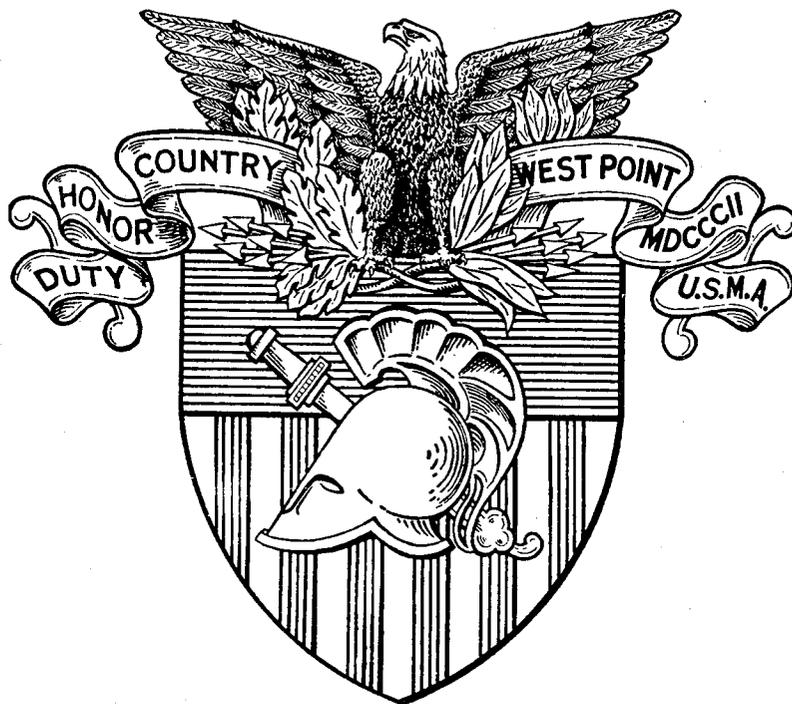


THE ANNUAL REPORT OF THE SUPERINTENDENT 1980



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1980

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— 5 June 80



BG ARTHUR E. BROWN, JR.
Deputy Superintendent
17 July 80—



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



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



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

30 June 1980

This report seeks to provide a comprehensive review of the activities of the United States Military Academy during the period 1 July 1979 through 30 June 1980. We at West Point believe that the activities undertaken during the past year will contribute significantly to the Academy's future development. Implementation of appropriate recommendations of the West Point Study Group was achieved. The integration and assimilation of women into the Corps was marked by the graduation of the first women cadets from the Academy. The Academy enhanced the academic atmosphere by instituting a requirement for the achievement of a Minimum Quality Point Average for graduation and by increasing flexibility in the academic program of some cadets by the initiation of an academic underloading program. The Academy's maintenance of high academic standards was recognized in the reaffirmation of our accreditation by the Middle States Commission on Higher Education. A new military development system, utilizing a more comprehensive evaluation of all components of an individual's leadership performance, was approved for the upcoming year. Finally, through various special projects, the Academy has sought to enhance the cadet concept of duty, to study ways to improve the Army football program, and to unify the energies of diversified elements of the command through the ongoing Initiative Teamwork Program.

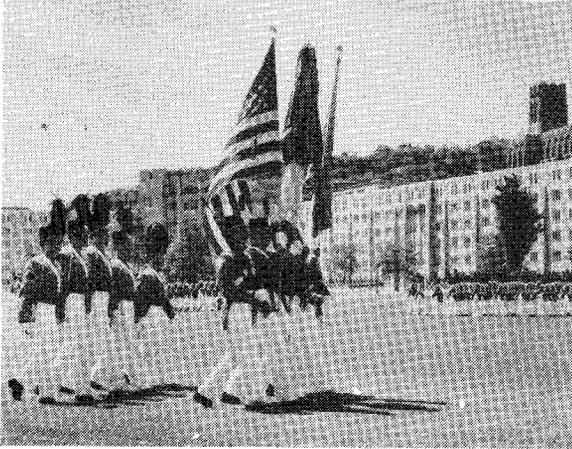
The staff and faculty, both military and civilian, and the Corps of Cadets of the United States Military Academy join me in transmitting this report.

A handwritten signature in dark ink, appearing to read "A. J. Goodpaster", written in a cursive style.

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

DISTRIBUTION:

Appendix E



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 5,360 candidates nominated and examined for the Class of 1984, 540 of whom were women. Of this total, 2,626 were found qualified, and 1,462 (150 women) entered the United States Military Academy on 1 July. Ninety-two 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 552 on the verbal portion and 623 in the math, in contrast to national averages of 427 and 467 respectively. More than 94 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 18.2 and 17.8 respectively. All new cadets taking the ACT had higher math scores and 88 percent had higher verbal scores than the national average. Eight hundred and twenty-five cadets were members of the National Honor Society and 259 were class, student body, or student council presidents. Some 1,228 lettered in varsity athletics and 688 were team captains. Scouting participants numbered 733 including 163 Eagle Scouts (Boys) and 11 First Class Scouts (Girls). Minority candidates totaled 206 or 14 percent of the Class of 1984.

ADMISSIONS FIELD FORCE

The Seventh Annual Admissions Participants Conference was held in May 1980 to train new civilian members of the field force and to provide refresher training to experienced members. In addition, 102 Army Reserve members of the USMA/ROTC Liaison Officer Program were trained in June 1980 at the Tenth 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 the West Point societies through the appointment of State and Regional Coordinators.

ADMISSIONS MEDIA

Although the Admissions Media Branch was eliminated by a Department of Army (DA) Manpower Survey which recommended the absorption of this function by other USMA agencies, a management survey conducted by DCSCOMPT demonstrated the requirement for Admissions to have an additional civilian position authorized to assist in print media production. The turmoil created by the Manpower Survey caused a reduction in staffing from three personnel to one for much of 1980. Despite this reduction, promotional brochures and literature to support the Admissions Office were

produced, and a pilot advertising program aimed at attracting more minority applicants was planned. A Manpower, Marketing and Management Consultant will be hired by USMA Admissions to review the methods now used to attract minority and women applicants. The results of this study should answer questions concerning the needs and direction for future advertising efforts. Hiring this consultant was a suggestion made by the West Point Civilian Public Relations Advisory Council which was thoroughly briefed on the Admissions Media effort.

MINORITY RECRUITMENT PROGRAMS

The Cadet Summer Enrichment Program was expanded from three to eight cities in 1980. Operated in coordination with the Urban League, and initiated by the USMA Admissions Office, this program brings an awareness of West Point opportunities to the minority community. The program provides for two cadets to work with each ongoing Urban League Program for three weeks in the summer to publicize the educational opportunities available at the Military Academy and to identify qualified potential applicants.

Project Outreach, the Admissions Office's major staff minority recruitment effort, was expanded from six to ten months during the past academic year. Five minority lieutenants (all recent Academy graduates) traveled to all parts of the United States to promote greater appreciation for the opportunities provided for minority members at USMA. Television and radio interviews and visits to high schools and junior high schools stressed the theme of preparing oneself properly for higher educational opportunities. Additionally, contacts were established with high calibre minority youths capable of entering USMA. Followup letters and telephone contacts by these officers completed an intensive recruitment effort which was partly responsible for a 34 percent increase in the number of minority cadets enrolled in the Class of 1984 compared with the Class of 1983.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the academic year. Thirty-one minority cadets and 19 women cadets participated in the Thanksgiving Program and 821 took part in the Christmas and Spring programs. Other cadets participated in Boys/Girls State and Boys/Girls Nation conventions, Graduation Week "By-Invitation" programs, and special speaking engagements. The CPRC also provided cadet escorts for the Candidate Tours Program for prospective applicants and candidates. During the past academic year, over 300 candidates participated in the Candidate Tours Program and attended classes, visited the cadet barracks, and ate lunch with their cadet escorts. CPRC also operated an overnight escort service which enabled 273 admissible candidates to spend 24 hours at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

Over 8,000 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board. The Physical Aptitude Examination was given to approximately 7,500 individuals at 190 Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

EDUCATOR VISITS

The Educator Visit Program continued in 1980. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn firsthand the scope, quality, purpose, and environment of West Point. The program affords us the opportunity to articulate carefully the USMA educational philosophy and demonstrate instructional techniques to American educators during a three-day orientation period. During the year, 163 educators and congressional staffers participated in the program.

ACADEMIC PROGRAM

The 1979-80 Academic Year was one of adjustment and analysis in the area of academics at the Academy. It was marked by the continuing transition to the 40-course curriculum. The Class of 1981 is the last class to study under a transition program, the Class of 1982 the first to study under the revised curriculum. The final revision of academic organization originally proposed by the Department of the Army West Point Study Group Report of 1977 was approved by the Superintendent in October 1979. Other Study Group recommendations dealing with pedagogy, written and oral communication skills, the sequence of engineering electives, library development, and faculty development remain under further study.

In early July the Middle States Association of Colleges and Schools renewed the Academy's accreditation for the decade of the 1980s. As a member of the Middle States Association since 1949, the Academy has supported the concept of self-study and evaluation by academic colleagues as supportive of the Academy's mission. The Academy's self-study report, "The United States Military Academy in Perspective, 1969-1979," was presented to a team of 10 distinguished educators representing the Association and headed by President Willard L. Boyd of the University of Iowa on one of their Academy visits. The team's final report, distributed in April, was very complimentary and supportive of the Academy's self-study process. This report, along with the self-study report and an institutional response, was considered by the Association's Commission on Higher Education in approving the continuation of USMA's fully accredited status for the next decade on 2 July 1980.

THE FACULTY

Significant changes occurred within the faculty during the 1979-80 Academic Year. Colonel Sumner Willard, Professor and Head of the Department of Foreign Languages, announced his retirement effective on 1 August 1980 after 37 years at West Point and three years as Head of the Department. Colonel Charles H. Schilling, Professor and Head of the Department of Engineering, announced his retirement effective on 30 August 1980 after 28 years at West Point and 17 years as Head of the Department. Colonel Robert L. LaFrenz, Permanent Associate Professor in the Department of Physics, retired on 31 July 1979 after 24 years of federal service, 11 of the last 16 at West Point. After serving nine of his last 11 years at the Military Academy, Colonel Farrell G. Patrick, Professor of Computer Science, retired on 31 July 1979 with 23 years of federal service. Colonel William M. Wix, Professor of Social Sciences, retired on 30 June 1980 after 25 years of federal service, 16 of the last 20 at West Point.

Colonel Robert M. Wilson, Head of the Department of Mechanics, participated in a one year sabbatical at the U.S. Army in Europe and Seventh Army Headquarters in West Germany as the Assistant Deputy Chief of Staff, Engineers. Colonel Thomas E. Griess, Head of the Department of History, conducted research within the Academy Science Research Laboratory for the academic year while Colonel Roy K. Flint served as Acting Head for the department. Colonel James W. McNulty, Permanent Associate Professor in the Department of Mathematics, served a year as the USMA Fellow at the Army War College.

In January 1980 Lieutenant Colonel James R. Golden, Permanent Associate Professor of Economics, was appointed Professor USMA and Deputy Head of the Department of Social Sciences. Twenty-five officers were appointed as Permanent Associate Professors: Lieutenant Colonel Emile A. Robert, Jr. and Major Louis S. Csoka of the Department of Behavioral Sciences and Leadership; Lieutenant Colonel Daniel M. Litynski and Major Lawrence A. Rapisarda of the Department of Electrical Engineering; Major Terry D. Hand of the Department of Engineering; Major William A. McIntosh of the Department of English; Lieutenant Colonels Robert L. Doherty and Craig W. Nickisch of the Department of Foreign Languages; Lieutenant Colonel Wendell O. Jones and Majors Cathy Kelly and John A. Dallen, Jr. of the Department of Geography and Computer Science; Lieutenant Colonel Walter S. Dillard and Majors Charles F. Brower IV, and Robert A. Doughty of the Department of History; Majors Rickey A. Kolb and John R. Edwards of the Department of Mathematics; Lieutenant Colonel Kenneth R. Grice and Major Raymond J. Winkel, Jr. of the Department of Physics; Majors Asa A. Clark and Wallace E. Walker of the Department of Social Sciences; Major Lanse M. Leach of the Academic Automation Division, Office of the Dean; Lieutenant Colonel David J. Phillips of the Operations Division, Office of the Dean; and Lieutenant Colonel Tyrus W. Cobb, Major Jerome Adams and Captain Richard C. Graham of the Science Research Laboratory, Office of the Dean. Colonel (P) William E. Odom, Permanent Associate Professor in the Science Research Laboratory, was reassigned during the year to the National Security Council in Washington, D.C.

The Visiting Professor Program was increased from seven in the 1978-79 Academic Year to 13 in the 1979-80 Academic Year. One visiting professor was assigned to each of the Departments of Chemistry, Engineering, English, Foreign Languages, History, Mathematics, Mechanics, Physics, and two in the Department of Social Sciences, including one Foreign Service Officer from the State Department. A husband and wife team was assigned to the Department of Behavioral Sciences and Leadership and the Dean's Office experimented with a Visiting Professor of Instructional Methods and Technology.

Several faculty members made short visits to other service academies and service colleges. Professors and Permanent Associate Professors visited and lectured at the U.S. Air Force Academy, the U.S. Naval Academy, the Naval War College, and the Command and General Staff College. The Visiting Professor of History, Professor Warren W. Hassler, Jr., was invited to lecture at the Center of Military History. Many faculty members presented scholarly papers to organizations and conferences throughout the United States.

The academic credentials and diversification of the faculty were maintained during the 1979-80 Academic Year. Sixteen percent of faculty members now hold Ph.D. degrees, while an additional 12 percent have completed all graduate work but the dissertation. The percentage of graduates from institutions other than USMA who hold positions on the faculty was maintained at 44 percent, the third consecutive year in which over 40 percent of the faculty has been graduates of institutions other than USMA. The number of women officer faculty members increased from seven to 14 during the academic year. Four female officers were assigned to the Department of Foreign Languages, three to the Department of Geography and Computer Science, two each to the Departments of Behavioral Sciences & Leadership and History, and one each to the Departments of English, Law, and Social Sciences. In addition, two of the Visiting Professors were female, one each in the Departments of Behavioral Sciences and Leadership and Social Sciences. The minority officer total of 24 was increased by four from last year and included 14 black officers assigned to eight different departments and ten officers from other minority groups assigned within five departments. The number of sister service officers on the academic faculty increased by two to 18, with 12 Air Force, five Naval, and one Marine officer.

CADETS

On 28 May 1980, the first USMA graduation under the new academic calendar was held at Michie Stadium for 870 members of the Class of 1980. This total includes the first women to graduate from the Academy. Additionally, 35 members of the class graduated later after completing further requirements. Four of the 50 Distinguished Cadets of the Class of 1980 received special academic recognition. Lieutenant Andrea J. Hollen became the Academy's 58th Rhodes Scholar and the first woman to win from any of the service academies. She will attend Oxford University and study Social Science. Lieutenant Michael J. Timlin III, became the Academy's 16th Hertz Foundation Fellowship winner; he will study Mechanical Engineering at Stanford University. Lieutenants Jonathan D. Bray and William K. Wray became the Academy's 30th and 31st National Science Foundation (NSF) Fellowship winners. Both will study Civil Engineering; Lieutenant Bray at the University of California at Berkeley and

Lieutenant Wray at the Massachusetts Institute of Technology. As Hertz and NSF winners these lieutenants will be permitted to attend graduate school for one year of fully funded study prior to their first field assignment and following their first tour will complete their schooling.

Eight USMA cadets were among students from 55 schools who attended the 34th Annual Eastern Colleges Science Conference in April. Five cadets entered papers into the awards competition and Cadet Tamara C. Kaseaman received a second place award in Psychology for her paper entitled "A Longitudinal Study of Moral Development of the West Point Class of 1981."

Cadets Jeffrey R. Joyce and Johnnie A. Ham, both of the Class of 1980, were recognized during the academic year for scholarly projects. Cadet Joyce won a design competition sponsored by the American Railroad Engineering Association for his design of a waste treatment facility and Cadet Ham won first prize for a paper entitled "A Parametric Study of Static Longitudinal Aerodynamic Characteristics of Parallel Lift Delta Wing Configurations at Low Reynolds Number" which was presented at the northeast regional student conference of the American Institute of Aeronautics and Astronautics.

Under Department of Defense policy, up to two percent of each service academy's graduating class may attend medical school immediately upon graduation. Twenty members of the Class of 1980 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. Twelve members of the class were selected for admission: Lieutenant Charles M. Caldwell at the University of Texas at Galveston; Lieutenant David P. Ciceri at New Jersey Medical School; Lieutenant Ricky D. Compton at Ohio State University; Lieutenant John R. Gusz at Rutgers University; Lieutenant John R. Laird at State University of New York, Albany; Lieutenant Robert W. Meickle at Jefferson Medical College; Lieutenant Steven M. Peaslee at Tufts University; Lieutenant James B. Williams at Tulane University; and Lieutenants Peter A. Cardinal, Michael R. Schaub, George R. Smith, and Terry J. Tepper at the USUHS. Lieutenant Tepper is the first USMA woman graduate to be accepted to medical school.

A comprehensive cadet counseling program continued to assist cadets in more clearly defining their academic goals and planning a course of study which will lead to the attainment of those goals. After the counseling process, cadets in the Class of 1982 made the following selections: 336 chose to concentrate in Applied Sciences and Engineering, 108 in Basic Sciences, 69 in Humanities, 342 in National Security and Public Affairs, and 98

in the interdisciplinary Management Field. These figures reflect a decline of four percent each in the number of cadets selecting to concentrate in the Applied Sciences and Engineering or in Basic Sciences and a five percent increase in the number of those selecting National Security and Public Affairs. The Humanities and Management fields saw slight gains of one and two percent respectively.

The Academic Program, AY 1980-1981 (Redbook) published in February 1980 fully implemented the new Academy curriculum starting with the Class of 1982. The 29 Fields of Study contained in the Redbook reflect the new independent fields, the restricting of some fields, and the realignment of others. These changes will enable cadets to achieve disciplinary focus and depth of study, while achieving interdisciplinary breadth of study.

MINIMUM QUALITY POINT AVERAGE

On 16 April 1980 the Superintendent approved the recommendation of the Academic Board that the Academy adopt a new graduation requirement starting with the Class of 1984: the maintenance of a Cumulative Quality Point Average (CQPA) of 2.0 or better in each academic course, including Military Science and Physical Education, taken in residence at USMA. A system is to be developed that will implement provisions for counting only the make-up grade in a course repeated because of earlier failure, imposition of probationary measures on cadets whose CQPA fall below established levels prior to their final semester, and dispositions available to the Academic Board in cases of cadets failing to maintain the required CQPA.

Although the Classes of 1981, 1982, and 1983 are not subject to this new policy, in November 1979 the Superintendent announced the adoption of a Quality Point Average Monitoring System to which they would be subject. Beginning with the Spring 1980 Academic Term when the Term Quality Point Average (TQPA) falls between 2.0 and 1.67, the cadet will receive a warning letter but no probationary measures will be imposed. Cadets whose TQPA is less than 1.67, however, will be placed on academic probation. Probationary measures include remaining on academic limits during evening study period and being restricted to one extracurricular activity or Corps Squad at any one time. The measures remain in force throughout the term following the one in which the low TQPA was earned.

Based on their performances during the second term of the 1979-80 Academic Year nearly six percent of the cadets of the upper three classes will be on probation during the first term of the 1980-81 Academic Year.

MIDYEAR GRADUATION

The first midyear graduation at West Point in 36 years occurred on 22 December 1979. At that time five cadets, who had earlier been turned back to the Class of 1980, graduated after completing all requirements of the USMA course of instruction. Upon the recommendation of the Department of the Army West Point Study Group, the Academy made the necessary regulation changes to graduate the cadets at midyear as members of the Class of 1980. The Secretary of the Army approved the change on 17 December 1979 as one of five major changes to Regulations, USMA, which were made during the year, three of which were in the area of academics. Approval was given at that time for selected cadets to graduate during midyear of their fifth year at the Academy, with a date of rank as the actual date of graduation. The last midyear graduation occurred when the Class of 1943, originally scheduled to graduate in June, graduated several months earlier in January to fulfill manpower requirements in World War II.

CERTIFICATE OF COMPLETION

In January 1980 the Superintendent proposed to the Secretary of the Army that cadets who had completed the academic requirements for award of the Bachelor of Science (B.S.) degree, but had not successfully met the other requirements for graduation and commissioning, be awarded a Certificate of Completion rather than a diploma. This suggestion, in the form of a proposed change to Regulations, USMA, was made in recognition of the possible undue harshness of separating some First Class Cadets at the end of their final year at West Point without some form of recognition. The Academy held, however, that award of a diploma, which has historically reflected the successful accomplishment of the full range of West Point's requirements, would be inappropriate. The Secretary of the Army formally approved the Certificate of Completion proposal on 14 April 1980 but did not rule out the possibility, under exceptional circumstances, of graduating cadets who have completed the course of instruction but are not to be commissioned. (For many years West Point has allowed cadets who were deficient during first class year in military development only to graduate without commissions.) The Certificate of Completion which was adopted resembles the West Point diploma, but specifies only that the course of studies at West Point has been satisfactorily completed. It is to be signed by the Dean of the Academic Board, while the diploma will continue to bear the signatures of the Superintendent, the Dean of the Academic Board, and the Commandant of Cadets. The transcripts of ex-cadets awarded Certificates of Completion will be annotated to reflect the award of the certificate.

ACADEMIC UNDERLOADING

The final change in Regulations, USMA impacting upon the Academic Program occurred on 23 April 1980 when the Secretary of the Army formally accepted an Academy request to initiate a pilot program of academic underloading during the spring of 1980.

Cadets of the Classes of 1981, 1982, and 1983 whose Cumulative Quality Point Averages (CQPA) were below 2.0 (a "C" average) and who were members of a varsity corps squad or the junior varsity football team or who anticipated excessive Academy related workloads in Academic Year 1980-81 were eligible. Those desiring to participate selected a course to be taken during the Summer Term Academic Program (STAP) in June 1980 on a "make ahead" basis. Those who passed could drop that one course in either the fall or spring term of Academic Year 1980-1981. Seventeen cadets, 15 of them Corps Squad Athletes, enrolled in this aspect of the program; all but one, an athlete, passed their courses. Additionally, members of the Class of 1984 who are considered academic risk cases will be offered the opportunity to underload in the fall term only and to make up the course during the STAP '81.

ACADEMIC COMPUTING

Significant progress continued to be made during the year toward the goal of making USMA a leader of undergraduate colleges and universities in the application of the computer in education. Based on recommendations of the Five-Year Academic Automation Plan, prepared by the Dean's Ad Hoc Academic Automation Planning Committee, the Academic Board approved a computer thread requiring computer usage in eleven core courses and continued to support FORTRAN as the standard USMA academic computer programming language. In addition, a project has been initiated to link academic computers into a local network. The Univac Instructional Support Computer System was upgraded to a dual processor configuration and usage on that system during the second term was 40 percent greater than the second term of the preceding year. Computer-aided-instruction (CAI) systems were expanded to enable several academic departments to better integrate CAI into their instructional methods. Departmental micro and mini computer equipment upgrades continued and were highlighted by the installation of a Digital Equipment Corporation VAX-11/780 computer system in the Department of Geography and Computer Science Graphics Laboratory.

FACULTY RESEARCH

The 1979-80 Academic Year witnessed the continuing expansion of faculty research. The bulk of research is centered in the academic departments and is being undertaken by the non-tenured faculty. But over the last several years the output of Visiting Professors has contributed to increased research productivity. Another measure of the success of the research program is the ability of the faculty to attract research support from outside sources. The chart on page 12 shows the continued growth in this area. The figures displayed do not reflect the salaries of researchers nor institutional overhead normally included in research grants to civilian institutions. The addition of salaries and overhead to the figures on the chart would place the annual USMA research budget at over \$1.0 million.

Despite increases over the years, the traditional sources of university funding, the National Science Foundation, the Department of Health, Education and Welfare, the National Institute of Health, and the private foundations have not been tapped by the USMA faculty. Personnel assigned to the office of the Assistant Dean for Academic Research have attended seminars and short courses on grantsmanship and have begun an education program for the faculty to increase awareness of opportunities in these areas.

The U.S. Army Research Office of the U.S. Army Material Development and Readiness Command (DARCOM) has indicated a willingness to continue support for mathematics, science, and engineering research at an annual level of at least \$30,000, assuring support of this area of our research program.

LIBRARY

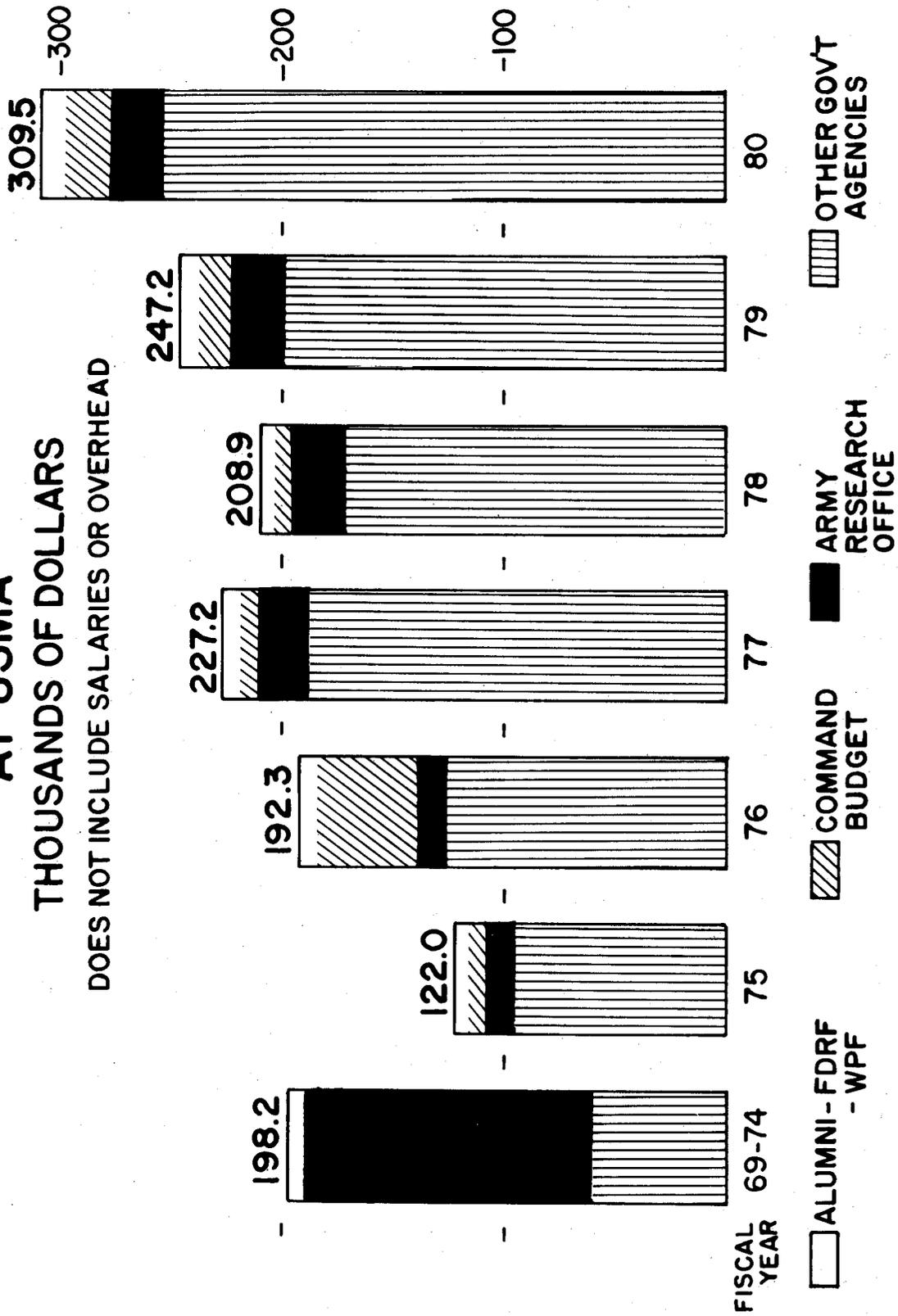
The report by the Middle States Association of Colleges and Schools subsequent to its March visit commended the operation of the library and provided reinforcement for the overall concept of introducing automated services to the operation of the Cadet Library. The Accreditation Team also remarked on the continuing need for an adequate level of funding in the face of a potentially debilitating increase in the cost of library materials. Another area of expressed concern for the team was the library's mandated dependence on the Army-wide Library Career Program for the recruitment of personnel to fill vacancies which have special academic requirements above those minimal requirements specified by the career program. The Accreditation Team reviewed and endorsed the Academy's self study of the development of the library conducted by members of the Library Committee and the library staff which culminated in the Comprehensive Library Development Plan. This report

FINANCIAL SUPPORT OF FACULTY RESEARCH

AT USMA

THOUSANDS OF DOLLARS

DOES NOT INCLUDE SALARIES OR OVERHEAD



examines all facets of library development to include concepts for long term development, automation, budget, and space, which require coordinated action. The emphasis of the report is on automation of manual tasks, careful definition of collection growth, and flexibility in hiring personnel most qualified for academic library service.

In order to provide a sound operating base for future change, the library's technical services have received much attention during the past year. Ongoing participation in the OCLC automated cataloging program has enabled the library to continue the monumental task of reclassifying the collection into the Library of Congress classification schedule. An additional benefit of participation in the OCLC program will be realized in the upcoming year as plans for automated control of serial titles materialize. The realignment of staff necessary for the integration of this automated function has been accomplished. At the same time the modification of Academy cataloging procedures to the new Anglo-American cataloging rules, which will bring the USMA library's practices in line with contemporary bibliographical concepts and the format used by most major libraries, is a matter of continuing concern and study.

In January the library began offering new access to scholarly informational sources provided through the computerized literature search capabilities of the Bibliographic Retrieval Service (BRS) Corporation. BRS affords access to citations and abstracts of journals, documents, and technical reports primarily in the fields of physical and social sciences. BRS services were made available through terms established by the Federal Library Committee which makes arrangements with commercial vendors to enable groups of federal libraries to expand their reference resources at reduced cost. (The Federal Library Committee is an organization within the Library of Congress which promotes the utilization of new library and information technology by federal libraries.) The utilization of the BRS resource stimulated library interest in obtaining even broader computerized reference resources. It was therefore decided to acquire the resources of the interdisciplinary Dialog Information Retrieval Service from the Lockheed Information Systems, Inc. during the 1980-81 Fiscal Year. This will enable the library to expand its computerized literature searches into nearly all fields of scholarship.

Noticeable improvement was made during the past year in coordinating with academic departments the requirements of cadet workload and library staffing in the Reference and Public Service areas. The traditional peakload activity was more predictable this year because the interface between libraries and academic instructors produced a critical dates calendar. Through this method the effects of peakload activity were

moderated by the assignment of adequate staff to those affected areas. Careful preparation on the part of faculty and library staff contributed greatly to this maximum use of human resources to meet the demands of cadet schedules.

Among the growing demands for library service is the increased use of the interlibrary loan services. There are two reasons for the noticeable increase. First, the introduction of BRS has led the library user to material which is beyond the scope of an undergraduate library. Second, there is increased emphasis on faculty development and research. The direct ordering of interlibrary materials via the OCLC System has expedited receipt of interlibrary loan material by curtailing lead time, but has also intensified borrowing by other institutions.

The Special Collections Division received many additions to its holdings during the last academic year either through private gifts or from purchases through the Library Gift Fund. One noteworthy gift was the Cadet Journal of Paul Dahlgren. Dahlgren, the son of Rear Admiral John A. Dahlgren, attended the Naval Academy (then at Newport) for two years before entering West Point in July 1864. Cadet Dahlgren's daily journal for 1864-65 touches on class recitations, the instructors, national events (such as Lincoln's Funeral Train), post affairs, and Corps activities. The cadet letters, memory book, and account book of Samuel Nicoll Benjamin, USMA Class of May 1861, reflect the activities and atmosphere during the critical period preceding the Civil War. The American Pocket Atlas, (also called the "Holster Atlas") published in London in 1776, is a very rare work designed for issue to British cavalry officers for use in the field and is a valuable addition to the library's Revolutionary War Collection. The Papers of Major General Joseph K. F. Mansfield, USMA 1822 were also obtained. They contain a wealth of material on Mansfield's involvement in both the Mexican and Civil Wars. Three recent additions to the Major General Julian L. Schley (USMA 1903) Military Engineering Research Collection include: Saemtliche Schrifften Von Der Fortification, written in 1724 by George Rimpler, one of the most original military planners of the late 17th Century; Giuseppe Malombra's Practica Universale Facilissima at Breve di Misurare con la Vista, written in 1630, one of the early texts on military surveying; and Giovan Battista della Valle Di Venafro's Libro Continente Appertinente a Capitanni, Retenere & Fortificare una Citta Con Bastioni, Con Nori Artificii de Fuoco Aggiunti, written in 1531, a classic on fortification.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1979-80 Academic Year the Department of Behavioral Sciences and Leadership completed the curriculum transition, presenting instruction in General Psychology for the last time to Second Class Cadets. Considerable effort was spent in refining the behavioral sciences field and in specifying future additional elective offerings to develop specific options in psychology, organizational behavior, and sociology. As a result, three new elective courses were approved for addition in the 1980-81 school year -- Research Methodology in the Behavioral Sciences, Psychology of Abnormal Behavior, and Group Dynamics.

Working in an interdisciplinary effort with the Departments of History, Social Sciences, Law, and Geography and Computer Science, the department completed the second test year of the American Institutions course. The results of last year's instruction are currently being analyzed and plans for the next version of the course are being formulated to insure that ultimately the course will be a concise, yet comprehensive, integration of all appropriate aspects of the subject. Serving as chair of the Management Committee for the past year, the department was heavily involved in the development and implementation of "Management Applications and Practices" (MG 421). Along with the Departments of Engineering, Math, and Social Sciences, the department worked to develop that as the capstone course for management concentrators. In its first academic year, the course emphasized the case study approach to the study of management. Although positive evaluations of that approach were received, further refinements for next year are under study.

The department continued its efforts in the area of scholarly research during the year. Project Athena, the Academy study of the assimilation of women at West Point, was completed during the year with the graduation of the first women to enter the Academy. At the same time, plans for follow-up studies on the continued assimilation of females in the Corps of Cadets as well as the post graduate assimilation of female officers into the Army were developed. Plans for research efforts on organizational stress and the use of intelligence in academic achievement were also prepared and approved for implementation next year.

The department continued to perform an active role as a consultant in the behavioral sciences for the Office of the Commandant. During the Summer of 1979 the department provided a full-time consultant to the Commander of Cadet Basic Training (CBT) as well as full-time consultants to each of the cadet CBT companies. The department was also involved in a major consulting effort

with the Military Development Working Group to develop a system for evaluating cadet performance that would replace the existing Cadet Leadership Evaluation System. The task of the consultant was to offer the latest behavioral science technology in order to emphasize the developmental aspect of cadet leadership performance by focusing on observed behaviors as opposed to traits or personal characteristics.

In addition, the department continued to chair the Human Sexuality Committee. That committee, consisting of representatives of this department, the Chaplain's Office, Cadet Counseling Center, Department of Physical Education (DPE), and Medical Activities Command (MEDDAC), completed development of a comprehensive four-year program on human sexuality for all cadets.

Finally, two extracurricular programs were developed and implemented to enhance the educational experience of behavioral science concentrators. The Behavioral Science Club, sponsored by the department, was reorganized and reactivated on a more formal, structured basis, in order to provide opportunities for cadets to pursue their interests in the behavioral sciences field through projects, lectures, seminars, and association with outside agencies. Aside from recruiting and organizational activities, the major outside efforts of the club this year once again involved sponsoring the Annual Special Olympics program. The Behavioral Science Summer Internship Program was also implemented. The program allows behavioral science concentrators to participate with governmental agencies on a voluntary basis in summer internship programs dealing with behavioral science issues.

DEPARTMENT OF CHEMISTRY

Colonel Wilford J. Hoff, Jr., Acting Head of the Department since October 1977, was appointed Professor, USMA and Head of the Department in July 1979. He succeeded Brigadier General Donald G. MacWilliams who retired in September 1977 after 18 years of service to the Academy, 11 as Department Head.

The Department of Chemistry presented two new courses in the 1979-80 Academic Year: "Instrumental Methods of Analysis" (CH 471), a one-semester elective laboratory course designed to develop proficiency in the selection and use of modern analytical instruments; and "Modern Topics in Chemistry" (Biochemistry) (CH 472), a one-semester elective course, augmenting cadet knowledge of the life sciences, especially the chemical systems of the human body.

Dr. Edward B. Stockham of the Rochester Institute of Technology became the first visiting faculty member in the Department of Chemistry. His presence on the faculty marked the successful inauguration of the Visiting Professor of Chemistry Program. Dr. Stockham taught Organic Chemistry, gave departmental lectures, and lectured at the hospital.

Following an analysis of the two-semester chemistry sequence (the Core CH 200 course at 62 lessons followed by CH 274, an elective, at 40 lessons), it was proposed and adopted that a one-year Advanced General Chemistry elective sequence (CH 253-CH 276) be offered to Chemistry and Basic Science concentrators starting in the 1980-81 Academic Year. This would allow a more logical development of the subject in two, three attendance a week semesters, eliminate repetition of material, and permit inclusion of non-ideal parameters during the progressive study of chemistry. The core course, CH 200, will continue to be a required course for all other students.

An updated version of the Computer Assisted Instruction (CAI) program was made available to cadets in the core course, CH 200. The Control Data Corporation's Programmed Logic for Automatic Teaching Operations (PLATO) system continues to be a valuable educational tool for pre-laboratory work and additional problem solving for Organic Chemistry, (CH 383-384), students. New and modified programs, developed by departmental personnel, insured the CAI program met course needs. New programming was developed for the Instrumental Methods of Analysis course which greatly exceeded the CAI of most courses. The integration of CAI with course work was received favorably by cadets.

DEPARTMENT OF ELECTRICAL ENGINEERING

The department's main effort has been continued development and implementation of the electrical engineering component of the new curriculum. A new core course sequence, Engineering Electronics I and II (EE 405-406), was instituted in the 1979-80 Academic Year. These two follow-on courses to Basic Engineering (EE 300) provide an advanced treatment of electronics and constitute the First Class year engineering option in electrical engineering for cadets who are not electrical engineering field concentrators. The EE 302-372-407-408 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 the same, some refinements have been made: principally offering Digital Computer Logic (EE 375), in both semesters; realigning and upgrading course coverage; and including state-of-the-art advances. Electrical engineering field elective sequences continue to provide study in communications, electronics, physical electronics, power, controls, and computers, or, by special arrangement, a hybrid of these.

A pedagogical change instituted this year in EE 300 was the implementation of team teaching. Five two-instructor teams were each assigned four groups of 24 randomly-selected cadets and were 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 randomly-selected 15 cadet sections taught by individual instructors in previous years. 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 computer electives offered by the department continued to evolve to keep pace with rapidly developing computer technology. Emphasis on digital logic systems and computer architecture engineering provides a long-term computer knowledge base. Individual analysis and design projects employing large-scale integration devices illustrate the underlying theory and stimulate cadet interest. The computer engineering course now receives increased architecture emphasis via laboratory support, using a network of microcomputers, with a communications link to the main academic computer. Concepts of distributed processing and centralized data bases are demonstrated. The interconnection of individual laboratory positions served by a single processor permits investigation of the increasingly important concepts of computer system networks.

The department acquired two new line items of laboratory equipment during the past year which significantly improved laboratory work associated with course offerings. The first item was an integrated laboratory module, the NIDA Mini-Laboratory, produced by the NIDA Corporation, designed and built in response to the specifications and requirements of the department. This laboratory module replaced several individual meters, plug-in boards, and instruments, resulting in considerable time savings to students in laboratory exercises, and permitting more effective learning of a greater number of concepts than before. The NIDA Mini-Labs are used in the core courses EE 300, EE 302, and EE 372. The second items were new oscilloscopes for the First Class electronics courses EE 405-406 and EE 407-408. These oscilloscopes are a vast improvement over the older models they replaced, enabling students to more accurately and effectively measure and observe laboratory results.

The department was active in both cadet and instructor research during the summer and academic year. Four cadets of the Class of 1980 participated in the Electrical Engineering Summer Research Program involving projects ranging from fiber optics communication systems to millimeter wavelength grating antennas. As a result of this research three cadets presented papers at the Eastern Colleges Science Conference.

DEPARTMENT OF ENGINEERING

Engineering courses continued to emphasize the use of previously acquired academic skills for analysis, synthesis, design, and decision making in engineering situations. Design problems were used extensively to reinforce concepts 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 Vertol, Texaco, and Bethlehem Steel enabled the cadets to observe current engineering projects. Civil engineering students visited construction sites at the Newburgh-Beacon Bridge, a foundry in New York City, and the Verrazano-Narrows Bridge.

A number of summer training activities were arranged by the department for cadets during the summer of 1979. Forty-two cadets served with 31 different Engineer Districts where they became familiar with district operations and such functions as project officer or construction inspector. Other cadets served with the U.S. Army Concepts Analysis Agency, Headquarters, TRADOC, the XM-1 Tank Project Office, Aberdeen Proving Ground, and the Army War College.

The department sponsored 12 attendees to the Eastern College Science Conference. Five cadets presented papers, one of which won a second place award. The Pennsylvania Engineer-in-Training Examination was administered by the department to 297 cadets and 17 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 all states for licensing as a professional engineer.

Dr. Jack Perry of Texas A & M University became the department's first visiting professor and taught classes and instructed in the field of automotive engineering.

DEPARTMENT OF ENGLISH

Having passed through its transition year the Department of English presented core courses as specified by the new curriculum. Fourth Class Cadets in the fall term practiced basic skills of composition and research and in the spring term concentrated on writing in a variety of forms suggested by their readings of important humanistic prose, classical to modern. Third Class Cadets capitalized on their recently honed techniques of composition and drew on the cultural readings of their past year as they examined complex philosophical arguments, dealt with abstract ideas, and presented their own reasoned position on philosophical issues. Second Class Cadets studied the department's new core course, "Master-works of British and

American Literature." Finding themselves in possession of some philosophical insights to the human understanding from which great works of the imagination have sprung, they explored intelligently the human dimensions distinguishing significant works of poetry, drama, and prose fiction.

Instructors taught two courses each semester--either literature and composition, or philosophy and composition. Besides permitting an equitable distribution of Fourth Class Cadets, each of whom wrote approximately 20 papers a term, this practice promoted among instructors a common understanding of cadets' basic writing problems and strengthened the department's integrity as it worked with the writing of cadets from three classes.

The department continued to promote its interest in good writing by conducting for the second year, a three-day Summer Writing Seminar for the USMA staff and faculty. The department's philosophy faculty contributed to the Academy's sensitivity to ethical issues by sponsoring a two-day symposium on War and Morality noted in the section of this report on the Ethics and Professionalism Committee. One of the symposium's participants, Visiting Professor William Barrett, delivered major lectures throughout the year open to all staff and faculty on philosophy, art, and literature. Other special activities in the department included the continuing work on the William Faulkner Concordance; in May the Concordance to The Sound and the Fury was published.

The Cadet Fine Arts Forum, an academically oriented, extracurricular endeavor of the Dean administered through the English Department (in financial conjunction with the Cadet Activities Office), sponsored a wide variety of cultural activities during this academic year. The Visiting Artist Program was continued through the auspices of the West Point Fund with the appointment of Theodore Hancock as artist in residence. Under the provisions of the contract Mr. Hancock presented two exhibitions of his Hudson Valley landscapes, delivered bi-monthly lectures on the art of watercoloring, and produced a watercolor mural depicting cadet life at West Point. The Concord String Quartet, one of the nation's pre-eminent string ensembles, was selected to continue the Visiting Artist Program for the 1980-81 Academic Year. The Performing Arts Series was again artistically and financially successful, and included Showboat, the Dresden Symphony Orchestra, Count Basie, Joel Grey, Robert Merrill and Anna Moffo, Deathtrap, and the Pilobolus Dance Company. Fine Arts Forum Seminars collectively sponsored 16 trips and 13 home events during the academic year. Regular seminar meetings included workshops and special guest lectures and performances in fields such as archaeology, art, drama, music, and creative writing in both poetry and prose. The Sunday Music Series, managed by the Music Seminar, featured

performances by Mike Seeger and Elizabeth Cotten, the Empire Brass Quintet, the Western Wind, Eduardo Fernandez, Robert Guralnik, and Filigree. The Film Seminar again managed the Great Films Program, presenting 32 movies to a combined cadet audience of approximately 6,000. The Art Seminar, in addition to administering the Visiting Artist Program, sponsored a series of exhibitions including oil paintings by Francis McGinley and Chinese watercolor brush paintings by Hui Chi Mau.

DEPARTMENT OF FOREIGN LANGUAGES

Colonel Sumner Willard, Head of the Department since September 1977, completed his thirty-fourth and final year of service at the Military Academy. Colonel John J. Costa will succeed Colonel Willard as Head of the Department on 1 August 1980.

Dr. Byron D. Cannon, Associate Professor of Middle East and North African History, University of Utah, served as Visiting Professor of Arabic. Three new courses in Arabic were taught for the first time: "The Arabic of Journalism" (LA 382); "Readings in Contemporary Arabic" (LA 471); and "The Arabic of Saudi Arabia" (LA 472). This was the fourth consecutive year of Arabic instruction at the Military Academy, and the first cadets to concentrate in this field of study graduated in the Class of 1980.

The Chinese language program was enriched greatly this year through increased contacts with the People's Republic of China. Two Chinese instructors, Lieutenant Colonels Soot M. Jew and JoAnn DeLora, visited mainland China in the summer of 1979 and a third, Professor Jason Chang, will make the trip in the summer of 1980. Major General Wu Zhen, Chinese Military Representative to the United Nations, visited the Academy in April. Two students of Chinese spent two weeks in the People's Republic of China during their Christmas leave.

In March the Superintendent concurred with a Department of the Army proposal to assign a French army officer as liaison officer and instructor in French at the Academy. This proposal calls for reciprocal action by the U.S. Army and, if accepted by the French Government, would be implemented during the 1981-82 Academic Year.

Integration of women into the Foreign Language faculty has continued to expand. During the past academic year five female instructors were on the staff and another three will be added for the next academic year.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The Secretary of the Army approved the renaming of this department from its previous designation as the Department of Earth, Space, and Graphic Sciences to the Department of Geography and Computer Science effective 17 December 1979. The change reflects the evolutionary changes in teaching responsibilities, focus, and course offerings of one of the oldest departments at the Academy. Dating back to 1803 when a course in drawing was begun at the Academy, USMA cadets over the years have taken courses in such areas as fortification design, military topography, battle map preparation, and surveying. By the 1960s and 1970s departmental offerings expanded to include courses in the study of the environment and in the use of computers. The redesignation of the department is indicative not only of a new emphasis in basic departmental course requirements but is also recognition of the importance of the study of geography and computer science in the education of West Point Cadets.

During the past academic year, Colonel Gerald E. Galloway, USMA 1957, was appointed Professor and Deputy Head of the Department. Colonel Galloway received a Ph.D. from the University of North Carolina in 1979 and served as the District Engineer of the Vicksburg Engineer District, U.S. Army Corps of Engineers, prior to coming to the Academy in his present capacity.

During the 1979-80 Academic Year, the department sponsored three new electives in computer science (Programming Concepts, Computer Graphics and Microprogramming) and three new geography electives (Colloquium in Geography, Geographic Perspectives of World Resources, and Environmental Concepts of Water Resource Management). To enhance the program in computer science and geographic spatial analysis, the department continued its efforts to improve the capabilities and efficiency of the Computer Graphics Laboratory (CGL) and to carry out research in common areas of interest with several DOD agencies. Research agreements for instructor/cadet efforts were continued or established with the Center for Tactical Computer Systems, the Army Institute for Research in Management Information and Computer Science, the Defense Mapping Agency, the Engineer Topographic Laboratories, U.S. Army Missile Command and the Construction Engineering Research Laboratory. A new minicomputer, as well as color graphics and time-shared microcomputer systems were added. The increased interest in the benefits of computer graphics systems by various departments and agencies at the Academy resulted in over 6,000 student hours being registered on CGL equipment. Of particular note were the successful ventures by Captain(P) John Charland to bring computer graphics techniques into the classroom and training environment for geography and military science instructors. The finalization by Captain(P) David Bowen of a simple user's guide for several of the mini and micro computers has contributed significantly to the success of

teachers and cadets involved in the computer science and geography fields.

DEPARTMENT OF HISTORY

During the 1979-80 Academic Year, the History Department faculty of 58 officers (56 for the second semester due to normal reassignment of two) and one civilian taught eight core courses organized on one- and two-semester sequences and 24 different one-semester elective courses. The civilian Visiting Professor, Warren W. Hassler, Jr., Professor of American History at Pennsylvania State University, lectured in various courses and taught an elective entitled "The American Military Experience." Professor Alvin Coox of San Diego State University was unable to accept the 1980-81 Academic Year appointment as Visiting Professor of Military History due to problems of reorganization at his university. Professor Norman A. Graebner, of the University of Virginia, has accepted appointment to this position for the 1981-82 Academic Year. A second female instructor joined the department during the past academic year. The department currently includes 13 Ph.D.'s and an additional 20 officers who are continuing their doctoral programs.

Courses taught for the first time during the past academic year included: "America in Crisis: Korea to Vietnam," "History of Science and Technology," "Muskets to Machine Guns: The Modernization of War from Napoleon to World War I," and "The History of China."

Curricular changes have had a profound effect on history core courses during the past two academic years. During this academic year, the department completed the second and last of the transition phases. American, European and World History core courses were taught to the Fourth Class only, and the standard one-semester core course, previously a First Class course, on the "History of the Military Art" was taught transitionally to both the Second and First Classes. Next year it becomes a Second Class core course. The original two-semester version of the Military Art course was offered this year as an elective and again proved to be a very popular option for cadets.

In addition to teaching cadets the department also supported many other activities. During the summer of 1979, 18 members of the department participated in the eleventh 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.

DEPARTMENT OF LAW

The Department of Law offered for the first time a new elective course in Constitutional Law (LW 375), in both terms of the 1979-80 Academic Year. Developed partially in conjunction with the Department of Social Sciences, the course expands greatly the material covered in the Constitutional Law subcourse portion of the department core course, LW 300.

New electives to be offered in the 1980-81 Academic Year include "Environmental Law" (LW 373), and the "Development of Military Law" (LW 374).

In June the department sponsored the second Departing Officer's Legal Reorientation Course, designed to orient departing officers and senior noncommissioned officers concerning recent developments in law, particularly military criminal and administrative law. The one day course was presented by 10 Department of Law instructors and was attended by approximately 55 departing personnel.

The department was fortunate to secure the services of Dean Chapin D. Clark, Dean of the School of Law, University of Oregon, as the first Visiting Professor of Law. Dean Clark will teach the new offering of Environmental Law during the 1980-81 Academic Year. The first woman and first marine faculty members were also added to the department during the past year.

DEPARTMENT OF MATHEMATICS

The transition to the new curriculum was completed this year. Despite the addition of new electives to compensate for the reduction in the coverage given to multivariate vector calculus, the loss was found to be unacceptable. Further changes have been made to both the Fourth Class and Third Class curricula to expand the cadet exposure to vector calculus and to improve the correlation of mathematics studies with topics encountered in other departments during upper class years. It has been necessary to reduce slightly the coverage in the probability and statistics course as well as in the differential equations course in order to restore a significant portion of multivariate vector calculus that had been lost due to the changes in the new curriculum.

The past year marked an increase of over 90 percent in the number of students enrolled in mathematics elective courses. Applied Differential Equations (MA 384), one of two new courses introduced, was the Military Academy's largest elective course with over 200 students each semester. The overall increase of students in mathematics electives (from 460 to 890) was also reflected in the advanced pure mathematics courses. More of these were

taught than in previous years, including a course in topology and follow-on courses in complex analysis and abstract algebra. Nine advanced individual research projects were completed by students, including five in coordination with the Science Research Laboratory.

Use of the hand-held calculator for computation and programming received increased emphasis in the department this past year. Computation was the thrust of the Fourth Class instruction in contrast to an emphasis on instruction in the operation of the calculator which had characterized the instruction in the past. Third Class Cadets received reinforcing instruction in computation and made use of both the statistical and programmable capabilities of the calculator. A member of the department, Captain Stanley C. Leja, is chairing the USMA Mathematics, Science and Engineering Calculator Study Group which is examining both the short and long range cadet requirements for personal hand-held calculators. A supporting study is being conducted within the department to determine where instruction in calculators and computer usage should be enhanced within the mathematics curriculum.

A corresponding increase was experienced in the use of the computer within the mathematics courses. The computer assisted instructional capabilities program was introduced into Linear Algebra (MA 371) and other elective courses. Graphic capabilities to support sketching solutions to differential equations and optimization problems were also exploited.

Dr. Carroll O. Wilde, Chairman of the Department of Mathematics at the U.S. Naval Postgraduate School, served as the Department's Visiting Professor during the year. This distinguished mathematician and educator conducted section room instruction for cadets in both semesters, supervised cadets in individual studies, and conducted semester-long seminars in higher mathematics for faculty members. Dr. Wilde also published several papers and served as advisor to several faculty members on their publications.

In May, the Department of Mathematics Board of Consultants made its third annual visit to confer on curriculum, pedagogical, and faculty matters. The board members were Dr. Herman H. Goldstine, Institute for Advanced Study, Princeton, N. J., and Professor Richard W. Beals, Department of Mathematics, Yale University. This year's visit focused on consideration of appropriate scholarly activities for the faculty. Discussions with senior and other faculty members yielded several valuable insights and suggestions on directions for research and other scholarly activities.

DEPARTMENT OF MECHANICS

Colonel Robert M. Wilson, Professor and Head of the Department, was on sabbatical during the academic year, assigned to the Headquarters, U.S. Army in Europe as Assistant Deputy Chief of Staff, Engineer.

Dr. Charles E. Taylor of the University of Illinois served as the Department's visiting professor during the past academic year. He was honored for his outstanding contribution to engineering throughout his career by being inducted into the National Academy of Engineering, an honor reserved only for those very few individuals at the highest levels of the engineering profession.

Lieutenant Colonel Michael A. Paolino, Permanent Associate Professor, was one of 25 individuals to be awarded a Ralph R. Teetor Educational Award. This award is presented annually by the Society of Automotive Engineers to outstanding faculty members in the United States and Canada on the basis of their contributions to engineering education in the area of curriculum development, laboratory instruction, and classroom teaching.

DEPARTMENT OF PHYSICS

The 1979-80 Academic Year culminated a two-year experiment by the department in teaching a two-term foundation course in physics, containing the essential elements of mechanics, electromagnetism, and modern physics. Results of this experiment demonstrated conclusively that a quantitative presentation of these subjects could not be accomplished successfully in two terms. A department proposal for offering two different versions of the core program, one for students expecting to concentrate in mathematics, science, and engineering and a second designed for other concentrators, was rejected by the Academic Board. Therefore, planning is underway to establish a single, quantitative course covering classical physics in depth, but with no modern physics content. A physics elective is available to fill the gap left by the omission of modern physics for those students who desire such coverage.

During the academic year a major effort was initiated to ensure that the programs of the Departments of Mathematics and Physics were synchronized. This coordination resulted in the decision to defer the core physics course sequence for one semester for those students enrolled in the precalculus mathematics course. This will ensure that these students have the prerequisite mathematics foundation for their physics courses.

During the 1979-80 Academic Year, the Department of Physics was granted a research position in order to design and implement an introductory physics course with maximum computer assisted instruction (CAI) supplemented by self-paced materials. The Programmed

Logic for Automatic Teaching Operation (PLATO) system was selected to support this effort. The research demonstrated that CAI could be employed as an effective method for teaching physics. CAI enhanced the learning process and helped to motivate the student to pursue that subject in more detail. The cadets perceived the self-paced nature of the program as valuable, desirable, and serving to optimize their study time. Computer equipment availability, reliability, and cost appear to be the major limitations in the utilization of this instruction.

Two major items of equipment were purchased during the year. A microcomputer graphics system leased for evaluation from the Technical Education Research Center of Cambridge, Massachusetts in July 1979 was purchased with West Point Alumni Association funds and used extensively over the past year. New instructors arriving in the summer were given an orientation on the computer and required to write and use a program during their new instructor training period. During the academic year the computer was used in the core physics program and elective courses. A Van de Graaff accelerator produced by the High Voltage Engineering Corporation was also purchased. This 400-KeV positive ion accelerator will be used in support of the elective courses taught in the department and in cadet and instructor research. Purchase of the accelerator represents a major upgrading of our research capability.

DEPARTMENT OF SOCIAL SCIENCES

During the 1979-80 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 a visiting professor, Dr. Judith C. Sabrosky, Professor of Political Science, Gallaudet University. Lieutenant Colonel James R. Golden was appointed Permanent Professor and Deputy Head of the Department.

The 31st annual Student Conference on United States Affairs (SCUSA), held at West Point on 7-10 November, was attended by 182 student delegates representing 108 colleges and universities. The Conference theme was "U.S. Foreign Policy for the 1980s: The Evolving World Order." The Honorable George S. Vest, Assistant Secretary of State for European Affairs, gave the keynote address and Professor Richard A. Falk, Professor of International Law and Practice at Princeton University, delivered the banquet address. The department also hosted the 18th annual Senior Conference on 5-7 June. The conferees discussed "Defense Manpower Planning." The Honorable Robert Pirie, Jr., Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) was the keynote speaker. Professor Charles Moskos of Northwestern University delivered the banquet address.

During the year the Debate Council participated in 24 debate tournaments in 13 states. USMA debators won 54 percent of the rounds in which they participated and were awarded 16 team and 16 individual prizes. Cadets in the West Point Forum took 15 trips including a trip to the University of Pennsylvania's Model United Nations Conference, and to the First Inter-University Model Organization of American States held in Washington, D.C. The Domestic Affairs Forum traveled to New York City, Washington, D.C., and Boston, where they spoke with political, economic, and business leaders on a wide variety of public affairs topics. The Finance Forum twice visited Wall Street. Five cadets were selected to participate in Crossroads Africa, and ten were selected for summer duty with government agencies under the Summer Intern Program.

In addition to the presentation of papers and lectures at numerous conferences and the publication of several articles in scholarly journals, several department members prepared books for publication. Department officers contributed to U.S. National Security Policy and Process, edited by Colonel William J. Taylor, Jr., and Dr. Amos A. Jordan. Colonel Taylor contributed to Comparative Defense Policy, edited by Douglas Murray and Paul Viotti. Lieutenant Colonel James R. Golden and Major Robert H. Baldwin collaborated on the second edition of Economics and Public Policy: Principles, Problems, and Applications. Dr. Judith Sabrosky co-edited The Eagle's Brood: American Civil-Military Relations for the 1980's.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

Colonel Jarold L. Hutchison, USMA '56, for the last three years the Deputy Commandant, retired after 24 years of service on 31 July 1980. He was succeeded by Colonel Robert G. Moscatelli, USMA '58, the former First Regimental Tactical Officer, who will serve until he receives a new assignment near the end of 1980. As a member of the Department of Army West Point Study Group, Colonel Hutchison played an active role in studying and ultimately implementing many of the major recommendations of which he had been a part. In addition to his membership on several committees which impacted upon the military development of cadets, he was also at the forefront of the Initiative Teamwork effort and other command studies on cadet time and social development. Finally, he constituted a cohesive element within the office to smooth the transition to a new commandant.

Brigadier General Joseph P. Franklin's first year as Commandant was marked by his special interest in providing a more intensively managed summer training program and by the evolution to a new military development system. He was also an active participant in efforts to enhance the Army's football program and assisted in the integration of women into additional areas of responsibility. It was during the past academic year that women cadets assumed their initial positions of leadership within the cadet command structure as Kathleen M. Gerard became the Adjutant and Kathryn A. Wildey became the Cadet Activities Officer on the Brigade Staff.

The integration of women into other levels of responsibility in the area of military training also continued. During the past academic year only two women captains served as tactical officers but during the 1980-81 Academic Year the number will be increased to four so that each Regiment will have a woman tactical officer. This expansion of the role of women within the military training program was highlighted by the arrival of Colonel Mildred E. Hedberg as the Chief of Staff of the United States Corps of Cadets (USCC) in the summer of 1979.

LEADERSHIP DEVELOPMENT

Military Development System

A new Military Development System for cadets was approved by the Superintendent for implementation during the 1980-81 Academic Year. Specific standards of cadet performance have been developed and the principle established that a deficiency in military development will be treated as a deficiency in a course of study.

To identify the desired components of military performance and to ensure objective evaluation, USMA 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.

The new system is based on a behaviorally-anchored rating system and represents a substantial change in the evaluation of the leadership performance of cadets over previous methods. The system utilizes a more comprehensive evaluation of all components of an individual's performance rather than attempting to arrive at an overall rank ordering for all cadets. The basic motive for the change was to facilitate the creation of a more useful and comprehensive evaluation technique. The system evolved from the initial work of the Procedures Working Group and was refined and tested by the Military Development Working Group. An extensive education program will be conducted in the fall of 1980 to implement the new system.

The new system treats military development reviews as academic (as opposed to disciplinary) procedures. Under this new procedure, a cadet who has been determined to be deficient in military development will normally be placed in a conditioned status during which the cadet will complete an individually-tailored special developmental program. Failure to maintain proficiency during this period in all areas of military development will then normally result in a recommendation by the Commandant to the Academic Board for separation. The Academic Board will then make its recommendation to the Superintendent. If he accepts a finding for separation, he will forward it for a final plenary review and approval by the Secretary of the Army. The only separation review modification which has resulted from the change is the elimination of the initial due process hearing by the Office of the Commandant.

Third Class Sponsor Program

The Third Class Sponsor Program continued to enable cadets to socialize informally 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. More than 950 (or 94 percent) of the Third Class Cadets desiring to participate in this voluntary program were provided with officer sponsors from a list of 450 volunteers from West Point and the Stewart Army Subpost.

FOURTH CLASS SYSTEM

Introducing new cadets to a military environment and developing their inherent leadership skills remain the fundamental purposes of the Fourth Class System. Many positive changes have been incorporated into the system as a result of the recommendations of the West Point Study Group. Previous efforts are continuing, for instance, to educate the Corps of Cadets and the staff with regard to the rationale behind, and the implementation of, a truly supportive and developmental style of leadership. Every effort is being made to insure that the system, which is intended to enhance the motivation, self-discipline, and sense of responsibility of cadets, is a positive one. One part of this effort was the creation, in March 1979, of the Fourth Class Working Group, composed of both officers and cadets, which prepared the 1979-80 USCC Circular 351-1 "The Fourth Class System." Modifications made in the Fourth Class System for the 1979-80 Academic Year by the Fourth Class Working Group reflected an increasingly more progressive and educative approach to the development of Fourth Class Cadets. System requirements continue to become more realistic and relevant to the cadets' future Army careers, although many aspects of the system retained the traditional flavor of "plebe year" and remained unchanged. Among the major specific modifications recommended by the Working Group and implemented during the 1979-80 Fourth Class System was the time phasing of requirements. Under this procedure there were several distinct, formal phases of the Fourth Class System during the 1979-80 Academic Year. Memorandums from the Commandant to the Corps were distributed (in advance of each phase) to describe the phases and to explain the rationale behind and mechanics of implementing these adjustments in USCC Circular 351-1. The phases basically meant that Fourth Class Cadets were "at attention" during Cadet Basic Training and during the entire first semester, "at ease" between Christmas and Spring Leave, and "at rest" between Spring Leave and Graduation. Recognition still took place during Graduation Week and Plebe-Parent Weekend was still held during Spring Leave. In addition, objectives for the Fourth Class were developmental in nature, emphasizing positive and mature senior-subordinate relationships and the education of the Fourth Class. The basic objective of these phases was to create a more realistic senior-subordinate relationship at West Point to correspond to that found in the U.S. Army. Additional emphasis was placed on "real" upperclass leadership development as opposed to merely utilizing the artificial mechanism of the Fourth Class System to command performance and respect. Military knowledge requirements of the Fourth Class System were integrated into those utilized in MS 102 (Small Unit Tactics) and extended into the second semester of the Fourth Class Year. The definition of terms used to specify the degree of formality in senior-subordinate relationships was clarified and stated at the beginning of the current

USCC Circular 351-1 and included explanatory comments concerning the question of recognition and the role of the "recognized Plebe". Finally, the role of the Company Fourth Class Systems Officer was clarified to emphasize education of the Corps and implementation of the system rather than enforcement of regulations and punishment of individuals. Special inspections also placed a greater emphasis on the counseling and educative aspects of leadership.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA continued to participate in cadet exchange programs with 28 foreign nations. These exchanges 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 1979 and the following academic year, 74 cadets from the Class of 1981 visited 14 Latin American countries, Australia, Belgium, France, Great Britain, Greece, Japan, Jordan, Mexico, The Netherlands, and the Russian Language Institute at Garmisch, West Germany. In the same period, the Academy hosted cadets from 16 Latin American countries and Austria, Australia, Japan, and Mexico.

CADET DISCIPLINARY SYSTEM

The Cadet Disciplinary System is used to monitor cadet compliance with regulations. Offenders are punished, and those displaying a consistent inability or unwillingness to live within the restrictions imposed by cadet regulations are considered for separation under new procedures first instituted during the 1978-79 Academic Year. Cadets are considered for separation when they exceed the demerit allowance, violate the terms of a previous conduct probation, or demonstrate a pattern of misconduct by receiving three or more board awards of 25 demerits during four years. Before separation or suspension is directed, the cadet receives a due process review of his case. The one officer due process review procedure also instituted under the revised regulations (which replace consideration by a board of five officers) is extremely efficient and less time consuming.

HONOR

Honor Committee Procedures

The Honor Committee Procedures used to investigate and make findings concerning alleged violations of the Honor Code for the 1979-80 Academic Year were the new non-adversarial procedures adopted by the Corps in May 1979 and put into effect on 1 July 1979 in the USCC Pamphlet 15-1 on Honor Committee Procedures.

(The content of this pamphlet and the reasons for its adoption are noted in detail in the 1979 Annual Report.) The new procedures eliminate the redundancy of the subcommittee hearing found in the previous procedures, which in turn reduces the case processing time. This is attained while maintaining the rights of the accused and his right to consult with legal counsel at all levels of the investigation. During the 1978-79 Academic Year complete investigations and resolutions of alleged honor violations under the old procedures ranged from one to six months. All cases during the 1979-80 Academic Year, under the new procedures, met the Secretary of the Army's requirement for resolution within 60 days and the average investigation time, from the date of a reported violation to the convening of a Full Honor Investigative Hearing, was 24 days.

In addition, the removal from the Full Investigative Hearing of two attorneys (the government recorder and the accused's defense counsel) has shifted the burden of determining the facts to the cadet voting members. The more active cadet role in the process has led to the creation of a deeper sense of responsibility for the Honor System on the part of the cadet participants and has increased the Honor Committee and the Corps' satisfaction with the current procedures. Although the current procedures are not perfect they have proven to be an effective and efficient method of handling allegations of honor violations.

Honor Education

The Cadet Honor Committee revamped the educational program presented during the 1979 Cadet Field Training for the Class of 1982 in order to provide continuity with the new Basic Training program (first conducted for that class the previous summer) and with the honor education program which was continued throughout the academic year. The new program continued the small group discussion/case study method for teaching honor used successfully during their Cadet Basic Training. The Cadet Field Training education program focused on the twin concepts of Duty and Honor. The first block on instruction centered around a discussion of the relationship between honor and duty. The primary purpose was to develop an appreciation of the interdependency between the two ethics. The second block of instruction dealt with the expectations of officers, non-commissioned officers, and enlisted personnel regarding the role of honesty, ethics, and integrity in the Army. The purpose of the training was to reinforce in the cadets the universal applicability of the Honor Code in the Army. Members of the summer support cadre from the 82nd Airborne Infantry Division and the West Point committee comprised active Army participants for this instruction. In early March the Executive Staff of the Class of 1981 conducted a one-day New Honor Representative Seminar designed to facilitate the more rapid integration of the newly-elected Company Honor Representatives from the Class of 1982 into their responsibilities and to

clarify roles. Designed to improve the effectiveness of the new honor representatives, this new session included an address by the Commandant, the outgoing and incoming Special Assistants for Honor, and the Chairman of the 1981 Honor Committee.

TRAINING

Cadet Basic Training 1979

As a result of the academic calendar change which was implemented during the 1979-80 Academic Year, Cadet Basic Training was reduced from an eight-week program to a six-week program. The change resulted from the decision to make the semester break in December rather than in January. In order to maintain the same number of class meetings in each semester, classes will begin in August instead of September and graduations will generally occur in May instead of June. Given the variety in high school graduation dates it was not possible to move the new cadet entry date earlier than 1 July and therefore Basic Training had to be reduced in length to conform to the new calendar. Despite this cutback the training did succeed in its primary objectives of training, disciplining, and inspiring the new cadets of the Class of 1983.

The philosophy for the training remained the same as that which had been evolving for several years, namely to accept the premise that the young men and women of the Class of 1983 were well-motivated to enter the Academy and to commit themselves to the life of a cadet. Accordingly, goals were developed to build on this high quality foundation and to prepare all new cadets for entry into the Corps. In addition, the leadership style of the training was positive and supportive. A goal of the training was to produce well-trained new cadets and confident, enthusiastic upperclass cadets, capable of providing enlightened leadership to the Army of the 1980s. Communication among all officers and staff personnel was emphasized to facilitate the accomplishment of the training mission. Organizational effectiveness procedures were followed to assess overall efficiency with a view toward the rapid implementation of more appropriate methods and techniques.

The attrition rate of 10.5 percent in 1979 was lower than the 11.3 percent of 1978 but comparable to the 10.2 percent of 1976. It was, however, higher than the 7.4 percent rate of 1977. The 14.5 percent attrition rate for women in 1979 surpassed the 10.4 percent of 1978 and 9.5 percent of 1977, but was less than the 16.0 percent attrition reached during the initial summer of 1976. The Academy is concerned about cadet attrition rates and will continue to carefully monitor the situation.

Third Class Summer Training 1979

As a result of the academic calendar shift, Cadet Field Training (CFT) at Camp Buckner for the Class of 1982 was reduced from eight to seven weeks. The reduced training time resulted in the elimination of Buckner Stakes and the air assault demonstration, the elimination of nearly one-half of cadet free time, and minor reductions in the time allocated to physical conditioning and physical education instructor training. The training period included a one-week period at Fort Knox for Armor, Air Defense, Self-Propelled Field Artillery, and Mechanized Infantry Training. The cadets improved their soldier skills, served as small unit leaders, and operated all of the weapons and equipment found in a Combined Arms Task Force. New features of the training at Fort Knox included four hours of training in self-propelled field artillery, firing the M16 rifle and the M60 machine gun at aerial targets, using moving ground targets instead of stationary targets on the Vulcan range, and practical instruction on both the Forward Area Alerting Radar and the Stinger air defense weapon. The Stinger instruction received by the cadets marked the first time that training was given on this weapon system anywhere in the Army. At the Camp Buckner portion of CFT, revisions in the Nuclear, Biological, and Chemical (NBC) training placed greater emphasis on performance-oriented training, which included the wearing of chemical protective suits. In addition, for the first time in recent years, Tactical Non-Commissioned Officers actually trained the cadet cadre during the preparatory training period prior to the cadet's training yearlings. During the preparatory training the performance-oriented station screening technique was utilized.

Second Class Summer Training 1979

Summer training for the Class of 1981 consisted of Cadet Troop Leader Training (CTLT), the Drill Cadet Program (DCP), and Cadet Military Specialty Training (CMST). All cadets participated in CMST and either CTLT or DCP.

Increasing each cadet's leadership experience is the primary objective of CTLT. This is accomplished by assigning cadets to junior officer positions within Army units, familiarizing them with the functions of a company size unit, and exposing them to the on-duty and off-duty environment of a junior officer. Cadets were assigned for either four or six weeks to one of 23 different units in West Germany or Italy or to one of 18 different posts in the United States or Panama. In November 1979, the Academy sent a liaison team to Europe to help insure that the cadets participating in CTLT in Europe receive the best possible leadership positions and training opportunities. It is anticipated that this will significantly enhance the value of the CTLT program for cadets in 1980.

After two successful years with the DCP, a record 141 cadets (132 men and 9 women) participated in the program in 1979 again conducted at Forts Dix, Jackson, Knox, and Leonard Wood. This training places cadets in basic combat training companies as drill sergeants during the summer. Because of the success of the program even more cadet positions will be requested for the summer of 1980.

CMST consists of seven types of training conducted at five different military schools. Six hundred and twenty-five cadets participated in Airborne School and 57 participated in Ranger School at Fort Benning, Georgia. Forty-six cadets went to Fort Rucker, Alabama for Flight School; 57 went to Fort Greely, Alaska for Northern Warfare Training; 86 went to Fort Sherman in the U.S. Canal Zone for Jungle Warfare Training; 29 went to Survival, Evasion, Resistance, and Escape Training at the U.S. Air Force Academy in Colorado; and for the first time in the CMST program, 40 cadets went to Air Assault School at Fort Campbell, Kentucky. The primary objective of the CMST program is to provide a motivational and confidence building experience for the cadet. Over 84 percent of the members of the Class of 1981 enrolled in each school were graduated. For the third consecutive year, all cadets participating in the Northern Warfare or Survival, Evasion, Resistance, and Escape Training graduated from their respective schools. Overall, cadets participating in 1979 had a 95 percent success rate at CMST.

First Class Summer Training 1979

Members of the Class of 1980 furnished the chain of command for the Fourth and Third Classes summer training programs and served as instructors for the Third Class at Camp Buckner. Although the benefits obtained by the 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

The 1979-80 Academic Year was the last transition year for the Military Science (MS) curriculum. Several courses underwent significant modifications, while others merely fine tuned their instructional programs.

The Military Heritage and Standards of Professional Behavior (MS 101) course had several major improvements from previous years. The course adopted a new, improved text written by the Department of Military Instruction faculty; the course's emphasis is away from an institutional history of the American Army, concentrating instead on the evolution of the military profession;

and it places more emphasis during its lecture series on values related to military service as opposed to studying the Academy as an institution.

The Combined Arms Operations (MS 200) course further refined its war game instructional technique and made a decision to expand this pilot program from one section to several sections and to all MS 200 sections as soon as practical.

The Terrain Analysis (MS 203) course was taught for the first time this academic year. Its purpose is to provide cadets with a basic knowledge of the earth sciences and of map/aerial photo interpretation techniques. Although MS 203 is very much a part of the Military Science program, the course is taught by the Department of Geography and Computer Sciences because of that department's in-house expertise in the field.

The Army Systems Management (MS 300) course was also taught for the first time this year. During this transition year the First Class was taught the course during the first semester and the Second Class took the course during the second semester. An oral decision briefing and staff study requirement was added to the second semester course and will continue as an integral part of the course in the future. Starting with the 1980-81 Academic Year one-half of the Second Class will take the course each term.

CLASS OF 1980 BRANCH SELECTIONS

The following chart illustrates the results of the branch selections of the Class of 1980. Because not all cadets selecting branches in January ultimately graduated with the Class of 1980, these figures are not restricted to the selections of the 909 cadets who ultimately graduated and were commissioned with the class. Further, since the 20 cadets who were medical school applicants at the time of the branch selection are not included in the total assignments to each branch, eight branches should be increased (IN to 209, FA to 171, AV to 89, AD to 78, EN to 112, SC to 53, QM to 25, MP to 16).

Note that the highest ranking cadet selected Engineering while the 729th ranking cadet was the first to select the Chemical Corps, the last of the branches to be selected. Engineer, Military Intelligence, Signal Corps, and Quartermaster Corps were the only branches whose quotas were filled before cadets were restricted in their selections to the combat arms. Cadets physically qualified for combat arms (PQCA) were restricted from any further Combat Support, Combat Service Support, Engineer, or Armor branch selections after the 822nd 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 further selections in Air Defense after the 854th

1980 BRANCH SELECTIONS

<u>Branch/ Specialty</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	265	206	206	5	904
FA	214	166	166	27	913
AR	137	106	106	41	822
EN	108	92	108	1	381
AD	97	76	76	14	854
AV**	89	81	88	51	735
SC	51	0	51	6	628
MI	35	3	35	16	424
OD	35	0	25	237	732
QM	23	0	23	21	737
MP	19	0	15	178	731
TC	18	0	14	218	686
CM	9	0	1	729	729

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

** Note: Aviation is currently only a specialty and has not been given branch status.

cadet to meet minimum requirements in Infantry and Field Artillery, and after the 904th cadet from further selections in Infantry to meet Field Artillery minimum requirements. Selections of the women of the Class of 1980 were concentrated in Air Defense (14), Signal Corps (10) and Quartermaster (10). A total of 27 of the 62 women were assigned into the Air Defense Artillery, Field Artillery Engineers, or Aviation-related specialties.

Sandhurst Trophy

The Sandhurst Trophy, awarded annually to the Regiment achieving the highest degree of military excellence, was presented to the 1st Regiment of the U.S. Corps of Cadets by Major General Richard Vickers, Commandant of Sandhurst, in May. Five, four person teams from each company (180 patrols in all) were tested in swift marching, M16 firing, grenade throwing, assembling and disassembling the M60 machinegun, and land navigation. Company B of the 1st Regiment, led by Tactical Officer Captain Ralph B. Churchill, was judged the winning company of the Corps of Cadets.

PHYSICAL EDUCATION

Staff Development

The qualifications of departmental instructors were improved during the past academic year by refresher courses in most sports skills, by cross-training sessions in new sports skills, and by assistance in a review of all standard courses. Based upon recommendations of the Physical Development Working Group, emphasis was placed on cross-training instructors in wrestling, self-defense and unarmed combat. Additionally, several instructors participated in seminars and conferences, and had articles published in professional journals.

Dr. Reuben Frost, Professor Emeritus from Springfield (Mass.) College, served on the faculty during the past academic year as the department's second visiting professor. While serving as an instructor and staff assistant, Dr. Frost sat on numerous committees, conducted research, and provided guidance and counsel to all members of the staff.

Instructional Program

Also based upon the Physical Development Working Group recommendations the curriculum for Fourth Class Cadets was changed during the 1979-80 Academic Year. Standard courses of swimming and wrestling for both men and women, boxing for men, and self-defense for women were continued, but men's wrestling and women's Self-Defense II were removed from the fourth year academic calendar in favor of a course on the Foundations of Physical Performance. The deleted courses will become required subjects for Third

Class Cadets starting with the 1980-81 Academic Year. It is felt that the Foundations course will prove to be of tremendous benefit not only to the personal conditioning of cadets at West Point, but also will prove useful to them as commissioned officers charged with the responsibility for unit physical fitness. The physical education validation program was also changed this year due to Working Group recommendations. In the past cadets were able to validate physical education courses after demonstrating a superior level of proficiency and advance to an upper level carry-over course. As a result of the change, cadets who demonstrate proficiency no longer may enter accelerated upper level courses. They do have the option, however, of receiving credit for having taken the course without obtaining a grade or continuing in the course for a grade.

Upperclass instruction again stressed the acquisition of basic skills and the refinement of those skills into carry-over or lifetime sports. One new carry-over sport, cross country skiing, was also offered to upper class cadets during the past year. All members of the Third Class completed a "Personal Conditioning" lecture course, which presented the basic principles of conditioning, weight control, and nutrition and taught cadets to design and administer fitness programs. Since an expanded version of this course (Foundations of Physical Development) is now being required of Fourth Class Cadets, this course will no longer be given for Third Class Cadets in 1980-81. However, Third Class Cadets will be required to take unarmed combat (for all cadets), and wrestling for men and Self-Defense II for women.

Requirements and evaluation procedures remained unchanged in 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 upper class cadets).

Specialized Instruction

Cadets unable to participate in physical education classes reported to special reconditioning programs. During the year 4,571 conditioning visits were made by a total of 1,156 cadets. Nearly 73 percent of the visits were made by 683 cadets from the Fourth Class physical education instructional program. These figures represent a decline of one-fifth in the total number of cadets participating in reconditioning and a decline of over one-third in their total number of visits. This decline in participation in the reconditioning program is believed to be the result of the Physical Therapy Clinic being co-located with the training room (instead of at the old hospital), which enabled many treatments to be referred directly to the clinic. Current plans call for the clinic to remain in the gym for one more year and then to be moved to a new location. Cadet usage of the

training room for bandaging and treatment during the last year was comparable to that of the previous year, but down from figures before the move of the clinic to the gym.

Intramural Athletics

Each cadet who did not participate directly in an intercollegiate or a competitive program was required to participate as players, coaches, or officials in the intramural program during the fall and winter. Starting with the past academic year, spring participation was optional in accordance with Physical Development Working Group recommendations. Nevertheless, all 36 companies fielded teams in Softball, 35 fielded teams in both Lacrosse and Racquetball, and 24 fielded teams in both Team Handball and Cross Country. In addition, a few men and women participated on a trial basis with "Hocker," an experimental co-ed sport which reduces the disadvantage women have due to physiological differences. The new sport was well accepted and will be conducted again next spring to increase the sport's visibility and cadet awareness of the activity. If sufficient interest is maintained Hocker may be included as a regular sport in the intramural program.

Research

The Letterman Army Institute of Research at Presidio, California completed its study of weight control, nutrition, and cadet energy expenditures in February of 1980. A full report will be forthcoming before the end of 1980.

Project Fitness, a study initiated by the department to examine various strength producing procedures using Nautilus equipment, was terminated in the pilot study phase due to difficulties encountered in administering the program. It is anticipated that the program will be reinstated with the assistance of the Natick Laboratories of Natick, Massachusetts in the spring of 1980.

Research efforts during the next year will measure the impact of physical differences between the sexes in such areas as comparative energy expenditures doing equivalent military-related tasks, comparative speeds of physical movement under stress, comparative effectiveness of various weight training methods, and differing isokinetic muscular performance.

CADET CLUB ACTIVITIES

In response to the Final Report of the West Point Study Group, the position of Director of Cadet Activities was filled in July 1979 as an extended tour position by Colonel Robert A. Strati, an officer with in-depth experience in troop support and morale management activities. Also in response to the report, on

1 October, the Cadet Restaurant Branch, serving the fast food needs of the Corps, was transferred from the Treasurer, USMA (DCSLOG), to the Directorate of Cadet Activities (DCA). In a continuing effort to improve the cadet quality of life, the Directorate has completed the renovation of the First Class Club and continues to upgrade dayrooms and cadet leisure time facilities to substantially increase the variety and types of services and activities available to the Corps of Cadets.

Social Programs

The Cadet Social Functions Advisory Council, Cadet Activities Fund Advisory Council, and the Cadet Restaurant Fund Advisory Council continue to make substantial contributions in identifying trends and recommending improvements in facilities and operating programs.

Over 60 weekend hops were conducted during the year, primarily at Eisenhower Hall. Cullum Hall is used by the Fourth Class mainly for their fall hops. The Cadet Restaurant decor has been improved and a permanent sound system installed which will now encourage informal dancing in the restaurant. These improvements will enable Fourth Class Cadets to dance in Eisenhower Hall when upper class balls are held elsewhere in the building. The number of special weekends was increased by the addition of Winter and Spring Weekends as well as the expanded Autumn Weekend. The Academy will now have three Corps weekends. Traditional class weekends celebrating 100th Night, 500th Night, and Yearling Weekend remain popular with the respective classes. The participation of female cadets at social functions has increased and these events are well attended by young women from local colleges and the surrounding community. However, the May 1980 closing of Ladycliff College, a women's school in the neighboring community of Highland Falls, New York, will have an adverse impact on cadet social programs. Almost 4,500 people were in attendance for the 1980 Graduation Banquet, the highlight of the year's social calendar, at which Lieutenant General James Gavin (USA, Ret.) was guest speaker and General of the Army, Omar Bradley was in attendance.

Club Activities

Cadet participation in clubs during the 1979-80 Academic Year included 7,901 active cadet memberships in 86 extracurricular clubs. Women were active in 65 extracurricular clubs and participated in 14 of the 22 competitive and military skills teams.

During the academic year five intercollegiate teams were transferred from the Office of the Director of Intercollegiate Athletics (ODIA) to DCA: one former club was subdivided into four different clubs, one club was redesignated, and one club

disbanded. Women's Gymnastics, men's Volleyball, and Water Polo, which only the year before had been transferred from DCA to DIA, were returned to DCA due to financial constraints and limited facilities. Similar constraints also resulted in the transfer of the Ski and Fencing Teams, which were transferred to DCA for the first time in recent years. On the other hand, the Outdoor Sportsman Club was disestablished and four subordinate groups within the club were granted full club status: Archery, Hunting and Fishing, White Water Canoe, and Woodsmen. This was done because each of these subordinate elements had such diverse areas of interest and membership that it was ultimately found to be infeasible to maintain the Outdoor Sportsman's Club as a supervising umbrella agency. The Rabble Rousers were restructured into the Spirit Support Group in an effort to formalize a variety of functions which were previously done on an ad hoc basis. The Group has been organized into a rally committee, a Cadet Rally Band, and a rabble rouser squad to more effectively meet the needs of the Academy's Intercollegiate Program. Finally, the Fife and Drum Corps has again been deactivated as a result of declining cadet interest and the reduction in size of the USMA Band and its resulting inability to provide adequate support for the activity.

Fifteen of the 22 competitive club teams participated in national, regional, or division level championships during the academic year. Setting the pace were the Orienteering and Team Handball Teams, which retained their crowns as the national intercollegiate champions in their respective sports. The Orienteering Team won the U.S. Intercollegiate Championship for the third consecutive year and retained the Field and Stream Trophy. At the 1980 U.S. Intercollegiate Orienteering Championships the men captured three of the top four individual spots and the women took the top two spots. Cadets William Platt and Erin O'Connor were the Men's and Women's Senior Collegiate Champions. In addition to Platt and O'Connor, James Arsenault, Neil Murray, and Marene Nyberg of the West Point team were selected for the U.S. Team which participated in the World Intercollegiate Orienteering Championships in St. Gallen, Switzerland. Platt, the top-ranked American, lead the team to an 11th place finish among the 19 countries participating in the competition. For the second year in succession the Men's Team Handball Team captured the National Intercollegiate Championship while the Women's Team placed third overall in national competition, the team's finest showing yet.

Fifteen members of the Marathon Team qualified for the grueling Boston Marathon with Cadet John Zizzi leading cadets with a time of two hours, 35 minutes for the 218th position among the 5,600 runners in the marathon. For the second consecutive year the team defeated Navy at the Marine Corps Marathon and finished second among 11 teams in the collegiate team category. Strong performances were also recorded by the women who participated

on the team for the first time last year and were sparked by Nancy Gucwa who narrowly missed qualifying for the Boston Marathon. Returning to club status, the men's Volleyball Team posted a 14-6 record in league play and finished fifth among the 25 schools represented in the Eastern Collegiate Volleyball League Championships. Army soundly defeated Navy in all three matches in its first meeting in this sport. All-East honors were bestowed upon Nicholas Lucariello. The Bowling Team, paced by Steven Sheaffer and Dea Bulen, finished fourth among the 14 teams in the conference. Sheaffer won the men's all-events trophy by finishing first in the singles, doubles, and team competition at the AMF Intercollegiate Tournament and qualified for the semi-finals at the National Match Games. The team finished fourth among the 40 teams in competition. Bulen, who also finished first in the women's all-events competition, was honored for the first, second, and third high series of the year, highest average of the year, and most improved bowler for the year in league play. The Cycling Team placed second among the 20 schools in competition at the Eastern Championships led by Neil Tolly and Karla Hayes, who placed third in their respective divisions. Navy was again defeated by the men's Handball Team and Captain Robin Friedman finished second in the Eastern College Regional Championships and competed in the quarterfinals of the National Collegiate Handball Championships. The Karate Team was paced by Robert Davidson who was the second place men's heavyweight green belt sparring champion in the Empire State Karate Championships. The women's Lacrosse Team, in their second season of varsity competition, posted a strong 7-3 record over their opponents. The Rugby Team completed their highly successful season as the runner-up in the First Eastern Intercollegiate Rugby Tournament following a 27-10-1 season. In a hard-fought match earlier in the season, the team defeated the highly experienced team from the Royal Military Academy, Sandhurst, England by a score of 8-3. The Skeet and Trap Team won the Eastern Regional Intercollegiate Championships and finished eighth among 43 schools at the National Intercollegiate Trap and Skeet Championships. Leading the field of competitors were Robert Barnhill and William Jahn. The Riding Team saw Gunnar Peterson finish second in the flat and fourth in jumping out of about 30 individuals in the regional competition of the Intercollegiate Horse Show Association and qualify for the nationals. The Sport Parachute Team received national recognition as Mark Ritter became National Champion in the Intermediate Class and Lars Lavine was selected National Champion in the Novice Class following a strong performance by the entire team in Maranna, Arizona.

The Glee Club performed in over 22 concerts at West Point and across the country in support of the USMA Admissions Program. Highlights included participation in the production of Godspell at the Eisenhower Hall Theatre, a TV appearance on the Merv Griffin Show, and the completion of a record album. The Cadet

Band expanded its support of intercollegiate athletics through musical support to pre-game football activities, and support both at home and away for soccer, lacrosse and 150 pound football. Cadets participating in the publication of Bugle Notes, Howitzer, Mortar, and the Pointer increased their journalistic expertise and provided professional publication support for the Corps. Programming changes at the cadet radio station, WKDT, saw the implementation of a Country Music Show and a Contemporary Christian Music Show. The Sports Department of WKDT provided play-by-play coverage of 30 varsity contests and provided musical support at Eisenhower Hall, the First Class Club, and company, battalion, and brigade level parties. The Hop Band supported numerous cadet hops in Eisenhower Hall and the First Class Club and increased their support to unit parties, mess hall rallies, and a brigade victory party. While the Ski Patrol continued its highly professional support to the safety of the Victor Constant Ski Slope, the Cadet Ski Instructor Group provided instructional support to children's ski instruction.

Cultural Programs

Eisenhower Hall, the Cadet Activities Center, provides a recreational, social, and cultural outlet for members of the Corps and the West Point community. During the 1979-80 Academic Year, the Cadet Fine Arts Forum Performing Arts Series presented several internationally recognized attractions including The Dresden State Orchestra, Joel Grey, the Broadway musical Eubie!, opera stars Robert Merrill and Anna Moffo, and the hit Broadway play, Deathtrap. The Cadet Fine Arts Forum Music Seminar offered a very popular Sunday Music Series. The Sunday series featured several musical soloists and ensembles highlighted by such attractions as The Empire Brass Quintet, The Western Wind (vocal ensemble), and Eduardo Fernandez (classical guitar).

The programs and exhibits offered at the Class of 1929 Art Gallery at Eisenhower Hall during the past year were highlighted by works in watercolor by Mr. Theodore Hancock, USMA Visiting Artist for 1979-80 and an unveiling of the cadet mural painted by Mr. Hancock. In addition, a collection of watercolors was displayed by Hui Chi Mau and Francis McGinley demonstrated some of his paintings of historical scenes of the Revolutionary and Civil Wars.

The Dialectic Society sponsored seven popular musical events featuring several of the country's best known contemporary entertainers. The Cadet Acting Troupe of the Dialectic Society produced and sponsored three stage productions including Murder-Go-Round, the 100th Night Show, and Godspell.

CADET MESS PROCEDURES

Optional Breakfast

Optional breakfast procedures were implemented on a trial basis in the Cadet Mess effective 18 August 1979 to provide cadets with various breakfast alternatives. For First, Second, and Third Class Cadets, the optional breakfast offered the opportunity for cadets to eat a full breakfast as printed on the menu at the normal mealtime of 0630 to 0700, to eat a lighter continental breakfast during that period or from 0720 to 0900, or to eat no breakfast at all. The full breakfast menu is the standard Cadet Mess breakfast with eggs, hotcakes, waffles, or french toast, and a meat item together with juice or fruit, milk, cereal, and coffee. The continental breakfast menu is juice, coffee, pastry, cereal, and milk. The Fourth Class Cadets ate only at the first breakfast, although they were offered a choice of a standard morning meal or the continental breakfast. They did not have a formation and ate at rest, but they sat at company tables with two upper class cadets at each table who served as mentors and ensured that proper decorum and table manners were followed. During the first year about 70 percent of the Corps of Cadets took breakfast on a daily basis and about 80 percent of those selected the continental breakfast.

The objective of the change in the breakfast program was to reduce the waste which has resulted when the entire corps was required to be at breakfast and large amounts of food were not consumed. The first year's saving of over \$140,000 was utilized to purchase additional fresh fruit and vegetables for the Corps. In addition to the monetary saving, upper class cadets felt the options gave them better opportunities to arrange their morning schedules. Fourth Class Cadets felt eating at rest enabled them to better get to know their classmates and strengthened the feeling of class unity. The positive results of the trial year led to the Superintendent's decision to continue the optional breakfast program.

Weight Management Program

The Academy's weight management program, for cadets whose weights are in excess of USMA standards, was revised during March 1980. The program, under the direction of the Commandant, now requires cadets identified as not meeting Academy standards to go to the Cadet Counseling Center for initial guidance. The Center staff helps the cadets to select an appropriate weight management program from a variety of programs devised through the efforts of the Department of Physical Education, tactical officers, the Cadet Mess Dietician, and the center staff. This program has been designed to teach cadets lifetime weight management skills.

At the same time a light table option for the lunch and supper meals was implemented as a result of cadet interest in voluntary weight management. Both company and Corps squad light table options were available to cadets. Menu differences at the light tables included substitution of low fat for regular milk, fresh fruit for pastry desserts, and larger portions of salad. For meals without a salad or vegetable on the menu, a tossed salad was prepared for each light table. Each light table had a menu annotated with the caloric counts of menu items to assist cadets in their weight management. An average of 250 cadets participated in the light table program on a daily basis between March and Graduation Week. Cadet response to the program was very positive, and several cadet recommendations to expand the dietary choices will be implemented during the next academic year.

ACADEMY COMMITTEE HIGHLIGHTS

During the past academic year the Academy has continued the intensive internal study of practices and procedures begun in 1977. In the past the basic motivating factor in this effort has been the evaluation of the West Point Study Group (WPSG) Report. The recommendations of the WPSG were carefully reviewed and the vast majority of the recommendations were adopted, at least in part, by the Academy. In a letter of 27 June 1979 from the Deputy Chief of Staff for Personnel (DCSPER), it was recognized that the Academy's evaluations were even then beyond the scope and purpose for which the study group was originally formed. The letter deferred to the Superintendent's judgment what new directions were needed for the continued improvement of West Point. As a result the evaluation of specific recommendations largely came to an end early in the last academic year. Nevertheless, several committees originally established to evaluate these recommendations have refocused their efforts into new directions, indicative of the Academy's commitment to self-evaluation.

An extensive recapitulation of all of these activities during the past academic year is inappropriate for a report of this nature. Rather the chapter will indicate some of the Academy's more significant actions in areas of interest and concern to the command.

COMMITTEE ON GOVERNANCE

The Committee on Governance, chaired by the Deputy Superintendent, 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 WPSG recommendations. The second phase, also completed during that year, was to review the recommendations concerning governance of USMA, to study the best possible organization, and to 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 make an efficient, effective, and necessary contribution to the Academy.

During the 1979-80 Academic Year, the Committee completed an in-depth analysis of the operations of selected committees of particular current interest, conducted an organizational evaluation of 97 other committees, addressed problems associated with the committee load on the tenured faculty, and reviewed the problem of the proliferation of ad hoc committees. The overall effort was divided between two subcommittees. Both subcommittees outlined their approach to the review with milestone schedules. Periodic meetings were held within the subcommittee to review progress and update the status of their efforts. Review procedures included: interviews with key personnel, questionnaires directed to committee members and chairpersons, statistical analysis of the distribution of committee membership among the faculty, an independent assessment of the Cadet Academic Council provided by the Organizational Effectiveness Staff Officer, and finally, a supplemental assessment of the Faculty Council by Professor H. Bradley Sagen, the Visiting Professor of Instructional Methods and Technology. The results were discussed and received preliminary evaluation at the subcommittee level and complete committee determination at the committee level. Upon formulation of this initial Governance Committee position, the recommendations were discussed with those directly affected. Adjustments were made to reach a final Governance Committee position in each subject area which was presented to the Superintendent during an In-Process Review (IPR) and decision briefing in June 1980.

At the IPR, the results of the reviews and Governance Committee recommendations were presented to the Superintendent and to key individuals from the staff and faculty of the Academy. At that time the Superintendent decided that of the 97 committees reviewed for organization and purpose, 40 would be continued without change, 18 would be terminated, four would be continued subject to changes being coordinated with the staff, 11 would be reprogrammed for review next year based on either their newness or the fact that they were currently undergoing internal modifications, and, 24 would be continued under an ongoing evaluation during the summer.

In addition to the specific decisions and recommendations, the Governance Committee will continue to maintain files on each committee, board, and council at USMA. The files contain orders, Governance Committee review determinations, and other historical information which provide a basic overview of the activities and developments of each committee at the Academy.

Four major committees and two other areas of interest were also discussed. The Superintendent approved recommendations to add consideration of bachelor housing to the Housing Advisory Council charter, to publicize council recommendations, to establish a policy and precedent file, and to leave the question of "key and essential" housing determinations to the Policy Board. He also added an internal requirement for a new policy statement

which would indicate that the needs of the institution are to serve as the basic underlying premise in the resolution of housing area questions. It was agreed to continue the work of the Superintendent's Honor Review Committee unchanged and to increase the Cadet Academic Council's means of interfacing with the Corps by designating four of the Company Academic Sergeants to attend council meetings, thereby improving cadet awareness of council discussions.

A recommendation was approved calling on the committee to provide the Dean by early summer with an agenda paper responding to organizational issues raised by Dr. Sagen concerning the Faculty Council. Based on this effort, the Faculty Council is to prepare a new charter for the Superintendent's consideration by the end of the year. In addition, it was decided that a review would be made of the committee involvement of department heads with an objective of eliminating involvement where appropriate and transferring some of that participation to other tenured faculty members. The Superintendent noted, however, that consideration of committee load should also include its impact on nontenured faculty. Finally, although it was recognized that the proliferation of ad hoc committees was a matter of valid concern, it was determined that the Superintendent will continue to form these committees if they provide the best approach to a particular problem at hand.

The Committee on Governance in the 1980-81 Academic Year will continue the evaluation of all of the individual Academy committees as well as the governance of the Academy as a whole to ascertain areas of weakness or managerial voids and to provide recommendations to remedy them.

CURRICULUM COMMITTEE

The Curriculum Committee conducted a major review of the academic organization of the Military Academy to determine what adjustments in the existing organization might be required to implement the revised curriculum most effectively. The study concluded that the current departmental structure should be maintained through the transition to the new curriculum, and that the Department of Earth, Space and Graphic Sciences should be renamed as the "Department of Geography and Computer Science." The study recommended that responsibility for the development of objectives for the Terrain Analysis course, MS203, be assigned to the Head of the Department of Geography and Computer Science in coordination with the Head of the Department of Military Instruction. Course design, faculty development, and course administration were assigned to the Department of Geography and Computer Science. The study further recommended a revised structure for the Curriculum Committee, a reorganization of the process of proposing and approving course changes, and retention of the Class

Committee system. The study also clarified the composition of curricular threads in writing, mathematics, science and engineering, and humanities, behavioral and social sciences in specified courses, and recommended that responsibility for reviewing and coordinating each thread be placed in a designated agency. Each of the recommendations was subsequently adopted by the Academic Board in October. This study completed the last phase of the Curriculum Committee's initial charter dated 15 September 1977.

As a result of the study on Academic Organization the Curriculum Committee was reorganized and was made a key link in reviewing course and field changes. The Dean's Office of Plans and Programs became the central coordinating agency for all change proposals, and the Curriculum Committee provided recommendations to the Dean on specific changes. These new procedures will be embodied in a forthcoming Dean's Policy and Operating Memorandum.

In the fall of 1979 the Academic Board adopted a committee recommendation for both a Minimum Quality Point Average (QPA) graduation requirement for all classes starting with the Class of 1984, and a Term QPA system for all cadets (which was implemented in the second term of the 1979-80 Academic Year). The Term QPA system provides probationary measures for cadets whose Term QPA falls below 2.0. The Academic Board also ultimately adopted all other committee recommendations: that the Cumulative Quality Point Average (CQPA) for graduation be 2.0, that the course grade of C- be eliminated, that the Dean's grade distribution guidance be subject to modification by Heads of Departments, that cadets be required to repeat courses in which they receive a grade of F, and permitted (if their CQPA is less than 2.0) to repeat courses in which they receive a grade of D, that only the grade in the repeated course would count in the CQPA, that terms of automatic and discretionary probation for the CQPA system be identical to those for the Term QPA system, and no cadet who fails to meet the 2.0 CQPA be graduated.

In response to a memorandum from the Head of the Department of Behavioral Sciences and Leadership a study was undertaken which concluded that a single field in Behavioral Science should be retained, but that the depth in the field be improved by requiring all concentrators to take a course in methodology, by expanding the number of offerings in each disciplinary track, and by insuring progressive study through an expanded use of prerequisites and required courses. These recommendations were adopted in principle by the Head of the Department and will become the basis for future evolution in field design.

In implementing the revised curriculum several questions arose concerning the scheduling of core course requirements in the space reserved for the Third Class elective as an appropriate point of discussion in the ultimate review of the revised curriculum. However, the Curriculum Committee concluded that there

were many advantages to delaying the selection of a field of study until the end of the Third Class Year and to retaining the option to take an elective in the Third Class Year. The Committee therefore provided a recommendation to the Dean that the current program be continued pending a more detailed review at the end of the transition to the revised curriculum.

In December of 1979 the Head of the Department of Physics sent a memorandum to the Dean of the Academic Board indicating that the current two-semester Physics sequence was unacceptable in that all of the specified objectives could not be met in a single two-semester course. He recommended the substitution of two Physics tracks, one for concentrators in mathematics, science, and engineering (MSE) fields and one for concentrators in other fields, to be implemented in the 1980-81 Academic Year. Subsequently the Head of the Department of Chemistry suggested that potential chemistry and basic science concentrators be offered a two-semester sequence in chemistry to replace the current option of taking the normal 62-attendance core course followed by a 40-attendance elective. After studying these proposals the Curriculum Committee concluded that both suggestions underscored the difficulties in delaying the decision on a field concentration until the end of the Third Class Year. However, the Curriculum Committee concluded that such tracking decisions raised fundamental questions about the structure of the MSE thread in the core curriculum, and that tracking options should be delayed until a more thorough study of the implications of tracking was completed. In March 1980 the Academic Board adopted the recommendation of the Curriculum Committee that a single calculus-based two-semester physics sequence for scientists and engineers be offered to all cadets in the 1980-81 Academic Year, but that a study of the entire MSE sequence be initiated by an augmented subcommittee of the Curriculum Committee. That sub-committee will report its findings to the Academic Board through the Curriculum Committee and the Dean in the fall. The Academic Board concluded that the proposal by the Department of Chemistry for a two-semester option in the Third Class Year did not raise significant tracking questions, and the proposal was approved for implementation in the 1980-81 Academic Year.

The Curriculum Committee was designated as the proponent for the writing thread and in March 1980 initiated a survey of written work to determine the amount and type of writing which was being required in each core course. The results of the survey were presented to the Writing Symposium sponsored by the Department of English in June 1980. The results will subsequently be used to identify areas in which improved coordination among departments may be indicated.

In November 1979 the Dean of the Academic Board asked the Curriculum Committee to develop a prototype senior-level honors program. Under the committee's proposal, honors candidates would be selected at the beginning of the fourth year of study based on academic performance and departmental recommendations. Each candidate admitted to the honors program would complete a written honors thesis and defend the thesis in an oral examination. Those passing the written and oral requirements would be granted honors, high honors, or highest honors based on the quality of the project and the oral defense. The Curriculum Committee argued that such a program would provide an additional incentive for excellence to those at the top of the class, and that the honors program would recognize excellence in terms commonly used at other colleges and universities. The Academic Board has not yet considered this proposal.

In January the Dean established a special subcommittee to explore the possibility of accreditation for selected fields of concentration in applied science and engineering. The subcommittee's preliminary report emphasized the requirement to have programs in place prior to any accreditation and pointed out the problems which might develop in accrediting the fields of concentration as currently structured. The report concluded that additional studies by USMA personnel in consultation with the Accreditation Board for Engineering and Technology (ABET) should be conducted prior to any decision to seek accreditation. The Subcommittee will continue its review in the next academic year.

In addition to its own responsibilities the Curriculum Committee was tasked to cooperate with several other committees during this academic year. Most of the members of the Curriculum Committee also served on the USMA Accreditation Steering Committee and contributed to the preparation of the Self-Study Report. In addition the Curriculum Committee provided a full-time member on the Excellence in Army Football Working Group and the committee cooperated with the Governance Committee in a study of the Faculty Council.

ACADEMIC EXCELLENCE WORKING GROUP

In September 1979, reacting to comments made by exchange cadets from other service academies, the Superintendent expressed concern about USMA cadets' attitude toward academics and the elements at West Point that detract from the pursuit of academic excellence. He asked the Dean and the Commandant to establish a working group "to analyze and make appropriate recommendations in order to enhance cadets' attitude and improve the environmental conditions under which cadets have the option to pursue academic excellence without undue detractors."

The Academic Excellence Working Group (AEWG) was established 1 October 1979, and the Group submitted a tentative milestone

schedule later in the month. In that preliminary report, three actions were noted that already had been taken by the Commandant which impacted on academic excellence: extension of late lights from 2400 to 0100, chain-of-command enforcement of study conditions during evening study period, and the requirement that eligible cadets wear stars. In the same report, the AEWG recommended that the library be kept open one additional hour, from 2245 to 2345, Sunday through Thursday evenings on an experimental basis; the experiment was approved and will be continued into the next academic year.

Two other specific recommendations were also evaluated by the Working Group and put into effect during the year: the Working Group recommended, and the Superintendent concurred, that Fourth Class Cadets not be permitted to attend weeknight varsity athletic events; and the Working Group recommended, and the Dean concurred, that the Great Films Program should be conducted for all classes on Friday evenings instead of restricting the program to the upper three classes and conducting it on Friday afternoons.

In the preparation of the committee's formal report to the Superintendent, insights from a variety of different sources were used. The Working Group interviewed approximately 70 cadets selected from a stratified sample provided by the Director of Institutional Research and from a similar sample provided by the Department of English. In addition, cadets participating in several different academic programs, members of the Cadet Academic Council, and cadets enrolled in courses taught by the members of the Working Group were consulted. Department heads provided comments, and formal sessions were held with the members of one department, tactical officers, and seven visiting civilian professors. The Working Group received written comments from members of two departments and received additional perspectives from members of other organizations.

At the outset of the investigation the Working Group found that both the Dean and the Commandant had a number of policies, programs, and practices which required careful reevaluation if an atmosphere conducive to intellectual growth was to be created for the Corps of Cadets. In examining impediments, the Group tried to determine the demands placed on cadets and to estimate the time and opportunity available for those who desired to enhance their academic experience. It also attempted to determine cadet attitudes towards academics and to pinpoint the influences that shape those attitudes.

The basic assumption which guided the Group was that academic excellence is necessarily related to the notion of developing one's full intellectual potential. Given the range of talent in the Corps of Cadets, it seemed inappropriate to try to develop a single definition of excellence. The Group therefore studied

the West Point environment to identify obstacles that might hamper the development of one's intellectual potential.

The Working Group believed that the institution should seek ways to encourage cadets to perform as close to their academic potential as possible. Although the Academy cannot realistically expect all cadets to obtain superior results in all academic endeavors, it should encourage them to strive for this ideal. Practically, cadets must meet respectable standards in all courses, and they should achieve the highest levels of excellence in their areas of concentration. Most importantly, the institution should discourage mediocrity and a fixation on minimums which is an ever-present danger given the multitude of duties and responsibilities which the cadets face.

The Working Group's final report was submitted to the Superintendent in May. The report outlined a number of problems associated with development of academic excellence and included recommendations in such areas as: curriculum, scheduling, pedagogy, incentives, student environment, academic standards, and institutional priorities. The report is currently under review.

USMA REGULATIONS

During the 1979-80 Academic Year five distinct changes were made in Academy regulations which affected academics and the way the Academy deals with pregnancy and acts of sexual misconduct. In the chapter on the Academic Program three changes in the area of academics are described in some detail: (1) the decision to provide for midyear graduations for selected cadets; (2) the decision to offer the Certificate of Completion to cadets who had completed the academic requirements of the B.S. degree but had not successfully met the other requirements for graduation and commission, and (3) the pilot program of academic underloading to enable some cadets to have a slightly greater degree of flexibility in arranging their academic schedule.

A fourth change made in the Academy regulations during the past year concerns the status of cadets at the Academy who become pregnant. In the past women who became pregnant were separated from the Academy because in their pregnancy they were assuming responsibilities which would detract from their ability to carry out their cadet responsibilities. The primary reason for submitting a recommended revision of the regulation was a need to overcome the fears of some women cadets, who discovered themselves to be pregnant or who thought that they might be pregnant, concerning obtaining treatment at the West Point medical facility. Under the previous version of Regulations, USMA, separation of any cadet, who was found to have been pregnant, was virtually mandatory, and procedures had been established requiring that such cases be reported by the Medical Activities Command (MEDDAC) Commander to the Superintendent, who was required, except under

unusual circumstances, to recommend the cadet's separation. These reporting procedures, with a view toward separation, were found to have a "chilling effect" on female cadets of the Corps with regard to their seeking medical attention.

Under the revised regulations, which became effective on 24 March 1980, the Superintendent has greater flexibility in handling individual cases of cadet pregnancy. The sole factor in determining whether a pregnant cadet remains in the Corps is now based on whether the cadet is physically able to perform the required duties of cadets. The new provisions place the Military Academy's policy on this matter more in line with current Department of the Army policy as well as that of the other service academies. In practical terms, under the new policy, a pregnant cadet can (1) resign, (2) apply for sick leave up to one year and then return to West Point as long as she is not married nor legally responsible for the care of her child, (3) finish the current semester and go on sick leave, subject to the Superintendent's approval, or (4) terminate her pregnancy in a civilian facility and remain a cadet. In order to carry out this policy, reporting procedures and counseling channels have been established for cadets found to be pregnant. However, there is no report made to the Superintendent before the end of the first trimester. It is at that point in the pregnancy when, according to medical opinion, the cadet is not physically able to perform all the duties of a cadet.

The final change to Academy regulations approved by the Army Secretary on 24 March 1980 was the development of more explicit regulations against sexual misconduct. The revised version not only provides for more explicit restrictions against sexual activity in the cadet barracks and other public places, but also provides sanctions against sexual activities involving threats and coercion.

Both of the changes to regulations in the areas of pregnancy and sexual misconduct are indicative of the Academy's growing awareness of and sensitivity to the needs of women. All changes to Regulations, USMA seek to make the Academy's policies and procedures more reasonable, equitable, and just.

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 affecting the overall cadet experience at USMA.

Assigned three major issues to address as immediate tasks, the Cadet Life Committee was divided into three subcommittees to

work on each of these issues concurrently: the time demands placed on cadets, the quality of cadet life, and the "Initiative Teamwork" effort.

Cadet Time Subcommittee

During the past year this subcommittee has continued its efforts to identify the institutional demands placed upon cadets' time, the actual use of time by cadets, and cadet perceptions of time requirements. In order to facilitate this effort, the analysis has been conducted by considering the time demands of each cadet developmental program: intellectual, military, physical, moral/ethical, and personal self-development. Cadet involvement in one element of the admissions program was also considered. To identify institutional time demands, data was obtained from the Dean and Commandant and a questionnaire was administered to provide data on each academic course. Cadet perceptions of time demands related to each of the developmental areas were collected in a survey and the actual time used by cadets was collected through the use of time log surveys administered in the spring. A final report of the findings of these studies is being prepared in the summer.

Quality of Life Subcommittee

The role of this subcommittee is to evaluate cadet perceptions of various functional areas that relate to their quality of life and to their development within the mission of the Military Academy. The specific issues defined by the subcommittee were cadet perceptions of the quality and quantity of available religious, cultural, social, and recreational opportunities; the quality of service received from those support groups that meet their daily needs; the quality of the cadet relationship with all members of the West Point community; and the cadet quality of life as it relates to their development within the mission of the Military Academy. Consideration of the female and minority group components of these cadet perceptions was also included.

During the fall and winter the specific issues were further defined by subcommittee discussions with groups of cadets. The subcommittee considered those functional areas which cadets felt impacted upon their quality of life and upon their development within the mission of the Military Academy. A survey was then developed and administered which measured the primary concerns of a random sample of nearly 400 cadets. The survey covered both the degree of importance and the degree of satisfaction which cadets attached to each of 72 specific questions in such areas as services, physical activities, academics, social activities, personal affairs, cultural activities, military development, barracks' living, and religious activities. The survey will be analyzed during the summer and a report prepared to

enable the various components of the Academy to make a more significant contribution to the development of the Corps of Cadets.

Initiative Teamwork Subcommittee

Based on the Superintendent's concern about non-supportive, overly adversarial relationships which existed between cadets and the institution, between cadets and the staff and faculty, and among cadets themselves, an Initiative Teamwork effort was begun in January 1979.

During the past academic year the Superintendent conducted a series of meetings with representative groups of cadets, tactical officers, academic officers, civilian coaches, and staff officers. Whenever feasible, these meetings were arranged to optimize the integration of the insights of a diversified group of participants: discussions involving athletics, for example, included not only athletes and coaches, but tactical officers and academic instructors as well. This integrated format helped alleviate inhibitions to communications previously encountered, enhanced candid discussions and so improved the teamwork relationship at West Point. The subcommittee continued to identify components of the "we/they" relationship at West Point and corollary communication problems and continued to provide a basis for the continuity of all Initiative Teamwork efforts.

The continued development of a system that encourages the treatment of the Fourth Class as mature, but developing, individuals and that emphasizes the leadership development of the upper classes was strongly encouraged through Initiative Teamwork sessions with the Fourth Class System Working Group and the cadet and officer leadership of Cadet Basic Training (CBT).

The Class of 1980, responding to a request from the Superintendent through the Initiative Teamwork forum, prepared and delivered a "State of the Academy" message in May. The recommendations made by the Class of 1980 are being considered by appropriate staff agencies. The primary objective of the Initiative Teamwork program during the past year was to conduct a study of the concept of duty as it related to cadets and the USMA community. This objective was undertaken because it had the potential to link the earlier efforts of the Initiative Teamwork program to the development of one of the most important elements of military professionalism in cadets: The Duty Concept. It was felt that duty related significantly to the concept of cooperative teamwork which occurs, particularly in the military, when sound leadership techniques inspire individuals to combine willingly all their energies toward the successful accomplishment of a mission. Further, it was determined that the Superintendent should undertake discussion regarding duty in his capacity as discussion

leader in order to generate dialogue concerning individual perceptions of duty, a definition of duty, and the development of a Duty Concept paper at the Academy. In addition, conflicts arising from doing one's duty and the relationship of commitment to the Duty Concept were also studied.

Although several of the sessions focused on subjects of continuing interest at the Academy, such as changes in the CBT and Cadet Field Training (CFT), every session was utilized to discuss some facet of the Duty Concept. As a result of these efforts, in January 1980 the Superintendent directed the organization of the Duty Concept Working Group (DCWG) to develop a comprehensive articulation of duty at West Point and in the Profession of Arms. Subsequent sessions were conducted in this area primarily in support of this effort.

DUTY CONCEPT WORKING GROUP

Through the activities of the Initiative Teamwork Program, in conjunction with information from other sources, the command became concerned that a strong sense of duty was not being instilled effectively in the Corps of Cadets. A Duty Concept Working Group (DCWG) was formed in early January 1980 to expedite the development of a USMA duty concept. The specific taskings of the DCWG were to develop a definition of the Duty Concept, to study the effects of peer pressure on duty, to evaluate techniques for presenting the concept to the community, and to prepare the necessary education programs. After several months of study and research, on 1 April the group presented the Superintendent with a proposed framework for duty training during CBT. After the meeting and the acceptance of the proposed framework, the committee was broken into three subcommittees which were assigned to develop a USMA duty concept paper, a CBT duty training program, and a CFT duty training program. At a meeting on 19 May the three subgroups reported the results of their study to the Superintendent.

The Duty Concept Paper Subcommittee presented the Superintendent with two different views on the USMA Duty Concept. The views differed regarding the degree of structure and direction required from the command, the precise relationship between duty and obedience, and whether the USMA Duty Concept Paper should delineate a minimum required behavior or an idealistic goal; but each stressed the need for a developmental process involved during the four-year experience at the Academy. The four-year experience focused on obedience and commitment during the Fourth and Third Class years respectively and on a spirit of service during the final two years. The Superintendent requested that the competing duty concept papers be refined to achieve a synthesis.

The CBT and CFT commanders also explained their proposed four-hour programs for the summer duty training period at the meeting. The program at CBT was to consist of a duty concept lecture given by the Commander of CBT, a subsequent discussion focusing on the duty concept as a developmental process throughout the four years at the Academy, a discussion centering on the duty experiences previously encountered by the cadet at the Academy, and finally, discussions designed to ease the new cadet into the academic environment and the duty demands that will be placed upon him. The CFT program involved a series of case studies which focused on various aspects of duty: duty as it applied to life at Camp Buckner, duty as it related to the upcoming academic year, duty and the Army, and finally duty as seen by a general officer. The tactical officers and cadet cadre for both CBT and CFT would receive overviews on the summer duty instruction during Cadre Preparation and Training and would be expected to participate in duty training for their respective details.

Although it was decided that duty instruction will be presented during the 1980 CBT and CFT as described, future changes will be implemented based on the first year's experience and feedback. In addition, the Working Group will begin examining the possibilities of integrating duty training into the military development program during the academic year.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

With the completion of the Committee's work regarding the implementation of the West Point Study Group Report during the 1978-79 Academic Year, the Committee turned its attention during the past academic year to its stated objective of monitoring and evaluating the health of the Honor Code and System. In order to accomplish this objective the Committee decided to obtain information through cadet and officer interviews. A stratified random sample of 42 cadets (ten each from the Classes of 1980, 1981, 1983, and 12 from the Class of 1982) was obtained and interviews were conducted with all cadets. The interviews focused on a series of honor-related questions designed to explore all components of the Honor Code and System at the Academy as seen by cadets in the Corps. Additionally, the four Cadet Regimental Honor Representatives, three members of the cadet chain of command, and eight officers representing various activities of the USMA staff and faculty, were similarly interviewed. As a supplement to these interviews, the Committee heard presentations from the Special Assistant for Honor, the Vice Chairman of the Cadet Honor Committee for Honor Education, and both cadet and officer representatives from S-1 of the U.S. Corps of Cadets. Finally, almost all departments and activities provided written reports of their evaluations of the state of health of the Honor Code and System. A coordination meeting with the Ethics and Professionalism Committee was also held.

As a result of the interviews, reports, and evaluations, it was reaffirmed that most of the cadets at the Academy hold the basic tenets of the Honor Code and System in high regard. Despite some problem areas and irritants, the majority of cadets feel that the Honor Code and System are in a good state of health and consider the honor training received at the Academy to be an integral part of their education as future Army officers.

Nevertheless, some areas for concern were noted and appropriate Committee recommendations were made. Some cadets believed that a segment of the Corps may be adhering to the Honor Code not because of a belief in its basic principles, but because of a fear of the punishment imposed by the Honor System. In addition, both officers and cadets felt that some discretion is being exercised at all levels of the Honor System by individual cadets, investigating officers, and members of full investigative hearings for a variety of reasons. One possible motivator for this exercise of discretion is the severity of the single sanction punishment now in effect. The Committee heard support voiced for a punishment system other than the single sanction. Tolerance is perceived to be the weakest element of the Honor Code and System. Almost all interviewed cadets believed that a significant segment of the Corps might hesitate, for instance, to report a friend on a suspected violation. The practices of cadet "borrowing and swapping" were also noted as problems which can potentially undermine the Honor Code and System. The absence card continues to be an irritant to the Corps. The Committee recommended that consideration be given to modifying the existing accountability system.

Committee recommendations included placing more emphasis on the implementation of the Honor Education Program and expanding the scope of the program to make the content of honor education classes more transferable to the Army environment. It was also suggested that, to avoid confusion, the preparation of the summarized reports on full Honor Board proceedings be more carefully prepared and coordinated with Academy personnel, such as the Staff Judge Advocate, for accuracy prior to their presentation to the individual companies.

EXCELLENCE IN ARMY FOOTBALL WORKING GROUP

The Excellence in Army Football Working Group (EAFWG) was established by the Superintendent in December 1979 to conduct a comprehensive study of the USMA football program, in light of the recent lack of success of that aspect of the intercollegiate athletic program. The Working Group was directed to develop recommendations for appropriate changes designed to revitalize Army football. The Working Group, chaired by Colonel Stanley E. Reinhart, Jr., Professor and Head of the Department of Electrical Engineering, was comprised of 27 members and consultants drawn

from the Academy's staff and faculty. The Working Group was divided into subgroups to study the adequacy of existing scheduling policy and desirable future refinements; the attitudes of cadets toward the football program; and the recruitment, development, and retention of football players for the Academy.

The general guidance under which the study was undertaken clearly mandated that the program was to be improved but not at the expense of essential Military Academy standards. The Superintendent, after consultation with the Army Chief of Staff, indicated that a successful Army football program is of exceptional importance to both the Military Academy and the Army. However, he stressed that Academy standards in the academic, military, physical, or moral/ethical areas would not be relaxed to accommodate the football program, and that the Academy would not knowingly admit a candidate who had no chance to succeed at West Point.

The study encompassed issues directly involving the football program and players; admission of candidates to West Point; and certain aspects of cadet academic, military, physical, and social life. Certain other significant areas were deemed beyond the scope of the study because the Academy proper could not affect them. The Working Group also commented on or supported changes in areas where appropriate immediate action could be undertaken by other Academy and Department of the Army agencies concurrently with the preparation of the study.

Several major themes were developed and evaluated in the analysis of the program, prior to the formulation of recommendations. The Working Group recognized at the outset that the development of a more supportive and attractive USMA environment and of an institutional obligation toward all cadets would also impact upon the Academy's ability to attract, retain and develop football players. It also stressed that there was a need for a better understanding of the importance of a winning football program to both West Point and the Army, and the necessity for and nature of an institutional commitment of support and resources to the program. The proper relation of the football program to other programs at the Academy, the role of the football player in the Corps, the need for follow-up action, and the effect of external factors also received considerable attention. In reaching its conclusions and formulating its recommendations, the Working Group tried to recommend appropriate actions which would enable Army to compete effectively in today's college football environment while preserving the essential quality and standards of the Academy. The Working Group presented its results in all areas except the portion covering attitudes toward football to the Superintendent in April. Fifty-two issues were formally identified and discussed in the paper and 135 recommendations made. Some of the major proposals were:

- (1) That the Military Academy continue its current scheduling policy, including Navy, Air Force, and three other national level teams each year.
- (2) That a scheduling strategy be developed to serve as a guide in attempting to distribute the caliber of the opposition throughout the season while balancing revenue potential versus win probability, recognizing that complete adherence to such a strategy will be impossible.
- (3) That a year-round program be established that will provide the opportunity for football players to maintain weight and to develop strength during the off season.
- (4) That diet/nutrition tables be provided for football players throughout the year in the Cadet Mess.
- (5) That summer training assignments for football players avoid certain options which are detrimental to weight and strength maintenance, and use those options which enable players to have access to dietary control and strength development.
- (6) That modifications of CBT be studied to minimize or eliminate the strength and weight deterioration that recruited football players have previously encountered during the Fourth Class summer training period.
- (7) That adjustments be made in the physical education program of football players to provide greater flexibility and incentive for meeting physical education requirements.
- (8) That the academic schedules of football players be monitored so that some of the more taxing courses might be shifted to the off season.
- (9) That the Fourth Class System be examined for aspects that are non-productive, negative, and unnecessary for the development of cadets. That certain changes be made in order to reduce differences in exposure and treatment between Fourth Class Corps Squad athletes and other Fourth Class Cadets.
- (10) That certain aspects of cadet life which tend to lessen the attractiveness of the Military Academy to prospective candidates, and which are not necessary for the development of cadets, be examined for possible change.
- (11) That continuing effort be made to improve communication and personal interaction between all elements of the staff and faculty, and coaches and athletes.

(12) That the changes made this year to simplify and expedite the admissions process for recruited football players be improved and continued, and that efforts to overcome problems in obtaining nominations for recruited athletes be continued.

These and the other recommendations made by the Working Group constitute a basis upon which to build for the future. Many of the changes would impact upon all cadets, not just football players, and are recommended in order to improve the football program by enhancing the quality and attractiveness of the Academy as a whole. No recommendation was made which would require an unacceptable cost to some other important program, or which would result in a lowering of essential standards. The Working Group concluded that a successful Army football program is possible, but that achieving that success will require the willing support and commitment of all elements at West Point.

ETHICS AND PROFESSIONALISM COMMITTEE

The Committee began evaluating the Military Academy's initiatives aimed at nurturing moral growth in the Corps of Cadets. In the Reorganization Week Questionnaire cadets were asked to describe obstacles to their moral development at West Point. The responses contributed to an overall sensing of how cadets view their existence at the Academy and their opportunity to choose to act responsibly. The Committee also experimented with a questionnaire administered to cadets enrolled in core courses most closely associated with moral development. The purpose of this questionnaire was to discover if cadets perceived these courses differently from other courses and to determine attitudes toward the courses. In addition, the Committee carefully examined the way in which the instruction in these courses blended together and made some suggestions to the Course Directors that might prove helpful in coordinating the total effort. The Committee kept abreast of research efforts being conducted by the Cadet Life Committee and the Cadet Quality Development and Commitment Committee, both of which were investigating matters relating to moral development.

As a result of conversations occurring at the Conference on the Teaching of Ethics held by the Hastings Center at Princeton University in July 1979, the Military Academy helped to promote and then participated in two interservice conferences on the teaching of ethics in professional military schools at Quantico in August 1979 and at Maxwell Air Force Base in January 1980. These conferences permitted a full exchange of experiences and views and contributed to greater understanding among the services on the subject of teaching ethics.

The Committee continued to sponsor the publication of the pamphlet, Ethics and the Military Profession. In January 1980, the editor initiated a new format that featured an extended dialogue among officers of differing viewpoints on the subject of "Sports and the Military." The new format was well received by the readership at West Point, and favorable comments also followed the publication of an issue in April devoted to "The Law of War."

In its persistent effort to educate the West Point community in all of the implications of various moral problems, the Committee gave its full-fledged support to the Academy's philosophy faculty as it sponsored a symposium on War and Morality in May 1980. The symposium consisted of three sessions. Professors Richard Brandt of the University of Michigan, Thomas Nagel of Princeton, and Robert Gurland of New York University discussed "Morality and Nuclear Warfare." Addressing "Individual Responsibilities in War" were Professor Michael Walzer of Harvard, Visiting USMA Professor William Barrett of New York University, and Lieutenant General (USA, Retired) William R. Peers. The final panel on "The Morality of Military Intervention" featured Professor Guenter Lewy of the University of Massachusetts, Mr. Telford Taylor of the Columbia Law School, and Professor Marshall Cohen of the City University of New York. Each of the distinguished authorities also spoke in two cadet classes.

Mr. Daniel Callahan, Director of the Hastings Center and of the Study on the Teaching of Ethics in Higher Education, wrote in The Hastings Center Report (10, February 1980, 3): "After a visit to West Point we left impressed particularly with their efforts to involve the entire faculty in their new program." A follow-up visit by West Point faculty members to Hastings led Mr. Callahan to comment on the encounter between the officers and the 30 civilian educators assembled at his center: "Besides the spirited discussion, I was pleased with the event for another reason. One need spend very little time with anyone in the military to realize that the Vietnam War, among its other scars, left a wide gap between the military and many civilian groups, one personally hurtful to the military and harmful to the rest of us. It was a pleasure to host a friendly meeting on the common terrain of a concern for ethics."

HUMAN SEXUALITY COMMITTEE

In response to a recommendation of the West Point Study Group to establish a program of sex education for all cadets, a Human Sexuality Planning Group was established by the Superintendent in June 1978. From the outset the committee felt that "sex education" provided too narrow a conceptual framework for their study and for that reason considered the broader framework of "human sexuality."

The Committee felt that the term sexuality recognizes that sexual expression is a deep and pervasive aspect of one's entire personality--the sum total of one's feelings and behavior not only as a sexual being, but also as a male or female. Sexuality is therefore not an isolated aspect of personality, but rather is a basic reflection of an individual and is impacted upon by family, religious and societal influences. Sexuality must be understood in terms of the individual's total adjustment to his family, religious, organizational, and societal settings. Developing these relationships becomes the task and scope of human sexuality education.

In October 1978 the Superintendent approved the Committee's five goals for the Human Sexuality Program: to understand the physiology of reproduction and the functioning of human reproduction systems; to understand the process of sex role socialization in our culture; to develop an acceptance of the norms of sexual responsibility; to clarify personal expectations about marital relationships; and to develop a conceptual basis for establishing and maintaining honest, open relationships with members of the opposite sex at the informal and formal organization levels.

The rationale behind the program was that by providing a foundation of knowledge of the issues related to human sexuality, which include such topics as the development of sexual identities, the reproductive system, and mature male-female relationships, that most cadets will act responsibly in their sexual behavior. The goal of such a program is to equip cadets with the interpersonal skills and knowledge that will enable them to make intelligent and responsible choices and decisions.

The Committee recommended, and the Superintendent concurred, that given the current curricular revisions underway in the fall of 1978 that a core course in human sexuality could not be integrated effectively into the curriculum in the foreseeable future (and perhaps was not even desirable as a core course given the multifaceted nature of the subject). The Committee was tasked, however, to develop some format under which the topic of human sexuality could be presented to the cadets. A sample survey was administered in January 1979 to a random sample of the Corps to determine the level of knowledge and range of attitudes on sexual issues within the Corps, and a report of the results was made to the Superintendent in the spring. The survey's findings enabled the Committee to devise a human sexuality program responsive to cadet needs. The program was begun as part of the CBT and CFT programs of the summer of 1979 and additional insights were made available to the Committee in the course of those presentations. After additional study and research a four-year human sexuality program was recommended formally by the Committee and approved

by the Superintendent in February 1980. Essentially the program entails seminars and lectures concerning sex education topics of physiology and contraception for the Third and Fourth Class Cadets and a social and human relationship component of sexuality for the First, Second, and Third Class Cadets.

COMMITTEE ON ENLISTED SOLDIER ISSUES

The Committee on Enlisted Soldier Issues (CESI) was formed at the direction of the Superintendent in February. This action was taken following a briefing on the results of an organizational effectiveness survey given to the enlisted soldiers of the 1st Battalion, 1st Infantry in December 1979, which confirmed earlier impressions about the discontent which existed on the part of some enlisted personnel at the Academy. The Committee's purpose was to research the issues raised by this survey's findings, to formulate proposals for courses of action to improve the quality of life of the enlisted soldier at the Academy, and to present the findings and recommendations to the Superintendent for his direction and guidance. The Committee is chaired by the Commander, 1st Battalion, 1st Infantry and consists of representatives from those agencies/departments/organizations which have significant numbers of enlisted soldiers assigned.

The Committee held a series of meetings in which subcommittees were organized to formulate data and recommendations in five areas: Training, First Term Soldiers, Job Satisfaction, Cadet-Soldier Relations, and Facilities. The full Committee will present its findings to the Deputy Superintendent in the summer of 1981.

The Committee has already been instrumental in improving the working and living environment of the enlisted soldier at the Academy. Better facilities and improvements in both training and working relationships are some of the results of the study. An additional outcome has been the increased sensitivity on the part of the Academy leadership to the enlisted soldier and the capabilities of enlisted soldiers to increase their contribution to the overall accomplishment of the Academy's mission.

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.

The Board's visit in August 1979 concentrated on the cadet summer military programs with first hand observation of the rigorous training. Both Cadet Basic Training (CBT) for the new cadets and Cadet Field Training (CFT) for the Third Class were closely observed. Of particular interest was the honor instruction given to both classes and the recently adopted changes to the Fourth Class System.

The September 1979 meeting of the Board at West Point represented the annual meeting as required by law. At this meeting the Superintendent presented his assessment of the overall condition of the Academy and the Board received extensive briefings by other staff members on the new academic, physical education, and military science programs. The Board had an opportunity to visit academic classes. Members of the Board also discussed branch/speciality selection for women cadets, the demands on cadet time, and cadet attrition. The conclusions and recommendations of the Annual Report were prepared and unanimously approved by the members present. In addition the members unanimously re-elected Mr. Douglas P. Bennett as Chairman of the 1979 Board. Mr. Harry Baxter was re-elected as Vice Chairman.

The members concluded, after extensive Board and individual visits in 1979, that the Military Academy was accomplishing its assigned mission in a commendable manner, and congratulated the staff and faculty for the steady improvements made to all existing programs and for their open evaluation of possible improvements.

The members of the Board recognized that the academic program constitutes a fundamental building block of the four year cadet experience. The program provides the intellectual basis for future academic and professional education, for the formulation of a personal ethic, for the development of character, and for effective decision making. The Board recognized that during the past two years review and adjustment of this program had been pursued with vigor, and a new curriculum had evolved.

The Board's close look at the summer military programs also indicated that a great deal of effort over the past few years has been devoted to improving CBT and CFT.

The Board's specific recommendations were that:

- (1) the Board receive a detailed report on the impact of recent changes to the Honor System procedures and an assessment of the current state of health of the Honor System, including comments from the Cadet Honor Committee on the degree of cadet commitment;
- (2) the Academy closely monitor its ability to discern and separate poor cadet performers and report to the Board during 1980;
- (3) at the end of the 1979-80 Academic Year, the Commandant of Cadets and representative cadets brief the Board on their evaluation of the impact of the recent changes to the Fourth Class System;
- (4) the Academy present a full report analyzing the impact of the new curriculum on the cadet daily schedule and cadet time requirements and that the Academy keep the Board informed of the results and observations of the Middle States Accreditation Report;
- (5) during the 1980 fall meeting the Academy present an evaluation of the benefits and costs of the Visiting Professor Program and of any other efforts to civilianize the faculty, including a comparison of civilianization issues at other service academies;
- (6) the Department of the Army (DA) brief the Board in 1980 on specialty assignments for women cadets and include an analysis of the viability for successful career progression;
- (7) the Military Academy continue aggressively to encourage minority and women youth to seek admission;
- (8) The Academy and representative cadets present an evaluation of the concern for competition for cadet time during a Board visit in 1980;
- (9) the Academy continue its efforts to evaluate reasons for cadet commitment to remain at West Point;
- (10) the Military Academy determine, to the best extent possible, all of the factors and issues relevant to the five-year service obligation and report back to the Board in 1980;
- (11) DA and Department of Defense (DOD) strongly support funding and construction of a Visitors Information Center (the design of which should allow for future expansion to accommodate the requirement for additional museum space) in addition to the priority projects already identified by the Academy and DA in the 1981 Fiscal Year and 1982 Military Construction Army (MCA) programs; and
- (12) the Academy continue to evaluate the cadet diet in order to provide a better nutritional balance and to develop an overall mechanism for coordination of nutrition and diet policies, to include the immediate hiring of a full-time military or civilian dietician for the Cadet Mess. The Board further recommended that DA continue to support the research of cadet obesity currently being conducted by the Lettermen Army Institute of Research and that the Academy continue to develop further programs for obesity-prone cadets predicated upon the analysis of the results of the research.

In November 1979, several members found it desirable to hold an additional Executive Committee meeting at West Point, thus delaying final submission of the Annual Report to the President. Nation-wide publicity about some cadet activities at Camp Buckner the previous summer prompted this meeting. Academy officials reported on investigations into the incidents and the Superintendent outlined corrective actions being taken. The Board asked for advance notification of newsworthy events; this request was discussed. The 1979 Board concluded their efforts for the year with the publication of their Annual Report in December 1979.

In April 1980 the 1980 Board visited the Academy. This visit focused on admissions, cadet separations and attrition, specialty selections and duty assignments, and diet and nutrition. Other meetings were also scheduled for July and October 1980.

As of June 1980 the members of the Board of Visitors included: Mr. Harry Baxter (Acting Chairman); Mr. James, R. Killeen (Acting Vice-Chairman); Mrs. Whitney Young (Margaret Buckner Young); Sylvio L. Dupuis, O.D.; Mr. William Park Lemmond, Jr.; the Honorable Harry M. Low; the Honorable Jacob K. Javits; the Honorable J. Bennett Johnston, Jr.; the Honorable Paul Laxalt; the Honorable J. James Exon; the Honorable Silvio Conte; the Honorable Clarence D. Long; the Honorable John M. Murphy; the Honorable Mendel J. Davis; and the Honorable Benjamin A. Gilman.

WOMEN CADETS

The fourth year of the integration of women into the Military Academy was marked by the graduation of the first women cadets from West Point. Women in the Class of 1980 assumed positions of responsibility within the Corps of Cadets and one of the women was selected as a Rhodes Scholar. Only 58 cadets from the Academy have been so recognized in the 57 years the Academy has competed for this honor. After only four years at West Point, women cadets have made enduring contributions in all aspects of Academy life and give every indication of making a corresponding contribution to the Army.

ADMISSIONS

Of the women who applied for admittance to the Military Academy in the Class of 1983, 192 were found qualified, 186 were offered admission, and 129 entered the Military Academy in July 1979. One additional female turnback from the Class of 1982 and two additional women, one from the Class of 1982 and one from the Class of 1981, were readmitted for a total women's strength of 132 in the Class of 1983. Although this is the largest number of women to enter any class at the Military Academy, it is only a slight increase from the figures for the Class of 1982, when 189 women were found qualified and 127 entered the Academy.

During the past year, the recruitment of women candidates was intensified. The participation of women in a special Cadet Public Relations Council (CPRC) school visitation program, an offshoot of the successful visitation program aimed at minority students, was inaugurated during the past year. In addition, for the first time a woman officer was assigned to the Project Outreach minority recruitment program to intensify efforts to reach minority women. Coordination with the Public Affairs Office continued and favorable publicity did much to increase public awareness of the opportunity West Point affords women and the contributions women have made to the Academy.

BILLETING

Men and women were integrated in barracks at Camp Buckner for the first time in the summer of 1979. Each platoon-sized barracks was rearranged to include a female section consisting of a four-person room and a separate latrine. This integrated living arrangement fostering association and building esprit with the male members, and yet providing some degree of privacy, was the most satisfactory billeting arrangement yet attempted. This was a great improvement over the previous summer when women were billeted separately in three barracks and were thereby isolated from their assigned platoons. No changes in the current billeting arrangement are under consideration for the future.

Integrated billeting in cadet barracks has been in place since the first women arrived in the summer of 1976. A complaint heard from some women has concerned their limited roommate options. The roommate difficulty occurs because the policy is that women should be evenly distributed among all companies to insure that all male cadets have an opportunity to meet and develop social contacts with women and thus develop the proper respect which fosters a favorable attitude toward women. Surveys continue to indicate that most negative attitudes among male cadets toward women are found among cadets with no female classmates within their company. Thus, a woman's individual desire to be able to room with a woman whose personality and interests would be closer to her own must remain subservient to the greater need to support their integration into the primarily male corps.

SUMMER TRAINING

Fourth Class Summer Training

The women cadets of the Class of 1983 were roughly equal to the women of the Class of 1982 in the level of their physical aptitude at the time of entry into the Corps of Cadets. Although this was a general improvement over the first two classes of women, it did not change the relative success of women in the physical fitness area when compared with men. As was the case in all previous years, women had a greater difficulty maintaining the prescribed running pace than did their male counterparts. Similarly the proportion of women in 1979 reporting to weekly reveille reconditioning (undertaken if cadets are unable to participate in the regular morning physical training due to minor injuries) was triple the ratio of men. This is identical to the ratio the year before and is rather consistent with previous comparative levels of participation in the reconditioning.

As was the case in previous years women in the Class of 1983 also had a higher incidence of sick call visits than men. In the Class of 1980 the sick call visitation rate among women was four times that of men. The lessons learned from the stress fractures and severe blisters that women in the first class experienced were incorporated in the cadet cadre preparation training for subsequent classes. Although figures are unavailable for the Class of 1981, the sick call rate among women in the Classes of 1982 and 1983 was about two and one-half times that of men.

Third Class Summer Training

Women cadets in the Class of 1982 participated in all components of Cadet Field Training (CFT) in 1979, as had the women of the Class of 1981 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 1982 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 1982 women, like their predecessors the year before, did somewhat poorer during the Recondo training and continued to fallout at a substantially higher rate than men.

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. In prior years, to achieve the Recondo Patch (recognition of the successful completion of all phases of Recondo training), an identical 27 minute completion of the Enduro Run was required of both men and women. Under those conditions 82 percent of the men and 32 percent of the women of the Class of 1981 received the patch. In an effort to have the Recondo Patch remain challenging but attainable by most motivated and capable cadets, women in the Class of 1982 were allowed to complete the task in 31 minutes while men were still required to complete the run in the 27-minute time period. As a result, 88 percent of the women (compared to 95 percent of the men) were successful in the run and 68 percent of the women received the Recondo Patch compared with 81 percent of the men.

Second Class Summer Training

Women cadets of the Class of 1981 took part in all aspects of Second Class Summer Training in 1979, 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 Flight and Survival, Evasion, Resistance, and Escape (SERE) and in Ranger School, which is closed to women. Thirty-four women participating in CMST enrolled in Airborne training while four enrolled in Northern Warfare, four in Jungle Warfare, and six in the new Air Assault Training.

Women did as well as men except in Air Assault Training, where all men graduated and one woman did not, and in Jungle Warfare, where 98.7 percent of the men and three of the four women were successful. Overall, 92 percent of the women and 95 percent of the men successfully completed their CMST programs. All 53 women participating in CTLT successfully completed the program. The women were evenly divided between CONUS and European assignments, with 80 percent training with Military Intelligence, Signal Corps, or Military Police units. Reports from active Army units indicated that men and women cadets were equally effective in their assignments. All nine participating in the DCP at Forts Jackson and Leonard Wood successfully completed the training.

ACADEMICS

Evaluation of the academic performances of the Classes of 1980, 1981, 1982, and 1983 indicated only slight differences in the overall grade distribution of men and women cadets over both academic terms. An average of 25.8 percent of the women compared with 30.6 percent of the men achieved a place on the Dean's list. At the same time an average of 9.3 percent of the women and 6.4 percent of the men were found academically deficient. These slight differences are about average for each of the four years.

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 through 1983 is 634 compared with 617 for women. In contrast, the average SAT verbal scores were 553 for men and 570 for women. Similar 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, physics, engineering, and military science, and women outperformed men in foreign languages, social sciences, and English. However, of the 38 courses in which 30 or more women were enrolled, in only three were the mean grade differences between the sexes as great as between a B- and C. In 18 of the 38 courses the average men's and women's letter grades were identical. An overall slight edge that men enjoyed over women in academics was the result primarily of men's superior performance in physics and military science.

These highly similar academic performances of men and women cadets have been found since women first entered the Corps of Cadets in 1976. Overall in the academic fields women cadets continue to demonstrate, through their academic performances, that they can meet the academic challenge on a level fully comparable to that of the men.

LEADERSHIP ASSESSMENT

Under the Cadet Leadership Assessment System (CLAS) used during the 1979-80 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 conducted 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.

As was the case in previous years, overall ratings of the women in all three classes during the 1979-80 Academic Year were higher from tactical officers and cadets in the chain of command than from the upper class cadets during both semesters (or details). Among women in the Corps of Cadets, the women of the Class of 1983 received the highest percentage of ratings above the class mean from all three groups of raters during both details. In fact all three groups of raters evaluated women of the Class of 1983 generally equivalent with men of the Class of 1983. The overall percentage of ratings above the class mean received by women of the Class of 1982 from tactical officers and the cadet chain of command during the year, however, was very close to that of the women of the Class of 1983. At the same time, the Class of 1981 women again received a majority of ratings below the means from all rating categories during both details. For the third consecutive year then, the new class of women (1981 in 1977, 1982 in 1978, and 1983 in 1979) received higher leadership ratings than the other women in the Corps at the time. But what is most significant is that women in both Classes of 1982 and 1983 during both details received leadership evaluations commensurate with those received by the men from tactical officers and the cadet chain of command.

As was the case in previous years the women of the Class of 1982 saw a decline in their overall peer ratings during CFT from the levels they achieved during the prior academic year. The ratings of their peers, however, although significantly below that of men and below the ratings given the women by tactical officers and the cadet chain of command, were significantly higher than their female predecessors received during previous summers.

It has often been pointed out that the CFT at Camp Buckner places women in an unfavorable position for a peer rating because of the nature of training and the separate billeting. It should not be particularly surprising, therefore, to note that the ratings in 1979 were higher precisely at the time when integrated billeting was completed at CFT and some minor adjustments were made in the training program. Nevertheless, the fact that women

still continue to receive lower ratings from their peers than from tactical officers and the cadet chain of command (not only during the summer but throughout the year) is one indication of the work which still needs to be done to completely integrate women into the Corps of Cadets.

PHYSICAL EDUCATION AND DEVELOPMENT

The Academy seeks to insure that women cadets meet the same challenges as men cadets and that they receive training particularly suited to their needs. The physical development and physical education program at USMA continues to be identical for both men and women cadets except for those adjustments necessitated by physiological differences. There were no changes in the overall curriculum for men and women in 1979-80. A minor reordering of courses did, however, occur (this is discussed in the section of Physical Education in the Chapter on Military Training).

It was recognized even prior to the entry of women to West Point that on some few occasions physical standards for women would have to be adjusted where physiological differences required revision to make the athletic exercise or training realistic. Nevertheless, some cadets and other personnel have not accepted the concept that evaluating standards for men and women can differ in the same event and still be equally demanding. The confusion over what is meant by the term "equivalent standards" has been a major problem in the Academy's efforts to complete the integration process. The Academy has sought to demonstrate to cadets and other doubting personnel that different evaluating standards for the sexes in the same activity has not lessened the demanding nature of the training for all cadets and that the adjustment of these standards where necessitated is not indicative that the women are in some way less capable of making a full contribution to the service after graduation than are their male counterparts. Responses from many quarters have pointed to the need to resolve this issue before the integration of women at West Point can be completed.

WOMEN'S ATHLETIC PROGRAM

During the 1978-79 Academic Year the Academy sponsored eight intercollegiate sports teams for women: basketball, cross country, 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).

All women's teams under ODIA are now competing as full varsity level teams against colleges and universities throughout the nation. The schedule for each sport is reviewed annually to insure that our women are competing at their highest levels. The integration process for the women's varsity sports program will be extended further when Army-Navy competitions for women's teams begin in the 1981-82 Academic Year. During the past year women set new Academy records and attained post season tournament bids in even greater numbers than in the past. A discussion of the performance of specific women's teams 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 nonappropriated 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 1979-80 Academic Year ODIA budget.

A comparison of the opportunities for and levels of participation of both men and women in intercollegiate athletic competition at the end of the past academic year indicated that women could participate on eight intercollegiate sports teams, compared with 23 for men, but that approximately 48 percent of the women participated on one of the teams compared with approximately 17 percent of the men. In addition, for the first time women cadets competed for varsity letters under similar criteria to that established for their male counterparts during the past academic year. As a proportion of the entire Corps, 82 women (27 percent) and 328 men (nine percent) received varsity letters for their performance in major varsity sports during the past year. The higher proportion of women participating in varsity squads and receiving varsity letters are, of course, reflective of the fewer numbers of women at the Academy and the greater proportion of women which must participate if the Academy is to field women's varsity teams. At the same time the limited numbers of women in the Corps do not permit women to field teams on the junior varsity level although male participation is much greater at this level than on the varsity. Combining both varsity and junior varsity competition reveals that 48 percent of the women and 25 percent of the men actively participated in some type of intercollegiate sports competition during the last academic year.

The large number of women participating and receiving athletic awards indicates that USMA women are afforded an equal opportunity with their male counterparts to both participate and receive recognition in the intercollegiate sports program.

SOCIAL ENVIRONMENT

Women participate in 77 percent of the club activities available to the Corps and in 64 percent of the competitive teams. In Orienteering, they achieved the Women's Individual Collegiate Orienteering Championship in addition to winning other competitions. In marathon, bowling, cycling, handball, and lacrosse they also received recognition. Women participate in all aspects of social and cultural programs and productions and have achieved significant leadership positions in many of them. They are also well represented on class and hop committees and they participate, at least to the same extent as men, in other social development programs such as cooking and dancing classes and recreational trips off post.

In other social relationships there are both signs of progress and lingering concern. For example, there appear to be fewer disparaging remarks and jokes made at women's expense. It is increasingly acceptable for male cadets to date female cadets; indeed, women in the Class of 1980 have married male classmates and males in previous classes upon graduation. At the same time surveys can continue to demonstrate a perception on the part of men and women cadets that some elements of the Academy, both cadet and faculty do not fully accept the presence of women at the Military Academy. It is doubtful, for instance, that women have been accepted fully in the professional realm. There is some feeling that women who have attained command positions obtained them only for token reasons and not because they were particularly effective or had the potential to be effective in those roles. Finally, it appears that there are still some who believe that a woman can either be a "good" woman or a competent soldier, but not both.

SPECIALTY SELECTION AND INITIAL ASSIGNMENTS

The 62 women in the Class of 1980 were permitted to choose their accession specialty from 17 of the 19 specialties available to the class during the January Specialty Selection. Women are excluded from Infantry and Armor (specialty codes 11 and 12). Each cadet selects a specialty based on the cadet's respective performance rank (PR) ordered within the maximum and minimum quotas established for each specialty by the U.S. Army Military Personnel Center (MILPERCEN). Women were found to be fairly evenly distributed throughout the PR listing. This selection procedure resulted in 71 percent of the women receiving their first choice of specialty as opposed to 82 percent for the men.

Forty-three and one-half percent of the women were awarded specialties in the combat arms (Field Artillery, Air Defense Artillery, Aviation, and Engineer) while 85.6 percent of the men were awarded specialties in one of the combat arms.

In February, the Class of 1980 chose their initial assignments, again by PR within each accession specialty. Of the assignments in the 17 specialties open to women, over 75 percent of them could be chosen by women. Women were excluded from the remaining assignments because they were to units specifically listed in the Army's combat exclusion policy (cannon field artillery, short range air defense, and combat engineer units). Distribution of assignments were as follows: U.S. Army, Europe (USAREUR) 36, U.S. Army Forces Command (FORSCOM) 18, U.S. Army Training and Doctrine Command (TRADOC) two, Eighth Army one, and Flight School three. Two women did not receive assignments: a Rhodes Scholar and a medical school applicant. The women chose assignments to Germany at a much higher rate than the men. This was partially the result of the distribution of assignments open to women in Field Artillery and Air Defense Artillery. Sixteen women (26 percent) chose assignments with combat divisions.

Extensive counseling by USMA branch representatives and MILPERCEN lieutenant assignment officers prior to specialty and assignment selection aided cadets (28 female and 12 male) interested in joint domicile assignments due to their planned marriage to another service member. Some of these cadets were dismayed to learn that they were already being forced to make hard choices between career and family in picking specialties and assignments.

JOINT DOMICILE

The Military Academy, working closely with MILPERCEN, has developed an education and counseling program for cadets who intend to marry other service members. This program begins long before either specialty or assignment selection. It is aimed at identifying compatible specialties and initial duty stations before the cadets choose them in January and February.

Available assignments in the Army depend upon the specialty selected by the individual. Therefore, some locations were not available for one or both members of the service couple. Cadets who intended to marry other service members understood this assignment distribution situation and had planned accordingly.

There were eight couples from the Class of 1980 who intended to marry and about 20 other women from that class who intended to marry officers from previous year groups. In most cases, the joint domicile program succeeded in guiding the cadets to choosing co-located assignments. These cases did not require any

further action with regard to the Joint Domicile Regulation, Army Regulation 614-101, Officer and Warrant Officer Reassignment Policy. In the remaining cases, however, cadets with lower performance rankings who were unable to select appropriate specialties and assignments knew that they would have to submit their applications for a joint domicile upon becoming married. In these cases, MILPERCEN assignment officers had already been notified of the forthcoming requests and were planning accordingly. After marriage, the requests were forwarded to MILPERCEN and orders were amended while the applicants were in their respective officer basic courses. These individuals had to live with the uncertainty with regard to their ultimate living arrangement until the joint domicile request was approved and orders changed. Possible solutions included moving either spouse to the other's duty station or moving both to a third location which had the appropriate assignments available.

The only significant area where officers are usually assigned in an unaccompanied status is Korea. However, initial assignments to Korea are highly desirable so that no cadets have to be compelled to select Korea as an assignment. And, even in Korea, service couples with compatible specialties can expect to be assigned to the same post.

ATTRITION

Of the 119 women who entered with the Class of 1980, 62 graduated. The attrition rate was 48 percent for the women of the Class of 1980, compared with 38 percent for the men. The major difference in the rates of attrition between the sexes occurred at the outset of their cadetships, during CBT, when 16 percent of the women and 10 percent of the men resigned. This represented the bulk of the difference in attrition levels over the entire four-year period.

Of the 105 women (including one turnback) who entered the Class of 1981, 65 remained as of 30 June 1980. Ten women resigned during CBT, a nine and one-half percent attrition rate compared with seven percent for their male classmates. By the end of the third year, as of 30 June 1980, the attrition rate was 39 percent for the women and 33 percent for the men. Class of 1981 attrition levels are lower than the corresponding levels in the Class of 1980, where 48 percent of the women and 37 percent of the men had departed by the end of their third year.

Of the 125 women (including one readmitted cadet) who entered the Class of 1982, 80 remained as of 30 June 1980. Thirteen women resigned during CBT, a 10.4 percent attrition rate compared with 11.5 percent for their male classmates. These rates were the first in which the attrition rate for women for a period of CBT was lower than for men. After two years at the Academy,

however, the normally higher attrition rate for women reasserted itself at 36 percent compared with only 31 percent for men. This level is similar to the attrition rate after two years for the Class of 1981 which was 34 percent for women and 28 percent for men. However, it is markedly lower than the Class of 1980 attrition levels, where 41 percent of the women and 34 percent of the men had departed by the end of the second academic year.

Of the 132 women (including one turnback and two readmitted cadets) who entered the Class of 1983, 94 remained as of 30 June 1980. Nineteen women resigned during CBT, a 14.5 percent attrition rate compared with nine and six-tenths percent for their male classmates. By the end of the first year 29 percent of the women and 24 percent of the men had departed the Academy, slightly higher than the 25 percent attrition for women and the 22 percent for men which were recorded by the Class of 1982; the 21 percent for women and the 20 percent for men of the Class of 1981; but nearly identical to the 29 percent attrition for women and 24 percent attrition for men recorded after the Class of 1980 finished their first year.

After the first four years with women in the Corps of Cadets, several basic patterns are evident in any evaluation of the comparative attrition rates for men and women. CBT is the greatest single period of attrition during the four years, depleting between seven and 11.5 percent of the entering men and between nine and one-half and 16 percent of the entering women. This level constitutes approximately 25 to 35 percent of the total attrition over the four years for each sex, with the largest proportion occurring among women. After CBT the difference in attrition rates between men and women cadets increases much more slowly until an attrition rate for women is established about five to ten percent above that for men.

The frequent similarity in the attrition levels of men and women in the same class is noteworthy. When the members of one class departed at a lower rate in CBT or throughout the year than did the members of a previous class, a similar lower rate generally held true for both men and women. On the other hand, when members of one class departed at a higher rate than previous classes, the higher rate was often true for both sexes. Males did indeed depart at a slower rate than women overall, but the same demanding forces at work at the Academy which resulted in attrition were present in each class for both sexes at the same time. And, after the initial period of departure, during or immediately after CBT, women generally leave at a very similar rate as the men.

Furthermore, as has been reported in Project Athena and elsewhere, women frequently cite very similar reasons as men for their decisions to depart the Academy. These reasons entail resignation

in lieu of separation for honor or academics, a dislike for 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.

MEDIA

Media interest in the Academy has been intense since the first women entered in the summer of 1976 and it reached a peak at the time of their graduation in May 1980. Media interest during the six months prior to the 1980 graduation was at one of the highest levels in the Academy's 178 year history. Although all service academies experienced an intensified press interest at the time of the 1980 graduation, the major focus appeared to be on USMA. This was because of its proximity to the nation's major media center of New York City and also because of the long and rich traditions of the institution.

The overall press coverage of women graduating from USMA was highly favorable and supportive. Both the male and female members of the class were complimented for their social achievement of integrating women into the Corps. However, the press frequently seemed preoccupied with the graduating women and paid little attention to the male members of the class. This occasional lack of balanced coverage not surprisingly created some resentment among men. The role of the press was in many ways counterproductive to the integration process because of their constant stress on women and the resentment and jealousy which resulted. This was a situation which the women cadets became aware of soon after their entry into the Academy. The fact that the women did not seek the attention and frequently did not even desire it failed to mitigate the feelings of resentment on the male cadets' part. By graduation the women in high visibility positions sometimes felt that they had given enough time to the media and were unwilling to be interviewed further.

Nevertheless the overall press coverage was overwhelmingly positive about USMA and the female and male cadets who were presented provided valuable publicity of the Academy's policies and procedures.

RESEARCH

Project Athena is a large-based longitudinal program jointly sponsored by the U.S. Military Academy and the U.S. Army Research Institute. The overall purpose of Project Athena is to conduct an academic research program which can address practical concerns of senior decision makers. There are two program goals. One research goal is to contribute to the scientific understanding of an important organizational process--coeducation at a military institution. The second program goal, an outgrowth of the first, is to provide to policy planners findings which have practical implications for managing the integration process.

The Fourth Athena report (Report of the Admission of Women to the U.S. Military Academy) by Major Jerome Adams of the Department of Behavioral Sciences and Leadership highlights the results of the integration of women after the fourth year in terms of five aspects of cadet development: intellectual, military, moral, physical, and social. The report found that the integration of women into the Corps of Cadets at West Point has been successful. Still, the need for further improvements was noted especially in the areas of physical and social development. The report indicated, however, that the ultimate test of how well women have been integrated will be found in how ready they are to perform their new responsibilities as regular Army officers.

Accordingly, now that the study of the first four years of the integration of women has been completed, an ambitious plan to continue the research beyond the graduation of the first class of women has also been agreed upon. The research effort will turn its attention to the progress of these women in the Army, comparing their career preparation, early officership experiences, and long-term career outcomes, with those of their male peers. The ultimate objectives of the post-graduation study for USMA are to provide data to enable the Academy, in the words of Project Athena IV, to "(a) refine its selection criteria, (b) increase the effectiveness of its programs to prepare female officers for the United States Army, and (c) predict the adjustment and retention of females selected for admission to West Point." In addition, it will provide the Department of the Army (DA) with data to enable it to identify "those factors (variables) in the early career experiences of female officers that predict satisfaction with and commitment to a career as an Army officer." Finally, the research will also contribute to the literature and theory of development and retention of personnel in the military.

In addition to the Athena IV report, Major Adams and Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, have presented numerous papers and prepared articles on the subject of the integration

of women in organizations. In September 1979, Major Adams and Colonel Prince presented a paper entitled "Women at West Point: A Three Year Perspective" to the American Psychological Association National Convention in New York City. The paper demonstrated that physical performance was the most important factor used to evaluate women's leadership ratings at USMA. In a study of attrition and former female cadets entitled "Individual Choice, Personal Affect, and Personal Adjustment," presented in April 1980 at the Seventh Psychological Symposium in the Department of Defense, Major Adams, Colonel Prince and Dr. Francine Hall (Visiting Professor in the Department of Behavioral Sciences and Leadership), found that the majority of women reported favorable feelings about their Academy experiences and stated that they would recommend other women apply for admission to West Point. In an article entitled, "Personality Characteristics of Male and Female Leaders at the USMA" published in the Spring 1980 issue of the Journal of Political and Military Sociology, Major Adams, Colonel Prince, Dr. Robert F. Priest (of the Office of the Director of Institutional Research), and Dr. Robert W. Rice (of the State University of New York at Buffalo) found that personality factors, including intelligence and attitude scales, were not good predictors of subsequent leadership performance.

SUMMARY

After four years, dozens of studies, and 62 graduates, what can be said of the status of the integration of women at USMA? A response of "veni, vedi, vici" (I came, I saw, I conquered) from a woman graduate might be the most appropriate response. These 62 women entered the Academy, saw what was demanded, and in hundreds of ways conquered: conquered their own doubts and fears about their ability to handle challenges more demanding than most had ever faced before; conquered many of their critics who did not believe they could, or should, do it; and conquered by achieving the goals and objectives the Academy had set for them as requirements for graduation. Yet, despite these considerable gains, progress is still needed to fully assimilate women into the Corps of Cadets and the West Point culture.

Perhaps the most fundamental problem which still confronts the assimilation of women is the assessment of their athletic performance. Physical performance is frequently cited as the most important factor in the evaluation of women by their male counterparts. It will take a concerted effort on the part of the command to communicate to both cadets and officers alike that the physiological differences between the sexes do not, in and of themselves, restrict women's ability to serve in the Army, nor the propriety of their involvement. The increasing success of women in physical training is helping to reduce the potency of this problem, but it still persists.

Difficulties also arise due to the minority status of women at USMA. Women presently constitute eight to ten percent of the Corps, and it is unlikely that their proportions will increase significantly in the near future. Thus women will continue to face the peculiar problems which result from being in a minority. These problems range from what may appear seemingly minor problems to others of a more obviously serious nature. On the one hand, some women complain, for instance, about their limited options for roommates. This results from the Academy's need to distribute women into all companies in the Corps in order to enhance not only the physical integration of women but also the attitudinal acceptance of women by fostering personal contacts between the sexes. On the other hand, there are also complaints of tokenism from some women and favoritism from some men in the selection of women for leadership positions. Beyond ensuring that high selection criteria are being maintained, the success of women cadets in those positions and their resultant increasing acceptance in those roles by cadets and other personnel should help lessen the criticism from both directions.

How did the women of the Class of 1980 evaluate the Academy after four years? One view of their responses is obtained from a survey on women cadets' feelings about the Military Academy. The findings demonstrate that although women had generally positive feelings, their overall level of satisfaction was notably lower than that recorded by the men in their class. Indeed, it was one of the lowest levels recorded by a graduating class in recent years, while that of men was at one of the highest levels. Nevertheless, in response to the question of whether they "would do it over again," the majority response was positive.

When considering the position of women cadets at the Academy what can one discern from these responses? It should be kept in mind that as recently as 1975 the Academy had gone on record arguing that women had no place at West Point. Regrettably, individuals still remain at USMA who hold that view and would prefer that women not be at the Academy. Yet what is more noteworthy is that in a short space of time the institution has accepted a decision of the Congress contrary to strongly held beliefs, has made a place for women while holding true to the fundamental values of the institution, and has attracted a group of women who, like their male counterparts, could and ultimately would satisfy the requirements for commissioning in the regular Army. Furthermore, four years is but a short breath in the life of the Academy's 178 year history; true assimilation at the Academy will certainly take much longer. What is more important historically at this point is that significant progress has been made in the integration process both from the Academy's, and equally importantly, from the women cadets' point of view.

Fundamentally, after four years with women cadets at West Point it can be noted that the Academy remains an institution devoted to teaching young individuals, aspiring to be officers in the United States Army, the skills of a mental, moral/ethical, military and physical nature to meet the needs of the nation. In earlier years the interpretation of how that responsibility was to be met, and even of which individuals would be given an opportunity to compete for entry into the Academy may have differed. Nevertheless, the Academy has never ceased in its willingness to face up to the challenge of its mission, while remaining loyal to its most sacred beliefs of duty, honor, country. The graduates of 1980, both male and female, give every indication of having the strengths of mind, body, and character which will enable them to make contributions to our country commensurate with those of their predecessors.

INTERCOLLEGIATE ATHLETIC PROGRAM

OVERVIEW

The mission of the Office of the Director of Intercollegiate Athletics (ODIA) is to administer the overall intercollegiate athletic program at the Military Academy for the Superintendent. The director's responsibilities include scheduling 18 men's and 8 women's varsity teams as well as junior varsity and plebe squads; 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 to 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 encourage highly qualified men and women to seek admission to the Military Academy.

The objective of the 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 Athletic 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 events continues to increase. During the 1979 football season, the cadets played before nearly 500,000 fans. Attendance averaged over 33,000 for the six home dates at Michie Stadium and an average of over 50,000 for games on the road. The Army-Navy Classic in Philadelphia provided the season's high attendance figure of 77,000 fans. Televised nationally by ABC-TV, the Army-Navy game was watched in an estimated 16 million homes. Once again the game had one of the largest viewing audiences for a collegiate football game.

THE STAFF

There were several staff changes during the past academic year, the most notable of which was the decision of Major General (Ret.) Raymond P. Murphy, the Director of Intercollegiate Athletics, to depart the Academy following the expiration of his contract on 1 July. General Murphy, who left retirement three years ago to head Army's athletic program, thus completes his second stint as athletic director. As an active duty colonel, he headed Army's athletic department from 1963 to 1966. A 1942 Academy graduate, he captained Red Blaik's first Army football team and also lettered in basketball and lacrosse. During his most recent tenure, General Murphy supervised the 25 percent growth of cadet intercollegiate squads, the introduction of women's varsity athletics, and a multi-million dollar expansion of athletic facilities.

Carl F. Ullrich, athletic director at Western Michigan University and for five years assistant athletic director at the U.S. Naval Academy, was selected as General Murphy's successor. Following General Murphy's retirement, the Superintendent appointed a committee to recommend a successor. The committee, chaired by Colonel Stanley E. Reinhart, Jr., Professor and Head of the Department of Electrical Engineering, conducted a thorough search and presented to the Superintendent a slate of final candidates from which Mr. Ullrich was selected. Mr. Ullrich, who spent 11 years as an athletic administrator and coach at Navy, supervised the areas of admissions, counseling, recruiting, eligibility, Congressional Liaison, and NCAA and AIAW policy. He also coached the Navy varsity crew for six years, winning the Eastern Intercollegiate Championship in 1971.

Mike Krzyzewski, who compiled a 73-59 record as Army's basketball coach during the past five years, departed to accept the head coaching position at Duke University. Krzyzewski, a 1969 graduate of West Point, returned to his alma mater as head basketball

coach in 1975. He took an Army team, which had won just three games the previous season, and posted an 11-14 record during his first year at the helm. The next three years were winning efforts. In 1976-77 the cadets posted a 20-8 mark, won the Vermont Classic -- the first Army basketball tournament win -- and gained a berth in the Eastern College Athletic Conference (ECAC) Metropolitan Division playoffs. In 1977-78, Army had a 19-9 record, gained the ECAC playoffs for the second year in succession and received a berth in the National Invitation Tournament. In 1978-79 the cadets posted a 14-11 record. Krzyzewski was succeeded by Pete Gaudet, the chief assistant coach under the former coach. Gaudet directed Army's scouting program during the past five years.

Other departures included coach Ron Pifer, who guided Army's wrestling team to a 14-7 record this past winter, Major Dennis E. Helsel, who led the women's softball team to a 10-7 record, and Dave Yates, who led the golf teams during the past two years to highly successful seasons. Pifer, who guided the cadets to their greatest number of victories in a single season last year, has left to assume an administrative post at a high school near his home town. His replacement is Ed Steers who has extensive experience as a head wrestling coach at William and Mary College and East Carolina University. Helsel, who guided the women's softball team to a second place finish in the New York State AIAW Championship in 1979, is headed for Penn State University for graduate work in sports administration. Elizabeth Cousins, the Army women's basketball coach, who just completed her first season, was selected to succeed Helsel. Dave Yates departed to take a similar coaching position at Stanford University and was succeeded by John Means who was most recently the varsity golf coach at Colorado State University.

In addition to Elizabeth Cousins completing her first season as women's basketball coach and leading the Lady Knights to a 17-13 season, John McClellan completed his first season as pistol coach with a perfect 8-0 record, and Ron Bazil, who succeeded John Randolph as track and cross country coach, saw his cross country team finish at 6-6, the indoor track team finish at 3-2-1, and the outdoor track team finish at 3-0. In addition to being named District II "Coach of the Year" in 1974 and 1976 by the U.S. Track and Field Association, Bazil has held numerous offices within the ECAC, the Collegiate Track Conference, and the Metropolitan Intercollegiate Track and Field Association.

Finally, one long term staff member received recognition after many years of service. Ed Pillings, Army head trainer for the past 24 years, was elected to the Citizens Savings Bank Athletic Trainers Hall of Fame, at ceremonies conducted at the annual convention of the National Athletic Trainers Association. Pillings joined the West Point staff in 1957, served as a

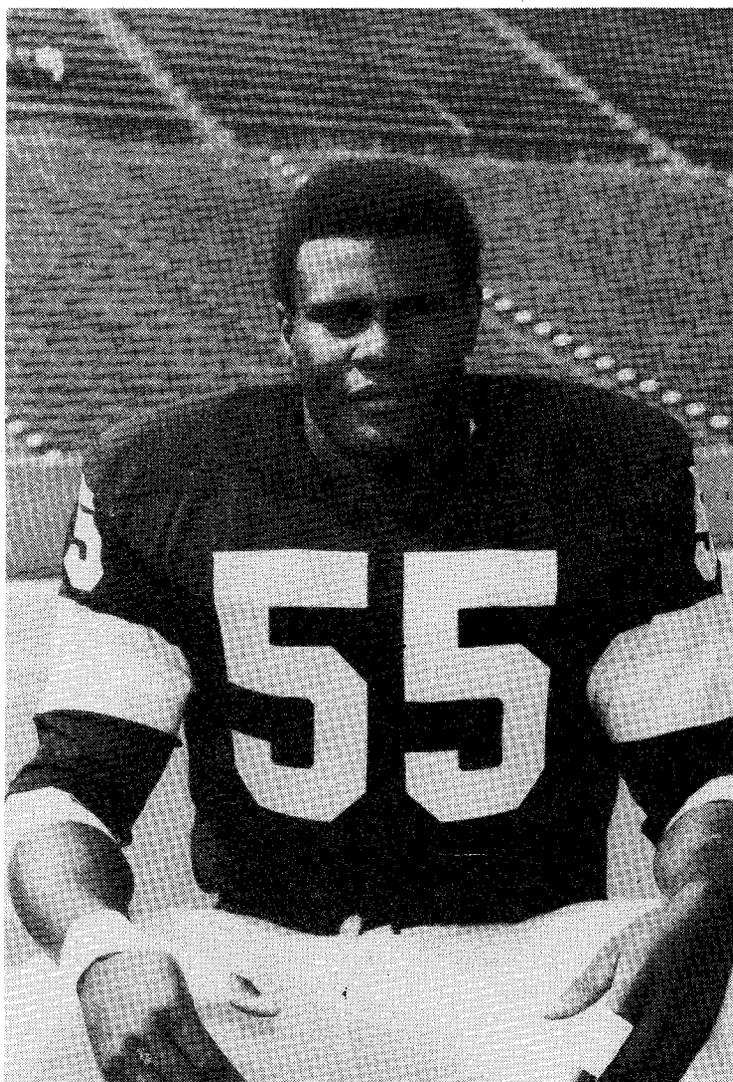
trainer for the United States delegation at the Pan American Games in 1967, and was one of 27 host trainers during the XIII Winter Olympic Games at Lake Placid, New York in 1980. Pillings is also a member of the Board of Certification for the National Athletic Trainers Association.

THE RECORD

Army's 26 intercollegiate athletic teams had another successful season, winning 63 percent of their athletic contests, the fifth consecutive year that the cadets have won more than 60 percent. Overall, during the 1979-80 season the Army teams won 260 victories, suffered 150 defeats, and played to a tie on six occasions.

Of the 26 teams only three (football, basketball, and baseball) failed to post winning seasons. The Army women's cross country, men's outdoor track, and pistol teams were all undefeated for the season. The women's cross country team posted an 8-0 record and finished second at the Eastern Association of AIAW Division III Championship and ninth at the National AIAW Division III Championship. The Army pistol team finished the winter season with an 8-0 mark and five members of the team gained All-America recognition. In the spring it was the men's track team which posted an undefeated 3-0 record, and finished second in the Heptagonal Outdoor Track Championship. Overall, the men's teams won 61 percent of their contests; the women were successful in 67 percent of theirs. Army's gymnastics (13-1), 150-pound football (4-1), and women's outdoor track (4-1) teams each suffered only one defeat. Other fine performances were turned in by the rifle (10-2), men's swimming (9-4), golf (20-6), women's tennis (13-3), and women's indoor track (10-3) teams.

After opening the season with victories over Connecticut and Stanford, Army's football team, beset with injuries, lack of depth, and a very difficult schedule, succumbed to its second straight losing season under first-year coach Lou Saban. One of the biggest surprises of the season was Army's 17-13 upset victory over Stanford; but after that victory the cadets were trounced by North Carolina and fought to a 17-17 deadlock with Duke before dropping their final seven games. Although the team suffered a disappointing 2-8-1 season, there were several outstanding individual achievements worthy of mention. Most notable was the performance of middle guard George Mayes who was selected a third team All-American by the Associated Press (AP) and was named "Defensive Player of the Year" by the ECAC. He was listed on All-East squads chosen by the AP, ECAC, and the New York Times. Mayes received All-East selection by the ECAC in his last three years at USMA. He was also the recipient of the Army Athletic Association trophy for men which is awarded to the member of the graduating class who provided the most valuable service to men's athletics during his career as a cadet.



GEORGE MAYES

A string of three straight winning seasons was snapped when the Army basketball team suffered a 9-17 record. Leading the cadets in scoring during the season were Bob Brown, averaging 16.4 points per game and Marty Coyne compiling a 15.6 average. Despite a generally disappointing season the cadets defeated Navy 53-48.

Liz Cousins guided the women's basketball team to a 17-13 record in her first season at the helm. Early in the season she was faced with the loss of her leading scorer, Dena Caradimitropulo, who sustained a knee injury in the fourth game and was lost for the remainder of the season. Pat Walter, a center, and Kim Hall, a forward, were the only players to average in double figures.

Walter led the team with her 11.2 average and 214 rebounds. Hall was close behind with her average of 10.8 points per outing and 213 caroms.

The Army baseball team finished sixth in the Eastern Intercollegiate Baseball League with a 7-7 record and compiled a 15-20 overall record this past spring. Third baseman Paul Divis led the team in batting with a .400 average and led the team in hits (50), doubles (12), triples (3), homeruns (3), total bases (77), and runs batted in (28). Craig Jones compiled a 5-5 record and had the lowest earned run average on the team, 2.07; Stu Whitfield had the best won-lost record, 6-1, with an earned run average of 3.56. Jones and catcher Dave Toth were selected to the Eastern Intercollegiate Baseball League's all-star team for the 1980 season, while Divis narrowly missed first team selection. Jones struck out more than 10 batters a game to rank among the national leaders in that department and signed a professional contract with the Atlanta Braves following the conclusion of the spring season. He was 3-3 in the Eastern League with a league-leading earned run average of 1.37. Toth nailed down the catching berth after a fine year, batting .343 in league play.

The Army wrestling team, under Coach Ron Pifer, won 14 of 21 meets during the 1979-80 season, the most victories ever recorded in a single season. The cadets also finished 10th in the Eastern Intercollegiate Wrestling Association Championships. Ed Wohlwender qualified for the NCAA Wrestling Championships on the basis of his third place finish in the 150-pound category at the Easterns. However, he was eliminated in the opening round at the NCAA championships. Leading Army during the season were Mark Palzer with a 28-8-1 record in the 118 and 126 pound categories; Dave McDonald with a 24-10 mark at 142 pounds; Wohlwender with a 23-13 record at 150 and 158 pounds; Dave Hagg with a 20-10-1 record at 158 and 167 pounds; and Doug Graham with a 17-8 record at 177 and 190 pounds.

The Army men's swimming team finished the 1979-80 season with a 9-4 record and took fifth place at the Eastern Seaboard Swimming and Diving Championships. The best performance at the Easterns was by the 400-yard medley relay team of Tom Wilhelm, Koji Nishimura, Rob Ruck, and Brad Brown, which finished third. Diver Kirk Schaumann finished third on the three-meter board and fifth on the one meter. Sprinter Matt Tavrides, undefeated during the regular season in the 50-yard freestyle, took fourth place in this event and team captain Rob Ruck was sixth in the 200-yard individual medley. Nishimura, Schaumann, and Tavrides qualified for the NCAA championships; Tavrides, Schaumann, Wilhelm, Nishimura, Ruck, and Brown were named to the All-ECAC Division I teams. Nishimura, Schaumann, and Tavrides qualified for the NCAA Swimming and Diving Championships. Nishimura qualified in the 100-yard breaststroke event, but was disqualified during his trial heat. Both Schaumann and Tavrides qualified but failed to reach the finals.

The women's swimming team posted a 6-3 record in dual meet competition, finished third in the New York State AIAW Division II championships, and 17th at the National AIAW Division II swimming championships. Shelby Calvert and Tracy Garcia earned All-America laurels in their first season of intercollegiate competition. Calvert set 13 swimming records, was named the "Most Valuable Swimmer" at the New York State Championships, and gained All-America recognition in each event in which she competed at the nationals. She finished second in the 100 and 200-yard freestyle events, finished fourth in the 500-yard freestyle event, took eighth in the 100-yard butterfly event, and was fifth in the 1650-yard freestyle. Garcia finished 12th in the 50-yard breaststroke at the nationals.

The Army gymnastics team, under coach Ned Crossley, finished with a 13-1 record and took runner-up honors during the Eastern Intercollegiate Gymnastics League Championships. Army team captain, George Rhynedance, shared the individual championship in floor exercise during the Eastern Championship with a score of 18.50. Rhynedance also finished second on the horizontal bar and third in vaulting. He was the only gymnast from a service academy to be selected to compete in the NCAA Gymnastics Championships and finished 18th among 78 competitors in vaulting and in a six-way tie for 24th place among 80 competitors on the horizontal bar.

Coach Dick Edell's team posted its fourth straight winning season with an 8-4 record and was ranked sixth in the nation in the final U.S. Intercollegiate Lacrosse Association coaches poll. Despite that high national ranking, the cadets were not selected to compete in the NCAA playoffs for the second year in succession. Frank Giordano led the team in scoring with 20 goals and nine assists. Three members of the lacrosse team -- Bob Henry, Kevin MacGibbon and Joe Fetzer -- gained All-America recognition following the conclusion of the spring season. Henry, Army's top defense-fielder, and MacGibbon, a goalie, received honorable mention recognition. It marked the second time Fetzer and MacGibbon have received All-America honors; both were selected to participate in the annual North-South Lacrosse Classic.

The Army golf team completed the season with a 20-6 overall record, finishing 12th at the Penn State Invitational and fifth at the District 2 Championships. Steve Galing, team captain, put together his finest effort in four years at West Point, averaging 77 with a low of 72. He finished in a tie for seventh among individual leaders at the District 2 Championships.

Under first-year coach Ron Bazil, the men's cross country team fashioned a 6-6 mark. Mike Grogan was the cadet's most consistent performer, finishing first twice in dual meet competition and second on two other occasions. At the Heptagonals, Army finished eighth as a team and 13th at the District 2 Championships.

The women's cross country team posted an unbeaten 8-0 record, took runner-up honors during the Eastern AIAW Division III championships, and finished ninth at the National AIAW Division III cross country championship. Amy McDonald and Harlene Nelson were top performers for the cadets. In dual meet competition McDonald was unbeaten while finishing 12th at the Easterns. Army's top performance at the nationals came from Nelson who finished 54th of 143.

The Army men's outdoor track team completed an unblemished 3-0 season in dual meet competition this spring, claiming victories over Dartmouth, Princeton, and Navy. Army also finished second at the Heptagonal Track Championship, while crowning four individual winners. Andy Madsen won the pole vault, Jim Arriola was the winner in the 800-meter run, and Jerry Blow won the 100-meter dash. In addition, team captain Steve Kreider successfully defended his crown in the javelin for the third straight year. Kreider also successfully defended his title for the second straight year at the Penn Relays and took first place in the javelin in the IC4A's. Along with Bob Bauder, Kreider qualified for the NCAA championships but both failed to reach the finals. This was the third year that Kreider has qualified for NCAA competition. Kreider received the ECAC Merit Medal, awarded annually "to the cadet of the First Class excelling in athletics and scholarship." Kreider has received many athletic recognitions including his selection as the "Outstanding Field Event Competitor" at the Penn Relays where he won the javelin championship with a record-breaking toss.

The Army Athletic Association awarded its first trophy for the most valuable service to women's athletics at USMA to Terry Tepper, a nationally recognized javelin thrower. During her 1979 season she won the javelin title at the Penn Relays, Hartwick Relays, and the New York State Championship. Her throw of 159'3" at the Penn Relays in 1979 set the Academy record for women. She put the finishing touches on an outstanding season in 1979 by finishing eighth in the javelin during the National AIAW Track and Field Championships. Although hampered with a foot injury, she finished fourth in the javelin at the prestigious Penn Relays, and was ninth in that event at the Eastern AIAW Championship during the 1980 season.

After dropping a close decision to Pennsylvania early in the season, the Army women's track team went on to record a 4-1 mark and successfully defended its title at the Hartwick Invitational. At the Easterns the mile relay team of Donna Dermatis, Debbi Pittman, Regina Johnson, and Stephanie Foggie established a new Academy record with its eighth place finish of 4:01.



STEVE KREIDER

The men's indoor track team finished the season with a 3-2-1 record with the deadlock coming against Navy in the regular season finale at Annapolis. At the Heptagonal Championships the cadets finished fifth, led by Andy Madsen's winning performance in the pole vault; Mike Fahnestock was second on the 55-meter high hurdles, Stan Thomas was third in the pole vault, and Derric Anderson finished third in the 55 and 400-meter dash. At the IC4A Championships the two mile relay team of Gary Hopper, Jim Arriola, Felix Williams, and Bob Payne took second, Fahnestock finished fourth in the high hurdles, and Ed Weinberg netted a fifth in the 35-pound weight. Weinberg and Payne were found qualified to compete in the NCAA Indoor Track Championships in the 35-pound weight and 1500-meter run respectively. Unfortunately, neither competitor advanced to the finals.

The women's indoor track team led by coach Chuck Hunsaker put together its finest season with a 10-3 record. The team shattered ten Army records with the help of cross country star Amy McDonald who broke records in the 1500 meter and 5000 meter runs and was also a member of Army's record-setting 800-meter relay team. Amy McDonald and Harlene Nelson competed in the Eastern AIAW Track Championships where McDonald finished 12th in the 5000-meter run and Nelson finished 20th in the 3000 meter run, both setting new Academy records in those events.



TERRY TEPPER

The Army hockey team bounced back from a losing season last year to post a 19-12-1 record and gain a berth in the ECAC Division II West playoffs this past winter. The cadets were defeated in the opening round by Oswego State which went on to win the Division II West title. The team's season point total and assist total were each the third best in Army history, and the total goals was the fourth best in history. Team captain Tom Rost led Army in scoring with 40 goals and 57 assists for 97 points. Rost was named to the ECAC Division II All-East team at the conclusion of the hockey season. He is one of the most prolific scorers in West Point hockey history, completing his four-year playing career with 118 goals, 169 assists and 287 points to rank second on the Army all-time scoring list in all three categories.

After finishing first in the Norwich Invitational Tournament, the rifle team went on to compile a 10-2 record, climaxing its season by winning the National Rifle Association (NRA) sectionals for the 18th consecutive year, and tying for seventh place at the NCAA Rifle Championships. Bob Jacobs and Bill Schneider turned in the best performances at the NCAA championships, finishing 26th in the small bore and 34th in the air rifle respectively out of 40 competitors.

John McClellan guided the pistol team to an unblemished 8-0 mark in his first year at the helm. The cadets won the NRA sectionals for the tenth straight year, and set four national records in the process. Breaking the previous national record of 1852 were Army's Black (2044), Gold (1968), Gray (1883), and Green (1870) teams. Five members of the Army team gained first team All-America recognition by the NRA: Doug Dinon, Ron Humphreys, Dave Lee, Duane Nasset, and Steve Kent. This was the first time since the 1968 season that so many pistolmen have been so honored.

The 1979-80 Army squash team was ranked sixth in the nation following the conclusion of the National Intercollegiate Squash Racquets Association (NISRA) Championships. Army also was voted the "Most Improved Team" in the nation, finishing the season with a 15-6 record. The 15 victories during the season are the most ever recorded by an Army team. Coach Paul Assaiante was selected as "Coach of the Year" by the NISRA committee.

For the second straight season the Army women's softball team secured a winning record under the guidance of coach (Major) Dennis Helsel. Lori Utchel led the squad in batting with a solid .542 average, and was the team leader in runs scored (18), hits (32), and triples (6). Kim Hall followed with a .422 average and led the team in runs batted in with 14. In the pitching department, Karen Hinsey set the pace with a 6-6 record and an earned run average of 2.28.

The men's tennis team compiled a 13-8 record, it's best performance since 1970. This is only the fifth time in Academy history that a tennis team has won as many as 13 matches in a season. Jeff Todd led coach Paul Assaiante's squad in singles competition with 14 victories.

The women's tennis team posted a 13-3 overall record for the fall and spring seasons. Holly Harlow led the team with an unblemished 13-0 record in singles for the year.

The women's volleyball team compiled a 16-11 record during the fall and qualified for the New York State AIAW tournament. Although unsuccessful at the state tournament the cadets took third place at the Mansfield State Invitational, and fifth at the East Stroudsburg Invitational.

The soccer team finished with a 5-5-3 record due to lack of consistent scoring. Ed McCoy led the booters with two goals and four assists and John Gusz added three goals. Mike Connor turned in a strong performance in the net, allowing just 14 goals and making 93 saves.

The Army 150-pound football team posted a 4-1 mark and shared the Eastern Intercollegiate Lightweight Football League (EILFL) title by virtue of a 16-14 victory over Navy. This league title was the 14th since the cadets joined the league in 1957. Selected to the first team of the EILFL were Mike Miner and Fred Coppola on defense and Bill Boling on offense.

DEPUTY SUPERINTENDENT

In June 1980 Brigadier General Charles W. Bagnal, the Academy's first Deputy Superintendent, departed to assume the post of Director of the Officer Personnel Management Directorate in the Military Personnel Center (MILPERCEN) in Alexandria, Virginia. While serving as Deputy Superintendent at the Military Academy Brigadier General Bagnal had a scope of responsibility virtually identical to that of the Superintendent, and was additionally charged with supervision of all West Point and Stewart Army Sub-Post (STAS) activities.

Among his contributions to the Academy several are particularly worthy of note. Brigadier General Bagnal was instrumental in establishing and monitoring the systematic review, analysis, and implementation of the recommendations of the Borman Commission and the West Point Study Group. In the area of military training, he played a significant part in the revision of the United States Corps of Cadets disciplinary, honor, and misconduct procedures. In the area of academics, in addition to his counsel as a member of the Academic Board, the Deputy Superintendent worked to mitigate computer problems associated with the conversion to UNIVAC by obtaining an upgrading of the existing Instructional Support System (ISS). In the financial management area, he provided central direction to insure the funding of Academy programs. Further, he instituted, during the first part of the 1979 Fiscal Year, monthly Program Budget Advisory Committee (PBAC) meetings to insure that the command was made aware of current program status and to identify potential funding problems in order to permit timely resolution. In the area of personnel, he took a particular interest in the enlisted soldier by his support of the Skill and Qualification Testing (SQT) Program and timely recognition of outstanding performance. Through his dynamic leadership, numerous quality of life improvements were accomplished that greatly enhanced both the morale and job satisfaction of all soldiers. USMA exceeded its reenlistment goal for each of the three years he was at West Point. Recreational programs available to post personnel were enhanced due to his active interest. He also made significant contributions in logistical management.

Brigadier General Arthur E. Brown, Jr., USMA '53, previously an Assistant Division Commander of the 25th Infantry Division, Schofield Barracks, Hawaii was named to succeed Brigadier General Bagnal as Deputy Superintendent. Brigadier General Brown, a graduate of the Army War College, was awarded a master's degree in public and international affairs from the University of Pittsburgh.

PERSONNEL AND ADMINISTRATION

ADJUTANT GENERAL DIVISION

The annual Army Emergency Relief (AER) Fund Campaign was conducted early in 1980. The 1980 Campaign collected \$32,635 which surpassed previous campaign totals and was four percent above last year's total.

In conjunction with the celebration of Armed Forces Day on 10 May 1980, the division sponsored the Military Academy's Sixth 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 547 retirees and guests attended the scheduled events.

In April the Assistant Deputy Chief of Staff for Personnel (ADCSPER) Major General William L. Webb, Jr., presented the Fiscal Year 1979 Reenlistment Award to USMA in recognition of the achievement of the Military Personnel Branch in exceeding the Army's goal for first term and career soldier reenlistments by a cumulative average of 15 percent. This is the fourth consecutive year that the Academy has received this award.

The Military Personnel Branch maintained its concerted efforts to keep military personnel informed of their responsibilities and future opportunities. The branch coordinated two visits of commissioned and noncommissioned assignment officers from the Military Personnel Center to assist soldiers assigned to USMA during the past year. A total of 600 officers and 60 enlisted soldiers were interviewed by 12 assignment managers.

Colonel(P) Todd P. Graham, Chief, Combat Arms Division, Colonel Henry E. Lowder, Deputy Director, Officer Personnel Management Directorate, and Major Walter J. Marm and Sergeant Major James D. Holly from the Reenlistment Branch gave briefings and discussed the developments, activities, and forthcoming changes of their respective areas of responsibility.

CIVILIAN PERSONNEL DIVISION

In an effort to keep USMA's employees informed of the many ramifications of the Commercial/Industrial-Type Activities (CITA) reviews, Brigadier General Charles W. Bagnal, Deputy Superintendent, in conjunction with the Civilian Personnel Division and the Deputy Chief of Staff, Comptroller, conducted a series of briefings for the work force during the past academic year. A series of Contracting Out Information Bulletins were published, and in March a special bulletin was written highlighting the most significant questions and answers coming out of Brigadier General Bagnal's briefing.

During February and March, 1980 an employee attitude survey was conducted to determine how our civilian employees feel about their jobs and work situation. The 40 percent test group was developed by computer and represented a cross section of USMA's civilian work force. The data received indicated some areas of concern but were generally comparable to the attitude of other Department of the Army (DA) civilian employees. The division will present the information to the Major Activity Directors and will continue to take attitude surveys in the future to keep the command appraised of civilian employee concerns.

Recent changes to DA Civilian Personnel Regulations make civilian and military managers and supervisors responsible for identifying critical job elements, establishing performance standards with employee participation, and reducing elements and standards to writing. In order to comply with the above requirement, the Civilian Personnel Division prepared a program of instruction for USMA supervisors and managers in the methods and techniques of performance appraisal. Phase one, the identification of major/critical elements and the establishment of performance standards, was conducted during March, April, May, and June. A total of 450 USMA supervisors and managers were trained. Phase two will commence upon finalization of DA's new General Performance Appraisal System, targeted for January, 1981.

As part of the division's continuing effort to reduce the use of Continuation of Pay (COP), the pay category for individuals injured on the job who can remain out of work a maximum of 45 days before using any sick or annual leave, the division conducted four training seminars for all supervisors in those areas where the use of COP was high. A new USMA Regulation, 690-35, "Civilian Employees Medical Care and Reporting Requirements for Injury and Illness," more formally outlines the requirements and procedures for reporting job-connected injury and illness. A revision to Chapter 22 of the Supervisor's Guide to Personnel Administration was also published in concert with the new USMA Regulation. As a result of these efforts there was a 27 percent reduction in the COP costs during the 1980 Fiscal Year compared with the 1979 Fiscal Year, despite increases in salaries during the period.

The Civilian Employee Training and Development Policy Statement was signed by the Superintendent. The statement outlines the command's support of employee development activities and reflects commitment to equal opportunity for training and development. In a continuing effort to enhance the Employee Development Program, and to provide more efficiency, thirty training coordinators were designated to serve as liaison between the Civilian Personnel Division and the Major Activity Directors. Coordinators are responsible for administrative support duties and pertinent budget and program support functions, including assistance in

preparing annual training plans and program evaluations. In an effort to meet the training needs of our clerical, administrative, and middle management personnel, the Civilian Training Committee established a \$20,000 fund for the purpose of conducting on-post training for these employees. Clerical, administrative, new supervisors, and middle management training is now ongoing throughout the year.

The Corps of Cadets displayed its appreciation for the efforts of West Point's civilian employees by conducting the Fifth Annual Review in their honor. Special guests included the Honorable Jule M. Sugarman, Deputy Director, Office of Personnel Management, and Mr. Fredric Newman, Director of Civilian Personnel, DA. 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 Lieutenant Colonel Richard L. Brown, Deputy Engineer, Directorate of Engineering and Housing, as Supervisor of the Year, and to Mr. Francis E. Murphy, Management Analyst and Equal Employment Opportunity Officer for MEDDAC, as the individual at the Academy who contributed most to the Equal Employment Opportunity Program.

INSTALLATION CLUB MANAGEMENT DIVISION

The club system objective of providing officer and enlisted club members a quality product and professional service while realizing a profit for capital improvements was accomplished for the sixth consecutive year. Despite the inflationary economy, and increases in both labor costs and in the cost of resaleable merchandise, gross sales were up four percent, primarily due to a nearly eight percent rise in package beverage sales. At the same time profits rose 12 percent due to a 30 percent increase in the net income of the package beverage branch which compensated for declines in the net income of both the officers and enlisted soldiers branches over the previous fiscal year.

Even with the financial difficulties in the officers and enlisted soldiers branches varied food, beverage, entertainment, and bingo programs were provided the membership in club facilities and an ongoing program of upgrading club facilities and equipment was continued. Major improvement expenditures included table linens, carpets, furniture, bar control system, wallpaper, and vehicles. In addition the officers club acquired \$10,400 of appropriated funds for procurement of essential kitchen and dining room equipment. Special emphasis was placed on improving the administration of the club system. Financial statements and club bills were computerized; commercial credit card use was implemented; payroll functions were centralized; control procedures were improved; and

the club system central procurement office supported the Hotel Thayer with centralized procurement of food and beverage.

Package Beverage Branch net income continued to be distributed to the Officers and Enlisted Soldiers Club Branches and the Morale Support Fund. The Morale Support Fund received a substantial increase in profit shares from .5 percent of gross package sales plus five percent of the net income in Fiscal Year 1979 to 24.5 percent of net income in Fiscal Year 1980. This change resulted in a transfer to the fund of \$51,700, a figure more than three times the amount transferred the previous fiscal year.

MORALE SUPPORT ACTIVITIES DIVISION

As a result of the revised DA Regulation 28-1 "Welfare, Recreation, and Army Morale Support Activities," which became effective 15 February 1979, the Recreational Services Division was renamed and reorganized as the Morale Support Activities Division. The change resulted from a DA Quality of Life survey and was in recognition of the division's contribution in building post morale in addition to providing recreational services. The Academy created a revised organization and a new fee structure and a restructured Morale Support Activities Division went into effect in the early fall of 1979.

In its continuing effort to improve services and expand recreational opportunities for the West Point community, the Morale Support Activities 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 academic year include: color televisions, olympic weights, camping equipment, a tractor, and tire changer and hydraulic jacks for Stewart Army Subpost; a Zamboni machine for the skating rink; carpet, furniture, and color television for the golf course; a Thiokol snow and carpet groomer for the ski lodge; picnic tables and grills for Round Pond; overhead doors, picture frame machine, and potters wheel for the craft shop; canoe trailer, trolling motors, camping trailers and equipment for the rental center.

Attendance at Morale Support programs increased over last year and many new programs were added. Adult classes were added in jewelry, leather, painting, and photography. An expanded youth sports program included for the first time spring soccer which attracted 220 young people and disco skating which was also quite popular. The addition of spring soccer reduced the total number of baseball participants to 360 at USMA. As a result, fall soccer with 425 participants and the summer swimming instructional program with 665 participants were the most popular youth activities conducted during the past year.

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. Assistance was provided directorates, departments, divisions, and units in designing and conducting individualized quarterly training programs. The Post Level Training Program was suspended for the academic year in anticipation of a refocusing of the program and the design of a new post level program. During this past year, the branch began disseminating a quarterly newsletter, "EO Current News," to improve communications and to facilitate a better appreciation of USMA's Equal Opportunity Program among post personnel. The Human Relations Council and its three subcommittees also played an active role in ensuring an attentive, healthy, equal opportunity environment.

The Army Community Service (ACS) extended assistance on over 5,000 occasions to active duty and retired military personnel, their families, unaccompanied "waiting wives," widows, civilian employees, and USMA cadets. An average of 42 volunteers a month contributed a total of 6,005 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.

The State University of New York (SUNY) at New Paltz began providing a BA/BS Program in music at West Point during the fall of 1979. Although primarily benefitting members of the USMA Band, the program is open to all West Point personnel and individuals from the surrounding communities and showed a total enrollment during the first year of 21 (18 from the Band and three from other activities).

Due to financial problems Ladycliff College, in nearby Highland Falls, New York, closed on 10 May 1980 after 47 years in existence. The college had provided an extension program for West Point personnel and about 200 Academy personnel were enrolled at the time of its closing. The Academy has begun to solicit a number of colleges in the area in an effort to establish another similar program for Academy personnel. Enrollment in the Academy's Basic Skills Education Program, designed to improve the basic academic skills of soldiers, increased dramatically from only 11 enrollments during its first year of operation in the 1978-79 Academic Year to 74 during the last academic year. The center

also recorded a total of 1,258 enrollments in college programs (589 in undergraduate programs and 669 in graduate programs). In the Vocational/Technical area there were 47 enrollments; 239 enrollments were recorded in MOS related programs; and another seven in the Army Apprenticeships Program. Some 900 individuals took advantage of support services such as loan materials, testing, and counseling available at the center. In May 1980 the center also assumed proponency for post-wide Army Personnel Testing.

The Alcohol and Drug Abuse Control Branch continued its expansion of educational and rehabilitative services to the West Point community. Fifty-seven alcohol and drug education training presentations were given to 2,787 cadets, soldiers, civilian employees, and dependents. This activity was conducted during formal supervisory training sessions, special interest programs, Military Command Information Classes, Newly Assigned Soldiers Orientation Briefings, Civilian Employee Orientations, Cadet Field Training at Camp Buckner, and cadet company level training.

As in the past, selected post personnel and cadets attended the U.S. Army Alcohol and Drug Abuse Team training at Fort Sam Houston in San Antonio, Texas. Alcohol and Drug Abuse Workshops were conducted for local high school and college students, faculty, and administrators in support of community outreach programs. At West Point the eight-hour course for individuals who were found guilty of driving while intoxicated but who were first offenders and did not require enrollment in the formal Alcohol Rehabilitation Program was expanded during the past year. The expanded Education Awareness Class now also includes classes on substance abuse awareness for active duty military, retired military, dependents of military, and civilians. There is also a separate education awareness class provided for cadets. In the overall alcohol and drug abuse program 590 individual counseling sessions were conducted with clients and 2,300 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 the working and living together of persons in joy, concern, learning, and sharing; to promote and support personal and family growth and enrichment; to build an atmosphere of community which 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 with their children, was conducted twice at West Point and Stewart Army Subpost (STAS). Personal Effectiveness Training presented to the enlisted soldiers at West Point taught skills in a Transactional Analysis format designed for job, marriage, and family interpersonal communication. 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. A three-day program presented to the Protestant and Catholic women at STAS assisted participants in developing a positive contemporary self-image to foster their leadership roles in the family, community, and chapels. A comprehensive choirs program was instituted at STAS in the Catholic and Protestant Worship Services. The Sunday School and Catholic Confraternity of Doctrine programs at STAS and the Junior Church Program at West Point were well attended and supported, providing moral foundations for religious and social development. Of the other special programs held periodically throughout the year, the most significant were: three-day family, youth, and soldier retreats; and observance of the National Prayer Breakfast at the United States Corps of Cadets Mess for officers, soldiers, civilians, and dependents.

PROVOST MARSHAL DIVISION

Selected U.S. Army Reserve Component Military Police units from throughout the region augmented the active Military Police personnel for each of the 1979 home football games under the USMA Provost Marshal Mutual Support Program. 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 682 incidents during the 1979-80 Academic Year. These included 31 crimes against persons, 577 crimes against property, and 74 drug offenses.

A Criminal Investigation Division/Provost Marshal Drug Suppression program was initiated during the past academic year consisting of a broader range of covert and overt surveillance efforts. Drug suppression teams were formed utilizing narcotics detection dogs from Fort Dix to assist commanders who conducted Health and Welfare Inspections. In addition, the programs included long term undercover work, development of informants, improved sharing of criminal justice information between police departments, annual Drug Seminars for First Class Cadets, and a publicity program.

In a special arrangement between the Southern District Attorney's Office and the USMA Staff Judge Advocate, civilians apprehended for certain offenses will now be processed through the Southern District Court of New York City. In the past these cases had been too minor to be heard by the Southern District Office and too serious to be heard by the local federal magistrate in Poughkeepsie. Consequently some charges had to be reduced to enable the local federal magistrate to hear the case. Now, under the new special relationship, charges will no longer be reduced but will be tried in the higher court.

WEST POINT ELEMENTARY SCHOOL

The West Point Elementary School had a peak enrollment of 907 during the 1978-79 school year, continuing a trend of gradually increased enrollments. Sixty-three 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. As part of the school's regularly scheduled internal evaluation program, a new mathematics program was instituted for all grades. During the year the school staff also began a self-study report in preparation for accreditation by the Middle States Assembly of Elementary Schools. In addition, as a result of congressional legislation, the selection of the first elected School Board was conducted. Previously the West Point Elementary School Board members were appointed by the USMA Superintendent.

OPERATIONS

RANGE OPERATIONS

Use of the USMA outdoor range facilities declined by just over two percent during the 1979-80 Academic Year, while training area usage decreased by nine percent. This was primarily due to a shortened summer Cadet Field Training (CFT) period. Although next summer's CFT again will be decreased slightly, overall usage of the ranges and training areas should not decline because the anticipated use of these facilities by active and inactive Army units is still increasing. In May, a new Range Regulation (USMA Reg 385-11) redefined danger and impact areas based on new geographical survey data, deleted or reapportioned existing ranges and training areas based on usage, and completely revised many other portions of the previous regulation. The need for major renovation of the M16 qualification, field fire, and night fire ranges, and the hand grenade and demolition ranges has been identified. Work and planning in this area will take place during the next year.

SKILL QUALIFICATION TESTING

Skill Qualification Testing (SQT) is the Army program which provides evaluation of a soldier's job proficiency in his/her Military Occupational Specialty (MOS). The SQT program was first implemented at USMA in April 1977 under the auspices of the Office of the Deputy Chief of Staff for Personnel and Administration (ODCSP&A) and was transferred to the Office of the Deputy Chief of Staff for Operations and Security (ODCSOPS) in September 1978.

In June 1980 the responsibility for Army Personnel Testing (APT), which also was transferred to ODCSOPS in 1978, was returned to ODCSP&A in the Personnel Services Division's Army Education Center. Evaluation of training, or SQT training, was retained at the general staff level in ODCSOPS. This division of SQT and APT evaluation into different general staff agencies occurred as the result of the 1979 Department of the Army (DA) Manpower Survey. This arrangement is in line with current DA directives.

Finally, the SQT program, which previously tested approximately half of the MOSs on a biennial basis, is being expanded to encompass all MOSs on an annual basis. It is anticipated that this expanded coverage will begin in the fall of 1980.

WEST POINT MUSEUM

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's academic program during the past academic year supported the Department of History by presenting 130 classroom presentations of weapons from the Stone Age through World War II.

A total of 121 museum artifacts and works of art were catalogued during the past academic year, the most notable of which were a rare U.S. Army Corps of Engineers Uniform of the 1850s and a portrait of Lieutenant General Andrew J. Goodpaster for the historic collection of Superintendents' portraits. Off post loans of 225 objects were made to 17 government museums and libraries while a total of nearly 1500 objects were loaned to cadets and other post personnel.

During the 1979 June Week it was announced that Major General George Olmsted (Ret.), USMA '22, through the Olmsted Foundation, made a grant to West Point of \$2.5 million; the largest single grant in Military Academy history. The funds are to be used to accomplish four major objectives: (a) establish an Olmsted Gallery in the West Point Museum, (b) publish a museum catalogue, (c) fabricate and circulate a traveling exhibit, and (d) acquire historic artifacts to be designated as part of the Olmsted Collection. In addition, a longer term objective is to utilize these funds for the renovation of an existing facility or the construction of a new museum.

During the past academic year work was substantially completed on a traveling exhibit on a Civil War Drummer Boy theme entitled "Echoes from the Past." The exhibit will be a tribute to the young boys who volunteered to serve as drummer boys and camp attendants to help care for the wounded during the Civil War. Designed to inspire young people to seek military careers, the exhibit will be loaned to various ROTC units as well as colleges and universities throughout the country over the next two years. The museum also acquired an oil painting entitled "Civil War Drummer Boys Playing Cards" with Olmsted Foundation funds and commissioned a bronze bust of General Olmsted.

In other museum activities two special exhibitions with catalogues were prepared by the curatorial staff: a loan exhibition entitled "The American Cavalry in the West," and an exhibition of Zouave uniforms entitled "Zouaves, the First and the Bravest." The museum's curators published their research on uniforms and

prints in Military Images, Uniforms Les Armees de L'Histoire, and in The American Print Journal. Staff members answered over 700 letters pertaining to military subjects and the museum's collections. Attendance at the museum during the year totaled over 271,000 visitors, a decline of seven percent from the previous year.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division (AA&GPD) planned, coordinated, and implemented the 1979 Thayer Award ceremony, the 1979 Alumni Homecoming Program, the world-wide Founders Day in 1980, the Founders Day dinner at West Point in 1980, the Class of 1880 Centennial Reunion, alumni events during Graduation Week 1980, 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 were channeled through the West Point Fund of the Association of Graduates.

Major West Point Fund projects completed during the past academic year include the Pre-World War I Cadet Room provided by the Class of 1930; the Beautification and Enhancement of Clinton Parapet provided by the Class of 1940; and the Supreme Headquarters Allied Expeditionary Force (SHAEF) crest and planter at Eisenhower Hall given by the Class of 1945.

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 38,000 Academy graduates and the addresses of the 27,800 surviving graduates for the use of both the Association and the Academy. The Association distributed at cost over 23,000 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 1979 Thayer Award ceremonies, the 1979 Homecoming Program, the 1980 Founders Day activities, and the 1980 Graduation Week alumni reunions.

The 22nd annual Sylvanus Thayer Award was presented by Brigadier General (Ret.) Luke W. Finlay, USMA '28, President of the Association, to the Honorable Clare Booth Luce on 10 October 1979. 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.

The Association continued its program of providing private funds, over \$600,000 during the year, for projects and activities which are of benefit to the Military Academy and the Corps of Cadets and for which either designated contributions are received or public funds are not available.

AVIATION DETACHMENT

The 2nd Aviation Detachment, USMA, completed the 1980 Fiscal Year with a total of 2,343 flying hours.

USMA Band Activities

LTC Ronald O. McCown assumed command of the USMA Band from MAJ Marvin E. Keefer on 1 August 1979. MAJ Keefer served as Commander of the USMA Band for three years and now becomes the Commandant of the Army element of the Naval School of Music at Little Creek, near Norfolk, Virginia. LTC McCown comes to the Academy after completing a tour as Recorder for the Secretariat for the Department of the Army Selection Board.

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 1979 to 30 June 1980. Support provided by various elements of the Band to the Northeastern Recruiting Command was particularly noteworthy. The Sax Quartet supported the New Haven, Connecticut Command in November and February and was assisted by the Hellcats in Pittsburgh, Pennsylvania in March. In April the Concert Band supported the Saratoga, New York Command and was joined by the Hellcats in Reading, Pennsylvania in June. The Stage Band provided support in Rome, Albany, and Poughkeepsie, New York in April. Finally, the Marching Band was honored to provide support in February for the Olympic Torch Relay in Peekskill, New York.

LOGISTICS

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

Optical Character Recognition Equipment (OCRE) was installed in the USACC-WP Telecommunications Center in September 1979 to facilitate the processing of USMA/STAS outgoing message traffic. The installation of OCRE was preceded by an extensive customer education program. As the result of the implementation of OCRE a much more rapid and efficient handling of message traffic has resulted. Two additional AUTOVON trunks were added to the USMA telephone system in January 1980 to improve Academy telephonic access to other posts. The Western Electric 812A Private Branch Exchange, which previously served the Academic Computer, was deactivated and replaced by a Gandalf Electric Switch, purchased by the Academy and installed during the first two months of 1980. This new system will provide faster and more efficient access to the Academy computer than was previously possible.

The expansion of the United States Corps of Cadets (USCC) Private Automatic Exchange from 50 to 100 lines was completed during the past academic year. This expansion was recommended by the West Point Study Group Report to provide easier cadet access to tactical officers.

USACC-WP submitted (into its major command's five year plan) proposals to replace, upgrade, or expand all USMA non-tactical radio systems and to replace the existing USMA electromechanical telephone exchange with a state of the art solid state electronic switch. Implementation of these projects can be anticipated in the mid 1980s.

The most noteworthy change in ongoing operations was the nine percent increase from the previous year in the number of messages received by the telecommunications center (TCC). This is in addition to a 17 percent increase between the 1977-78 and 1978-79 Academic Years. The overall 27 percent increase in the number of messages received during the last two years is attributable to the use of such integrated computerized data reporting systems as the Army Standard Finance System (STANFINS), Standard Installation/Division Personnel System (SIDPERS), and Standard Army Intermediate Level Supply (SAILS) Sub-System at USMA.

PURCHASE AND CONTRACT DIVISION

The Division underwent a major reorganization and realignment of functions during the year. These changes were made to manage the increased workload created by the Commercial/Industrial-Type

Activities (CITA) Review program. CITA reviews, mandated by the Office of Management and Budget Circular A-76 "Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government," increased the workload in this division substantially. CITA reviews require obtaining a contract bid for all commercial-type functions performed by the in-house civil servant or military work force. The solicitation and resulting contracts for such service are far more complex and of substantially higher dollar value than the procurement normally performed at USMA.

To accommodate the new workload, the Construction/Service Branch was created as an outgrowth of the Contracting Branch, with the mission of managing the procurement of all construction and services requirements regardless of dollar value. In addition, a new Supply Branch was established as an outgrowth of the Small Purchase Branch, which previously processed transactions below \$10,000 in value. The Supply Branch will now manage all requirements for supplies regardless of dollar value. This realignment will provide a more realistic span of control for the respective Branch Chiefs. In addition to the realignment, additional staffing was authorized and several positions were upgraded in the division. The new organization also provides a nucleus to expand the division's work force in order to accommodate future CITA programs. During the year solicitations were issued for six separate CITA programs having an estimated dollar value of over six million.

The division has expanded its utilization of computers in procurement processing through the use of the new computer interface between the automated supply and automated procurement systems. This interface, called the Standard Army Intermediate Level Supply (SAILS) and Customer Integrated Automated Procurement System (CIAPS) Bridge, is a mechanism which transliterates data automatically between the SAILS and CIAPS systems and includes a history of previous input. It was designed to provide more responsive procurement support to the USMA community through the use of the computer interface between the automated supply and procurement systems. In addition, the Bridge will provide an on-line capability to provide current local purchase procurement status reports and will permit users to initiate the follow-up action through the use of remote terminals. The ultimate objective of the Bridge is to reduce processing time, minimize manual document research, and reduce keypunch requirements by maximizing the use of automated data processing.

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 supervision of the commissary, a tenant activity at West Point.

Cash sales in the Clothing Sales Store were \$245,285 in the 1979-80 Academic Year, a 13 percent decrease from the previous year, attributable to the reduction in sales of uniforms and components to graduating cadets. Sales of a variety of items were down substantially because of their pending obsolescence: khakis, poplin shirts, green raincoats, and overcoats.

The Self Service Supply Center sales for the year were \$761,987, a decrease of less than one percent due to the loss of 61 National Guard accounts.

The West Point Laundry and Dry Cleaning Plant underwent a Commercial/Industrial-Type Activities (CITA) review during the last academic year. It was found that significant savings could be made if a contractor were to operate the plant. As a result, a decision was made to have this service provided by a civilian contractor. It is anticipated that the conversion will be completed in the fall.

The Property Control Branch processed a total of 287,016 supply transactions in support of USMA activities. This represented a three percent increase over the number processed during the 1978-79 Academic Year.

The consumption of ground fuels at the Academy during the 1980 Fiscal Year totaled 570,646 gallons, a 3.5 percent decrease from the previous year.

The West Point and STAS commissaries' combined sales totaled \$11.4 million, a four 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 actually declined by 2.5 percent to 280,391. The major cause of this decline is the cost of fuel resulting in fewer patron shopping trips.

Major new expenditures for the West Point and STAS commissaries included two dairy and two ice cream display cases at a total cost of \$20,100 and four new checkstands at STAS for \$8,600. At the same time study and design work for the renovation and improvement of the STAS commissary was initiated.

TRANSPORTATION DIVISION

An analysis of the use of vehicles from the Transportation Motor Pool and the cost of running these vehicles during the 1979-80 Academic Year reveals a massive increase with the cost of MOGAS increasing by 139 percent (to \$1.28 per gallon) and the cost of diesel tripling (to \$1.29 per gallon). At the same time the cost per mile of the division's operations increased by 26 percent (to \$.21) and the cost per mile of maintenance increased by 56 percent (to \$.30).

The Motor Pool Branch trained, tested, and licensed 360 Fourth Class Cadets to drive military vehicles. An additional 539 cadets were tested and licensed to drive in support of cadet activities and training. Finally, 3,500 man hours of Skill Qualification Testing (SQT) Training and hands-on component training were accomplished for drivers assigned to USMA.

The Traffic and Administrative Branch support of personal property shipments for the Class of 1980 was comparable to that provided to previous classes. However, the number of pieces moved in permanent change of station (PCS) shipments increased by 27 percent while the weight of these shipments decreased by 59 percent over that of the Class of 1979. Since the weight of these shipments in the Class of 1979 had been 89 percent above that of the previous class, it points up dramatically the difficulty in estimating the demand for personal property shipments from one class to the next.

Outbound shipments of household goods increased by only four percent and totaled 1,240 while inbound shipments increased by only six percent to 1,304. The division saved \$10,808 by arranging 60 "Do It Yourself" (DITY) moves. In addition, \$9,800 in travel funds were saved due to procuring airline tickets by teletype.

In addition to operating three vessels a total of 1,291 hours (an increase of seven percent), and carrying nearly 20,000 passengers without accident, the Harborcraft Branch performed rescue assistance on several occasions, resulting in the saving of lives and property. Complete refurbishing of a 19 foot bridge boat was performed in-house, including rebuilding of its engine. The branch also rebuilt two cylinder heads of the FB-814's high speed marine engines. SQT training was conducted which provided assigned personnel 500 hours of formal and informal training.

TREASURER

Corps Support Branch

During the past year, the Cadet Barber Shop mission was reviewed for possible contract award to private industry. In accordance with current Department of Defense (DOD) and Department of the Army (DA) Policy, the functions of the Barber Shop were summarized in a formal Invitation for Bids and distributed to potential bidders throughout the country. Two firms submitted offers to undertake cadet barbering and beauty services; however, after the evaluation of submitted bids it was determined that the government should continue to do the job. The government in-house cost summary prepared by our DCSCOMPT staff and audited by the Army Audit Agency was approximately \$6,000 lower than that of the low responsive bidder after all authorized evaluation factors were considered.

The old hospital building renovation will include two floors for an expanded Cadet Store retail area. When the move is completed during December 1981 there will be approximately 40 percent more space to use in merchandising cadet items.

Cadet Mess

During the 1979-80 Academic Year the Cadet Mess emphasis continued on the nutritional requirements of the Corps of Cadets with Miss Kathleen Glynn joining the staff on a permanent basis as dietician. The Cadet Mess civilian labor force was reduced by 11 percent (to 368) without any reduction in service to the Corps of Cadets; much of this reduction was absorbed by increasing the responsibility of waiters from eight to ten tables each. An increase in the Cadet Ration Fund from \$2.92 to \$3.33 per day was received effective 1 April 1980. Optional/Continental breakfast was initiated at the beginning of the academic year and resulted in an estimated saving of \$144,000 for the Ration Fund.

Hotel Thayer

The Hotel Thayer completed a major renovation program during the past academic year. Redecoration of all guest rooms was completed in February and a complete renovation of storeroom facilities was completed in May at a cost of \$225,000, providing for greatly improved inventory management. Mr. Stephen Adams was hired as the new hotel manager in March 1980 replacing Mr. Edward Rehkopf, who departed in December.

MAINTENANCE DIVISION

Black cannon at Trophy Point and Fort Clinton have been painted to prevent excessive deterioration and to improve their appearance. The bronze cannon at Trophy Point have been cleaned and a protective coating has been applied to prevent deterioration.

COMPTROLLER

The operating budget for Fiscal Year 1980 amounted to \$135.7 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 1980 totalled 3,600. This is a net decrease of 301 spaces from the total authorized on 30 September 1979. Manpower authorizations were as follows:

	<u>30 Sep 79</u>	<u>30 Sep 80</u>	<u>Net Change</u>
Officer	818	811	-7
Enlisted	688	658	-30
Civilian Full-Time	2,395	2,131	-264
Permanent			
Total	3,901	3,600	-301

There were several manpower actions during the past year which resulted in the declines in authorization reflected above. In anticipation of the Commercial/Industrial-Type Activities (CITA) review scheduled for Fiscal Year 1980, which could result in a decision to contract-out certain functions, 264 civilian, one officer and 26 enlisted spaces were identified as potential spaces available for withdrawal. Based on this assumption the spaces were withdrawn by the Department of the Army (DA). Should the CITA functions being reviewed remain in-house, it is the Army's intention to restore these spaces. An additional six officer and four enlisted spaces were reduced for other reasons.

The Office of the Comptroller was directly involved in the CITA Review Program required by the Office of Management and Budget Circular A-76, "Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government," March 1979. Several CITA cost analyses have been conducted in the 1980 Fiscal Year to evaluate the cost effectiveness of performing various Academy operations by contract instead of operating with in-house personnel. Tentative decisions were made in April to contract out the Laundry/Dry Cleaning Services and the Custodial Services where an estimated saving for the first year of about \$700,000 and \$325,000 respectively can be realized. In May it was also decided to contract out the Refuse Collection Service for an estimated saving in excess of \$150,000 the first year. Conversion of these three services is anticipated to be completed in the fall. At the same time it was decided, with the approval of DA, to retain in-house the Cadet Barber Shop since the lowest acceptable bid failed to demonstrate a saving to the government in excess of 10 percent. A cost analysis of the Consolidated Maintenance and Motor Vehicle Operation Services is still in progress.

In order to fulfill a demonstrated need and as the result of a March 1979 DA Inspector General Finding, the Comptroller's office held training sessions in October 1979 on an overview of the Program/Budget cycle, introduction of a standard informal Commitment Control Ledger, and obligation rules and principles. The Comptroller followed up on these training sessions in June 1980 by holding classes on Fund Control Officer responsibilities such as the USMA Document/Fund Flow, Army Standard Finance System (STANFINS) report explanations, and reconciliation procedures. Approximately 150 USMA financial personnel attended the training including all major activity directors and representatives of tenant activities.

AUTOMATION AND AUDIOVISUAL SYSTEMS

During the past academic year the Directorate of Automation and Audiovisual Systems (DAAS) 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. Installation of the UNIVAC 1100 series computer systems has been completed. 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. A cable television (CATV) franchise is underway at Stewart Army Subpost with a summer 1980 estimated completion date and USMA is in the final stages of vendor selection of CATV with an estimated completion date in the fall of 1981.

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.

During the past academic year, the division experienced a continuing demand for a variety of audiovisual products and services to support academic, staff, and installation activities. In all, some 146 television and film production requests were completed, 3,446 hours of closed circuit television programs were aired, and 16,644 requests for still photography, graphics, training devices, TV repair, audiovisual equipment loans, electronic maintenance, and sound reinforcement were completed.

A new television series entitled "To the Point" was developed during the past year, produced in cooperation with Mr. Gene Preston, the Department of Social Sciences' Visiting Professor. Mr. Preston, a foreign service officer, hosted the series, which examined newsworthy topics such as Iran, women's rights, the Palestinian problem, and the Middle East oil industry. Guests on the panels included such nationally prominent personalities as former U.S. Ambassador to the United Arab Republic, Herman F. Eilts and the prominent feminist, Betty Friedan.

A pilot command information program was developed in cooperation with the Public Affairs Office to inform the West Point community of local current events as well as items of interest and new Army-wide developments. The program, "West Point Today," was formulated as a news show using two narrators and featuring film and videotape highlights.

To expand the utilization of division equipment as training materials, an opportunity was provided for the enlisted production staff to prepare a program of their own. The result was a well-researched program which examined the history of the mule both at West Point and throughout the Army by way of historical documents and anecdotes from Army oldtimers.

Using portable television field equipment, on loan from the Audiovisual Center at Aberdeen Proving Grounds, Cadet Field Training at Camp Buckner will be recorded this summer for future use in instructor training orientations.

Operation and maintenance activities increased during the last year, commensurate with increases in equipment inventories as a result of OPA and local procurements. Improvements in the electronic maintenance area included the implementation of the Direct Supply Storage (DSS) system for control of repair parts and the initiation of a demand-supported Authorized Stockage Level (ASL). Maintenance management has also been augmented by the internal publication of the first comprehensive electronic equipment density catalog. Another effort underway by the division is to consolidate the maintenance of electronic equipment into one facility on post. Although the funneling of all maintenance operations into one building is still in the design and development stage, it is hoped that the renovation of this facility (Building 719) might enhance centralization and result in more efficient utilization of maintenance personnel, reduction of testing equipment, and improved control of repair parts.

Improvements in the audiovisual operations included the installation of a new 35-position audio laboratory for the Department of Foreign Languages, expansion of the master antenna television system to the South Post and Lusk areas, upgrading audio systems in several auditoriums, and replacement of current multi-image presentation and production equipment with state-of-the-art systems.

Initiatives have also been undertaken during the past year to monitor more effectively the use of commercially-produced films by West Point personnel. This will ensure that legal restrictions on utilization of the films are complied with by USMA. Foremost among these efforts is the establishment of a temporary position within the Audiovisual Support Operations Section to handle and research all copyright requirements.

To meet training requirements within the division, several technicians attended industry seminars, video expositions, and maintenance training programs. In-house training programs were expanded primarily to improve military technician skills no longer taught in the Army's audiovisual service schools.

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 closely involved in the contracts for conversion and redesign of the Academy Management System software, with the completion scheduled for the summer of 1980. This new software will give the Academy on-line access to management information using modern data base management systems.

The Systems Analysis and Programming Branch provided support in-house. Major analysis and programming projects accomplished during the past academic year were implementation of the Periodic Mark Summary Report, Retirement Services System, S-3 Scheduling System, and Book Issue System; and modifications of the Automated Property Book, Cadet Pay and Accounts, General Purpose Awards Program, Specialty Selection System, Department of History Potential Instructor Program, Academic Scheduling System, and the Distinguished Cadet List. Also noteworthy were the continued development of the Data Base Management System and refinement of an overall USMA Automation Plan.

There were also some significant improvements made during the past year in the area of base operations data processing support. An additional Standard Army Multicommand Management Information System (STAMMIS), the Nonappropriated Fund Instrumentalities Support System (NAFISS), was installed during the winter, bringing the number of STAMMIS processed at the Academy to 12. In addition, in December the Academy received approval from the Adjutant General Office to acquire a computer output microfiche system and the vendor evaluation was inaugurated during the summer. The installation of the equipment and the conversion of selected reports to microfiche will be completed early in 1981. As a prerequisite to being able to produce computer output on microfiche (COM) through the use of software permanently installed within the computer, the amount of core memory in the current base operations computer system had to be increased. This was accomplished in March after the memory was acquired through the Automatic Data Processing Reutilization Program and installed in the present computer system (UNIVAC 70/45).

Looking toward the future, efforts are already underway for the acquisition of a new base operations computer system to replace the UNIVAC 70/45. Department of the Army approval was received in December, and a timing test was conducted at Fort Leavenworth

in May to determine the type of configuration that would best fit the Academy's needs and the amount of throughput increase that could realistically be expected subject to the financial support available. Based on that benchmark test, technical specifications have been prepared and forwarded to the U.S. Army Computer Systems Selection and Acquisition Agency (USACSSAA), which will handle the acquisition for the Academy and will incorporate our specifications into a Request for Proposal (RFP). The estimated time for completion of the acquisition and installation is nine months to one year. This upgrade of base operation hardware (required because the UNIVAC 70/45 is unable to keep up with current demand), is an interim action until Project VIABLE is extended to the Academy in 1984. This year, as at other Project VIABLE sites, the Academy spent a great deal of time preparing workload data and an interactivity study for input into the Project VIABLE RFP.

ENGINEERING AND HOUSING

On 1 October 1979 the Directorate of Facilities Engineering (DFE) assumed responsibility for Academy housing from the Deputy Chief of Staff for Logistics (DCSLOG) and was redesignated the Directorate of Engineering and Housing. This change was made in concert with the recommendations of the Department of the Army (DA) for engineering offices at all Major Army Commands (MACOMs) to assume the responsibility for post housing. The Directorate of Engineering and Housing continued its mission to manage and execute real property maintenance activities at the Military Academy and Stewart Army Subpost (STAS), and to develop and manage the USMA Military Construction Army (MCA) Program.

During the 1979 Fiscal Year USMA exceeded the Presidential energy consumption reduction usage goal of five percent, achieving a seven percent overall energy reduction from the previous fiscal year. The Military Academy's 1980 Fiscal Year energy program is directed toward achieving an additional two percent reduction from the 1979 Fiscal Year energy consumption levels. (Actual energy consumption for the first half of the 1980 Fiscal Year is nearly seven percent below the energy consumption during the first half of the 1979 Fiscal Year.) The first two phases of a four-phase Energy Engineering Analysis Program (EEAP), formerly referred to as Basewide Energy Studies (BES), were completed. The remaining two phases of the EEAP are scheduled to begin in the fourth quarter of the 1980 Fiscal Year.

In the 1980 Fiscal Year, the Military Academy, with the New York District Engineer, contracted architectural engineering assistance and began preparation of an Environmental Impact Statement (EIS) for ongoing mission operations at the Military Academy and STAS. A public hearing on the draft EIS will be conducted in August 1980, and publication of the final EIS is scheduled for December 1980.

Two MCA projects were completed this year. One project, to provide a controlled humidity and temperature environment in the printing plant, was completed in June 1980. The project entailed installing air conditioning units at three points within the building for zone control and humidity requirements. The back windows of the building were also bricked in to reduce heating and cooling losses. The other project included the construction of four athletic fields at "H" lot near the Stony Lonesome Housing Area and the addition of 13 new tennis courts for inter-collegiate competition and cadet instruction at various locations throughout the post. The creation of the new athletic fields necessitates the relocation of an ammunition storage site which was in that vicinity to comply with federal safety distance criteria. A replacement ammunition storage facility will be prepared at the Camp Buckner training site.

Six MCA Projects are currently under construction. One project was begun in August 1978 to improve utilities systems by providing telemetry and remote control between 11 major Heating, Ventilating, and Air Conditioning (HVAC) systems and the existing modified central console at the power plant. The project includes replacing two steam turbine generators in the power plant and providing miscellaneous HVAC modifications in various buildings to improve energy efficiency. The project is scheduled to be completed by the end of the 1980 Fiscal Year. Phase II of the project to separate power and communication ducts will provide for the installation of new underground separate duct paths for each system within the South Post area. The project is scheduled to be completed by the end of 1980. Phases III and IV of this project provide for the installation of new underground power and communication cables in the northern half of the 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. Facilities such as the Cadet Sales Store, Cadet Health Clinic, and Dental Clinic will also occupy a major portion of this building. Construction of a one-story addition for the Dental Clinic is also included. The project is scheduled for completion in the fall of 1981. Michie Stadium and gymnasium alterations will provide structural repairs and additional locker facilities, as well as upgrading public latrine facilities for Michie Stadium. Revamping of existing locker room facilities in the gymnasium will be completed to accommodate women. In addition, the lighting at both Howze Field and Michie Stadium will be improved. These projects are scheduled for completion in the summer of 1980. Finally, the construction of a cadet mail room and the expansion of the cadet arms storage room will provide a central mail facility and an adequate arms storage area in Washington Hall. The project is scheduled for completion in the summer of 1980. One additional Exigent Minor Construction Project, the construction of a solid waste transfer station, will enter the construction phase late in 1980 and will provide USMA with the capability to compact and transport its solid waste to an off-post sanitary landfill in compliance with New York State directives.

INSPECTOR GENERAL

The Office of the Inspector General continued inquiries into and reported upon matters affecting mission performance and the state of discipline, efficiency, morale, and economy of USMA during the 1979-80 Academic Year. The work of the office was aided by the authorization and acquisition of a second detailed Inspector General and a full-time secretary-stenographer. This authorization brings the office closer to the minimum manning level established by the Department of the Army in DA Pamphlet 570-551, Staffing Guide for U.S. Army Garrisons and increases the Inspector General's capability to perform normal systemic inspections: to address causes rather than symptoms, to recommend the refining or correction of policies, to identify unit/activity problems which are Army-wide problems, to place emphasis on corrections at the appropriate level, and to prevent waste.

PUBLIC AFFAIRS

During the past academic year the Military Academy became the focus of some of the most intensive public and press interest in its history due to the graduation of the Class of 1980, the first to include women. Overall press coverage on the graduation was highly favorable and very supportive. The men and women of the Class of 1980 were complimented for their social achievement in successfully integrating both sexes at the Academy. Although the 62 graduating women in the Class of 1980 did not seek public attention for themselves, it nevertheless was extensive. Additional press interest centered on the branch selection by Class of 1980 women cadets and noted restrictions on their selection of most combat specialties.

A major effort of the Public Affairs Office during the past year involved illustrating West Point challenges and opportunities in minority magazines. Articles disseminating West Point information to minorities appeared in such publications as Ramparts, Big Red, La Luz, Eagle & Swan, Jet, Ebony, Black Heritage, Soul Teen, and the Amsterdam News.

Finally, the office assisted in the completion of a Public Broadcasting System (PBS) film project on the history of West Point. The film, titled "No Excuse, Sir," is expected to be aired over PBS in the fall of 1980.

MEDIA LIAISON

Due to the extensive media interest in the graduation of the first women in the Class of 1980, many of the efforts of the News Media Branch were devoted to responding to inquiries on that event and making preparations for graduation. Several national publications including Life, U.S. News & World Report, Time, and People printed extensive articles on the graduation of women from the service academies. Also, national exposure on the integration of women into the Corps of Cadets was provided on such network television shows as ABC's "Good Morning America" and NBC's "Today Show." The interest climaxed at graduation with 134 members of the domestic and foreign print and electronic media in attendance. In concert with the Admissions Office, a major effort was made to focus media attention on members of ethnic and racial minorities at the Academy. This resulted in several positive features not only in national ethnic magazines and newspapers, but in other national publications as well. In support of the Army Hometown News Release Program, over 2,000 individual releases on Academy personnel (most with photographs) were prepared and distributed. Also television and radio hometown news video and audio tapes were prepared on members of the Army football team and the Class of 1980. In all, nearly 350 media representatives visited the Military Academy and more than

11,000 telephonic queries were handled by branch personnel. The branch prepared and distributed 112 news releases to nearly 1,275 different media agencies around the world. In addition to maintaining extensive clipping, biographical, and photographic files, the branch authorized numerous fact sheets, statistical updates, and background histories for use by a wide variety of media sources.

SPECIAL PROJECTS

Through 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. Special Projects personnel also escorted and provided research assistance throughout the year to film makers, news feature writers, and novelists preparing material about 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.

COMMUNITY RELATIONS/COMMAND INFORMATION

Due to the 1979 Department of the Army Manpower Survey, both the community relations and command information functions of the Public Affairs Office have been consolidated under the control of one officer. Throughout the 1979-80 Academic Year the community relations effort continued to focus on providing better support for local communities and the estimated two and one-half million visitors to West Point. The Military Academy Band and the Academy's Black Knights skydiving team performed before many community and private organizations. Additional community support was provided in the form of static displays, color guards, firing details, and speakers. 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 clubs is now 55, with eight others being organized.

In the area of command information, the Pointer View revamped its layout to a more modern design. Plans are being finalized to increase the use of closed circuit television at the Academy to disseminate internal information through an information wheel and information films. Close coordination was maintained with the Cadet Radio Club, WKDT-FM, and the Directorate of Cadet Activities in the broadcasting of command information. The Public Affairs Office has eight and one-half hours of broadcasting (news, weather, music, and public information announcements) each duty day. Broadcast journalists continue to assist the cadets in developing professional broadcasting techniques.

STAFF JUDGE ADVOCATE

During the 1979-80 Academic Year, the Office of the Staff Judge Advocate continued its mission of providing comprehensive legal services at the Military Academy.

The Administrative Law Branch rendered more than 1,950 written legal opinions during the academic 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 and/or claimants, copyrights, disposal of solid waste material, Rules and Regulations of the NCAA, separation of cadets because of marriage, procurement actions, pregnancy policy, standards of conduct investigations, and television and motion picture projects associated with the Military Academy. Officers assigned to this branch also served as Hearing Officers at Cadet Honor Boards, and drafted legal reviews on cadet administrative eliminations. The Labor Law Counselor assigned to this branch represented the Command in three Equal Opportunity complaints before the Equal Opportunity Commission, three Unfair Labor Practices cases, and one unit clarification before the Federal Labor Relations Authority. He was also involved in extensive legal research and advice to management's negotiating team concerning three collective bargaining agreements, as well as the drafting and preparation of a Memorandum of Understanding for these negotiations.

The Criminal Law Branch rendered legal advice on military justice matters to commanders, the Provost Marshal, and the West Point Resident Agency, U.S. Army Criminal Investigation Department Command. Attorneys from this branch were detailed to serve as Trial Counsel during the last year in four courts-martial. Because personnel stationed at West Point are closely screened before assignment, there is a relatively small military justice workload. With regard to the West Point Magistrate Program, three military lawyers were designated as Special Assistant U.S. Attorneys for the Southern District of New York in order to prosecute Federal misdemeanor/traffic offenses which occur on the West Point Military Reservation and Stewart Army Subpost. Overall, the Magistrate Program has undergone a period of revitalization during this last year and a much closer working relationship with the U.S. Attorney for the Southern District of New York was developed.

During the year legal assistance was provided to cadets, active duty personnel, retired personnel, and dependents in more than 10,000 instances. Assistance was provided during weekdays at West Point by active duty attorneys, and on Saturdays at both West Point and Stewart Army Subpost by reserve officers assigned to the 4th Reserve JAG Detachment. 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 assisted over 100 respondents in cadet separation proceedings, and counsel advised accused personnel in courts-martial and Article 15 proceedings under the Uniform Code of Military Justice.

The Claims section processed 993 claims against the United States Government, involving payments of \$210,000. The office collected 136 claims in favor of the Government, totalling over \$211,000, the fourth largest amount recovered by a continental U.S. Army installation.

Until the remodeling of Building 606 is completed, present occupancy of three separate buildings hampers the effectiveness of our support to the Command. Difficulty is still being experienced in providing adequate administrative support to Investigating Officers because of the unavailability of a conference or hearing room. The office also continues to suffer from the lack of library space and absence of a central location for legal research.

CHAPLAIN, USMA

The Reverend Richard P. Camp, Jr. was appointed the 25th Chaplain, USMA on 20 December 1979 to succeed the Reverend James D. Ford who became Chaplain of the United States House of Representatives after serving as USMA Chaplain for the past 15 years. Reverend Camp assumed the new post after six years as Assistant Chaplain at USMA. Dr. Billy Graham preached at the Cadet Chapel on 30 March 1980 for the installation of Reverend Camp as USMA Chaplain.

Rabbi Avraham Soltes, Jewish Chaplain, USMA, for the past 17 years, was placed on government contract in January 1980. As a result the Rabbi will be on post two days per week to counsel, plan, and minister to Jewish cadets instead of serving only in support of Friday evening services.

Noteworthy religious activities conducted during the past academic year included a chaplain's program of "Evenings for the Engaged." This six-week program provided an opportunity for cadets and other military personnel stationed at West Point anticipating marriage to meet with a married couple and a chaplain to gain greater sensitivity and religious and professional insights.

Ongoing religious activities are aided by 150 cadets who serve as Sunday school teachers in their respective faiths for the nearly 600 children who are dependents of staff and faculty members. An extensive opportunity for worship and discussion was also made available to cadets and post personnel through study groups, religious retreats, daily morning chapel services, choirs, religious education, denominational services, and special interest groups.

INSTITUTIONAL RESEARCH

During the 1979-80 Academic Year the Office of the Director of Institutional Research (ODIR) continued its mission of furnishing objective data, information, and analytic studies required for decision making in the areas of admissions and cadet intellectual, moral/ethical, military/professional, and physical development.

A number of studies were completed in support of the Admissions Office during the past year. Two studies of the Leadership Potential Score focused on the extent to which it predicts leadership achievement at USMA, and how well one of its components, the high school faculty appraisal, remains free of bias regarding women and minority candidates. A study identifying factors which minority cadets perceived to have stimulated their interest in enrolling in USMA was undertaken to enable the Admissions Office to evaluate its resources and pinpoint areas where recruiting emphasis should be devoted. Studies were also completed which revalidated the Academy-devised CEER (a combination rating based on a candidate's College Board Entrance Examination scores and high school rank) as a predictor of academic performance. Another study identified subgroups of candidates with high propensities to resign from the Academy. At the same time, a new version of the High School Officials' Evaluation of Candidate form was developed and will be field tested during the next few years. This was done to attempt to enhance one of the most valuable tools in the cadet selection process. Work continued on the development of a retention index as an admission criterion using the Strong-Campbell Interest Inventory (SCII). A proposal to modify the quantitative admissions qualification and selection procedures was developed and is under consideration by the Admissions Office. Research projects in cadet intellectual development addressed the College Outcome Measures Project (COMP) and academic areas of concentration. Initial evaluation of COMP data gathered from a sample of the Classes of 1979 and 1983 was completed for the Dean. A report documenting the value of using the SCII as a guide for cadets in selecting areas of concentration was prepared. The report served as the basis for developing guidance materials to aid cadets in choosing their areas of academic concentration.

Several studies of cadet moral/ethical development investigated value changes which occur during three distinct time periods: Cadet Basic Training, the first 14 months, and the four years at West Point. Another study, submitted to the Ethics and Professionalism Committee, identified ways in which the moral environment of the Military Academy affects moral growth of cadets.

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 2nd Aviation Detachment. The number of personnel authorized during the 1979-80 Academic Year was 26 officers and 701 enlisted. Lieutenant Colonel Darrell G. Houston was the commander throughout the entire period.

The 1st Battalion, 1st Infantry was augmented by approximately 1,160 soldiers from the field Army for the support of the 1979 Cadet Summer Training Program. Units from Fort Bragg, North Carolina included major elements from the 1st Battalion, 325th Infantry; 1st Battalion, 320th Field Artillery; and medical, finance and signal elements from XVIII Airborne Corps assets. Units from Fort Devens, Massachusetts included a platoon of the 39th Engineer Battalion (Combat), and a company from the 2nd Battalion, 10th Special Forces Group. A provisional Transportation Company was formed from elements of the 1st Communications Support Command (COSCOM) Fort Bragg, North Carolina, 57th Transportation Company, Fort Lee, Virginia, and the 365th Transportation Company, Fort McClellan, Alabama. Fort Meade, Maryland provided elements of the 581st Maintenance Company and Fort Benning, Georgia provided elements from the 586th Bridge Company. Additionally, individual soldiers with needed skills 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 306th Engineer Company (Combat Heavy) from New York, the 229th Army Band Company from Maryland, the 254th Transportation Company from West Virginia and six military police companies: the 268th and 269th from Tennessee, the 107th and 351st from New York, the 210th from North Carolina, and the 214th from Alabama. Medical Units included the 331st General Hospital from New York, the 526th Medical Detachment from Connecticut, and three medical detachments from Pennsylvania: 330th, 332nd, and 365th. (See Appendix D for the organizational chart of the 1979 Summer Augmentation Program.)

DENTAL ACTIVITIES

Command and control authority for the USMA Dental Activities Command (DENTAC) comes from the Health Services Command at Fort Sam Houston, Texas. The commander of the DENTAC is responsible directly to the USMA Superintendent for the dental health of the command. All enlisted personnel assigned to the DENTAC are attached to the Medical Company for rations, quarters, and administration.

PERSONNEL

Colonel Daniel J. Valha became Commander of the Dental Activity on 1 August 1979, succeeding Colonel Raymond J. Schiele who was reassigned to Fort Meade. The Dental Detachment has a military structure and organized strength of 12 officers and 20 enlisted personnel, but was staffed with an average assigned strength of 12 dental officers, 17 enlisted and 10 civilian personnel during the past year. These levels constitute an average assigned strength of 67 percent of the Dental Activity's recognized requirements.

CONSTRUCTION

The renovation of Building 606 and the work on the new 24 chair dental clinic is continuing. In the meantime the two dental clinics were consolidated and will serve as an interim facility until completion of the new construction project, anticipated in the summer of 1981.

For the first time, in the summer of 1979, a dental clinic was established at Camp Buckner to provide more efficient dental support for cadets undergoing summer training. This was done to eliminate the time lost to cadets traveling between Camp Buckner and the dental clinic and also to meet the requirement of the Health Services Command for dental personnel to undergo field training.

U.S. Army Reserve Component Modular Training, providing patient care, was again utilized effectively during the summer of 1979 to compensate for the absence of many DENTAC personnel due to routine permanent change of station (PCS) moves. This was of particular importance to DENTAC during the summer of 1979 because DENTAC personnel were also involved in transferring dental facilities from Building 606 to Building 720. Finally, the dental affiliation program between this activity and the Rockland County Community College in Nyack, New York, was again successfully conducted during the past academic year.

MEDICAL ACTIVITIES

The mission of the USMA Medical Department Activities Command (MEDDAC) is to provide health services to authorized personnel within the U.S. Army Military Academy Health Services Area, including: inpatient dental care, inpatient and outpatient medical care and treatment to active and retired military personnel, their dependents, and other personnel as authorized by the Department of the Army; veterinary food inspection, animal care and zoonotic control; and preventive medicine services. Emphasis is upon health care rendered to the Corps of Cadets.

The mission of the Pharmacy Service has been expanded in the area of preparing sterile products; instead of having to purchase these products they are now produced within MEDDAC at a considerable cost saving.

Implementation of the Uniform Chart of Accounts (UCA), a new Department of Defense (DOD) Accounting System, at this MEDDAC began 1 October 1979. Although the UCA is a useful concept, it does create a significant accounting workload when it is combined with the existing accounting system. Both the previous and new UCA system will be maintained for several years until comparability statistics are created and the system can be found to meet all Academy requirements.

The DOD 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 and Registration who refers files of competitive candidates with disqualifying medical conditions to the MEDDAC's Patient Administration Division. The division will review the files and reexamine selected applicants to determine if any waivers of the regulations may be granted.

Personnel

There was only a 35 percent turnover in the MEDDAC officer personnel during the 1979 Fiscal Year compared with 50 percent and 43 percent turnovers respectively in the previous two academic years. Nevertheless, problems persist in the area of personnel because authorized strength was only 82 percent of recognized strength at year-end. In addition to burdens arising from the implementation of UCA in October 1979 and the utilization of Second Lieutenants as head nurses rather than experienced Captains, as was the case in the past, accessions for enlisted vacancies also continue to create staffing problems. As in the case with

other MEDDAC's within CONUS, the replacement of better trained specialists with less qualified specialists has seriously altered the degree of participation for these specialists in the delivery of nursing care. The areas most adversely affected by this diminished quality of paraprofessional care are the Emergency Room/Ambulance Section, which does not have Registered Nurses assigned around the clock; and the Intensive Care, Coronary Care, and Recovery Rooms, where nurses often are not available in sufficient numbers to meet appropriate standards set by the Joint Committee on Accreditation of Hospitals. Additionally, assignment policy continues to be that of replacing practical nurses with patient care specialists. During the 1979-80 Academic Year three senior E7s rotated and were replaced with E6s from within MEDDAC. If these personnel assignment policies continue we can anticipate problems in the delivery of safe and efficient care to patients.

Training

The first time that the Skills Qualification Testing (SQT) was conducted for the Career Management Field (CMF) 91 at MEDDAC in the winter of 1979, 51 percent failed the written test. CMF 91 is the major classification management listing for medical employees at MEDDAC subject to SQT testing, and includes such fields as practical nurse and patient care specialists. An intensified training program was undertaken, and when the next test was given in the winter of 1980, only 24 percent failed to pass it.

Construction

The renovation of the former USMA hospital, Building 606, has continued during the past academic year. When the project is completed in the summer of 1981 it will be utilized strictly by the Corps of Cadets for sick call and minor illness. A new addition to the building will house a 24-chair dental clinic.

Community Services

Various forms of assistance were provided to civilians during the past year, ranging from Sickle Cell Anemia testing to medical support for various West Point organizations such as the Girl Scouts, Boy Scouts, and Elementary School children. Major efforts worthy of note included Cardio Pulmonary Resuscitation (CPR) training provided to all MEDDAC personnel and to many shop employees of the Academy's Directorate of Engineering and Housing (DEH) and the planning and coordination of a disaster exercise with the Orange County Civil Disaster Office of Goshen, New York involving personnel from six ambulance corps and three medical treatment facilities. The disaster exercise simulated the crash of "Skylab" and was the first disaster exercise in New York

State to test radiological capabilities. In addition, the MEDDAC has been involved in a disaster planning project with the Montrose Veterans' Administration (VA) Hospital in Montrose, New York which could be utilized in the event of an accident at the Indian Point Nuclear Power Plant, which is located only two miles from the hospital.

STEWART ARMY SUBPOST

A significant change in the organizational control of the Stewart Army Subpost (STAS) occurred during the last academic year when USMA Regulation 10-1 "Operations and Functions," was modified effective 15 April 1980 to intensify the installation management role and responsibilities of the Assistant Deputy Post Commander (ADPC) at STAS. The ADPC at STAS serves as the personal representative of and principal on-site advisor to Colonel Harvey H. Perritt, Jr., the Academy Chief of Staff and Deputy Post Commander. Under prior regulations, the ADPC at STAS could monitor but not control activities at STAS. Under the revised regulations in addition to being charged with an increased monitorship over all STAS Service Support Activities the ADPC now exercises modified operational control as USMA's primary leadership and communications medium. This more influential central office of the ADPC is now the hub for unified resident, post, soldier, and organizational programs and projects which affect all aspects of the quality of life, including safety, health, and general welfare at STAS. The STAS headquarters staff stresses proper coordination among the numerous STAS activities and their parent West Point staff organizations, and keeps the principal West Point staff chiefs informed of all STAS duties and activities. To strengthen the ties between West Point and STAS, the Chief of Staff and Deputy Post Commander recently instituted a program under which bi-monthly USMA staff meetings are conducted at STAS to better acquaint West Point personnel with STAS, its Five Year Plan, progress, and requirements. In addition to serving as the point of contact for all tenant units and organizations at STAS, the ADPC has been authorized approval authority for all matters pertaining to STAS installation management. Although in practice this authority is exercised by the ADPC at STAS after reaching a consensus with the West Point Staff, in case of emergency the ADPC can now act unilaterally. The redesignation and upgrading of the position of the ADPC at STAS and the resulting improvement in West Point and STAS command and staff relationships has helped encourage a smoother, more efficient resolution of STAS problems.

A variety of facility improvements were completed during the past academic year. The painting of the outside entry ways of all quarters in the Garden Housing area, interior renovation and upgrading of Guest House #2002, installation of a new heating system in the Officers Club, resurfacing of lanes in the bowling alley, and normal road maintenance were completed. In addition to the installation of new checkout stands at the commissary a total renovation of the store is in the planning stage and money was made available to renovate the housing area playgrounds. Finally, work was begun in the fall of 1979 on the complete renovation of the STAS gymnasium with particular emphasis being given to the gym floor and lighting, racquet ball courts, indoor swimming pool, and outside appearance.

As a result of a Quality of Life Survey conducted with a sample of the STAS residents during the spring of 1979, improvements were made at STAS in such areas as the commissary, medical service, and program of community activities. At the same time the Resident Advisory Panel, established in December 1978 to provide input from community residents to the ADPC, was discontinued at the end of the academic year as a result of a declining interest on the part of the community and successful accomplishments. On the other hand, a STAS Policy Board was formed with representatives from Headquarters, the Chaplain's Office, Deputy Provost Marshal, Engineer, and Morale Support Activities Branch to deal with a variety of community problems, most notably juvenile delinquency. Once the directions to deal with these problems are devised community agencies on post are tasked to carry them out.

ACADEMIC CALENDAR

(AY 80-81)

Reorganization Week Begins		11 Aug 80
1st Term Begins		18 Aug 80
Labor Day		1 Sep 80
Homecoming		1 Nov 80
Veterans' Day		11 Nov 80
Thanksgiving		27 Nov 80
Army-Navy Game		29 Nov 80
Final Class Day, 1st Term		13 Dec 80
Term-End Examinations Begin		15 Dec 80
1st Term Ends		20 Dec 80
Christmas Leave Begins		20 Dec 80
Mid-Year Graduation		20 Dec 80
Christmas Leave Ends		11 Jan 81
2d Term Begins		12 Jan 81
Washington's Birthday		16 Feb 81
Spring Leave Begins		14 Mar 81
Spring Leave Ends		22 Mar 81
Final Class Day, 2nd Term		9 May 81
Term-End Examinations Begin		11 May 81
2nd Term Ends		
1st Class		16 May 81
Other Classes		20 May 81
Memorial Day		25 May 81
Graduation Day		27 May 81
1st Summer Academic Term	29 May -	25 Jun 81
Late Graduation		26 Jun 81
2nd Summer Academic Term (1st Class Only)	26 Jun -	23 Jul 81
Late Graduation		24 Jul 81

APPENDIX A

LECTURE PROGRAM
(AY 1979-80)

SUPERINTENDENT'S LECTURES

Mr. Alistair Cooke, author and television host, The Sol Feinstone Lecture, "The Meaning of Freedom."

General Sir Anthony Farrar-Hockley, KCB, DSO, MBE, MC, Commander-in-Chief, Allied Forces, Northern Europe, The Kermit Roosevelt Lecture, "Is Leadership an Anachronism?"

Mrs. Barbara Tuchman, author and historian, the Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Reverend Ralph Abernathy, Southern Christian Leadership Conference, "Civil Rights."

Professor Edward Diamond, Massachusetts Institute of Technology, "The News Media."

Ms. Betty Freidan, author and feminist, "Marriage and the Family."

Dr. Fran Hall and Dr. Timothy Hall, Visiting Professors, "Dual Career Couple."

Ms. Cecile Landrum, Senior Manpower Analyst for Air Force, "Professional Military Woman in the 1980's."

Professor Charles Moskos, Northwestern University, "The All-Volunteer Army."

Virgil Pinkley, author, "Media-Military Relationships"

Mr. Edmund Pratt, President, Pfiser Corporation, "Business as an Institution."

Mr. John Sawhill, President, New York University, "Energy-Institutional Interaction."

Mr. Albert Shanker, New York City Teacher's Union, "Teachers Union as an Institution."

Professor Robin Williams, Cornell University, "Institutional Interaction."

DEPARTMENT OF CHEMISTRY

Major William Alter, Armed Forces Radiobiology Research Institute, "The Physiological Effects of Ionizing Radiation."

Dr. Edward Stockham, Visiting Professor, "The Chemistry of Birth Control."

APPENDIX B

DEPARTMENT OF ELECTRICAL ENGINEERING

Mr. Carl F. Dupke, Jr. (LTC, USA, Ret.) and Mr. Jerry Strehl, Chrysler Corporation, "Fire Control System for the Army's New XM-1 Tank."

Dr. William H. Hayt, Jr., Purdue University, "The Currents of History."

Dr. Walter J. Kleinfelder, IBM, "Large Scale Integration (LSI) in Computer Technology."

DEPARTMENT OF ENGINEERING

Mr. Martin Chase, Selected Ammunition Office, Picatinny Arsenal, Dover, New Jersey, "Improved Conventional Munitions."

Mr. Fred Cocher, U.S. Airways, "Career Development."

Mr. John Gilmer, Wargame Analyst, BDM Corporation, "Wargaming."

Mr. Herman Gilmore, Marshall Space Flight Center, "Space Shuttle Metallurgy."

MAJ D.R.E. Hale, 101st Air Assault Division, "Use of Operations Research at the Battalion Level."

Mrs. Francine Hall, Northwestern University, "Implementation of Operations Research."

LTG Joseph Heiser, USA (Ret), "Management by Objectives."

LTC Thomas Huber, Director: Tank Automotive Concepts Lab, "Tank Automotive Concepts."

LTC James H. Malley, USA CAA, "Force Design."

Dr. Henry D. Richardson, Wagner Associates, "Search Theory."

MAJ Paul Root, XM1 Tank System Office, Warren, Michigan, "XM1 Program."

Dr. Daniel Schrage, U.S. Army Aviation R&D Command, "Advanced Attack Helicopter."

Mr. Mel Seigel, Pratt and Whitney Aircraft, "Turbine Blade Materials."

COL William Sowers, Project Manager, Fighting Vehicle Systems, "Fighting Vehicle Systems."

Mr. Victor Stello, Director of the Office of Inspection and Enforcement, USNRC, "Inspection of Nuclear Reactors."

DEPARTMENT OF ENGLISH

BG Russell K. Alspach, USA (Ret.) and Professor Denis Donaghue, New York University, "Colloquium on the Poetry of William Butler Yeats."

Professor William Barrett, Visiting Professor, "What is Ethics," "Kant's Epistemology," "Individual Responsibilities in War," "Early Greek Philosophy."

Professor Richard Brandt, University of Michigan, "Morality and Nuclear Warfare."

Professor Cleanth Brooks, Yale University, "Andrew Marvell and Metaphysical Poetry."

Dr. Judy Budz, Fitchburg State College, "The Novel," "The Turn of the Screw," "James' The Portrait of a Lady."

Professor Marshall Cohen, City University of New York, "The Morality of Military Intervention."

Professor Robert H. Gurland, New York University, "Morality and Nuclear Warfare."

Professor Guenter Lewy, University of Massachusetts, "The Morality of Military Intervention."

Professor Hugh Maclean, State University of New York, "British Poetry of World War I."

Professor Thomas Nagel, Princeton University, "Morality and Nuclear Warfare."

LtG William R. Peers, USA (Ret.), "Individual Responsibilities in War."

Professor Henri Peyre, City University of New York, "French Literary Reaction to World War I."

Mr. Telford Taylor, Columbia University, "The Morality of Military Intervention."

Professor Michael Walzer, Harvard University, "Individual Responsibilities in War."

DEPARTMENT OF FOREIGN LANGUAGES

Professor Byron D. Cannon, University of Utah, USMA Visiting Professor of Arabic, "Pre-Islamic Arabian Society," "Origins of the Islamic Religion," "Multi-nationalism and Islamic Conquest," "Origins and Evaluation of Arab Islamic Literature," "Shiism and Political Protest in Iran; An Historical View," "The Turks in Islamic History," "Middle East Political Contacts with the West: 18th and 19th Centuries," "Western Colonial and Imperial Methods: Egypt and Syria," "The Political Role of the Military in the Middle East: Egypt and Syria Since 1948."

Professor Ivan Elyagin, University of Pittsburgh, "Reading His Own Poetry."

Dr. Paul Holman, U.S. Air Force Soviet Awareness Group, "Soviet Military Doctrine."

Professor George Kolbous, Ohio State University, "Russian Culture/Soviet Life."

Colonel Philippe Patricot, French Liaison Officer, "The French Role in Africa."

Professor Henri Peyre, City University of New York, "Franco-American Relations."

Dr. Lynn T. White III, Princeton University, "Recent Economic Developments in the People's Republic of China."

Dr. Winston L. Y. Yang, Seton Hall University, "Teaching of Chinese Language to Foreign and Minority Students in the People's Republic of China."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Mrs. Joyce Evans, Spokesperson on abortion issues, "Abortion."

Dr. Preston E. James, Professor Emeritus, Syracuse University, "The Americas: A Geography of Change and Challenge."

DEPARTMENT OF HISTORY

Dr. Josiah Bunting III, Hampden-Sydney College, "The Army in Vietnam."

Mr. Claudius M. Colombo, New York, NY, "Chinese Revolution and the Warlords Period."

Professor Harold K. Deutsch, U.S. Army War College, "Military Leaders - World War II," "German Generals of World War I."

Professor Dennis Driscoll, National University of Ireland, "International Terrorism: Supposed Causes and Fantastic Cures."

Professor Hermann F. Eilts, Boston University, "American Strategic Interest in the Middle East."

Professor Norman A. Graebner, University of Virginia, "America and the Cold War."

Professor Warren W. Hassler, Visiting Professor, "Intelligence in World War II," "Gettysburg."

Professor D. Clayton James, U.S. Army War College, "MacArthur."

Professor Archer Jones, North Dakota State University, "Politics in Confederate High Command Strategy Formulation, 1861-1865."

Professor Ronald Lewin, Smithsonian Institution, "ULTRA."

Mr. George T. Ness, Jr., Attorney, Baltimore, MD, "The Regular Army on the Eve of the Civil War."

Dr. David Rosenberg, University of Chicago, "American Defense Strategy Since World War II."

COL William F. Scott, USAF (Ret.), "Russian Mechanized Warfare Doctrine in 1930s."

Professor Thomas E. Skidmore, University of Wisconsin - Madison, "Brazil: Is Military Rule Ending?"

LTC John Sloan, USA, Office of Assistant Chief of Staff for Intelligence, "Muscovite Military History."

Professor Harmon Smith, Duke University, "Medical Ethics."

Dr. Hilda Smith, University of Maryland, "Women's Physical Problems in the Victorian Era."

DEPARTMENT OF MATHEMATICS

Professor John Kenelly, Clemson University, "Changes Change - The Trend Maker."

Dr. Carroll Wilde, Visiting Professor, "Fundamental Theory of Probability and Statistics," "Functional Analysis."

DEPARTMENT OF MECHANICS

Mr. Joseph R. Chambers, NASA, "Flight Dynamics Testing."

Professor F.P. Chang, State University of New York, "Strain Analysis Using the Moiré Method."

Mr. Michael Ciminera, Grumman Aerospace Corporation, "Advanced Aerospace Weapon Systems."

Dr. James W. Dally, University of Rhode Island, "Experimental Stress Analysis Applied to Fracture Materials."

Professor F.J. Hale, North Carolina State University, "Advances in Aircraft Performance."

Professor James E.A. John, Ohio State University, "Advances in Gas Dynamics."

Professor Barnes McCormick, Pennsylvania State University, "High Lift Devices."

Major James O'Conner, USN, "Flight Test Methods."

Dr. James Richardson, U.S. Army Missile Command, "Vibrations and Weapons Systems."

Dr. William F. Riley, Iowa State University, "Photoelasticity."

Dr. J.P. Sanders, Oakridge National Laboratory, "Advances in Energy Technology."

Dr. Keto Soosar, Massachusetts Institute of Technology, "Development of Large Space Structures."

Dr. Arthur M. Squires, Virginia Polytechnic Institute, "Coal as a Fuel."

Major Robert Stewart, Johnson Space Center, Astronaut, "Hypersonic Problems with Shuttle Reentry."

DEPARTMENT OF PHYSICAL EDUCATION

Dr. Reuben B. Frost, Visiting Professor, "Fitness and Life Style."

DEPARTMENT OF PHYSICS

Dr. Kenneth Brecher, Massachusetts Institute of Technology, "General Relativity."

Dr. B.C. DeLoach, Jr., Bell Laboratory, "Use of Fiber Optics in Communications."

Dr. Allen M. Hunter, Los Alamos National Scientific Laboratory, "Gas Dynamic Lasers and CO₂ Laser Instability."

Dr. Moshe Lavid, Exxon, "Current Status of Solar Energy."

Dr. Richard M. Osgood, Massachusetts Institute of Technology, "Microelectronics Applications of Lasers."

DEPARTMENT OF SOCIAL SCIENCES

Professor Edward E. Azar, University of North Carolina, "Quantitative Methods in the Study of International Relations."

COL Keith A. Barlow, USA, "Iran: The Fall of the Shah and the Aftermath for the US."

Dr. Alan Blinder, Princeton University, "The Inflation Experience in the 70's."

Mr. James Bruce, The Fantus Company, "Attracting Industry to Urban Areas."

Ms. Betty Friedan, author and feminist, "Institutional Interaction."

Mr. Bruce N. Gregory, U.S. Advisory Commission on Public Policy, "Congress' Role in Foreign Policy."

Dr. Robert Hartman, Brookings Institute, "U.S. Budget."

Mr. Ralph Horvath, The Rand Corporation, "Military Applications of Cost-Benefit Analysis."

Dr. Sidney Jones, American Enterprise Institute, "Macro-Economic Policy."

Dr. Charles W. Kegley, Jr., University of South Carolina, "Foreign Policy Advice to Candidates - Where Do We Go From Here?"

MAJ Robert M. Kimmitt, National Security Council, "Conventional Arms Transfers."

Ruth Sheldon Knowles, author and consultant, "The Emergence of the Middle East Oil Industry."

Mr. Ted Koppel, ABC News, "The Media as a Political Actor."

Dr. Lawrence J. Korb, U.S. Naval War College, "The Changing Role of the Joint Chiefs of Staff."

Dr. Roger Kubarick, N.Y. Federal Reserve Board, "The International Monetary Crisis."

Dr. Charles Levine, University of Maryland, "Cutback Management in the Public Sector."

Mr. Pavel Litvinov, former Soviet dissident, "Dissidence in the Soviet Union."

Mr. Gene Loveland, Shell Oil Company, "Energy in Today's World Order."

Mr. Nobutaka Machimura, Japanese Ministry of International Trade and Industry, "Japan in the International Business Arena."

Dr. William McNaught, The Rand Corporation, "Micro-Economic Applications to Military Manpower Problems."

Mr. William E. Miller, American Enterprise Institute, "The Role of Cost-Benefit Analysis in Decision Making."

Dr. David G. Munro, Council of Economic Advisors, "Current Macro-Economic Policy and Options."

Mr. Alfred Pursell, Office of Personnel Management, "The Office of Personnel Management."

Mr. Moustapha Rahman, Embassy of Bangladesh, "The Third and Fourth World."

CPT James G. Roche, USN, "Economics and National Security."

Professor Harold W. Rood, Claremont Graduate School, "International Relations: To Provide for the Common Defense."

Mr. Robert Rosen, Rosen Associates, "Organizational Financial Strategy."

Harriet Fast Scott, author, "Soviet Civil-Military Politics."

William F. Scott, USAF (Ret.), "Soviet Mechanized Warfare Doctrine of the 1930s."

LTG George M. Seignious II, U.S. Army (Ret.), "The Future of Arms Control."

CPT Gary Sick, USN, "Persian Gulf Security."

Dr. John Spanier, University of Florida, "The Global Impact of Transition to Detente."

Mr. Joel Stern, Chase Manhattan Bank, "Corporate Risk Analysis."

Dr. Philip H. Stoddard, Council on Foreign Relations, "Iran: A Case Study in American Policy Awry."

Dr. John G. Stoessinger, City University of New York, "Three Challenges for America."

Professor Istvan Szent-Miklosy, Hunter College, "Soviet Relations in Eastern Europe - The Hungarian Revolt."

CDR Harlan Ullman, USN, "The Naval Balance."

Dr. William R. Van Cleave, University of Southern California, "U.S. Strategic Doctrine."

Mr. Roger Vandenberg, Narragansett Capital Corporation, "Cost-Benefit Analysis and Capital Budgeting."

Mr. George F. Will, syndicated columnist, "The Role of the Media in U.S. Politics."

Dr. James Q. Wilson, Harvard University, "The Applicability of Banfield's Thesis to Current Urban Problems," "The Politics and Power of American Bureaucracy."

Mr. Peter F. Wilson, Board of Supervisors, Fulton County, NY, "County Government: Economic Efficiency vs Citizen Input."

Mr. Alexander Yereskovskii, Soviet Embassy, "The Soviet View of Detente."

FINAL
 VARSITY SPORTS SUMMARY
 1979-80

	CONTESTS	WON	LOST	TIED	PCT.	NAVY	CAPTAINS
Women's Cross Country	8	8	0	0	1.000	--	Regina Todd
Pistol	8	8	0	0	1.000	Won	Doug Dinon
Men's Outdoor Track	3	3	0	0	1.000	Won	Steve Kreider
Gymnastics	14	13	1	0	.929	Won	George Rhynedance
Rifle	12	10	2	0	.833	Lost	Sam Garza
Women's Tennis	16	13	3	0	.813	---	Sonya Nikutik
150 - lb. Football	5	4	1	0	.800	Won	-----
Women's Outdoor Track	5	4	1	0	.800	---	Sue Kellet
Golf	26	20	6	0	.769	Lost	Steve Galing
Women's Indoor Track	13	10	3	0	.769	---	Terry Tepper
Squash	21	15	6	0	.714	Lost	Bob Davis
Men's Swimming	13	9	4	0	.692	Lost	Rob Ruck
Wrestling	21	14	7	0	.667	Lost	Vince Masi
Lacrosse	12	8	4	0	.667	Lost	Tom Endres
Women's Swimming	9	6	3	0	.667	---	Bobbi Fiedler
Men's Tennis	21	13	8	0	.619	Lost	Jeff Todd
Hockey	32	19	12	1	.609	---	Tom Rost
Women's Volleyball	27	16	11	0	.593	---	Jane Perkins
Women's Softball	17	10	7	0	.588	---	Diane Stoddard
Men's Indoor Track	6	3	2	1	.583	Tie	Gary Hopper
Women's Basketball	30	17	13	0	.567	---	Christi Stevens
Soccer	13	5	5	3	.542	Lost	John Stoner
Men's Cross Country	12	6	6	0	.500	Lost	Tony Thomas
Baseball	35	15	20	0	.429	Won	Ron Schiefer
Men's Basketball	26	9	17	0	.346	Won	Robby Vaughn
Football	11	2	8	1	.227	Lost	George Mayes
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OVERALL	416	260	150	6	.625	(6-10-1)	

SUPERINTENDENT'S ANNUAL REPORT DISTRIBUTION
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
DAPE-MPO-R	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 D'Amato	1
Senator Moynihan	1
Congressman Gilman	2
Governor Carey	1

OTHER

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

APPENDIX E

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	12

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
DSCOMPT	8
DAAS	2
Engineering and Housing	3
SGS	2
SASPP	2
IG	1
PAO	4
SJA	1
CSM, USMA	1
Chaplain, USMA	1
Catholic Chaplain	1
DAR	4
DIA	2
DIR	1
Cdr, DENTAC	1
Cdr, MEDDAC	1
Cdr, 1st Bn, 1st Inf	3
Cdr, USACC	1
Special Collections	3