet of the First Class who has rendered the most valuable service to athletics during his career as a cadet." Brundidge lettered four times each in football and basketball and was a starter in both sports after his plebe year. He holds five USMA football records--total yards receiving on game (167), season (842), and career (2,279); career receptions (147); and touchdown passes caught (14). He also shares the record for touchdown passes caught in a single season with six. He was named to the All-America second team by United Press International (UPI) as a tight end in football during his sophomore and junior years, and was a first-team All-East choice by both wire services in his senior year. Brundidge closed out his football career by being selected to play in the annual Hula Bowl All-Star Classic in January 1979.

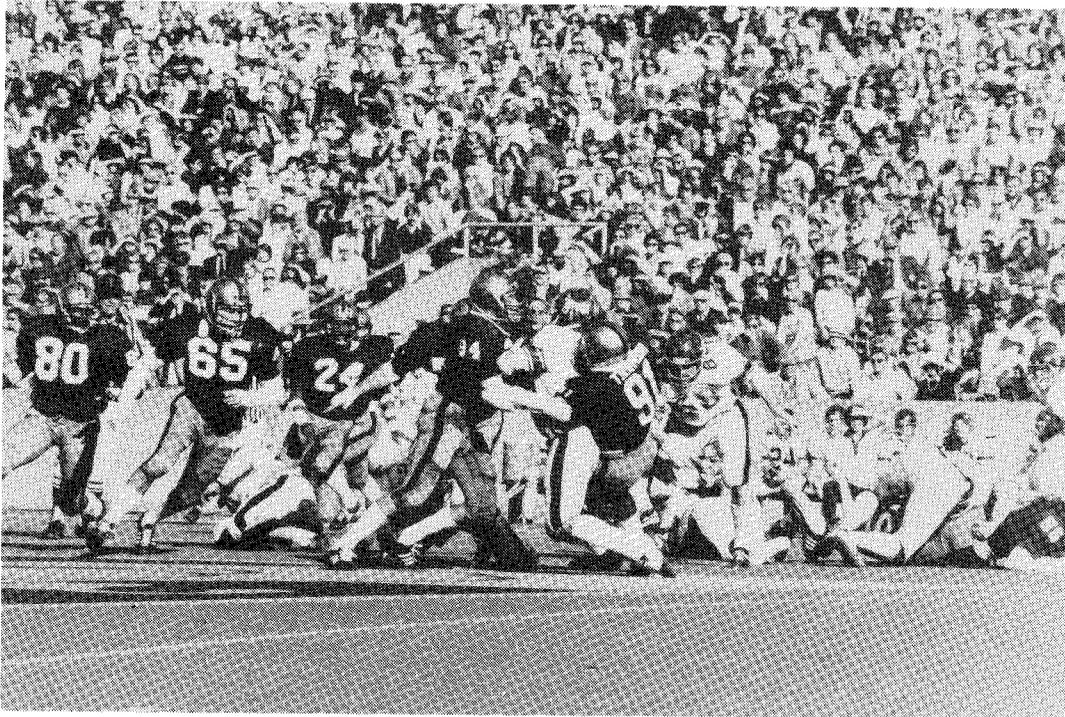


All American Clennie Brundidge (82) gains yardage against Holy Cross.

The other major Academy athletic award, the Eastern College Athletic Conference (ECAC) Merit Medal, was received by Chuck Schott, co-captain with Brundidge of the 1978 Army football team. The medal is awarded annually "to the cadet of the First Class excelling in athletics and scholarship." Schott garnered All-America recognition in football, earning third team honors by the Associated Press (AP) as a defensive end during both his junior and senior years. He also received a first team All-East selection by AP and earned an All-ECAC selection those two years.

Defensively, Phil Macklin led the team in interceptions with four. John Hilliard was the leading tackler with 123, including 76 primary tackles. Teammate Kirk Thomas was second with 113 stops, including 72 primary tackles.

In addition to individual honors given to Brundidge and Schott, many members of the team received recognition. Veteran center Chuck Johnson was selected All-East by both UPI and the ECAC. Middle guard George Mayes was an ECAC All-East selection despite missing several games with knee injuries. A dozen members of Army's football team were named to various ECAC weekly All-Star teams selected during the 1978 football season. Those receiving honors during the season included Clennie Brundidge and Jimmie Hill (twice respectively), George Mayes, Phil Macklin, Kirk Thomas, Jon Hallingstad, Ward Whyte, Jerryl Bennett, Doug Lenhoff, Bob Avey, Jim Merriken, and Mike Fahnestock (once each).



All American Chuck Schott (84) and Tiki Traylor (91) team up for another tackle.

Army's baseball team compiled an overall record of 19-16 during the 1979 season, and made its presence felt in the Eastern Baseball League for the first time in many years. Coach Bill Permakoff's squad finished in a tie for fifth place with an 8-6 record in the league, missing a chance for a piece of the title on the final day of the season. Paul Divis led Army in batting with a .359 average; John Brudvig was the leading pitcher with a 6-2 record and an earned run average of 3.48. The Army women's softball team finished the season with a 14-9 record and gained a berth in the New York State Association of Intercollegiate Athletics for Women (AIAW) Tournament. Coach Dennis Helsel's squad finished second in the tourney, bowing in the finals to Hofstra.

For coach Mike Krzyzewski's men's basketball team, the 1978-79 season proved to be two different campaigns. The cadets stormed to an 11-3 record during the first half of the campaign, but then won just three of their final 11 games to finish with a 14-11 record. This was the third consecutive winning season for the cadets but Army failed to gain a third straight berth in the ECAC Metropolitan Division playoff because of the late season slump. Team Captain Matt Brown led the cadets in scoring this season with an 18.2 average and closed out his career moving into second place on the all-time Army scoring list with 1,511 points, surpassed only by All-American Gary Winton's career total of 2,296.

Army women's basketball team, under Joe Ciampi, completed its season with an impressive 21-5 record, the team's best performance in its three year history. The season was capped when the team finished second in its first appearance at the New York State AIAW Division I Basketball Tournament. The leading scorer for the team was Dena Caradimitropoulo with a 10.7 average.

The Army men's swimming team, guided by coach Jack Ryan, compiled an 11-2 record during the past season, equalling the record of the previous year. Army finished third in the Eastern league and third during the Eastern Seaboard Swimming and Diving Competition. The highlight of the season came in the season finale against arch-rival Navy in which the



Melissa Miles (52) goes to the boards against St. John's.

cadets set eight Academy records en route to a 67-46 triumph over the midshipmen. Six members of Army's swimming team were selected to the All-ECAC Division I swimming team based on their performances in major championship meets. Named to the All-ECAC team were Koji Nishimura, Matt Tavrides, Chris Prinslow, and Bill Hein. In addition, Army's 400-yard medley relay team, which included Nishimura, Prinslow, Rob Ruck, and Brad Brown, was also selected. Nishimura recorded the fastest time in the 100-yard breaststroke, 57.37 seconds, winning the Eastern Seaboard Championship and setting new pool, meet, and Academy records. Nishimura was also the lone Army swimmer to be placed on the 1979 All-East swimming team selected by the Swimming and Diving Coaches of America.

The Army women's swimming team, under coach Sue Tandy, completed an unblemished 12-0 record and captured its first New York State AIAW Division B swimming championship. Army won the 200-yard medley relay championship with a time of 1:58.8, a new Academy record, behind Bobbi Fiedler, Julia Perwich, Donna Alesch, and Chris Portera. Perwich also won the 100-yard breaststroke championship with a time of 1:13, another Academy record for women cadets.

The Army men's indoor track team, under coach John Randolph, rolled to a 10-0 record, its second unbeaten season in the last three years. The season was capped by a decisive 87 2/3 to 48 1/3 victory over Navy, the most decisive victory over Navy in twenty indoor meets. The team went on to finish third in the 32nd Annual Heptagonal Indoor Track Championships where Duane Fuller set a new Academy shot put record with a toss of 57 feet 1 1/2 inches. The women's indoor track team compiled a respectable 6-4 record.

The Army men's outdoor track team registered a 2-1 record, whipping Yale and Princeton, but dropping a heart-breaking 82-81 decision to Navy. The team turned in a solid effort in the prestigious Penn Relays and finished third at the Heptagonal Track Championships at Dartmouth College, where they defeated Navy. Army's performance at the Penn Relays was highlighted by Steve Kreider, who won the javelin championship with a record-breaking toss of 264 feet, 2 inches. For his overall performance, Kreider was selected as the "Outstanding Field Event Competitor" at the Relays. At the 1979 Outdoor Heptagonal Championships at Brown University four cadets took first place honors: Kreider won the javelin title, Mike Grogan won the 10,000 meter run, John Enright won the 5,000 meter run, and Joe Baker won the 1,500 meter run. At the IC4A Track Championship Andy Madsen turned in the best individual effort, finishing second in the pole vault by

clearing 16-3 and breaking his own Academy record set earlier in the season.

Competing for the first time on the varsity level, the Army women's outdoor track team finished the season with a 6-2 record, shattered 19 Academy records, and finished first in the Hartwick Relays and third in the New York State AIAW Track and Field Championships. Terry Tepper was one of the leading performers, winning the javelin title at the Penn Relays, Hartwick Relays, and the New York State Championship. She put the finishing touches on an outstanding spring season when she finished eighth in the javelin during the National AIAW Track and Field Championships.

Army's men's cross country team, under coach John Randolph, compiled an 8-3 record, its best performance since 1972. For the first time since 1958 the team qualified for the NCAA cross country championship on the basis of its fifth place finish in the District 2 meet. The team also finished fourth in the Heptagonal Championship and seventh in the prestigious IC4A meet, which was its strongest showing since 1966.

Competing on a formal basis for the first time, the women's cross country team posted a 6-3 record.

The Army pistol team posted a 10-1 record, bowing only to arch-rival Navy in the regular season finale which snapped its 16-match winning streak. The cadets of coach John Smith set an Academy and international collegiate record in standard shooting with a 2211 score while winning the National Rifle Association Sectionals held at West Point.

Army's rifle team rolled up a 31-match winning streak, but saw that come to an end in a loss to Navy. Overall, coach Ken Hamill's squad compiled a 12-1 record during the regular season.

Coach Ned Crossley's men's gymnastics team compiled a 14-1 record, the most victories recorded in a single season. The team closed out the regular dual meet season by defeating arch-rival Navy. The 210.1 points scored against Navy was the best of the season and the second highest in Army history. Despite injuries to five of its twelve leading gymnasts, the team finished fifth during the Eastern Regional Gymnastics Championships.

The women's gymnastics team posted a 10-5 record during its second season of competition. Coach Joann Micka's squad also finished sixth at the New York State AIAW Championships.

Army's lacrosse team was ranked sixth in the nation during the final U.S. Intercollegiate Lacrosse Association coaches poll after fashioning a 10-3 record for the second consecutive year. Four year lacrosse letterman Nick DiLauria was selected a 1979 second team All-America and was chosen to participate in the annual North-South lacrosse classic in Baltimore in June.

Army coach Joe Palone closed out his active coaching career in 1978, guiding the cadets to an 11-4 record, defeating Navy, and gaining a spot in the ECAC Soccer Tournament. Mike Rodemers, a second classman who completed the final year of his soccer eligibility this fall, was named New Jersey's "College Soccer Player of the Year" by the South Jersey Soccer Coaches Association.

The Army golf team, under coach Dave Yates, put together its most successful season since 1960, finishing first in all six golf meets in the regular season. The season was highlighted by the performance of Bob Doering, who gained honorable mention All-America recognition at the conclusion of the 1979 season. Doering participated in the NCAA Golf Championship for the second year in succession and helped the team record a third place finish in the Eastern Invitational Tournament.

The men's tennis team, under coach Paul Assainte, compiled a 12-9 record, its best performance since 1970. In its first full year of varsity competition, the women's tennis team compiled a record of 7-4.

The Army wrestling team coached by Ron Pifer advanced to an 11-8 record, its first winning season in seven years.

The Army ski team, under coach Howard Brosseau, turned in another successful season finishing second in the Cornell-Colgate Invitational and Division II West Championships, third in the Alfred-Buffalo Invitational, and eighth in the Division II Championships. In addition, two members of the team, Todd Ostheller and Jim Arsenault, were named to the Eastern Intercollegiate Ski Association Division II West All-East second team.

The men's volleyball team, under coach Bob Bertucci, posted a 21-12 record and gained a berth in the Eastern Volleyball League championships. The women's volleyball team, also under coach Bertucci, compiled a 16-9 record, won the District 4 volleyball championship, and gained a berth in the New York State championships.

The Army squash team posted its first winning season in three years with a 12-7 mark under coach Paul Assainte.

The Army fencing team posted a 4-7 record, finished sixth out of 12 teams in the Eastern Collegiate Fencing Association Championships. Joe Reed was selected "Fencer of the Year" in the saber following a vote of the coaches during the NCAA Fencing Championships at Princeton, New Jersey. Coach Frank Kendall's Army team finished 22nd among the 54 teams competing in the championships.

The Army water polo team under coach Cory Aylor compiled a respectable 10-6 record during the fall season.

The Army 150 pound football team under coach George Storck compiled a 3-2 record for the second year in succession, and shared third place in the Eastern Intercollegiate Lightweight Football League.

The Army hockey team, stung by a rash of critical injuries which sidelined five key starters for almost the entire season, managed but seven wins in 27 games in 1978-79. The 20 defeats were the most ever suffered by the team in a season.

Two recent Academy graduates were honored during the summer of 1978 for their athletic accomplishments. Curt Alitz, USMA '78, was recognized for excellence in both athletics and academics and awarded a \$1,500 scholarship for post-graduate study by the NCAA Post-Graduate Scholarship Committee. The former Army track and cross country star, who earned a dozen varsity letters and gained all-America status six times, also graduated as a Distinguished Cadet, ranking among the top five percent of his class. Gary Winton, USMA '78, an all-America basketball selection at forward, led the East team to a second place finish in the National Sports Festival sponsored by the U.S. Olympic Committee in July. Winton was selected the tournament's "Most Valuable Player" and led all scorers and rebounders with 60 points and 37 caroms. Winton was also named "Sportsman of the Month" by Olympian Magazine as one of the Festival's most outstanding athletes.

Finally, a historic athletic competition was held at the Academy during the 1978-79 Academic Year. In March 1979 the first indoor multi-event international meet ever held between the United States and the Soviet Union was conducted at the refurbished West Point Field House. In the seven event meet of track competition the American team successfully defeated the Soviet team. A special pentathlon matching women from the USA, USSR, and Canada was also held. The Soviets won this competition; the USA team finished second.

PERSONNEL AND ADMINISTRATION

ADJUTANT GENERAL DIVISION

In June 1979 Lieutenant Colonel Robert A. Neitzke succeeded Lieutenant Colonel Tommy M. Partin as USMA Adjutant General. Lieutenant Colonel Partin, USMA Adjutant General since February 1977, was reassigned to the Southeastern Recruiting Command at Fort Gillem, Georgia. Lieutenant Colonel Neitzke came to USMA from a position as a Personnel Staff Officer in the Office of the Deputy Chief of Staff for Personnel at Washington, D.C.

The Military Personnel Branch continued its concerted efforts to keep military personnel informed of their responsibilities and future opportunities. The branch coordinated four visits of commissioned and noncommissioned assignment officers from the Military Personnel Center to assist soldiers assigned to the Military Academy during the past year. A total of 348 officers and 40 enlisted soldiers were interviewed by 11 assistant managers. Colonel Henry E. Lowder, Deputy Director, Officer Personnel Management Directorate, Major James L. Walker, AG Company Grade Assignment Officer, and Master Sergeant Lloyd D. Strickland, Automatic Data Processing Advisor, gave briefings and discussed the development, activities, and forthcoming changes of their respective areas of responsibility.

The Micrographics Program has expanded during the 1978-79 Academic Year. Filming of cadet records for the classes of 1970-77 has been completed and filming of records for the classes of 1920 through 1945 is now in progress. In addition, various administrative files are being filmed and a request has been submitted to the Department of the Army Adjutant General for approval to microfilm the Master Planning files, which date back to 1896. A request to obtain a Computer Output Microfilm Unit was submitted to the Adjutant General Center in March. This unit will economize operations by printing computerized reports on microfiche instead of paper.

In January the Superintendent, on behalf of the Army Chief of Staff, presented the Fiscal Year 1978 Reenlistment Award to USMA in recognition of the achievement of the Military Personnel Branch in exceeding the Army's goal for the first term and career soldier reenlistments by a cumulative average of 15 percent. This is the third consecutive year that the Academy has received this award.

The Enlisted Personnel Management Section is using the computer resources at Forts Benjamin Harrison and Indiantown Gap to expedite and improve the accuracy of the preparation of enlisted evaluation reports and month-end validation reports. The section has received recognition from the U.S. Army Enlisted Records and Evaluation Center at Fort Benjamin Harrison for its exceptional rate of processing these reports.

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 1979 Combined Federal Campaign collected \$140,137, surpassing previous campaign totals. Contributions totaling \$31,424 for the AER Fund Campaign also surpassed all previous USMA AER campaigns.

In conjunction with the celebration of Armed Forces Day on 19 May, the division sponsored the Academy's Fifth Annual Retiree Open House. Invitations were extended to retirees from all military services who reside in the West Point geographical area of responsibility. A total of 536 retirees and guests attended the scheduled events.

CIVILIAN PERSONNEL DIVISION

The Military Academy was the first agency within the Department of the Army to convert Real Property Maintenance Functions conducted by government personnel to a private contractor under the Commercial and Industrial Type Activities (CITA) firm bid procedures. The conversion of maintenance functions at the Stewart Army Subpost was accomplished smoothly and with little personnel disruption because of advanced contingency planning which allowed placement of all affected employees into other permanent positions.

Special employment policies were again initiated in March of 1979 to lessen potential personnel impacts of CITA contracting reviews scheduled for the 1980 Fiscal Year. In this regard, USMA implemented a program designed to communicate to the civilian work force detailed information on the CITA Program, and the possibility of contracting out. The program was initiated by the Superintendent in a memorandum to all civilian employees at West Point and Stewart Army Subpost in March, and was followed by informational meetings with key Military Academy managers, labor organizations, community leaders, and the press. Also in March the division published the first of a series of Contracting Out Information Bulletins designed to keep the civilian work force informed of the procedures and progress of the CITA reviews and any contracting out of functions which ultimately might result. In April, the Deputy Chief of Staff for Comptroller, Colonel John M. Gasper, Jr., and Civilian Personnel Officer, Mr. Hugh L. Shirley, jointly held a series of briefings for supervisors and managers grouped

by major activity, and began a series of briefings for employees. As the Military Academy progresses through the schedule of activities to be reviewed, the Civilian Personnel Officer will continue to hold these briefings in an effort to keep the employees informed of the many ramifications of the CITA reviews.

The division has been reorganized to conform with the Department of the Army guidance provided by Civilian Personnel Regulation 200, Chapter 250 "Personnel Management in Agencies." The new organization reestablishes the Technical Services Office and consolidates a number of functions which were being performed by other branches, thereby enhancing the division's ability to comply with regulatory requirements of the Civil Service Reform Act and Civilian Personnel Regulation 299 "Standardized Civilian Personnel Administrative Procedures."

In late 1978 the Civil Service Commission (later reorganized as the Office of Personnel Management) conducted a personnel management survey at USMA. The overall assessment of the Academy's personnel program was mixed. The findings showed good progress in some areas; however, weaknesses were discovered in other areas, particularly in the area of position management. As a means of resolving some of the installation's position management problems, and giving the program top management level emphasis and direction, the Chief of Staff was designated by the Superintendent as the Academy's Position Management Officer. In addition, a Position Management Team, comprised of staff members from the Office of the Comptroller and the Civilian Personnel Division was established to conduct position management reviews of USMA organizations to identify management problems, develop solutions, and provide support to the Chief of Staff. Also in response to the survey, the division is conducting two courses for key managers and supervisors to better apprise them of the goals and purposes of the position management system.

The Civilian Personnel Division was designated by the Department of the Army to be the Northeast Regional Training Center for the Personnel Management for Executives (PME) Program. Now in its 25th year, this program is designed to increase the awareness of key civilian and military managers of personnel management and administrative personnel programs in order to enable them to better manage their human resources. The first Academy-conducted PME conference was held at Lake Harmony, Pennsylvania in May for 35 attendees in grades GS-13 and Lieutenant Colonel and above representing 14 federal activities.

President Carter's Anti-inflation Hiring Limitation imposed from 24 October through 23 February 1979 resulted in the temporary loss of 96 employees who could not be replaced until the limitation was lifted. The impact of the hiring limitation was minimized, however, through special employment policies (such as

hiring to fill a small proportion of the vacancies) which resulted in only minor disruption of mission essential functions.

The Corps of Cadets displayed its appreciation for the efforts of West Point's civilian employees by conducting the Fourth Annual Review in their honor. Special guests included Mrs. Ersa H. Poston, a Commissioner on the Civil Service Commission, and Mr. William M. Frailey, Chief, Position and Pay Management Division, Deputy Chief of Staff for Personnel and Administration, 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. Awards were presented to Mr. William J. Van Zetta (Department of Earth, Space, and Graphic Sciences executive officer) as Supervisor of the Year, and to Mrs. Shirleyann T. Rossi (Chief, Accounts Maintenance Section, in the Office of the Deputy Chief of Staff for Comptroller) as the individual at the Academy who contributed most to the Equal Employment Opportunity Program. In conjunction with the ceremony, the division hosted the Fourth Regional Civilian Personnel Officer's Conference.

As a result of the Academy's energy conservation campaign a suggestion was received during the past academic year which will fulfill 86 percent of the Military Academy's conservation goal for the 1979 Fiscal Year. The suggestion to install a "phantom tube" in all dual 48 inch fluorescent fixtures will save the Military Academy approximately \$63,000 annually. The two originators of the idea shared \$1,015, the largest incentive award of the year.

EQUAL EMPLOYMENT OPPORTUNITY

The Equal Employment Opportunity Program for civilian employees during the academic year was enhanced by the development and implementation of new monitoring techniques and selection procedures to better insure consideration of qualified minority and women applicants. A system was initiated during the academic year to review employee referral and selection documents to assure that women and members of minority groups were being evaluated and selected for vacant positions on a fair and equitable basis in accordance with the requirements of the federal employee merit selection system. In 1978 the Civilian Personnel Division at USMA also secured local examining authority from the New York City regional office of the Civil Service Commission to assure an adequate local labor pool in view of our high turnover of lower level positions. With this new authority the Academy was able to attract area minorities and women who were more likely to accept Academy employment since the job was nearer their current

residence. As a result of these activities and the better qualifications possessed by qualified minority members and women, there was a six percent increase in the employment of women and a two percent increase in the employment of minorities during the 1979 Fiscal Year. Nevertheless, most minorities and women remain relegated to the lower grade levels; minorities are heavily represented within wage grade positions, while women remain heavily concentrated within the lower GS levels. Our greatest challenge continues to be to better integrate the services of minority members and women throughout the entire Academy work force.

INSTALLATION CLUB MANAGEMENT DIVISION

The Club System objective of providing officer and enlisted club members a quality product and professional service while obtaining a profit was accomplished for the fifth consecutive year. Emphasis was placed on improving the quality of programs for the membership. This resulted in new and improved food, facilities, and entertainment programs. The more varied entertainment included weekly dance music, dinner theaters, name groups, other special groups, and bingo programs. Gross sales increased by 13 percent and the clubs realized a net income of \$57,000. This profit enabled the system to continue an ongoing capital improvement program of procuring essential items, improving the appearance of the two Officers Clubs, and initiating programs for upgrading the two Enlisted Soldiers Clubs. New carpets, drapes, furniture, wallpaper, flatware, china, dining, and musical equipment were procured. In addition, the club system acquired \$37,000 of appropriated funds for procurement of essential kitchen and dining room equipment. Even with these improvements the Officers and Enlisted Soldiers Club Branches increased deposits in the Army Central Investment Program by \$111,000 during the year.

Package Beverage Branch net income was distributed to the Officers and Enlisted Soldiers Club Branches and the Morale Support Fund. The Morale Support Fund's share of the profit increased to .5 percent of gross package store sales plus five percent of the net income. This resulted in a transfer during the 1979 Fiscal Year of \$14,251 to the Fund in comparison with \$9,128 the previous year. Over \$145,000 was distributed to the Officers and Enlisted Soldiers Club Branches based on sales volume to members.

In June 1979 the Non-Appropriated Fund Central Accounting Office was officially established under the Finance and Accounting Office of the Deputy Chief of Staff Comptroller. The Club System Administrative Support Branch accounting function was transferred to the new office although the branch's administration, procurement, and warehouse functions were unchanged.

PERSONNEL SERVICES DIVISION

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. Directorates at the Academy continued to be aided in developing their own plans in accordance with affirmative action guidelines. Directorates, departments, divisions, and units were assisted in designing and conducting individualized training programs. Workshops were conducted in cooperation with the Office of the Special Assistant to the Superintendent for Policy and Planning, the Organizational Effectiveness Officer, and the Department of Behavioral Sciences and Leadership to prepare discussion leaders for unit level training programs.

These ongoing branch activities conformed to a recent major Department of the Army (DA) initiative, appearing in the department's annual assessment of equal opportunity, which directed the programs to move away from an equal opportunity specialist's program and toward placing increased reliance on commander involvement to satisfy future requirements. Thus, the First Annual Minority Exposition and Festival was planned, organized, and conducted by representatives of numerous elements of USMA with only minimal reliance on equal opportunity specialists. Feedback on the USMA Affirmative Action Program continued to be collected for the Superintendent and the Human Relations Council from the 68 seminar sessions held during the past two academic years. Increasingly, efforts will be made in accordance with the DA directive to provide commanders and supervisors with the information and assistance needed to successfully meet their expanding roles in affirmative action.

The Army Community Service (ACS) extended assistance on over 8,000 occasions to active duty and retired military personnel, their families, unaccompanied "waiting wives," widows, Academy civilian employees, and USMA cadets. An average of 51 volunteers a month contributed a total of 6,431 hours of service during the past year. Informational programs of ACS included publishing The Pointerette, operating the Military Installation Library, responding to consumer concerns, conducting citizenship and English classes, handling referrals for the handicapped, and providing babysitting information, orientations, and welcome packets. 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.

In the fall of 1978 the Department of the Army directed that all military installations institute a Basic Skills Education Program to improve the basic academic skills of soldiers. Assistance in enhancing the reading, writing, and arithmetic skills of soldiers is designed to mold a more literate fighting force; it may also assist soldiers in gaining higher GT scores and obtaining high school equivalency diplomas. The Army Education Center, which supervises this effort at the Academy, had 11 enrollments in the program's initial year. The center also recorded a total of 1,201 enrollments in college programs (423 in undergraduate programs, and 778 in graduate programs). In the Vocational/Technical area there were 50 enrollments (42 on-post and eight off-post). USMA Band members enrolled in 74 MOS-related tutored courses; 21 Keller Army Hospital personnel took an Emergency Medical Technology course; and six individuals took off-post courses. There were also 15 new enrollments in the Army Apprenticeship program. Thirty-two individuals earned masters degrees and four earned high school equivalency diplomas during the academic year.

The Alcohol and Drug Abuse Control Branch continued its expansion of educational and rehabilitative services to the West Point community. Sixty-one alcohol and drug education training programs were given to 3,265 soldiers, civilian employees, dependents, and cadets. This activity was conducted during formal supervisory training sessions, special-interest programs, Military Command Information Classes, Newly Assigned Soldiers Briefings, Civilian Employee Orientations, Cadet Field Training at Camp Buckner, and cadet company level training.

Alcohol and Drug Abuse Workshops were conducted for local high school students, faculty, and administrators in support of community outreach programs and to support workshops sponsored by the Connecticut and Newburgh (New York) District Recruiting Commands. As in the past, selected post personnel and cadets attended the U.S. Army Alcohol and Drug Abuse Team training at Fort Sam Houston, Texas. An eight hour course was initiated for individuals found guilty of driving while intoxicated who were first offenders and whose offenses did not require an enrollment in the formal Alcohol Rehabilitation Program. In the overall program 1,283 individual counseling sessions were conducted with clients and 1,101 informational consultations were held with supervisors, commanders, and health care professionals.

POST CHAPLAIN DIVISION

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

To achieve the above goals various programs were presented throughout the year. Among these 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 sixteen times during the past four years here and at the Stewart Army Subpost. A seminar in Value Clarification, designed to make individuals more aware of their own goals and values in a world of multiple value systems and pressures, was presented to 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 program, designed to enrich individuals and their marriage and family relationships. Of the other special programs held periodically throughout the year, the most significant were: a three-day family retreat, a two-day single soldier's retreat, and a celebration of a Passover Seder as a teaching vehicle for Christians.

PROVOST MARSHAL DIVISION

The Physical Security Section expanded its initial inspection schedule from 50 to 100 annual basic inspections and conducted 200 supplemental inspections. Crime Prevention classes were conducted for Cadet Physical Security NCO's and a schedule was prepared to conduct Crime Prevention classes for incoming cadets next year. A highly successful seminar on Hostage Negotiations/Terrorism was presented for Military Police personnel, selected staff personnel, and members of the civilian police community. The installation of tactical intrusion detection systems for the Arms Storage Facility and the Remington Art Show were also accomplished.

There were 1,538 incidents reported to the Military Police during the year, 320 of which were traffic accidents. The total number of incidents represents a decrease of three percent compared with the previous year. There were 247 USMA academic, athletic, and other events supported by Military Police personnel. Other major activities included providing honors for 125 military funerals (74 on-post and 51 off-post); and revising operational plans dealing with home football games and June Week to provide a more expeditious handling of traffic.

Selected U.S. Army Reserve Component Military Police units from throughout the region augmented the active Military Police personnel for each of the 1978 home football games under the USMA Provost Marshal Mutual Support program. This program has been expanded to include support units from as far away as South Carolina during the 1979 season. Reserve Component Military Police support has been highly instrumental in providing a vital service to the West Point community.

The Criminal Investigations Division and Military Police Investigations Section investigated 638 incidents during the 1978-79 Academic Year. These included two crimes of violence, 548 crimes against property, and 88 drug offenses. Drug detection dogs from Fort Dix were used routinely during the year to assist commanders during Health and Welfare Inspections. Investigative personnel also performed physical security missions in support of visiting dignitaries.

RECREATION SERVICES DIVISION

In its continuing effort to improve services and expand recreational opportunities for the West Point community, the Recreation Services Division has acquired new equipment and increased its scope of operation in several areas. Some of the more noteworthy equipment acquisitions and additions during the past year include: permanent outside basketball standards, travel trailers, outboard motors, flat bottom boats, paddle boats, a horse trailer; skis and boots for rental; snack bar equipment, carpeting, pool table, and vending machines for the Golf Clubhouse; fitness trail equipment; furniture, gymnastic equipment, and a giant television screen for the Youth Center; and new lockers and fitness equipment for the gymnasium at Stewart Army Subpost (STAS).

A new ski administration building was constructed and put into operation at the Victor Constant Ski Slope. The division assumed control of Morgan Farm Stable, the Community Activities Building, football picnic site assignments, and the snack bar operation at the Golf Clubhouse. A new photo lab was opened in the

Youth Activities building at STAS. The Morale Support Branch took over accounting functions for the West Point and STAS child care centers and the West Point Nursery School. A civilian Recreation Services Officer position was established and filled at STAS to provide local supervision and leadership for the program there.

Attendance at Recreation Services programs increased slightly over last year reflecting growth in youth programs, men's and women's sports activities, and outdoor recreation activities. Interest in soccer continued to rise with 450 youths participating, while baseball remained the most popular team sport with over 650 enrolled. Significant increases were also noted in skiing and men's and women's organized athletic activities, particularly at STAS.

The Recreation Service libraries at West Point and STAS conducted story book hours for pre-school children throughout the year and provided Junior Great Books discussions during the summer for children entering grades three through six. The Recreation Center added a number of area tours and trips to local sites. Classes, demonstrations, and clinics in wood-working, furniture refinishing, auto body repair, photography, and pottery highlighted the year's crafts program offerings.

WEST POINT ELEMENTARY SCHOOL

The West Point Elementary School had a peak enrollment of 879 during the 1978-79 school year, continuing a trend of gradually increasing enrollments. Seventy-six eighth grade students were graduated from the school in June. Standardized test scores continued to indicate that as a group West Point students were above average in intellectual ability. Similarly, teachers reported that students continued to achieve at a level commensurate with their ability. A new reading program was introduced during the school year which replaced several different programs with a consolidated reading program for all grades. Reviews of the program for handicapped children continued to insure that school procedures were consistent with the law and were appropriate for Academy needs.

The staff also underwent change when Mrs. Ester Lee, who taught first grade for 30 years at West Point, retired from the staff in June.

OPERATIONS

RANGE OPERATIONS

Use of the USMA range facilities increased by four percent during the 1978-79 Academic Year, while training area usage realized a six percent growth. Activity at the 15,000 acre range and training area complex is expected to continue to increase as additional active duty and reserve component units of the armed forces make use of the USMA's excellent training facilities. Maintenance efforts continue to be successful with noticeable improvements being made throughout the complex. During 1979 a long term program was started to replace the aging electrical target mechanisms utilized on the rifle qualification ranges.

EVALUATION BRANCH

In September 1978 the operational responsibility for the Evaluation Branch was transferred from the Office of the Deputy Chief of Staff for Personnel and Administration (ODCSP&A) to the Office of the Deputy Chief of Staff for Operations and Security (ODCSOPS). This change was accomplished to more appropriately align the training and evaluation functions of Skill Qualification Testing (SQT) within the staff agency most suited to the mission. The Evaluation Branch also administers the following Army Personnel Tests on a by-request basis: Defense Language Aptitude Battery (DLAB); Armed Services Vocational Aptitude Battery (ASVAB); Defense Language Proficiency Test (DLPT); Flight Aptitude Selection Test (FAST); Officer Candidate Test (OCT); and Officer Qualification Inventory (OQI).

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 in support of the tradition and heritage of the United States Military Academy, to install and maintain exhibits and works of art in post buildings, and to operate a public museum for the enjoyment and edification of visitors to the Military Academy.

The museum academic program during the 1978-79 Academic Year included support for several History Department courses. A total of 64 lectures were given by the museum staff on the evolution and technology of weapons. Seventy-five exhibits relating to tactics and campaigns of both American and foreign armies were installed in Thayer Hall to assist many academic courses of instruction.

The museum added to its permanent exhibits by installing a large mural of the Normandy Airborne Landing presented by Mr. Charles Simon in honor of Lieutenant General James M. Gavin. A restored World War II U.S. Army jeep was also installed in the same gallery by museum staff personnel through the cooperation and restoration work of noncommissioned officers from the Department of Engineering. A new exhibition was mounted in the Special Exhibition Room pertaining to Zouave military units in the Civil War and a special exhibit catalog was written and edited by museum staff members.

A total of 103 museum artifacts and works of art were acquired during the academic year. Most noteworthy among the acquisitions were two late 18th century military uniforms and a Revolutionary War Hessian musket which were acquired through the generosity of Brigadier General Sidney R. Hinds, USMA 1920. Several loans were made to the Lyndon B. Johnson Memorial Library in Austin, Texas and to the Heritage Plantation Museum of Sandwich, Massachusetts. The museum staff answered over 850 letters pertaining to the museum's collections. Attendance at the museum during the year totalled nearly 289,000 visitors, a decline of eight percent from the previous year.

The West Point Museum served as the host for the First Joint Canadian-U.S. Army Military Museum Conference in August 1978. Over 200 delegates attended this conference sponsored by the Organization of Military Museums of Canada and the Office of the Chief of Military History, Department of the Army. Michael E. Moss, the West Point Museum's art curator, prepared an illustrated catalogue and lecture on American and Canadian poster art of World War II to accompany a display of museum posters for the conference. Seventy-three of the American posters, originally used on the home front during World War II, are currently on a national four year tour under the auspices of the Smithsonian Institution Traveling Exhibition Service (SITES). The show will travel to some 30 museums throughout the country before returning to the Academy in June 1983.

Visitor attendance at Fort Putnam totalled about 41,000 persons during the academic year. This represented an increase of about one-third over the attendance levels of the previous year. The increase is attributed to greater visitor awareness of the existence of the fort, relatively mild summer temperatures, and the reduced driving patterns of the public which made Academy sites more attractive to visitors in the New York City metropolitan area. Special groups, such as the Third Massachusetts Regiment and the Wappingers Falls Junior High School, also made use of the fort to demonstrate a living history encampment.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division (AA&GPD) was responsible for planning, coordinating, and implementing the 1978 Thayer Award Ceremony, the 1978 Alumni Homecoming Program, the world-wide Founders Day in 1979, the Founders Day dinner at West Point in 1979, the Class of 1879 Centennial Reunion, alumni events during June Week 1979, 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 1978-79 Academic Year the fund's total receipts were in excess of \$863,000 and its expenditures over \$516,000. At the end of the academic year the fund's total balance was nearly \$3,401,000.

Major West Point Fund projects completed during the past academic year include the Eisenhower Hall Art Gallery and support of the Weir Exhibition by the Class of 1929 and the Tower Suite Restoration in the First Division of Barracks by the Class of 1939. The Class of 1941 has provided furniture for their Honor Committee Meeting Room (Nininger Hall). Restoration of the Thayer Collection is on-going and \$328,000 has been provided for this project by the Class of 1950.

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 37,000 Academy graduates and the addresses of the 27,000 surviving graduates for the use of both the Association and the Academy. The Association distributed at cost over 22,000 pieces of West Point commemorative ware and raised private funds for USMA projects, activities, and memorials for which appropriated funds were not available.

In addition, the Association supported the Academy in planning and implementing USMA alumni activities, including the 1978 Thayer Award ceremonies, the 1978 Homecoming Program, the 1979 Founders Day activities, and the 1979 June Week Alumni reunions.

The 21st annual Sylvanus Thayer Award was presented by Brigadier General (Ret.) Luke W. Finlay, USMA '28, President of the Association, to Dr. James R. Killian, Jr. on 12 October 1978. 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.

On 1 June 1979 it was announced that the George Olmsted Foundation would make a grant of \$2.5 million to USMA, the largest grant in Academy history. The grant will be provided at \$100,000 a year for the next twenty-five years. The Olmsted Foundation was established in 1959 through assets provided by Major General George Olmsted (Ret.) and his West Point Class of 1922. The gift will come to the West Point Fund of the Association of Graduates where it will be used to inform young Americans of the challenges and rewards offered by a military career and to motivate their continued interest in the security and defense of our country. The West Point Museum will play a major role in carrying out the objectives set forth by the Olmsted Foundation by broadening and expanding the scope of its activities.

USMA BAND ACTIVITIES

All four musical elements of the USMA Band (Concert Band, Stage Band, Marching Band, and Field Music Detachment) were heavily utilized during the period 1 July 1978 to 30 June 1979. The weekly Summer Concert Series at Trophy Point Amphitheater featuring the Concert Band, Stage Band, and Field Music Detachment was popular and well attended. An audience of over 7,000 attended the series' final concert which included a performance of the 1812 Overture accompanied by howitzers from the 528th Engineer Detachment, USMA. The Winter Concert Series, also featuring both the Concert and Stage Bands, was highlighted by the homecoming concert in October which featured Dr. John A. Davis, Organist, USMA Cadet Chapel, as the guest soloist. In addition to this series, the Concert Band appeared in April before the American Newspaper Publishers' Association Annual Convention at the Waldorf Astoria in New York City in conjunction with President Carter's address there. In June, the Band returned to the Waldorf to provide military music for the Honor America Society Awards. At the special request of the Sacred Music Society of America, the Concert Band and Field Music Detachment performed the military music for the American premier of Giacomo Meyerbeer's opera "Il Crociato in Egitto" (The Crusader in Egypt) at Carnegie Hall in New York City.

Chamber music groups contributed to the success of the USMA Band's activities during the year through a varied concert schedule of music for combinations of brass, woodwind, and percussion instruments. The most notable of the many appearances of these groups on and off post was the performance of the Highlands Brass Quintet at the International Brass Symposium held at the University of Vermont. The Stage Band

supported many official functions including the 100th Night Show and the Superintendent's formal reception held during June Week. In addition, they recorded several radio shows for the DA Public Affairs Office.

The full Marching Band performed at all Army home football games and at the Army/Navy game in Philadelphia; the Pep Band, a smaller contingent thereof, supported Army home basketball games. The Marching Band traveled to Philadelphia to provide advance publicity for the Army/Navy game through an appearance in the annual Gimbel's Thanksgiving Day Parade.

The Field Music Detachment ("Hellcats") supported USCC breakfast and dinner formations, retreats, and drills. They also made a special appearance in Rochester, New York for the New York State Boy Scout Awards Convention and presented a musical show entitled "History of Field Music" for the Army Military Museum Conference held at West Point.

Finally, members from all elements of the USMA Band assisted area Army recruiters in New York, Massachusetts, and Connecticut by conducting musical clinics, presenting concerts, and auditioning prospective high school Army Bands personnel.

AVIATION ACTIVITIES

The 2d Aviation Detachment, USMA, completing the academic year with 1,717 flying hours for a new total of 17,758 accident/incident free flying hours, again received every DA safety award for a unit of its size.

LOGISTICS

UNITED STATES ARMY COMMUNICATIONS COMMAND-WEST POINT (USACC-WP)

Relocation of telecommunications center (TCC) services from Stewart Army Subpost (STAS) to West Point was formally completed on 20 February 1979 with the opening of a new TCC in the basement of the Headquarters Building. The center is now in a more centralized facility and the systems' upgrading which accompanied the move now offers the official USMA, STAS, and tenant user increased capabilities. In addition to the narrative and data card message transactions previously available, the center now provides magnetic tape capability which will expedite the sending and receiving of message traffic. The installation of Optical Character Recognition Equipment which is scheduled for August 1979 will further enhance this facility's operation by expediting communication processing. In conjunction with the relocation of the TCC was the transfer of common-user telecopier (facsimile) services from the Secretary of the General Staff at USMA to this command in March 1979.

The West Point Study Group recommended that a battalion cell concept be utilized to bring tactical officers in closer contact with cadets by locating all offices in the cadet barracks area. To support this modification, seven key telephone systems were procured and installed and the U.S. Corps of Cadets Private Automatic Exchange is being expanded from 50 to 100 lines. This latter expansion of service is anticipated to be completed in the winter of 1979.

STATISTICAL DATA

	Data for Academic Year 1978-79	Percent Change from Academic Year 1977-78
<u>WEST POINT:</u>		
Number of Installed Telephones	4096	+ 4
Cost of Commercial Long Distance Calls	\$253,217.26	+17
Number of Dial Assistance Calls Required	1,384,037	-15
Number of Telephone Work Orders	4,747	+ 2

Number of Trouble Calls	4,205	+12
Number of Messages Sent (TCC)	6,679	- 3
Number of Messages Received (TCC)	34,882	+17

STEWART ARMY SUBPOST:

Number of Telephones Installed	325	- 4
Cost of Commercial Long Distance Calls	\$ 33,257.90	+28

Among the most notable statistical changes in the center's operation were the increases in the cost of long distance calls at USMA and STAS. Although tariff increases by the telephone companies were responsible for a portion of the increase, the rise at USMA is indicative of the greater use of telephonic communication for cadet recruiting efforts. The increase at STAS may also be attributed in part to the active Army recruitment efforts at that facility. The increase in the number of messages received at the center is attributable to the use of such integrated computerized data reporting systems as STANFINS, SIDPERS, and SAILS at USMA.

HOUSING DIVISION

The Housing Division continued to emphasize the maintenance and improvement of the housing environment at USMA and STAS during the past academic year. The numerous projects conducted during the period originated from three categories and were funded at the levels indicated in the following chart:

<u>Category of Work</u>	<u>Estimated Total Cost</u>	<u>Financial Account</u>
Minor Construction	\$ 54,800	Military Construction Army (MCA) (BP 1800)
Maintenance and Repair	\$1,405,500	Family Housing Maintenance Army, Maintenance and/or Repair (FHMA M&R) (BP 1900)
Bachelor Housing Furnishing	\$ 23,300	Operational Maintenance Army (OMA) (BP 1900)

During the period the most notable USMA Fund commitments for the division's maintenance and improvement 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>
Incidental Playground Improvements USMA/STAS	3/10	\$4 800/\$16,000
Basketball Standards USMA/STAS	8/4	\$3,280/\$1,640
Trash Can Enclosures USMA	30	\$29,044

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	253/122	\$191,059/\$62,319
Refinish Wood Floors USMA/STAS	140/52	\$ 65,623/\$20,985
Replace Resilient Floor Covering USMA/STAS	231/42	\$116,683/\$13,601
Storm Window/Screen Replacement USMA	31	\$ 79,150
Kitchen Repairs Enlisted Quarters USMA	25	\$ 58,700
Kitchen Repairs Officer Quarters USMA	11	\$ 46,800
Exterior Maintenance USMA (Front Porch Repairs)	81	\$198,518
Roof Repairs USMA (Lee Hsg. & So. End Qtrs)	28	\$252,132
Exterior Maintenance STAS (Stewart Gardens)	321	\$299,957

The bachelor housing furnishing management had \$23,300 committed to issue and replace furnishings at 560 units at STAS and USMA.

PURCHASE AND CONTRACT DIVISION

The division began initial use of the new Customer Integrated Automated Procurement Systems (CIAPS) during January 1979. The new system is structured to provide timely procurement support to the various organizations at USMA and STAS supported by the office. The CIAPS controls the movement of purchase requests from Academy activities and reports the status of the request at all stages of the procurement cycle. The system also generates purchase orders upon receipt of award transactions and prepares delivery orders and solicitations based on defined parameters. Additional computer output is provided to assist management, buyers, and support personnel in monitoring the movement of purchase and contract actions. It is anticipated that after an implementation period of six months all actions and reports will be fully automated.

During the year the division was reorganized on a functional basis to realign the staffing with the support functions. A new Contract Administration Branch (an outgrowth of the former Contract Branch) was established to centralize all post contract administrative functions within one element. In addition, the former Procurement Support Branch was reorganized as the Systems Management Branch, the initial phase in the conversion to an automated procurement system. These changes are anticipated to result in increased responsiveness and enhanced management control. The Contracting Branch and Small Purchase Branch will continue to handle all pre-award functions.

A contract was awarded to the RCA Service Company to provide real property maintenance services for STAS in Newburgh, New York. The contract was awarded in accordance with the Office of Management and Budget (OMB) directive to contract out to commercial firms for all Commercial and Industrial Type Activities (CITA). The contract, with an estimated dollar value of nearly \$600,000, is of the cost plus fixed fee type. This is the first such action at USMA and is anticipated to result in a reduction in annual operating costs in excess of \$100,000.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to be responsible for providing laundry, dry cleaning, supply, 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.

Internal management goals of the division during the 1978-79 Academic Year were: to reduce operating expenses; to improve manpower performance and productivity; to review personnel staffing with a view toward reducing manpower authorizations; to install arms room security equipment; to provide training in property book accounting procedures; to implement the Information Exchange System in the Property Control Branch; to convert to the use of electronic cash registers in the commissary; and to develop guidelines to reduce petroleum, oil and lubricant (POL) consumption. All of these goals were achieved by the conclusion of the academic year. The division's assistance in the complete inventory of all government property at West Point remains an on-going project.

The cash sales in the Clothing Sales Store were \$276,171 in the 1978-79 Academic Year, a 24 percent increase from last year, primarily due to increased cadet purchases and the introduction of durapress fatigues. The Self Service Supply Center sales for the year were \$788,367, an increase of 1.8 percent from the previous year.

The Property Control Branch again this year processed requisitions for supplies and equipment to support the 1979 Third Class Field Training and Cadet Basic Training. The total dollar value of these transactions totalled \$3,392,245, a 15 percent decrease from the previous year. This decline in support was due to a reduced training period in the summer of 1979 and a corresponding requirement for less training equipment.

The integration of the Standard Army Intermediate Level Supply (SAILS) and the conversion of the CIAPS computerized data systems have progressed significantly during the past year. Since implementation, SAILS has been functioning successfully and all problem areas have been or are being satisfied. Training classes for SAILS are being conducted during the summer of 1979 for all supply personnel. Other parties with "a need to know" have been invited to attend. The Purchase and Contract Division's use of CIAPS, an automated system for local purchase, has necessitated a SAILS-CIAPS interface which will be prepared by the Deputy Chief of Staff for Logistics Systems Analyst, coordinated with the Supply and Services Division.

DA has directed that there be a five percent reduction in the use of ground fuels over the levels consumed in the 1978 Fiscal Year. Consumption of ground fuel during the 1978-79 Fiscal Year was 591,143 gallons, a one percent decrease over the previous year. Difficulties requisitioning fuel allocations for USMA have been encountered and, considering national shortages, can be expected to continue. The POL section is giving close attention to this issue.

The West Point Laundry and Dry Cleaning Plant continued its equipment improvement program by purchasing \$11,745 worth of new equipment. Over the past two academic years there has been a 65 percent increase in the number of dry cleaning pieces processed and in April 1979 the laundry hours were expanded by one hour. The decline in profits is primarily due to increased labor and utility costs. An ultimate objective, of course, is to operate the plant at no profit with receipts covering only the costs of operating the facility.

The West Point and STAS commissaries' combined sales totalled \$10,963,600 an 8.9 percent increase over comparable sales during the previous academic year. The increase can be attributed almost exclusively to increases in the cost of food, not to additional business; customer transactions for both stores totalled 287,614, an increase of only one-half percent over the previous year. Major new expenditures for the commissaries included the purchase and installation of electronic cash registers at the West Point Commissary for \$42,000 and the purchase of electronic cash registers for the STAS Commissary for \$20,000. Installation of the STAS cash registers will be completed upon receipt of operating manuals in the summer of 1979. Twelve permanent positions were converted to part-time, bringing the total conversion to 41 positions since the 1977-78 Academic Year, a conversion desired by the U.S. Army Troop Support Agency (USATSA). The annual commissary management survey comparing civilian retail prices with commissary prices in November 1978 indicated an overall 32 percent saving for the commissary patron.

TRANSPORTATION DIVISION

The following chart depicts the use and cost of operating vehicles in the USMA Transportation Motor Pool. Academic Years 1977-78 and 1978-79 are compared at both USMA and STAS.

	<u>USMA</u> <u>1977-78</u>	<u>USMA</u> <u>1978-79</u>	<u>STAS</u> <u>1977-78</u>	<u>STAS</u> <u>1978-79</u>
Average No. of Vehicles	377	371	51	50
Total Vehicle Miles	2,577,041	2,710,429	315,765	298,618
Miles by Assigned Drivers	861,253	863,047	81,368	99,580

COST PER MILE (CPM) FACTORS
(IN DOLLARS)

	<u>AY 78</u>	<u>AY 79</u>	<u>% INCREASE/DECREASE</u>
CPM Operations	.148	.165	+ 11.5
CPM Maintenance	.159	.193	+ 21.4

COST PER GALLON GROUND FUEL
(IN DOLLARS)

MOGAS	.448	.540	+20.5
Diesel	.397	.430	+ 8.3

The Motor Pool Branch trained, tested, and licensed 360 Fourth Class Cadets to drive military vehicles. An additional 948 cadets were also tested and licensed to drive in support of cadet activities and training.

The Traffic and Administrative Branch Support of personal property shipments for the Class of 1979 was as follows:

<u>DESTINATION</u>	<u>WEIGHT</u>	<u>NO. OF PIECES</u>
Home	Parcel Post	1,388
Home (GBL)	155,705	2,843
TDY	51,884	901
PCS	85,907	770
TOTAL	293,496	5,902

The figures for Home (GBL) and PCS weight shipments for the Class of 1979 were both significantly higher (177 percent and 89 percent respectively) than for the Class of 1978. Although the figures can vary dramatically from class to class it is believed that the increases may be indicative of the increased purchases of smaller cars by cadets and the cadets resulting inability to take items home with them. It also points up dramatically the difficulty in estimating the demand from one class to the next for personal property shipments.

Outbound shipments of household goods totalled 1,192 while inbound shipments numbered 1,230. The division saved \$8,976 by arranging 54 "Do-It-Yourself" (DITY) moves.

During the 1978-1979 Academic Year, the Transportation Division relocated the SJA Office, Department of Mental Hygiene, Dental Clinic and Eye Clinic; it also assisted 1st Battalion in delivering wall lockers to the Maintenance Division for assembly and redistribution to STAS and Camp Natural Bridge.

The Harborcraft Branch operated three vessels for a total of 1,204 hours and carried 21,865 passengers without accident during the 1978-79 Academic Year. New tactical and marine radios and radar devices were installed on the two J-boats. The overhaul of two marine diesel engines and transmissions on the J-3798 was performed in-house at a saving of \$13,000.

TREASURER

Corps Support Branch

In an effort to improve the level of support to the Corps of Cadets, while reducing costs associated with that support, the Military Academy has called upon the Defense Logistics Agency's largest field command, the Defense Personnel Support Center (DPSC), for assistance. DPSC manages three major commodities for the DOD: food, medical supplies, and clothing and textile items. In order to capitalize on DPSC's textile procurement and technical expertise, USMA requested the Philadelphia-based activity to procure a five year's supply of the cloth needed to manufacture cadet dress uniforms in the Corps Support Branch factory at West Point. Combining requirements in this multi-year procurement will increase the number of firms bidding on the contract and at the same time provide a hedge against inflation, which was at ten to twelve percent per year for our material during the 1978-79 Academic Year.

Over the past few years several questions concerning the appropriateness of the cadet store's retail operations have surfaced. Specifically, AR 60-10 "General Policies" and 230-1 "The Non-appropriated Fund System" preclude non-appropriated retail outlets from competing with Army Air Force Exchange System stores. To resolve this conflict, the Military Academy asked the DA DCSPER to review the legality of the cadet store in view of the statute (10 USC 4340) which chartered the store's operations. The resulting review, conducted by TAG in coordination with TJAG, confirmed that the cadet store is a legal entity under the jurisdiction of the Secretary of the Army. The DCSPER recognized that there had not been any DA guidance issued applicable to the USMA Cadet Store and will take action to have TAG, with input from West Point, publish a governing policy on the subject. Pending the finalization of that policy, the DCSPER has authorized the continued operation of the cadet store as it is presently constituted.

Cadet Mess

The 1978-79 Academic Year was a successful period for the cadet mess. In November 1978, Miss Kathleen Glynn joined the staff on a part-time basis as dietitian, providing an immediate positive influence on the nutrition of the Corps of Cadets. The cadet mess labor force continued at an authorized strength of 413 civilian employees while the quality and quantity of services to the cadets continued to increase. A major project is ongoing to convert all subsistence procurement from in-house cadet mess purchases to contracting out by the Purchase and Contract Division. A forty-eight percent reduction in overtime was realized during the 1979 Fiscal Year.

Hotel Thayer

During the 1978-79 Academic Year the Hotel Thayer continued its program of renovation and repair while increasing sales and improving profitability. Major projects completed during this period included: retiling of guest room bathrooms and installation of shower scald-guard devices; replacement of guest room heating and air conditioning units; rebuilding the service elevator; redecorating 68 guest rooms with new wallcovering, shutters, carpets, and bedspreads; and providing enlarged and newly redecorated rooms for the sales office. Hotel sales during the 1978-79 Academic Year increased by 17 percent to \$1.7 million while profits increased by more than \$45,000.

MAINTENANCE DIVISION

Improvements were implemented in the protection of personnel from industrial hazards. New waterfall units were installed in the paint booth in Building 793 to improve the quality of the air. Buildings 793 and 795 have been vacuum cleaned to remove high lead dust content to eliminate a health hazard.

Black cannons at Trophy Point have been painted to prevent excessive deterioration and to improve their appearance.

Approximately 200 summer loan vehicles were placed in administrative storage for the winter months. These vehicles were also serviced and readied during the spring for summer training.

COMPTROLLER

The operating budget for Fiscal Year (FY) 1979 amounted to \$127 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 1979 totalled 3,901. This was a net decrease of 62 spaces from the total authorized on 30 September 1978, but a net increase of six spaces from the personnel authorization of 30 September 1977. Manpower authorizations were as follows:

	<u>30 Sep 78</u>	<u>30 Sep 79</u>	<u>Net Change</u>
Officer	793	818	+ 25
Enlisted	675	688	+ 13
Civilian Full-Time Permanent	2,495	2,395	-100
TOTAL	3,963	3,901	- 62

There were several major manpower actions during the past year that affected the authorizations. Seventy-two spaces were withdrawn due to the contracting out of base operations support action at Stewart Army Subpost. Restoration of 44 of these spaces has been requested of DA Headquarters since the space reduction was overstated during the initial contracting out phase. An additional decrease in civilian authorization of 38 spaces was the result of the DA-imposed curtailment of civilian employment. Increases in manpower authorizations were provided for the support of recommendations of the Final Report of the West Point Study Group and the continuing admission, integration, and training of female cadets. As a result of these actions, the Department of the Army authorized 18 officer, 16 enlisted, and 10 civilian spaces. The remaining changes were minor in nature.

The Office of the Comptroller was directly involved in reviewing, validating, and assisting the command's activities in preparing for the Department of the Army Manpower Management Survey conducted on-site during the period 8 January - 9 February 1979. Initial results of the survey recommended a reduction of 42 spaces (39 enlisted and 12 officer space reductions but a gain of two warrant officer and seven civilian spaces). In addition to these 42 spaces which the Survey Team recommended for elimination, 393 requested spaces were also denied. A reclama was submitted for 212 of the spaces not recognized by the Survey Team (150 civilian, 33 enlisted, 28 officer, 1 warrant officer).

The Manpower Management Survey's final recommendation, dated 25 June 1979, on the USMA reclama recognized only 12 of the 212 spaces requested (six enlisted, five civilian, and one officer). Implementation of this survey will be reflected in the Fiscal Year 1980 USMA Table of Distribution and Allowances (TDA).

In January 1979 the USMA Deputy Chief of Staff, Comptroller, prepared the Academy's first Program Analysis and Resource Review (PARR) submission signifying USMA's direct involvement in the Army Programming Cycle process. USMA's participation in this Program Budget Cycle, along with that of the major Army commands, was undertaken to comply with the Department of the Army budget response to the Presidential directive to follow zero based programming and budgeting procedures. The Academy's participation in the process will facilitate a more precise communication to the Department of the Army of long-range Academy requirements than was possible previously.

Monthly Program Budget Advisory Committee (PBAC) meetings were initiated during the last academic year at the direction of the USMA Chief of Staff, as a step toward improving financial management at USMA. This allows the Deputy Chief of Staff, Comptroller, in conjunction with the major activity directors at USMA, to identify funding problems earlier and to react to them in a more timely manner.

AUTOMATION AND AUDIOVISUAL SYSTEMS

During the past academic year the Directorate of Automation and Audiovisual Systems continued to provide centralized data processing and audiovisual support to every phase of the Academy's operation. Positive action has been taken to improve support. Increased authority for the selection and acquisition of data processing systems and equipment has been delegated to the Superintendent by DA enabling the rapid response and flexibility necessary to expand the use of computers in the classroom. Installation of the new Univac 1100 series computer systems will provide the capabilities needed to adequately support the Academy's computer requirements. Additional Other Procurement Army (OPA) funds for data processing and audiovisual equipment have been obtained for some critically needed systems replacement and expansion. The USMA community's radio and television reception has been substantially improved through relocation and expansion programs.

The centralization of all data processing and audiovisual instructional technology functions under a single directorate at the Academy has proven to be operationally sound and was so attested to by the 1979 Department of the Army Inspector General (DAIG) Inspection Team. The effective use of computer and audiovisual executive steering committees and other working groups combined with newly published policy and procedures culminated in the high level professional support noted by the Inspection Team.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

The Audiovisual Instructional Technology Division's (AVIT) mission is to provide the Academy with audiovisual instructional technology products including television programs, still and motion pictures, audio recordings, graphic aids, training devices, sound reinforcement, electronics/TV maintenance, and audiovisual equipment. The DAIG observed that literally every aspect of this division's activity can in some way enhance the academic program, the activities of the Corps of Cadets, or installation support.

A number of major films, television, and multimedia productions were produced this year. One notable film entitled "The Initial Challenge" documents the activities of new cadets during their first summer at the Academy. The film follows the cadets from Reception Day through the summer until they march back from Lake Frederick. The Department of Military Instruction uses the film to mentally prepare new arrivals for that initial step to becoming an Army officer. To assist the Directorate of Admissions with its minority recruiting

effort, a 20-minute film entitled "Let's Get to the Point" was produced to meet minority audiences' unique information needs about the Academy.

Major multimedia programs were produced to meet the needs of various activities. Officers attending the Liaison Officers' Conference and educators visiting the Academy will see a revised version of the Dean's presentation on "Education for Leadership." The three-screen presentation explains the Academy's academic program and provides liaison officers with the information necessary to discuss academics with prospective candidates. "Four Years Now - For the Future" is being produced by the Department of Physical Education to provide prospective candidates, cadets, and visitors a graphic description of the Academy's physical education program. The Department of Military Instruction made use of a striking and dynamic multimedia program entitled "PRO" to enhance the attitude of professionalism in each cadet. It conveys this message by relating civilian and military professions and depicting the science of military professionalism. To heighten safety awareness within the Corps of Cadets a new multimedia program, "In Your Hands," was developed. The fast-paced program was designed to examine accidents, point out probable causes, and suggest remedies. Other in-house activities included filling 296 television and film requests, 2,922 hours of closed circuit television playbacks, and completing 14,842 requests for still photography, graphics, training devices, TV repair, AV equipment loan, electronics maintenance, and sound reinforcement.

Major operation and maintenance activities included the expansion of the master antenna system to the South Post and Lusk areas. This expansion plus the separation of existing power and communications cables in the manhole system are prerequisites to converting the West Point master antenna system to cable television through commercial franchise agreements in the 1980s. The STAS antenna system will be converted to franchise cable television during the last half of 1979.

The division conducted a series of Instructional Media Resource Seminars for the staff and faculty. The seminars are in part a response to the West Point Study Group recommendation "to prepare and conduct instructor courses in the effective use of instructional media." The seminars provide information on available resources and include discussions of the methodology of effective media use and audiovisual equipment operation.

The publication of USMA Regulation 108-2 entitled "Audiovisual Services," covering all facets of local audiovisual policy and procedure, and the "AVIT Instructor Information Pamphlet," answering questions on how to plan for and acquire audiovisual

support, have provided additional Academy-wide communication in the media support areas to assure effective application of resources in support of mission requirements.

COMPUTER SYSTEMS DIVISION

The Computer Systems Division has the responsibility for providing centralized automatic data processing services to the Academy. Included are such functions of computer operations as computer terminal maintenance, data base administration, systems analysis and programming, systems software support, and user assistance.

During the past academic year the Division has been deeply involved in the conversion to new Instructional Support and Academy Management computer systems. This involved installation of two Sperry-Univac 1100 computers, extensive site preparation, and conversion and redesign of the Academy Management System software. The renovation contract completely upgraded the air conditioning and power needs of the facility and greatly improved the working environment for the computer operators by providing a modern and pleasant computer site. Installation of the two computers was completed in December 1978 with the Instructional Support System for academics being accepted in January and the Academy Management System for administrative management in March. Response time problems in the Instructional Support time share system arose and Sperry-Univac upgraded the Instructional System to an 1100/12 multi-processor which should provide a responsive system for cadets and faculty in the 1979-80 Academic Year.

A great deal of progress was made in the contracts for conversion and redesign of the Academy Management System software with completion scheduled for early 1980. This new software will give the Academy on-line access to management information using modern data base management systems.

Programmer/analysts and computer operators have undergone extensive on-site Sperry-Univac training in hardware operation and software capabilities. This, coupled with support of the software contract and the continued program maintenance and necessary modification to existing systems, has resulted in a highly active year. Major analysis and programming projects accomplished during the past academic year were implementation of the Cadet Record Brief System, modifications of the Cadet Pay and Accounts, Term End, and Donor Data Systems, automation of Second Class Orders, Private School Processing, and Honor Board Member Selection. The DAIG applauded the division's efforts in the planning for the installation and conversion to the new computer system while concurrently providing required support. "Also noteworthy

were the continued development of the Data Base Management System, publication of the ADP Systems Development and Standards Manual, and development of an overall USMA Automation Plan."

Two additional Standard Army Multicommand Management Information Systems (STAMMIS): The Disk-Operating System - Enhanced (DOS-E), and the Vertical Army Authorization Document System (VTAADS), were installed this year. There are now eight standard systems processed in support of base operation activities. System saturation is a matter that is being dealt with from several approaches. The three shift computer operation has been extended from five to six days, the Academy has been placed on the Project Vertical Installation Automation Base Line (VIABLE) extension schedule to receive new hardware in the 1980s, and action has been initiated to provide an interim hardware system pending receipt of Project VIABLE hardware.

FACILITIES ENGINEERING

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

During the 1978 Fiscal Year USMA became the first installation in the continental United States to contract out a major Facilities Engineering function to a civilian concern. In August 1978 a contract was awarded under the Army's Commercial and Industrial Type Activities (CITA) Review Program to the RCA Service Company to perform Real Property Maintenance and Repair (RPM&R) at STAS at a projected saving to the Academy of \$150,000 annually. The contractor began phase-in on 21 September 1978 and assumed control of all RPM&R functions on 5 November 1978. Performance data after six months indicated that the projected savings will be realized and that the contractor is accomplishing a 20 percent greater volume of work than was accomplished by the in-house work force. Both customer satisfaction and quality of work have been, in general, excellent.

During the 1978 Fiscal Year USMA met the DA energy consumption goal of five percent, achieving a 5.2 overall energy reduction. The Military Academy's Fiscal 1979 energy program is directed toward achieving the presidential goal of a five percent reduction from the 1978 Fiscal Year consumption figures. The DA is funding the first two phases of a four-phase Basewide Energy Study (BES). The Planning Research Corporation, a New York City architectural engineering firm, is presently conducting Phase I (Building Modifications) and Phase II (Utilities and Energy Distribution Systems) of the BES. Completion of these two phases will identify and develop the Energy Conservation Investment Program (ECIP) projects for the 1981-82 Fiscal Year MCA Program. These projects will be directed toward improving the energy efficiency of existing facilities to achieve the 1985 Fiscal Year goal of a 20 percent reduction from the Fiscal Year 1975 base year energy consumption levels. The DA has tentatively scheduled 1980 Fiscal Year funds for completion of the remaining two phases.

Two MCA projects were completed this year. Phase I of the Separate Power and Communications Ducts project, completed in July 1978, provided for the installation of new underground power and communication ducts and manholes required to provide separate duct paths in the central portion of the post to meet life safety code requirements. Renovation of the field house, completed in November 1978, consisted of providing a new

artificial surface of varying textures for two basketball courts, a track surface, and other general athletic and training activities. The existing roof was replaced, new bleachers installed, and new fire exits provided to meet current code requirements. Modifications of a portion of the locker rooms have also facilitated use of the field house by women cadets.

Six MCA projects are currently under construction. A project was begun in August 1978 to improve utilities systems by providing telemetry and remote control between the power plant's existing modified central console and the 11 major Heating, Ventilating, and 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. A contract was awarded in September 1978 to provide a controlled humidity and temperature environment in the printing plant. The project entails installing air conditioning units at three points within the building for zone control and humidity requirements. Phase II of the project to separate power and communication ducts will provide separate duct paths for each system within the South Post area. Conversion of the Old Hospital Building includes complete renovations to provide space for various staff organizations, including the Director of Admissions and the Staff Judge Advocate. Functions such as the Cadet Sales Store, Cadet Health Clinic, and Dental Clinic will also occupy a major portion of this building.

Three athletic facility-related projects resulting from the 1976 Review of Athletic Facility Studies are also planned. Michie Stadium and gymnasium alterations will provide additional locker facilities and revamping the existing locker room facilities in the gymnasium will accommodate women. Michie Stadium will also undergo structural repairs and have its public latrine facilities upgraded. In addition, the lighting at both the stadium and at Howze Field will be improved. Finally, the construction of outdoor athletic facilities will relieve the overcrowded conditions for athletics at the Academy by providing additional tennis courts for intercollegiate competition and cadet instruction. The removal of specified types of ammunition storage from an area near the Fort Putnam parking lot and the construction of a replacement facility at a Camp Buckner training site will be undertaken to comply with federal safety distance criteria and to permit construction of additional athletic fields near the parking lot.

One additional Exigent Minor Construction Project, the construction of a solid waste transfer station, will enter the construction phase in 1980 and will provide USMA with the capability to compact and transport its solid waste to an off-post sanitary landfill as the State of New York has directed.

INSPECTOR GENERAL

During March 1979 the USMA received a General Inspection from the Department of the Army Inspector General (DAIG). A ten member team of inspectors spent four weeks at West Point and delved into every facet of Academy life. More than 100 findings resulted from the inspection, 10 of which were complimentary rather than critical. The team wrote 43 findings requiring USMA response to DA and referred 19 findings to the DA Staff or other Major Commands for resolution. An additional 46 findings of internal USMA interest, requiring no response to DA, were left for Academy officials to provide corrective action. Lieutenant General Richard G. Trefry, DAIG, covered the most significant findings in his outbriefing to USMA officials on 30 March. The inspection and resulting corrective actions will be of great benefit in the Academy's continuing effort to improve support of the Corps of Cadets.

PUBLIC AFFAIRS

The primary energies of the Public Affairs Office (PAO) during the 1978-79 Academic Year were devoted to promoting the opportunities available at West Point to a national audience. The major project of the year was assisting Columbia Pictures in the preparation of a feature-length movie "Women at West Point," which is discussed in the chapter on the integration of women. In addition, the office arranged for several appearances by cadets and faculty members on national television programs such as the David Susskind Show, Firing Line, and Not for Women Only. Additionally, cadets and faculty members appeared on numerous news telecasts. Major feature stories appeared in newspapers and magazines.

The PAO, in conjunction with the Superintendent's Civilian Public Relations Council, a voluntary ad hoc group of civilian public relations experts, promoted an extensive public attitude survey as part of an overall assessment of the Academy's current and desired public images. Through contributions of individuals on the council and the Academy's Office of the Director of Institutional Research a survey was made of the attitudes of members of Congress and other government officials, members of the mass communications media, graduates of West Point, high school guidance counselors and students, parents of cadets, and the general public. The findings of the survey will be made available to West Point decision-makers in the fall of 1979.

The PAO made arrangements for the filming of a 30-minute segment at West Point of an Anita Bryant TV special and three segments of the syndicated program, Evening Magazine. Additionally, the PAO is nearing the completion of a one-hour Public Broadcasting System film on the history of West Point.

Media Liaison

Throughout the 1978-79 Academic Year the News Media Branch of the PAO 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 anchored to its valued traditions and precepts. Media interest in the Military Academy's introspection resulting from consideration of the West Point Study Group Report and the integration of women and the progress which has resulted has been ongoing and generally very supportive. Over 250 media representatives visited the Military Academy and more than 9,500 telephonic queries were received by branch personnel. The branch prepared and distributed 155 news releases to nearly 2,700 different media agencies around the world. In support of the Army Hometown News Release Program, over 2,000 individual releases (many with photographs) were prepared and mailed. In addition to maintaining extensive clipping, biographical,

and photographic files, the branch authored numerous fact sheets, statistical updates, and background histories for use by a wide variety of media sources.

Command Information

In a continuing effort to improve and expand the Command Information Program, an internal special fact sheet system was initiated to provide news of major importance on a timely basis to post units. The fact sheets are disseminated immediately after the PAO receives the information from the DA or other sources. The PAO's "information wheel" should be in operation on the internal cable TV system by the 1979-80 Academic Year. The news wheel will provide up-to-date information on Channel 3 about post activities.

The Pointer View's layout took on a more modern design under new editorship in April 1979. The contributions of more cadets were utilized in the preparation of USCC's "Slum and Gravy" page. Funding of the Pointer View as the post's Army authorized newspaper was changed from non-appropriated to appropriated funds in October 1978. Efforts were unsuccessful, however, to find a civilian publisher interested in publishing the newspaper.

The branch worked closely with the WKDT-FM Radio Club and the Directorate of Cadet Activities in the broadcasting of command information. The PAO has eight and a half hours of broadcasting time (news, weather, music, and command information announcements) each duty day and assists the cadets with their programming. The station's antenna was moved to the top of Michie Stadium, which expanded its available audience at the installation. Also STAS personnel are now able to pick up WKDT via cable.

Community Relations

Throughout the 1978-79 Academic Year the Community Relations Branch continued its efforts to better support local communities and the estimated two and one-half million visitors to West Point. The Military Academy Band and the Academy's Black Knights sky-diving team performed before many communities and private organizations. Additional community support was provided in the form of static displays, color guards, firing details, and speakers. A directive of 20 July 1979 from the Deputy Superintendent transferred responsibilities for the coordination of the use of Military Academy facilities for special events from this branch to the Office of the Deputy Chief of Staff for Operations and Security. The Visitors' Information Center, which serves as the initial stop at West Point for many visitors, underwent remodeling and acquired new displays. A self-guided tour brochure provides riding

and walking routes as well as information about post attractions.

The number of West Point parents clubs, an important communications link between the Military Academy and many communities, continued to increase during the year. The number of active clubs reached 52 and five more are being formed.

Other Community Relations Branch projects included a day-long Local Leaders Orientation, a series of luncheons for local leaders hosted by the Superintendent, and a newsletter to keep local, state, and federal officials informed about West Point activities.

Special Projects

Throughout the academic year, the Special Projects Branch has prepared cadet feature articles for publication in hometown newspapers in more than 15 states. Other articles highlighting Academy feature topics were prepared for, and published in, military and other special interest magazines and were released to local and special category newspapers. This division also coordinated the filming by the Army Hometown News Center of more than 50 brief television features involving cadets on the football team which were then distributed to local television stations across the country. In addition, Special Projects personnel escorted and provided research assistance throughout the year to filmmakers, 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 and metropolitan New York media outlets concerning annual activities at the Military Academy such as minority observances and specially hosted sports events. Additionally, branch personnel coordinated 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.

Professional Staff Development

During the 1978-79 Academic Year, the PAO maintained a systematic program to promote the professional development of the staff's officers, enlisted personnel, and civilians. The attendance of three staff members at the Army Advanced Public Affairs Course at the University of Wisconsin was sponsored by the office. In addition, staff members attended an Army broadcasters' seminar at San Antonio, Texas; the Defense Information School Newspaper Editor Course at Fort Benjamin Harrison, Indianapolis, Indiana; a DOD photographers' seminar at Hartford, Connecticut; and an Army newspaper seminar/workshop at Baltimore, Maryland.

STAFF JUDGE ADVOCATE

During the 1978-79 Academic Year the Staff Judge Advocate Office continued its mission of providing legal services at the United States Military Academy.

The Administrative Law Branch rendered more than 950 written legal opinions during the year, covering diverse aspects of command and personnel management. Extensive legal research was required in several areas of major concern, including litigation instituted by former cadets ts seeking reinstatement, disposal of solid waste material, separation of a cadet on grounds of marriage, procurement actions, and television and motion picture projects associated with the Military Academy. Officers assigned to this branch served as legal advisors to cadet honor boards and boards of officers, and also drafted reviews on all cadet administrative eliminations. The civilian attorney assigned to this branch represented the command in three adverse action hearings; one demotion for inefficiency; and one unfair labor practice hearing.

The Criminal Law Branch rendered legal advice on military justice matters to commanders as well as to the Provost Marshal and the West Point Resident Agency, U.S. Army Criminal Investigation Command (USACIDC). Attorneys from this branch were detailed to serve as trial counsel during the last year in 13 courts-martial. Because of the generally high caliber of personnel stationed at West Point there is a relatively small military justice workload. Therefore, attorneys of this branch were engaged primarily as recorders for boards of officers and cadet honor boards. They reviewed allegations in 41 cadet honor cases and ultimately served as recorders in 33 of those cases. In the United States Magistrate's Court during the past year over 300 cases were reviewed of which 176 were processed for arraignment and 48 prosecuted.

During the year legal assistance was provided to cadets, active duty personnel, retired personnel, and dependents in more than 10,500 instances. 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. Legal assistance was provided with regard to such matters as domestic relations, personal finances, transactions in personal and real property, powers of attorney, taxation, and wills. Defense Counsel represented over 60 respondents in cadet honor boards and proceedings before boards of officers, and defended accused personnel in courts-martial and Article 15 proceedings under the Uniform Code of Military Justice. More than 900 claims against the United

States Government were processed, involving payments of over \$176,000. Seventy-seven claims in favor of the government were collected totalling over \$66,000.

Although the office was relocated from Building 720 to Building 606 in January 1978, the office was again relocated to three separate buildings at the south end of the post in March 1979. Occupancy of the present location, until the remodeling of Building 606 is completed two years hence, hampers the effectiveness of support to the command. One of the responsibilities of this office is to provide administrative support to hearing officers, but without a hearing room or conference room the hearing officers and administrative personnel have to search for available locations within other agencies. Difficulties were encountered this spring when the Secretary of the Army instituted a rule requiring that action in honor cases must be completed within 60 days. Inadequate staffing to accomplish the Secretary's order resulted in the transfer of six additional lawyers to USMA on a temporary duty basis for two months. Shortly thereafter, a series of cadet misconduct cases resulted in the temporary assignment of two clerical assistants to the office for a period of several weeks.

CHAPLAIN, USMA

Religious services and programs 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. Other denominational services were held on post by ministers from nearby communities. In addition to Sunday services and Holy Week services, guest lecturers spoke at special meetings. Monsignor Joseph Moore, former pastor of Most Holy Trinity Chapel and currently Rector of St. Joseph's Parish, Bronxville, New York, addressed the Catholic community at Baccalaureate service. A joint Chapel Service for Protestant congregations was held in the Cadet Chapel led by Chief of Chaplains of the United States Army, Chaplain (Major General) Orris Kelly.

The Reverend James D. Ford, USMA Chaplain since 1965, resigned in December 1978 to assume new duties as Chaplain of the United States House of Representatives. A Chaplain's Selection Committee, chaired by Colonel Charles Schilling, Chairman and Head of the Department of Engineering, and made up of representatives of the Protestant, Catholic, and Jewish communities, was immediately formed to choose his successor. The Reverend Richard P. Camp, Jr., Assistant USMA Chaplain since 1973, is serving in the capacity of Acting Chaplain.

A Chaplains' Coordinating Committee headed by the USMA Chaplain and including Chaplain (Lieutenant Colonel) Earl Andrews of the Post Chapel, Father James Tubridy of Holy Trinity, and Rabbi Avraham Soltes, a New York City Rabbi, was formed in January 1978 in response to a recommendation of the DA Study Group. The primary purpose of this advisory body is to keep the Superintendent abreast of the over-all religious life of the command at West Point and at Stewart Army Subpost. Its secondary purpose is the development, implementation, administration, and coordination of the various religious programs and activities held at the Academy. The committee is also specifically responsible for continually reviewing all aspects of religion at the Academy and recommending new religious policies and programs; working to achieve a more coordinated and integrated community of faith by sharing religious activities; and submitting an annual report to the Superintendent highlighting Academy religious activities and indicating problem areas and recommendations for future improvements in the religious life of the West Point community.

INSTITUTIONAL RESEARCH

A significant part of the work of the Office of the Director of Institutional Research (ODIR) during the 1978-79 Academic Year supported the Military Academy's implementation of the 1977 West Point Study Group Report recommendations. Three recommendations of the report required specific response by ODIR: creation of a long range Military Academy research and evaluation program; administration of the Institutional Functioning Inventory (IFI); and the preparation of interest/attitudinal surveys for the Corps of Cadets.

A long range plan for institutional research was published in November 1978. The plan outlines all current and planned institutional research efforts for the next five years and identifies how each research project will support a specified program, or programs, in the major areas of intellectual, military/professional, moral/ethical, and physical development. Working objectives were established for all identifiable programs in the four broad areas of cadet development with the outcomes of the research projects structured to support the evaluation of how well the Military Academy is meeting those objectives. The plan is updated annually in May.

The IFI is a test designed by the Educational Testing Service to be administered to students and faculty. It measures how well a college or university is operating in the opinion of the institution's students and faculty. The test was administered by the West Point Study Group in 1977 and, based on the results, was modified to suit the Academy's purposes and readministered in 1978. The second administration of the test again included a measure of how well USMA is operating, as well as a measure of how well USMA should be operating in various areas. The results were published in February 1979 and provided to all concerned committees and offices.

Work continued on the use of the Strong-Campbell Interest Inventory (SCII) as a guidance tool to assist cadets in the branch selection process prior to graduation. The SCII was administered to the USMA Class of 1979 and the U.S. Command and General Staff College Class of 1979 in September 1978. The results were compared with the results of the SCII administered in 1977 to identify similar interest patterns between officers and cadets. Inconsistencies in the results of the tests dictated that a third administration of the test be undertaken to resolve the conflicting findings. This will be conducted in the fall of 1979. The SCII was also the basis of research to develop a guidance tool to assist cadets in the selection of an academic area of concentration. A number of cadets in the Class of 1981 were given the results of the SCII

prior to selecting areas of concentration in April 1979. The results were used to refine the guidance instrument. Work in this area will continue through 1979.

In addition to the projects geared specifically to address the findings of the West Point Study Group, ODIR conducted several studies to support USMA committees and offices addressing the recommendations. A survey of how cadets allocated their time for their own physical development supported the Physical Development Working Group. Data was collected and analyzed for Project Athena, the continuing study of the integration of women at the Military Academy. Close coordination continued with the Cadet Life Committee and Cadet Quality Development and Commitment Committee in the design of data collection and the analysis of plans to support an understanding of the quality of cadet life and cadet retention rates through the four year academy experience. Research in the area of admission variables continued to support the efforts of the Director of Admissions. Specific areas included a validation of the Whole Candidate Score, investigation of the Leadership Potential Score, and a major study of the Faculty Appraisal Form, used by high school faculty to evaluate candidates to USMA. A nationwide survey of high school students and guidance counselors as well as surveys of USMA graduates and parents, were completed for the PAO. The 1978-79 Academic Year ended with a significant ODIR commitment to support the Institutional self-evaluation being conducted to prepare for the 1980 accreditation study by the Middle States Association of Colleges and Schools.

1ST BATTALION, 1ST INFANTRY

The 1st Battalion, 1st Infantry exercises command responsibility for six assigned organizations: Headquarters Company, USMA Airborne Detachment, USMA Band, 528th Engineer Detachment, 57th Military Police Company, and the 2d Aviation Detachment. The number of personnel authorized during the 1978-79 Academic Year was 25 officers and 670 enlisted. Lieutenant Colonel Darrell G. Houston succeeded Colonel Donald H. Cline as Commander of the unit on 20 February 1979.

The 1st Battalion, 1st Infantry was augmented by approximately 1,250 soldiers from the field army for the support of the 1978 Cadet Summer Training Program. Units from Fort Campbell, Kentucky included major elements from the 1st Battalion, 502d Infantry; 1st Battalion, 321st Field Artillery; 426th Supply and Services Battalion; 2d Brigade Signal Platoon; 101st Aviation Battalion; and Medical and Finance Elements from the 101st Division Support Command. Units from Fort George Meade, Maryland included elements from the 581st Maintenance (-) and elements of the 76th Engineer Battalion. Units from Fort Devens, Massachusetts included a platoon from the 39th Engineer Battalion (Combat) and elements of the 36th Medical Battalion. Units from Fort Bragg, North Carolina included an augmented company of the 7th Special Forces Group and elements of the 50th Signal Battalion. Fort McClellan, Alabama provided the 365th Transportation Company. Additionally, soldiers with needed MOS's from throughout the continental United States were attached to the Headquarters and Headquarters Company. Reserve component units supporting West Point during the summer included the 331st General Hospital from Utica, New York; 449th Maintenance Company and the 306th Engineer Company (Combat Heavy) from Amityville, New York; 319th Army Band, 6230th Transportation Company and the 220th Transportation Company from Fort Totten, Flushing, New York; 3320th Dental Detachment from Kittanning, Pennsylvania; 440th AG Band from Raleigh, North Carolina; 341st Dental Detachment from Miami, Florida; 2530th Transportation Company from Cape May, New Jersey; 151st AG Band from Montgomery, Alabama; 365th Dental Detachment, 328th Medical Dispensary, and the 456th Dental Detachment from Folsom, Pennsylvania; 526th Medical Detachment from Hartford, Connecticut; and two Military Police companies from South Carolina: the 132nd Military Police Company from Florence, and the 133rd Military Police Company from Timmonsville and Eastover. (See Appendix E for the organizational chart of the 1978 Summer Augmentation Program.)

DENTAL ACTIVITIES

Reorganization

In compliance with Change 3 of the Health Services Command Regulation 10-1 (Organization and Functions: Policy Within the Health Services Command," the U.S. Army Dental Activity Command at West Point was reorganized as a separate and distinct entity directly under the Health Services Command effective 24 March 1978. The action to separate the Dental Activity from a subservient position within the Medical Department Activities Command (MEDDAC) organization brought the Academy medical and dental structures in line with Health Service Command policy throughout the Department of the Army. The separation was accomplished to improve organizational efficiency and cost effectiveness and to provide greater visibility, direct access to the command, and increased command emphasis on the USMA dental activities. The efficiency and productivity of the Dental Activity has in fact been enhanced by the change. As a result of the change, activity funding and manpower levels now will be managed by DA.

Personnel

Colonel Raymond J. Schiele became the Director of Dental Services on 31 August 1978, succeeding Colonel Paul R. Boegel who retired after 23 years of active federal service. The Dental Detachment has a military structure and organized strength of 15 officers and 23 enlisted personnel. All officers and enlisted personnel are attached to MEDDAC for rations, quarters, and administration. The chief dental non-commissioned officer was appointed as the Detachment First Sergeant. During the year the activity was staffed with an average assigned strength of 15 dental officers, 25 enlisted, and 11 civilian personnel. This constitutes an average assigned strength of 94 percent of the Dental Activity's requirements.

Construction

Approval was obtained from DA for construction of a new expanded dental clinic in the Fiscal Year 1979 Military Construction Army program. The new facility will continue to provide dental coverage for cadets, cadre, and post personnel and will be located in Building 606 in the central area. The new clinic, however, will have 24 chairs rather than the eight available in the old facility. It is anticipated that the new clinic will be open for service in 1981.

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 (PCS) moves occurred. Many reservists contributed significantly to the success of the annual mouthguard program during this program. Over 1,400 mouthguards were individually constructed 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 again successfully conducted during the past academic year. During this period each of 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 during the four-week training period.

MEDICAL ACTIVITIES

Command and control authority for the USMA Medical Department Activities Command (MEDDAC) comes from the Health Services Command (HSC) located at Fort Sam Houston. The Commander of MEDDAC is responsible directly to the USMA Superintendent for the proper operation of the West Point MEDDAC. Colonel Girard Seitter, III, assumed command of the MEDDAC from Colonel John A. Feagin who retired after 24 years of active federal service on 29 June 1979. There was also an approximately 50 percent turnover in the MEDDAC officer personnel during the 1978-79 Academic Year compared with 43 percent during the previous year. Officer authorizations were decreased by one position while there was an increase of seven enlisted personnel and nine civilian authorizations effective 1 October 1978.

Physical Plant

The former USMA hospital, Building 606, 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 four specialty outpatient clinics (Physical Therapy, Occupational Health, Optometry, and Mental Hygiene Consultation). The MEDDAC Physical Examination Section will also be located in the facility. The renovation and construction of the building and a new addition (which will house a 24-chair dental clinic) were begun in June 1979. Completion of this project is scheduled for the spring of 1981.

In an effort to make better use of Academy facilities, the Headquarters element was relocated to the first floor of Building 624 (Cavalry Barracks) near the south end of the post. Renovation of the floor into office space continues although the element was relocated to the site in October 1978.

Patient Care

Early in 1978 it was realized that with the present and projected physician strength at this MEDDAC, all of whom are specialty-trained physicians, it would be impossible to provide continuous 24-hour emergency room coverage on weekends and holidays while maintaining the highest quality daily inpatient care at Keller Army Hospital. Therefore, steps were taken to initiate the utilization of civil service physicians where authorized and appropriate within the MEDDAC. Two civil service physicians were added to the staff at Keller Army Hospital during 1978 and have been providing patient care in the Outpatient

Clinic/Emergency Room and Occupational Health Program. However, the use of civil service physicians did not extend to weekend emergency room coverage. To fill this requirement, a request was submitted to the Surgeon General, through Health Services Command, and approved for contract surgeons to be utilized. In May 1978 highly qualified private physicians under contract began providing 24-hour a day coverage for weekends and holidays at the emergency room. In addition to providing high quality 24-hour medical care coverage, the use of civil service and contract physicians is also designed to improve physician morale and to increase military physician retention at the MEDDAC. The program has proven initially successful in increasing physician retention. While six physicians resigned during the 1977-78 Academic Year only three resigned during the past academic year with the utilization of these changes.

The Department of Defense Medical Evaluation Review Board (DODMERB), the central agency for receiving applicant medical files for all service academies, performs the standard appraisal of medical files based on Army medical standards defined in AR 40-501 "Medical Services; Standards of Medical Fitness." After the initial appraisal the files are sent to the USMA Director of Admissions who refers files of competitive candidates with disqualifying medical conditions to the MEDDAC's Patient Administration Branch rather than to the USMA Surgeon, as was the case in the past. The Patient Administration Division began controlling and processing the files of cadet applicants with disqualifying medical conditions in February 1978. The Division will review the files and reexamine selected applicants to determine if any waivers of the regulations may be granted.

Preventive Medicine Activity

MEDDAC's participation in a community health nurse program was inaugurated in 1978 with one senior nursing student from the Student Nurse Program of Mount St. Mary's College of Newburgh, New York. The student works with the community health nurse one day a week for field experience. This new program is in concert with the desire of the DA Surgeon General to make, under certain circumstances, Army medical facilities available for instructing students. This is but one of several efforts under way at the USMA MEDDAC to provide health care care services and expertise to meet the needs of the community.

Major James A. Martin, the community mental hygiene clinic social worker, has recently established a comprehensive community medical resource directory. This resource is the result of a coordinated effort between civilian medical program operators and the USMA MEDDAC to exchange information on the types of medical facilities available in the Hudson Valley region.

The State of New York recently assumed responsibility for monitoring state water safety standards under provisions of the State Safe Water Drinking Act. This has necessitated spending approximately \$1,000 for new equipment and supplies to meet the state-established criteria for laboratory certification. The Preventive Medicine water microbiology laboratory has been inspected and certification is expected in early 1980.

Veterinary Activity

The Veterinary Activity, by virtue of a letter from the Health Services Command dated 27 July 1978, has assumed responsibility for performing sanitary inspections of most commercial food establishments in Connecticut listed in the "Directory of Sanitarily-Approved Food Establishments for Armed Forces Procurement." The activity also assumed responsibility for sampling and inspecting milk on its arrival and through processing procedures at dairies in their region of responsibility. The Animal Disease Prevention and Control Facility was renovated with funds from HSC in 1978. This renovation has greatly enhanced the professionalism of the clinical functions in this activity.

The Patient Administration Division, with the concurrence and approval of the Health Services Command, participated in a project begun in 1978 to compare local patient needs with the services offered at area medical facilities. The Hudson Valley Health Services Agency, a state organization, is supervising this effort which is based on a survey of patient files. The objective of this endeavor is to prepare a "Regional Patient Origin Study" tabulating the distribution of health care requirements throughout the Northeast. When this information is available hospital plans and policies can be adjusted to more accurately reflect the needs of immediate area residents. The ultimate objective is to provide a more integrated and coordinated approach to the utilization of various medical specialty and diagnostic features available for health care in the Hudson Valley region.

The Skill Qualification Test (SQT) highlighted the MEDDAC training program during the past academic year. Numerous classes were presented to enlisted medical personnel to prepare them for the Hands-on Component Test and the Written Test scheduled for February and March 1979. In addition, the MEDDAC provided instructors to assist in the preparation for SQT tests at West Point in other career management fields.

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.

The Community Mental Health Activity maintained medical training programs and remained attentive to satisfying patient and hospital requirements revealed through participation on various hospital

committees during the past academic year. For instance, through involvement with the Hospital Consumer Committee the activity sought to insure the hospital was attentive to the needs of medical care consumers. At the same time cooperation with the Hospital Accreditation Committee supported efforts to guarantee that hospital standards kept pace with the expanding requirements or health care facilities in the 1980s.

STEWART ARMY SUBPOST

On 5 November 1978 the functions of the maintenance and repair of real property at Stewart Army Subpost (STAS) were transferred to the Radio Corporation of America (RCA) Service Company under the terms of a Real Property Maintenance Services Contract. Concurrently, a contract administration team of eight persons was established to monitor contractor performance and to administer the terms of the contract. The one year renewable contract was awarded at an estimated cost of \$598,000 and involved 19 employees of RCA. The change in real property maintenance responsibility resulted in the elimination of 35 civilian manpower spaces from the Directorate of Facilities Engineering.

Sixteen volunteers from STAS met in December 1978 to form the Stewart Resident Advisory Panel (RAP). The purpose of the organization is to provide advice and suggestions to the Assistant Deputy Post Commander of STAS from a representative body of post residents. The organization is also designed to act as a problem solving agency to develop new and improved ways to enhance the quality of life at the subpost. The RAP met semi-monthly for the rest of the academic year and provided meaningful insights to the installation staff regarding quality of life issues.

In February 1979 the Federal Bureau of Investigation established a local office in Newburgh as a tenant of STAS in Building 1708. Office space provided to the FBI was made available when the United States Army Communications Command moved its communication center operation from STAS to West Point.

In February 1979 family quarters #301 in Stewart Gardens housing area was converted to a Community Life Center called the Garden House. Based on the developmental work of the Assistant Post Chaplain at STAS and volunteers among the wives of military personnel, the Garden House provides a setting for housing area residents to gather and conduct programs of community interest. Programs ongoing or planned for the future include a children's nursery cooperative, English language and citizenship classes, personal counseling and referral services, a homemaking skills development program, and a variety of interest group meetings. The center is operating during an 18 month trial period, after which an evaluation will be made to determine its appropriate long range future.

In early May 1979 a questionnaire was delivered to all residents at STAS in an attempt to gain greater insight into the levels of satisfaction with services provided at the subpost and to receive suggestions regarding methods to improve the quality of life.

Over 40 percent of those polled responded to the survey. The resulting data is to be compiled and analyzed by the USMA staff during the summer and action will be subsequently taken to improve the quality of life at STAS.

ACADEMIC CALENDAR

(AY 1979-1980)

Reorganization Week Begins	15 Aug 79
1st Term Begins	20 Aug 79
Labor Day	3 Sep 79
Homecoming	27 Oct 79
Veteran's Day	12 Nov 79
Thanksgiving	22 Nov 79
Army-Navy Game	1 Dec 79
Last Class Day, 1st Term (94 Class Days)	12 Dec 79
Last Term End Exam	20 Dec 79
Christmas Leave Begins	21 Dec 79
Christmas Leave Ends	13 Jan 80
2d Term Begins	14 Jan 80
Washington's Birthday	18 Feb 80
Spring Leave Begins	15 Mar 80
Spring Leave Ends	23 Mar 80
Last Class Day, 2d Term (94 Class Days)	10 May 80
Term End Exams Begin	12 May 80
Term End Exams End	17 May 80
Memorial Day	26 May 80
Graduation Day	28 May 80
1st Summer Term	30 May - 26 Jun 80
2d Summer Term (1st Class Only)	27 Jun - 24 Jul 80

APPENDIX A

LECTURE PROGRAM
(AY 1978-79)

SUPERINTENDENT'S LECTURE

General Sir David Fraser, KCB, OBE, ACD (GEN), Commandant, Royal College of Defence Studies, The Kermit Roosevelt Lecture, "The Soldier and History"

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Mr. Jacob Clayman, President of the Industrial Worker's Union and Vice-President of the AFL-CIO, "Labor as an Institution"

Mr. Thomas Cody, Assistant General Counsel of Pan American Airways and adjunct professor of law at Fordham University, "Business as an Institution"

Professor Edwin Diamond, Massachusetts Institute of Technology and previously a senior editor for Newsweek Magazine, "The News Media as an Institution"

Professor Fred Friendly, School of Journalism, Columbia University, advisor to the Ford Foundation, and former president of CBS News, "The News Media as an Institution"

Senator Barry Goldwater (R, AZ), "Congress as an Institution"

LTC Andrew Goodpaster, Superintendent, USMA, "The Military as an Institution"

Professor Paul Koistenin, University of California at Northridge, "The Military-Industrial Complex"

Ex-Congressman Otis Pike (D, NY) and now a commentator for Newsday, "Congress as an Institution"

Professor Derek deSolla Price, Professor of the History of Science at Yale University, "The Institution of Science and Technology"

Professor Emeritus Don Price, Government Department of Harvard University, and former Dean of the John F. Kennedy School at Harvard, "Science as an Institution"

Mr. J. Stanford Smith, Chairman of the Board of International Paper Company, "Business as an Institution"

Mr. Alan Viani, Director of Research and Negotiations of the New York City Chapter of the American Federation of State, County and Municipal Employees, "Labor as an Institution"

APPENDIX B

DEPARTMENT OF CHEMISTRY

MAJ William A. Alter III, Defense Nuclear Agency, "The Effects of Radiation on Physiological Homeostasis"

Dr. Henry C. Perkins, University of Arizona, visiting professor, Department of Mechanics, "Oxides of Nitrogen"

DEPARTMENT OF EARTH, SPACE AND GRAPHIC SCIENCES

Ms. Joyce C. Evans, Spokesperson for Congressional Pro-Life Action Committee, "Abortion"

Dr. John D. Eyre, Professor of Geography, University of North Carolina, "Water Resource Management in the PRC"

Mr. Chris Farrand, Director of Corporate Planning, Peabody Coal Company, "Coal in America's Energy Future"

Mr. Paul Jeheber, noted freelance wildlife photographer, "The Basherkill Ecosystem"

LTC Peter F. Lagasse, Assistant Dean for the Academic Research and Director of the Science Research Laboratory, USMA, "The Application of Remote Sensing to River System Analysis"

Peirce F. Lewis, Professor of Geography, The Pennsylvania State University, "Quebec: A Case Study in Sequent Occupance"

COL Kemble Widmer (Ret), N.J. State Geologist, "Geology of West Point and Vicinity"

DEPARTMENT OF ELECTRICAL ENGINEERING

MAJ Frank Chapuran, Kansas City District, Corps of Engineers, "Construction of the Harry S. Truman Dam"

MG Gerd S. Grombacher, Commander, US Army Communications Command, "Army Communications Systems"

MG William J. Hilsman, Commander, US Army Signal Center and Fort Gordon, "Communications of the Future"

Professor C. Richard Johnson, Jr., Virginia Polytechnic Institute and State University, "Plant Identification in Discrete Time-Sampled Systems"

Dr. Walter J. Kleinfelder, Advanced Technology Applications Laboratory, Data Systems, IBM, "The Computer Technology of the Future: Large Scale Integration"

DEPARTMENT OF ENGINEERING

Mr. Norman Augustine, Vice President of Martin Marietta Aerospace Corporation, "Quantitative Decision-making"

Honorable Percy A. Pierre, Assistant Secretary of the Army (Research, Development, and Acquisition, "Materiel Acquisition in the Army"

Professor Peter Keen, University of Pennsylvania, "Management of Change"

DEPARTMENT OF ENGLISH

Professor William Barrett, New York University, "How to Teach Philosophy"

Professor Bernard Berofsky, Columbia University, "Free Will and Determinism"

Professor Gay Clifford, University of Warwick, England, "Themes in the Merchant of Venice"

Professor Marshall Cohen, City University of New York, "John Stuart Mill"

Professor Norman H. Gibbs, Oxford, England, "War and Moral Decision Making"

Professor Jesse Kalin, Vassar College, "The Categorical Imperative"

Professor Hugh MacLean, State University of New York at Albany, "British Literature of World War I"

Professor Milton Munitz, City University of New York, "Existence of God"

Professor Thomas Nagel, Princeton University, "War and Morality"

LTC Daniel Shimek, USMA, "Law and Land Warfare"

Professor Robert Solomon, University of Texas "How to Teach Philosophy"

Professor Paul Taylor, City University of New York, "Teaching Philosophy"

Professor Michael Walzer, Harvard University, "War and Moral Responsibility"

DEPARTMENT OF FOREIGN LANGUAGES

LTC Larry Bell, Defense Intelligence Agency, "Current Intelligence Update on the Middle East"

The Honorable Albert H. Bosch, National Chairman, Steuben Society of America, "History, Aims and Accomplishments of the Steuben Society"

LTC John Child, Faculty of Inter-American Defense College, "Strategic Concepts in Latin America"

Mr. O. Edmund Clubb, Foreign Service Officer (Ret), Department of State, "East Asia and China"

MG Pyotr Grigorenko, former Soviet General, "From General to Dissident"

BG (Ret) David H. Hiester, former CG, US Army Chemical Ordnance Center, Aberdeen, Maryland, "German Armor and Ordnance Holdings of US Army Ordnance Museum"

Dr. George Kalbouss, Ohio State University, "Moscow and Leningrad: Two Faces of One Culture"

Professor Lawrence Loeb, Department of Anthropology, University of Utah, "The Position of Minorities in the Middle East"

Ambassador Abdullah Salah, Hashemite Kingdom of Jordan, "Jordan's Position on the Middle East Negotiations"

DEPARTMENT OF HISTORY

LTC John Child, Inter-American Defense College, "The Mexican Revolution"

Doctor JoAnna Davenport, Department of Physical Education, USMA, "Women in Sports"

Professor Harold C. Deutsch, US Army War College, "The Influence of ULTRA on World War II"

LTC James M. Gavin, USA (Ret), "On to Berlin"

Professor Walter LaFeber, University of Connecticut, "The Foreign Policy of John F. Kennedy: The Cuban Missile Crisis"

Doctor Frank McCann, University of New Hampshire, "Brazil and the U.S.--End of an Alliance?"

Professor David M. Oshinsky, Rutgers University, "McCarthyism"

COL Dave R. Palmer, G-3, III Corps, "The Translation of American National Policy to Military Strategy and Tactics in Vietnam"

Professor Molly Shanley, Vassar College, "Rebirth of Feminism in the 1960's"

Professor Harmon Smith, Duke University, "Medical Ethics"

LTC Wassenberg, Army Attache to the United States from the Federal Republic of Germany, "Federal Republic of Germany: Military Attache Looks at His Army and Ours"

Professor Daniel H. Yergin, Center for International Affairs, Harvard University, "From Yalta to Riga: The Origins of the Cold War"

DEPARTMENT OF MECHANICS

Mr. Michael V. Ciminera, Grumman Aerospace Corporation, "Advanced STOL Aircraft Development"

Professor Francis J. Hale, North Carolina State University, "Turbojet Aircraft Performance"

Mr. Timothy Henderson, Draper Laboratories, Massachusetts Institute of Technology, "Vibrations in Large Space Structures"

Professor Nicholas J. Hoff, Rensselaer Polytechnic Institute, "Early Aviation History"

LTC Peter F. Lagasse, USMA Science Research Lab, "Civil Engineering Applications of Fluid Mechanics"

Mr. Robert Langworthy, USAAMR&D Laboratories, Fort Eustis, Virginia, "Advanced Gas Turbine Engines"

Professor Thomas J. Lardner, University of Massachusetts, "Biomechanics"

Mr. Wayne E. Nickola, Photolastic, Inc., "Photoelastic Analysis in the Real World"

Mr. Eugene Palm, USAMR&D Laboratories, Redstone Arsenal, Alabama, "Rocket Motor Interior Ballistic Design"

Professor Henry C. Perkins, University of Arizona, "Contemporary Energy Issues"

Dr. Keto Soosar, Draper Laboratories, Massachusetts Institute of Technology, "Future Large Space Structures"

DEPARTMENT OF PHYSICS

MAJ William Alter, Armed Forces Radiobiology Institute, Bethesda, Maryland, "Nuclear Weapons Effects"

Dr. Alexander Glass, Lawrence Livermore Lab, "Free Electron Lasers"

MAJ Pat Walker, Lawrence Livermore Lab, "Laser Fusion"

LTC (Dr) Hugo Weichel, USAF, Air Force Institute of Technology, "Lasers"

DEPARTMENT OF SOCIAL SCIENCES

Dr. Abdul Azizsaid, American University, "The Future of International Relations"

Dr. Robert Bingham, Kent State University, "The Inflation - Unemployment Dilemma, an Extension of IS-CON Analysis"

Mr. James Boren, National Press Club, "Bureaucracy: Evils and Solutions"

DEPARTMENT OF SOCIAL SCIENCES - Continued

Mr. Tom Brokaw, Today NBC, "The Media and Politics"

Dr. James McBurns, Williams College, "Political Leadership"

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

Dr. Alan Felix, New York Stock Exchange, "Corporations, Capital Raising and Allocations, and the Competitive Wall Street Market Processes"

Dr. George Fry, Long Island University, "Corporate Politics"

LTC Garn, USA, "National Security Policy"

LTC James Gavin, Arthur D. Little, Inc., "Civil Military Politics"

MG Pyotr Grigorenko, Soviet, "Reflections on my Life and Work in the Soviet Union"

Dr. Michael Hartzell, State University of New York, "Nationality Problems in the USSR"

LTC John Child, Inter-American Defense College, "Civil-Military Relations"

Dr. Edward R. Jayne, Author, "Emerging Role of Congress in the Foreign Policy Process"

Dr. George Kalbous, Ohio State University, "Soviet Society"

MAJ Dan Kaufman, Ft. Bragg, "The Role of National Security Council in the Decision Making Process"

Dr. Heinz Kohler, Amherst College, "Society and China: The Population Problem"

Dr. Heinz Kohler, Amherst College, "Update on Economics in China Today"

Dr. Everett Carl Ladd, University of Connecticut, "Politics and Bureaucracy"

Mr. James Miller, American Enterprise Institute, "Micro-Economic Applications"

Dr. Norman Ornstein, Catholic University, "Congress and Foreign Policy"

Mr. Henry Petrucci, Elections Division Secretary of State, Massachusetts, "Mass Politics"

Dr. Dan Rosen, New York University and New York Federal Reserve, "Monetary Policy-making"

Dr. Francis E. Rourke, Johns Hopkins University, "American Bureaucracy"

Dr. Smithies, Harvard University, "Manpower and Unemployment Policy"

Mr. Jim Wolf, American Stock Exchange, "AMEX and Chicago Board of Trade Memberships: Reflections of a Former Cadet"

LEADERPREP PRESENTATIONS

ACADEMIC YEAR 1978-1979

LTC Jerry Lampo
Current Affairs Panel
US Army War College

Leadership Seminar with Class of
1980 (LEADERPREP)

MG Mary E. Clarke
Commanding General
USA Military Police
School/Training Center
and Fort McClellan

LEADERPREP Lecture (Women in the
Army) to Class of 1981

Prof Morton Bard, PhD
City University of New
York

LEADERPREP Lecture (Awareness of
Sexual Offenses) to all Classes

MG Walter Ulmer
Director, HRD, DCSPER

LEADERPREP Lecture (Alcohol/Drug
Abuse) to Classes of 1979 and 1980

SMA William G. Bainbridge
Sergeant Major of the Army

LEADERPREP Lecture (The Leadership
Challenge) to Class of 1979

Father Martin
Aberdeen, MD

LEADERPREP Lecture (Alcohol & Drug
Abuse) to Class of 1982

APPENDIX C

FINAL
 VARSITY SPORTS SUMMARY
 1978-79

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	CAPTAINS
GOLF	21	21	0	0	1.000	WON	CHUCK KING
SWIMMING (WOMEN)	12	12	0	0	1.000	---	BOBBI FIEDLER
INDOOR TRACK	10	10	0	0	1.000	WON	LLOYD DARLINGTON
GYMNASTICS	15	14	1	0	.933	WON	BOB CALIVA
RIFLE	13	12	1	0	.923	LOST	DAN SZARENSKI
PISTOL	11	10	1	0	.909	LOST	LOU ANDERSON
SWIMMING	13	11	2	0	.846	WON	BILL MACHARDY
BASKETBALL (WOMEN)	26	21	5	0	.808	---	CHRISTI STEVENS
LACROSSE	13	10	3	0	.769	LOST	MIKE GRAY
WOMEN'S OUTDOOR TRACK	8	6	2	0	.750	---	SUE KELLETT
SOCCER	15	11	4	0	.733	WON	DERYL SMOAK
CROSS COUNTRY	11	8	3	0	.727	---	JOHN ENRIGHT
GYMNASTICS (WOMEN)	15	10	5	0	.667	---	KATHY GERARD
CROSS COUNTRY (WOMEN)	9	6	3	0	.667	---	MEG KNOX
OUTDOOR TRACK	3	2	1	0	.667	LOST	MIKE WILLIS
VOLLEYBALL (WOMEN)	25	16	9	0	.640	---	CLAIRE KIRBY KAREN KINZLER
VOLLEYBALL	33	21	12	0	.636	---	BRUCE SCHARDT
WOMEN'S TENNIS	11	7	4	0	.636	---	SONYA NIKITUK
SQUASH	19	12	7	0	.632	LOST	TRACY FREEMAN
WATER POLO	16	10	6	0	.625	---	PAT SHERMAN
WOMEN'S SOFTBALL	23	14	9	0	.609	---	DIANE STODDARD
INDOOR TRACK (WOMEN)	10	6	4	0	.600	---	DENISE DAWSON
150-LB FOOTBALL	5	3	2	0	.600	LOST	RON BONESTEEL
WRESTLING	19	11	8	0	.579	LOST	TOM COLEMAN
TENNIS	21	12	9	0	.571	LOST	KEVIN WILLIAMS
BASKETBALL	25	14	11	0	.560	LOST	MATT BROWN
BASEBALL	34	19	16	0	.559	LOST	PAUL TAYLOR

APPENDIX D

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	CAPTAINS
FENCING	11	4	7	0	.364	LOST	JOE REED
FOOTBALL	11	4	6	1	.364	LOST	CHUCK SCHOTT CLENNIE BRUNDIDGE
HOCKEY	<u>27</u>	<u>7</u>	<u>20</u>	<u>0</u>	<u>.259</u>	---	KEN HAWES
OVERALL	486	324	161	1	.668	(5-12)	

SKIING THIRD IN ALFRED-BUFFALO INVITATIONAL JOHN MACDONALD
SECOND IN DIVISION II WEST CHAMPIONSHIP
EIGHTH IN DIVISION II CHAMPIONSHIPS
SECOND IN CORNELL-COLGATE MEET

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EXTERNAL

DEPARTMENT OF THE ARMY

Secretary of the Army	1
Chief of Staff	1
Vice Chief of Staff	1
Director of the Army Staff	1
D/Chief of Staff, Personnel	2
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
Chief, National Guard Bureau	1
Surgeon General	1

CONGRESSIONAL

Chairman, Committee on Armed Services, House of Representatives	5
Chairman, Committee on Armed Services, Senate	5
Chairman, Committee on Appropriations, House of Representatives	5
Chairman, Committee on Appropriations, Senate	5
Senator Javits	1
Senator Moynihan	1
Congressman Gilman	1

OTHER

Accreditation Committee	15
Board of Visitors	16
Association of Graduates	140
Superintendent, USAFA	5
Superintendent, USNA	5
Superintendent, USCGA	5

Superintendent, USMMA	5
Commandant, Army War College	2
Commandant, Armed Forces Staff College	2
Commandant, Command and General Staff College	2
President, National Defense University	6
Commandant, USMAPS	2
Library of Congress	2
Army Library	1
University of Illinois Library	1
Former USMA Superintendents	8
CPRAC	11

INTERNAL

Superintendent	1
D/Superintendent	1
Commandant	14
Dean	20
Chief of Staff	2
ADPC, WP	1
ADPC, STAS	1
DCSP&A	8
DCSOPS	10
DCSLOG	8
DCSCOMPT	8
DAAS	2
Facilities Engineer	3
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, DENTAC	1
Cdr, MEDDAC	1
Cdr, 1st Bn, 1st Inf	3
Cdr, USACC	1