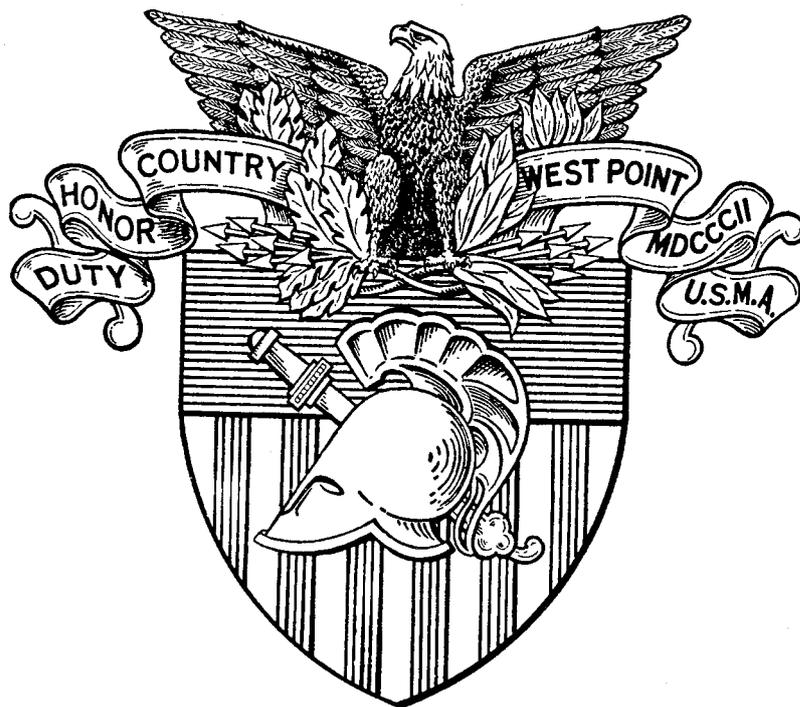


THE ANNUAL REPORT OF THE SUPERINTENDENT

1981



United States Military Academy

ANNUAL HISTORICAL REVIEW

(RCS CSHIS-6- [R-3])

1 July 1980 – 30 June 1981



LTG WILLARD W. SCOTT, JR.
Superintendent

~~18 June 77 - 16 July 1981~~

16 July 1981-



LTG ANDREW J. GOODPASTER
Superintendent

13 June 77 - 30 June 81



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

16 July 1981

This report seeks to provide a comprehensive review of the activities of the United States Military Academy during the period 1 July 1980 through 30 June 1981. This period marked the final year of LTG Goodpaster's Superintendency, one of the most dramatic tenures in recent Academy history. His conscientious efforts and devoted activities in all areas of the Academy receive special mention in this report. The year was also marked by the dramatic return of the American hostages. The Academy was proud to have been host to these fine Americans. We also were honored when President Reagan came to West Point to deliver the commencement address to the Class of 1981. Although the year was marked by unusually noteworthy events, the Academy continued to fulfill its responsibility of turning out quality individuals for the Army.

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 cursive script, reading "Willard W. Scott, Jr.".

WILLARD W. SCOTT, JR.
Lieutenant General, USA
Superintendent

DISTRIBUTION:

Appendix G

USMA 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 5,711 candidates nominated and examined for the Class of 1985, 687 of whom were women. Of this total, 2,600 were found qualified, and 1,541 (188 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 549 on the verbal portion and 620 in the math, in contrast to national averages of 424 and 466 respectively. More than 96 percent of the new cadets taking the SATs had higher math scores and more than 99 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 28.6 on the math portions compared with the national means of 17.8 and 17.3 respectively. All new cadets taking the ACT had higher math scores and 96 percent had higher verbal scores than the national average. Eight hundred and ninety-six cadets were members of the National Honor Society and 274 were class, student body, or student council presidents. Some 1,268 lettered in varsity athletics, 692 of whom were team captains. Scouting participants numbered 735 including 148 who were either Eagle Scouts (Boys) or First Class Scouts (Girls). Minority candidates totaled 243 or 16 percent of the Class of 1985.

ADMISSIONS FIELD FORCE

The Eighth Annual Admissions Participants Conference was held in May 1981 to train new civilian members of the field force and to provide refresher training to experienced members. In addition, 125 Army Reserve members of the USMA/ROTC Liaison Officer Program were trained in June 1981 at the Eleventh 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.

MINORITY RECRUITMENT PROGRAMS

The Cadet Summer Enrichment Program was expanded from eight to nine cities in 1981. 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 ten-month staff minority recruitment effort, consisted of six minority lieutenants who 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 13 percent increase in the number of minority cadets enrolled in the Class of 1985 compared with the Class of 1984.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips during the academic year. Thirty-two minority and 19 women cadets participated in the Thanksgiving Program and 842 cadets 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 at West Point for the Candidate Tours Program for prospective applicants and candidates. During the past academic year, over 558 candidates participated in the program and attended a class, visited the barracks, and ate lunch with their cadet escorts. CPRC also operated an overnight escort service which enabled 341 admissible candidates to spend 24 hours at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

Over 8,200 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was given to nearly 8,800 individuals at 190 Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

EDUCATOR VISITS

The Educator Visit program continued in 1981. 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, 220 educators and congressional staffers, participated in the program.

ADMISSIONS MEDIA

The Admissions Media Branch continued this year as an informal organization after it was officially eliminated by a Department of the Army (DA) Manpower Survey in 1979. Its capabilities were enhanced by the addition of a civilian position, Admissions Publication Production Technician. In addition to producing the annually-required promotional brochures and literature to support the admissions operation, the branch expanded the advertising program started within the past few years to reach a wider audience. USMA Admissions ads were produced for a variety of publications to include, for the first time, the Army, Navy, and Air Force "Times." Several joint projects were completed working with the U.S. Army Recruiting Command (USAREC) and its advertising agency, N.W. Ayer, Inc. of New York City. Some of the recommendations of the Market Facts, Inc. report were also incorporated into advertising plans.

MARKET FACTS, INC. REPORT

"A Marketing Study on the Recruitment and Retention of Black-American and Women Cadets" was completed in April 1981 by Market Facts, Inc. of Washington, D.C., as a result of a consulting contract let by the Academy. The study was contracted to:

(1) identify methods of increasing enrollment of black Americans and women at West Point and (2) recommend policies and program improvements necessary to increase the numbers of each group graduating from the Academy. The report includes a goal-setting discussion and detailed recommendations for improving recruitment and retention efforts in several areas. It suggests follow-on work in training, communications, and marketing consultation, and the development of annual marketing plans. It also covers the advertising and communication aspects of the problem. Some of the recommendations were immediately implemented and others are undergoing testing or other evaluations.

One recommendation which will be implemented in the fall of 1981 is a Performance Based Assessment Center which is designed to train and develop new admissions officers. At an assessment center officers will engage in a variety of job simulations resembling what they might be called upon to do on the job. Trained assessors observe and evaluate their performance during the simulations and provide feedback regarding their strengths and weaknesses. Individualized programs will then be designed to develop further their job skills.

ADMISSIONS STUDY GROUP

The Admissions Study Group (ASG) was constituted by direction of the Superintendent to conduct a comprehensive review of the total USMA Admissions System with an aim toward streamlining the process. While the membership of the ASG was drawn from across the USMA staff and faculty, the work of the group required a large share of the attention of the admissions staff during the year. Some of the recommendations of the study group were implemented immediately; others are being tested or undergoing further study. A comprehensive discussion of the work of this study group is included in the chapter on Academy Committee Highlights.

ACADEMIC PROGRAM



President Reagan delivers commencement address to Class of 1981

THE FACULTY

Significant changes occurred within the faculty during the 1980-81 Academic Year. Colonel Sumner Willard, Professor and Head of the Department of Foreign Languages, retired on 1 August 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, retired on 30 August after 28 years at West Point and 17 years as Head of the Department. Colonel Allan C. Biggerstaff, Permanent Associate Professor in the Department of Geography and Computer Science, retired on 31 December after 15 years at West Point. Colonel Thomas E. Griess, Professor and Head of the Department of History, announced his retirement effective 31 August 1981 after serving 18 years at West Point and as chairman since the department's creation in 1969. In addition, Colonel William J. Taylor, Jr., Permanent Associate Professor in the Department of Social Sciences, announced his retirement effective 31 July 1981 after 14 years at West Point.

Four USMA faculty members participated in sabbaticals during the last academic year. Colonel Clarence E. Endy, Jr., Permanent

Associate Professor and Deputy Head of the Department of Electrical Engineering, served as West Point Fellow at the U.S. Army War College, Carlisle Barracks, Pennsylvania. Colonel James K. Strozier, Permanent Associate Professor in the Department of Mechanics, taught in the Department of Mechanical and Industrial Engineering at the University of Utah in Salt Lake City, Utah. Colonel Roy K. Flint, Professor and Deputy Head of the Department of History, was on sabbatical at West Point conducting research on a variety of historical topics. Colonel Jack L. Capps, Professor and Head of the Department of English, lectured at the Royal Military Academy at Sandhurst in England for the year as part of an exchange program while a Sandhurst professor lectured in the Department of English at USMA.

Nineteen officers were appointed as Permanent Associate Professors during the past academic year: Majors David C. Allbee and Dwight S. Springer of the Department of Chemistry; Majors George B. Forsythe and Timothy R. O'Neill of the Department of Behavioral Sciences and Leadership; Major John A. Dallen, Jr., of the Department of Geography and Computer Science; Majors John R. Edwards and Rickey A. Kolb of the Department of Mathematics; Lieutenant Colonel Edward G. Tezak of the Department of Mechanics; Majors Robert H. Baldwin, Frederick H. Black, Daniel J. Kaufman, and Hobart B. Pillsbury, of the Department of Social Sciences; Lieutenant Colonel David J. Phillips and Major James H. McEliece of the Operations Division, Office of the Dean; and Lieutenant Colonel Tyrus W. Cobb, Majors Jerome Adams and Thomas H. Johnson and Captain Richard C. Graham, of the Science Research Laboratory, Office of the Dean. Lieutenant Colonel Alfred S. Rushatz was appointed as a Permanent Associate Professor in the Department of Physical Education.

The following 12 professors served in the Visiting Professor Program during the 1980-81 Academic Year: Dr. Janice Yoder of Washington University in the Department of Behavioral Sciences and Leadership; Dr. Maria Bade of Boston College in the Department of Chemistry; Dr. Dan C. Ross of the U.S. Naval Academy in the Department of Electrical Engineering; Dr. Robert P. Beals of Texas A & M University in the Department of Engineering; Dr. Robert Fox-Linton of the Royal Military Academy at Sandhurst in the Department of English; Dr. John W. Florin of the University of North Carolina in the Department of Geography and Computer Science; Professor Chapin Clark, Dean of the University of Oregon Law School, in the Department of Law; Dr. Eugene M. Cliff of the Virginia Polytechnic Institute and State University in the Department of Mechanics; Dr. Trond Gilberg of Penn State University, Dr. Judith Sabrosky of Gallaudet College, and Mr. Gene Preston of the State Department in the Department of Social Sciences; and Dr. Leonard A. Larson, retired Director of Physical Education at the University of Wisconsin, in the Department of Physical Education.

The academic credentials and diversification of the faculty were maintained during the 1980-81 Academic Year. Sixteen percent of

the faculty members now hold Ph.D. degrees, while an additional seven 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 43 percent, a one percent decline from the previous year, but the fourth consecutive year in which over 40 percent of the faculty has been graduates of institutions other than USMA. The number of female officer faculty members increased from 14 to 19 during the academic year. Eight female officers were assigned to the Department of Foreign Languages; two each to the Departments of Behavioral Sciences and Leadership, Geography and Computer Science, English, and History; and one each to the Departments of Law, Mathematics, and Social Sciences. In addition, three of the visiting professors were female; one each in the Departments of Behavioral Sciences and Leadership, Chemistry, and Social Sciences. The minority officer total of 23 was a decrease of one from last year and included 13 black officers assigned to eight departments and ten officers from other minority groups assigned within five departments. The number of sister service officers on the academic faculty remained constant at 18 with 12 Air Force, five Naval, and one Marine officer.

CADETS

On 27 May, President Ronald Reagan delivered the commencement address to 906 members of the Class of 1981 (848 men and 58 women). Forty-three members of the class (39 men and four women) graduated later after completing additional requirements. Finally, 12 other members of the class (11 men and one woman) graduated at midyear in December 1981.

Three of the 51 Distinguished Cadets of the Class of 1981 received special academic recognition. Lieutenant Stuart E. Grewatz became the Academy's 17th Hertz Foundation Fellowship winner. As a Hertz winner, Lieutenant Grewatz will be permitted to attend graduate school for one year of fully funded study prior to his first field assignment, and then will complete his graduate schooling. He will study Civil Engineering at the Massachusetts Institute of Technology (MIT). Lieutenants Grewatz and Christopher W. Fowler received Honorable Mention recognition by the National Science Foundation (NSF). Lieutenant Stanley R. March was awarded both the National Collegiate Athletic Association Post Graduate Scholarship and the National Football Foundation and Hall of Fame Scholarship. (In addition to the selection of Grewatz, three other recent graduates were also selected as Hertz Fellowship winners: Captains Bruce L. Smith (USMA '71) and Robert J. Bonometti (USMA '75) who will study at Princeton and MIT respectively; and Major George P. Lasche (USMA '69) who will study at the University of California.)

Seven USMA cadets were among students from 44 schools who participated in the 35th annual Eastern Colleges Science Conference in April at Jersey City State College. Six cadets entered papers in the awards competition, and USMA received five of the six

awards given in the categories (physics and geoscience) in which they competed. Cadet Donald W. Engen received the first place award in geoscience for his research entitled "An Investigation of the Accuracy of the Tipping-bucket Rain Gauge" and Cadet J. Michael French received the first place award in physics for his research entitled "Two Dimensional Kinematics of the Lower Leg". In addition, Cadet Paul W. Ferriero received the second place physics award and Cadets Gasper Gulotta and David T. Jones received honorable mention recognition in physics and geoscience respectively. The five awards constituted the largest number received by an institution at the conference.

Under the provisions of Department of Defense policy, up to two percent of each service academy's graduating class may attend **medical** school immediately upon graduation. Sixteen members of the Class of 1981 sought admission to either the Uniformed Services University of Health Sciences (USUHS) at Bethesda, Maryland (the military medical school) or civilian medical schools through the U.S. Army Health Professions Scholarship Program. All 16 members of the class were selected for admission: Lieutenant Howard A. Burris, III at the University of South Alabama; Lieutenant Stephen J. Cozza at the University of Georgia; Lieutenant Ian H. G. Freeman at the Medical College of South Carolina; Lieutenant Henry D. Hacker at Cornell University; Lieutenant Todd R. Hockenberry at the University of Louisville; Lieutenant Arlen H. Jahnke, Jr. at George Washington University; Lieutenant Steve M. Karan at Temple University; Lieutenant Mark T. Marino at the Albert Einstein School of Medicine at Yeshiva University; Lieutenant Francis G. O'Connor at the State University of New York at Syracuse; Lieutenants Darryl W. C. Peterson and Daniel K. Robie at the Hahnemann Medical College at Philadelphia; Lieutenant Richard A. Schaefer at Tulane University; Lieutenant Dean C. Taylor at Duke University; Lieutenant Edward W. Trudo, Jr. at the Medical College of Ohio; Lieutenant Burkhardt H. Zorn at Philadelphia College of Osteopathic Medicine; and Lieutenant William T. Browne at USUHS.

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 of the Class of 1983 made the following selections: 368 chose to concentrate in Applied Sciences and Engineering, 112 in Basic Sciences, 73 in Humanities, 282 in National Security and Public Affairs, and 79 in the interdisciplinary Management Field. These figures reflect a five percent increase in Applied Science and Engineering, a five percent decline in National Security and Public Affairs, gains of one percent each in Basic Sciences and Humanities, and a one percent loss in Management. These levels for the Class of 1983 are nearly identical to those of the Class of 1981. There are no readily apparent trends in cadet selection at this

time; each area is annually able to attract approximately the same number of cadets.

ACADEMIC COURSE OF STUDY

On 1 May, the Superintendent approved an Academic Board recommendation to revise certain courses of study for the Class of 1985 and subsequent classes. Several major changes were made in the course of study that had been in effect since 1978. The most fundamental change is that cadets, by the end of plebe year, must select one of two tracks: a mathematics-science-engineering (MSE) track or a humanities-public affairs (HPA) track. This track selection dictates which version of several core courses and which group of four area courses the cadet will take. The core portion of the curriculum is expanded from 30 courses to 31 due to the addition of second semesters of chemistry, law, and military history and the deletion (from the core curriculum) of the third semester of foreign language and American Institutions. These two deletions from the core, however, will be retained as area courses and required of cadets choosing the HPA track. The number of electives available to cadets was decreased from 10 to eight. Each cadet will retain the two "free" electives available under the previous course of study because six, rather than eight, electives will be devoted to the cadet's particular field of study. The chart on page 10 illustrates the new course of study.

The major reason for changing the course of study was to strengthen the MSE element of the curriculum for cadets on both MSE and HPA tracks. The MSE track is being strengthened as a preliminary to seeking accreditation of some MSE fields of study by the Accreditation Board for Engineering and Technology (ABET). USMA has not sought ABET accreditation for any of its programs in the past because it was not felt to be necessary to prepare cadets to be Army officers. The increasing specialization of the Army, however, makes it advisable to keep avenues to specialization open. Establishing ABET-accredited programs is expected to enhance graduates' qualifications for acceptance into good engineering graduate schools, and to facilitate the process by which graduates can become professional engineers. Both the U.S. Naval and Air Force academies have ABET-accredited programs. ABET-accredited programs will probably require cadets to use their free electives in specific courses. Cadets who desire to pursue an engineering field of study, but retain their free electives, will be able to do so but will not receive the benefits of being in an ABET-accredited program.

The USMA Curriculum
Typical Sequence of Courses

Fourth Class (Freshman) Year		Third Class (Sophomore) Year	
First Term	Second Term	First Term	Second Term
English	English	Foreign Language*	Foreign Language*
Chemistry	Chemistry	Mathematics	Mathematics
History	History	Physics	Physics
Mathematics	Mathematics	Political Science	Economics
Computer Programming	Psychology	Philosophy	Elective

Second Class (Junior) Year		First Class (Senior) Year	
First Term	Second Term	First Term	Second Term
Area Course 1**	Area Course 2**	Area Course 3**	Area Course 4**
International Relations	Electrical Engineering	Engineering ***	Engineering ***
Literature	Leadership	Law	Law
Military History	Military History	Elective	Elective
Engineering Mechanics	Thermofluid Dynamics	Elective	Elective
	Elective	Elective	Elective

*Foreign Languages available: Arabic, Chinese, French, German, Portuguese, Spanish, and Russian.

**Area Courses: For cadets on mathematics-science-engineering track: statistics, modern physics, a second semester of electrical engineering, and a pre-engineering course.
For cadets on humanities-public affairs track: a third semester of foreign language, world geography, comparative political systems, and American Institutions.

***Nine different engineering sequences are offered.

MINIMUM QUALITY POINT AVERAGE

The minimum Cumulative Quality Point Average (CQPA) graduation requirement of 2.0 for the Class of 1984 and later classes was implemented during the 1980-81 Academic Year. The following table shows the series of minimum CQPAs established to ensure that cadets achieve a 2.0 CQPA by graduation:

<u>Class Year</u>	<u>Minimum CQPA</u>
Fourth:	
First Term	N/A
Second Term/STAP	1.70
Third:	
First Term	1.80
Second Term/STAP	1.90
Second:	
All Terms	1.95
First:	
All Terms	2.00

Under this system, the Class of 1984 was required to achieve a CQPA of at least 1.70 by the end of the second term of the 1980-81 Academic Year. Sixty cadets in the Class of 1984 failed to meet this standard and were reported to the Academic Board at term end as deficient in CQPA. All cadets deficient in CQPA who were retained at the Academy were "conditioned" subject to meeting the next CQPA minimum, which is 1.80 by the end of the first term of the 1981-82 Academic Year. These cadets will be offered the chance to repeat courses in which a letter grade of "D" was earned in order to replace the "D" with a higher grade for the purpose of CQPA calculation. This latter opportunity will also be made available to cadets (with CQPAs below 2.0) in subsequent classes.

To support the minimum CQPA for graduation, a Quality Point Average Monitoring System was also instituted during the 1980-81 Academic Year. Under this program, 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.

Cadets whose TQPAs are less than 1.40, or less than 1.67 for two successive semesters, will be subject to additional probationary measures. These measures include one or more of the following: limitations on chain-of-command or other official positions, withdrawal in whole or in part of class privileges, limitations on the number of extracurricular or Corps Squad trips, or prohibition of extracurricular activities and Corps Squad participation.

The Dean will warn cadets whose TQPAs or CQPAs are less than 2.0, but who otherwise are not subject to probation, that their performance has been unsatisfactory. (Additional information pertaining to this subject may be found in the Dean's Policy and Operating Memoranda (DPOM) 2-6, dated 23 March 1981.)

In addition, cadets in the Class of 1984 and in subsequent classes will be placed on academic probation anytime their CQPAs fall below the minimums established for proficiency.

A total of 133 cadets in the Classes of 1981, 1982, and 1983 were placed on probation during the first term as a result of their substandard academic performance during the second term of the 1979-80 Academic Year. Some 243 cadets were placed on probation during the second term, but over 40 percent of these cadets were members of the Class of 1984. During the second term one hundred cadets were subject to the additional probationary measures because they had received TQPAs substantially below 1.67 or below 1.67 for two successive semesters.

There is evidence to suggest that probationary measures imposed on cadets have provided the opportunity and incentive for cadets to improve their academic performance. Of the 133 cadets on probation during the first term as a result of their performance during the previous term, 75 percent improved their TQPAs during the first term and 60 percent were removed from probation. In the Classes of 1981 and 1982, 85 percent of the cadets on probation increased their TQPAs and 72 percent were removed from probation. Cadets on probation in the Class of 1983, however, showed a smaller increase in TQPA, as only 65 percent increased their TQPAs and 48 percent were removed from probation.

Of the 243 cadets in the Classes of 1981, 1982, 1983, and 1984 who were placed on probation during the second term as a result of their substandard academic performance during the previous term, 83 percent improved their TQPAs during the second term and 70 percent were removed from probation. In the Classes of 1981 and 1982, 87 percent improved their TQPAs and 83 percent were removed from probation. Eighty-two percent of the cadets on probation in the Classes of 1983 and 1984 increased their TQPAs and 65 percent were removed from probation.

DEAN'S LIST CRITERION

On 21 January 1981 the Academic Board approved the establishment of a fixed term QPA requirement of 3.0 for cadets to attain Dean's List status. This method replaced the previous requirement of ranking in the top 30 percent of the class. The 3.0 requirement provides cadets an added incentive for superior academic performance by encouraging them to work toward a known, fixed standard as opposed to being subject to the vagaries of a 30 percent cutoff point.

ACADEMIC UNDERLOADING PROGRAM

On 7 March 1980, the Academic Board approved an Academic Underloading Program for implementation in the 1980-81 Academic Year. Required changes to Regulations for the United States Military Academy were approved by the Secretary of the Army on 7 April 1980. The purpose of the program is to redistribute the academic load of certain cadets to help them perform better in academics and, in the case of academic risk students, to enhance their chances to complete the full academic program. For Corps Squad athletes, the underloading program is further intended to relieve the overall physical and mental stress associated with keeping up with academics while participating in intercollegiate athletics. Upperclass cadets are eligible to participate in the program if they are varsity Corps Squad athletes, junior varsity football players, or anticipate an excessive Academy-related workload and have earned a Cumulative Quality Point Average (CQPA) of less than 2.0. Fourth Class cadets considered academic risks based on their entering College Entrance Examination and High School Rank (CEER) score are eligible to underload in the fall term only and to make up the course during the subsequent Summer Term Academic Program (STAP).

The first year of the program has been completed with mixed results. Many cadets benefited from the program and were able to perform better in academics. Other cadets, however, did no better during the STAP than they did during the year. The program will be continued into the 1981-82 Academic Year and shall be closely monitored to insure that the program is being utilized as effectively as possible.

ACADEMIC COMPUTING

Significant progress continued to be made during the 1980-81 Academic Year toward making USMA a leader of undergraduate colleges and universities in the application of the computer in education. Implementation of the computer thread, which requires cadet computer usage in 11 core courses, continues. Now in its second year, computer exercises were integrated into the Third Class mathematics courses as well as the Fourth Class computer programming courses.

Use by cadets and faculty of the UNIVAC Instructional Support Computer System (ISS), which currently is comprised of the UNIVAC 1100/12, increased by 20 percent over the previous academic year. As a result of this high usage the capabilities of the UNIVAC system to support this workload nearly have been exceeded. A plan to alleviate the impending overload was developed by the Dean's Ad Hoc Computer Appraisal Committee, chaired by Colonel Gilbert W. Kirby, Jr., Head of the Department of Geography and Computer Science. A product management team was established to search for and procure a network of supermini-computers to support academics beginning during the 1982-83 Academic Year. This will serve as a replacement for the UNIVAC 1100/12 which will then be added to the Academy Management Computer System (AMS). Concurrently, Academy development continues on a prototype Computer Local Area Network (CLAN). Already in limited operation, the CLAN, when fully operational, will interconnect and integrate all USMA academic computer resources (ISS).

The Programming Logic for Automatic Teaching Operations (PLATO) System, which was not cost effective, has been replaced by Computational Access Terminals (CATs) for the Computer Aided Instruction (CAI) at USMA. The 16 CATs already in use at USMA are graphics micro-computer systems which provide students the option of working either with a large main-frame computer system (such as the UNIVAC 1100/12) or in an independent mode as a stand-alone micro-computer system. Plans have been developed to procure additional CATs to support CAI development in the academic departments and instruction in the "Introduction to Computers and FORTRAN Programming" (EF 105) course in the Department of Geography and Computer Science. Installation of an interactive color graphics system in that department, and an Ohio-Scientific micro-computer system to monitor and process laboratory data in the Department of Mechanics, highlighted academic computer equipment upgrades during the past academic year.

FACULTY RESEARCH

The permanent research faculty increased from one permanent associate professor (PAP) to five during the 1980-81 Academic Year. The four new PAPs are Lieutenant Colonel Tyrus W. Cobb, Majors Thomas H. Johnson and Jerome Adams, and Captain Richard C. Graham. The five researchers, who now represent not only the physical sciences but the behavioral and social sciences and the humanities, as well, conduct interdisciplinary research programs, in many cases with co-investigators from academic departments. These tenured researchers stimulate departmental research, which has grown with the increasing participation of the tenured faculty, and provide staff services to aid departments in seeking external funding support. Outside funding has remained constant from most Department of Defense agencies, but is decreasing from other government agencies as a result of budget cutting.

In the face of decreasing external financial support, internal funding support for the increasing level of research has been strained. The Dean's Research Funding Advisory Committee, headed by Major Thomas H. Johnson, Assistant Dean for Academic Research, has chosen to provide full funding for the highest quality research projects while eliminating funding for marginal projects. Similarly, in accordance with new ground rules set forth in three research Dean's Policy and Operating Memoranda (DPOM)¹, the 13 officer research spaces are now awarded competitively on the basis of the merit of the proposal. Previously, each department was provided one research officer space.

LIBRARY

Major emphasis in the USMA Library was placed upon implementing recommendations contained in the Comprehensive Library Development Plan (CLDP) which was approved by the Dean of the Academic Board in September 1980. The CLDP was developed by the Library Committee in response to recommendations of the Final Report of the West Point Study Group and aims at creating a modernized library for the eighties; a library which will remain capable of rapid response to cadet and faculty needs. The four key elements of the Plan are: automation, resource utilization, space planning, and preservation.

Plans to modernize the library include the automation of the circulation and card catalog functions using a mini-computer system. A requisition was initiated in June of 1981 to lease a computer turnkey system which should become operational in the summer of 1982.

A significant step was also taken to maintain the quality of library resources through an allocation of an additional \$100,000 at the outset of the fiscal year for the purchase of monographs. The decision to allocate additional funds at the outset of the fiscal year permitted more appropriate selections to be made than is frequently possible at the end of the fiscal year. The increases in levels of funding and automation of library services were two recommendations made by the Middle States Accreditation Team during their March 1980 visit.

During the year, space planning intensified with notification in March 1981 that space for a library annex in the renovated Building 606 (the old hospital) would become available in September 1981. Although this area will have study facilities for researchers using annex materials, it shall be utilized primarily to shelve lesser-used bound periodicals and other library materials for delivery on demand to the main library. This space is expected to provide for library growth until long-range space plans for a library addition can be put into effect.

Progress was made during the year toward developing a program for the preservation and restoration of library materials. A plan was developed for a conservation laboratory to preserve manuscripts and archival papers, books, and film from the special, circulating, and reference collections in the library. Space formerly utilized for the Department of Behavioral Sciences and Leadership Laboratory, in the basement of bachelor officer quarters (in Building 149), was designated in March 1981 as the conservation work area. Funding to equip the laboratory is expected during the 1982 Fiscal Year.

Reclassification of library materials from the Dewey Decimal System into the Library of Congress system continued and attained the 75 percent completion level by the end of the academic year. The start of the implementation of a new catalog code, the Anglo-American Cataloguing Rules, 2nd edition (AACR-2), resulted in intensive effort to make necessary changes in the main card catalog. Both the reclassification and cataloguing changes will be integrated into the automation of the library. In December 1980, a Library Automation Task Group, chaired by Mr. Donald M. Koslow, Assistant USMA Librarian, was organized to begin planning for library automation. Members visited vendors and other installations to familiarize themselves with new automatic data processing (ADP) equipment and requirements which must be met before the changeover to automation can be accomplished.

A collection review and development program continued in support of space and resource goals. Its aim is to alleviate the impact of the increasing numbers of books being acquired by the library by better monitoring the acquisition of new books and eliminating those not in line with the library's mission. The library hopes to limit the expansion of the collection to an increase of between 8,000 and 10,000 volumes annually.

In the area of library services, noteworthy changes were made in library hours, familiarization tours, and serials, microform, and manuscript location aides. In September 1980, after a trial period, library hours were officially extended from 2245 to 2345 Sundays through Thursdays to provide additional cadet study time to encourage academic excellence. An average of over 80 cadets per day used library facilities during that additional hour. For the first time during the Cadet Basic Training (CBT) period, familiarization tours of the library were conducted by experienced librarians. These tours, now conducted before the academic year, contribute to an early cadet awareness of the library's physical organization so that academic year visits can be more profitably spent learning about the library's collection. In August 1980 serials record keeping was switched from a manual to an automated system. All periodicals, journals, newspapers, and similar materials in the library collection will ultimately

be accessible from computer terminals. A Guide to the Microform Collections of the USMA Library, prepared by Michel H. Ridgeway, the Audiovisual Librarian, was printed and distributed in September 1980. This source provides users with a listing of the microfilm and microfiche services available in all sections of the library. Two-thirds of the cataloguing of the library manuscript collection was completed by the end of the academic year. While this effort was underway, a finding aid was produced for the reorganized map collection.

A noteworthy personnel change occurred during the fall of 1980 when Dr. Edward C. Cass, the U.S. Army Corps of Engineers Division Historian at Omaha, Nebraska, succeeded Dr. Herbert A. Leventhal as Academy Archivist. Dr. Leventhal departed to assume the post of Historian of Bergstrom Air Force Base in Texas.

A wide range of valuable books and articles were obtained through the auspices of the Library Gift Fund during the last academic year. These acquisitions were highlighted by additional donations of books and maps made by Major General Edmund C. F. Lasher, USMA 1929, a collection of books and photographs on the history of military science donated by Edward P. Rich, and the donation of the papers of Charles Ferguson Smith, USMA 1825, made by Peter M. Oliver.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1980-81 Academic Year, the Department of Behavioral Sciences and Leadership continued the development of the behavioral science field of study. The department assessed the need for new elective course offerings over the next several years to provide the proper depth and breadth for the field's three sub-concentrations (or stems) in psychology, organizational behavioral, and sociology and designed and taught three new elective courses -- "Research Methodology in the Behavioral Sciences" (PL 370), "Psychology of Abnormal Behavior" (PL 374), and "Group Dynamics" (PL 379). These courses were well received with enrollments of 73, 68, and 22, respectively. Four more elective courses are being designed for the 1981-82 Academic Year to fill out the behavioral science field -- "Psychological Theories and Systems" (PL 378), "Class, Status and Power" (PL 377), "Mass Media and American Society" (PL 382), and "Advanced Leadership" (PL 398). Continued effort was placed on the evaluation and refinement of the core courses in "General Psychology" (PL 100) and "Military Leadership" (PL 401) to best meet the needs of the students as future commissioned officers.

Working in an interdisciplinary effort with the Departments of History and Social Sciences, the department continued the refinement, testing, and instruction of the "American Institutions" (AI 479) course. This is an interdisciplinary course providing a multifaceted perspective to the student.

The department continued heavy involvement in the refinement and teaching of "Management Applications and Practices" (MG 421). Along with the Departments of Engineering, Mathematics, and Social Sciences, the department worked to develop this interdisciplinary capstone course for management concentrators. The case study approach, which has been emphasized in the course, has been well received by students. The management field continues to hold students' interest as the proper balance of depth and breadth in course offerings is being achieved.

The department continued its efforts in the area of scholarly research. Follow-up studies of the assimilation of women graduates into the U.S. Army were carried out as a direct offshoot of Project Athena. Several faculty members assisted the Army Research Institute (ARI) through the analysis of data previously collected by that organization to include job satisfaction and motivation, a battalion commander's study, and quality of life. A number of these research efforts have resulted in professional papers that will be presented at the annual American Psychological Association convention in August.

Major steps were taken to relocate the laboratory facility from its present location in the basement of Building 149 (BOQ) to two wings of Building 720 (which also houses the Office of the Commandant's Directorate of Cadet Activities). The move will expand the opportunity for experimental laboratory work for both introductory students and the behavioral science concentrators. In addition, sizeable amounts of equipment have been requested to expand the scope and quality of experimental work in the behavioral sciences. Our goal is to build a laboratory facility that can enrich the USMA curriculum and serve the needs of the Army as well.

The department continued to perform an active role as a consultant in the behavioral sciences, both at the Academy and in the Army. It served as consultant to the Academy's Military Development Working Group in validating and modifying the appraisal system used for military development. Other consultant expertise was provided for the USMA Duty Concept Committee, the Quality of Life Committee, the Honor Review Committee, and the U.S. Army Soldier Support Center Ethics Task Force at Fort Benjamin Harrison, Indianapolis, Indiana. The department continued to chair the Human Sexuality Committee. That committee, consisting of representatives of the department, the Chaplain's office, the Cadet Counseling Center, the Department of Physical Education, and MEDDAC developed and taught the first in a series of presentations that encompass a comprehensive four-year program on human sexuality for all cadets.

Finally, two extracurricular programs continued to evolve, enhancing the educational experience for cadet concentrators in the behavioral sciences. The Behavioral Science and Leadership Seminar, under the auspices of the Behavioral Science Club, entered its second year with an increased membership and an expanded program of trips, social events, and special projects. Community Service involvement was increased by sponsoring Big Brothers and Big Sisters and by planning and conducting the 1981 Orange County Special Olympics. The Behavioral Science Summer Internship Program was established for selected behavioral science concentrators participating on a voluntary basis in summer internship programs with governmental agencies dealing with behavioral science issues.

DEPARTMENT OF CHEMISTRY

The Department of Chemistry presented a new two-semester course during the 1980-81 Academic Year. Advanced General Chemistry (CH 253-276), an elective option available to those yearling cadets who are Basic Science or Chemistry concentrators within the Basic Sciences course of study, is taken in lieu of the General Chemistry (CH 200) course. This laboratory-intensive course provides in-depth coverage of general chemistry and a greater breadth of the field of chemistry. One hundred and twenty-nine cadets completed this chemistry sequence during the academic year.

The department also commenced planning for a transition to a two-semester, two and one-half attendance a week, general chemistry course to be required of all other cadets during the plebe year. The transition for this curriculum change will require that four-year groups be taught chemistry in three years to transfer the course from a yearling to a plebe level course. The resulting curriculum will provide greater laboratory experience and introduce cadets to science and engineering during their initial year at the Academy.

Another significant development during the academic year was the establishment of an American Chemical Society Student Affiliate Chapter at the Academy. The American Chemical Society is one of the nation's oldest scientific organizations and most colleges have active student chapters. Formally installed in October 1980, this chapter will sponsor guest speakers for lectures and seminars and provide an opportunity for students engaged in chemistry scholarships to meet with others in the same field.

DEPARTMENT OF ELECTRICAL ENGINEERING

The department's principal effort has been the continued development and implementation of the electrical engineering component of the curriculum. The Engineering Electronics I and II (EE 405-406) provides a follow-on course to the Basic Electrical Engineering (EE 300) course for cadets concentrating in engineering other than electrical engineering. 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). Digital Logic (EE 375) and Computer Engineering (EE 475), both computer engineering courses, have continued to expand in terms of cadet enrollment. This increase in enrollment was predicted due to the increasing application of microprocessors. This trend is expected to continue for the foreseeable future.

The electrical engineering field electives continue to provide study in communications, electronics, physical electronics, power, and computers. Five electrical engineering topics courses are to be made available for the first time during the 1981-82 Academic Year. These courses include microwave systems, instrumentation, audio engineering, computer communications, and microprocessor applications.

Team teaching, initiated in the 1979-80 Academic Year for the core course, EE 300, has enabled five, two-instructor teams to teach four different sections of 24 cadets each. The team teaching concept provides for more instructor preparation time and easier instructor access for cadets requiring individual assistance.

The 1981 National Junior Science and Humanities Symposium was held at USMA for four days during the spring and supported by the department. This symposium, sponsored by the U.S. Army Research Office, in association with the Academy of Applied Science, was designed to permit selected students who had conducted original research to present their findings before a national forum. Some 300 students, representing the top one-half of one percent of high school students nationally, were in attendance.

The department acquired two new items of laboratory equipment this year. New frequency counters and power supplies will significantly improve the laboratories for the senior electrical engineering courses. The frequency counters will allow cadets to make measurements that were previously not possible due to equipment limitations. The power supplies will allow a reconfiguration of the existing laboratory permitting cadets to build complex circuits without interfering with other cadets using the same power source.

The department was active in both cadet and faculty research during the summer and academic year. Two cadets were involved in individual research. One cadet investigated bulk and surface acoustic wave propagation and the other cadet investigated computer networking techniques. Colonel Clarence Endy, Jr. attended the Army War College under the USMA fellow program. Colonel Endy also did research concerning the Army War College Tenured Faculty Program, The USMA Foreign Cadet Program, and A Minimization Problem in Systems Characterized by Acyclic Signal Flow Graphs. Lieutenant Colonel Dean A. Herman, Jr. continued his research at the IBM Thomas J. Watson Research Center concerning the effects of laser annealing certain gallium-substituted garnet epitaxial films. Captain John R. Monastra completed research on a computer network system demonstrating feasibility through the development and installation of a multi-computer network system at USMA.

The department participated in the Visiting Professor Program for the first time this year. Dr. Dan Ross came to USMA following a one-year tenure as a visiting professor at the U.S. Naval Academy. After his year at USMA, Dr. Ross departed to work at the Los Alamos Laboratories in New Mexico.

DEPARTMENT OF ENGINEERING

Colonel Charles H. Schilling, Professor and Head of the Department of Engineering, retired on 31 August 1980 after 28 years at West Point and 17 as Head of the Department. Colonel Allen F. Grum assumed the duties of Acting Head of the Department on 1 September 1980 and was appointed as the Head of the Department of Engineering on 25 August 1981.

The National Council of Engineering Examiners (NCEE) Engineer-in-Training (EIT) examination was administered by the department to 247 cadets and four members of the staff and faculty in April. The exam, which tests basic principles in mathematics, science, and engineering, was conducted and proctored by members of the department. Passing the examination is a requirement in most states for licensing as a professional engineer. Eighty-one percent successfully passed the April examination. The desirability of having this examination continually administered at West Point is one of many reasons the Academy is seeking accreditation for engineering courses.

Instructors in the department must, of necessity, keep a "hand in" in their engineering discipline. As a consequence, many of the officers provide "consulting" service to USMA and other Department of Defense (DOD) agencies. During the 1980-81 Academic Year officers of the department provided technical advice to the Air Force on Advanced Weapons development; assisted in the Three Mile Island reactor clean-up; performed a cost allocation study for the Office of the Chief of Engineers; wrote a chapter in a field manual for the Engineer School; and conducted a number of management studies for the Keller Army Hospital and for the Office of the Director of Intercollegiate Athletics (ODIA).

Dr. Robert P. Beals of Texas A & M University served as the department's second visiting professor during the 1980-81 Academic Year and taught a course in "Quantitative Methods of Operations Management."

DEPARTMENT OF ENGLISH

During the 1980-81 Academic Year, Colonel Jack L. Capps, Professor and Head of the Department, was on sabbatical leave at the Royal Military College at Sandhurst in Great Britain. Colonel Capps lectured for the year as part of an exchange program while Professor Robert D. Fox-Linton, senior lecturer in the Department of Political and Social Studies at the Royal Military Academy at Sandhurst (RMAS), lectured in the Department of English. Professor Fox-Linton taught courses in all core composition and literature courses, as well as an elective on Shakespeare's plays. Colonel Peter F. Stromberg, Professor and Deputy Head of the Department, served as Acting Head of the Department during Colonel Capps' sabbatical.

Departmental contributions to the scholarly world featured the newest addition to the series of William Faulkner Concordances, A Fable. Members of the department also published reviews and articles in journals ranging from Shakespearean World to Parameters and lectured or presented papers at the annual Conference on

College Composition and Communication, the University of Florida, Harvard, Vassar, and the New York State University at Albany.

The Cadet Fine Arts Forum, an academically oriented, extracurricular endeavor of the Dean's Office 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 Performing Arts Series enjoyed another financially and artistically successful season, with performances from Anne Murray, Alvin Ailey, James Whitmore, Dancin', The Nutcracker, A Chorus Line, The National Symphony Orchestra, and the Ballet Folclorico Nacional de Mexico. Ten trips and 12 home events during the academic year were sponsored by the Fine Arts Forum Seminars. Regular seminar meetings included cadet-led discussions and special guest lectures in fields such as American culture, art, music, film, and poetry. The Art Seminar sponsored a series of exhibitions including lithographs by Hanlyn Davis, photography by Walker Evans, and soft sculpture by Michelle Clifton. The Film Seminar again managed the Great Films Program, presenting 32 movies to combined cadet audiences of approximately 6,000. The Music Seminar administered the Visiting Artist Program which consisted of six Sunday afternoon concerts by the Concord String Quartet, one of the nation's pre-eminent string ensembles. The group's presentation of the entire Beethoven Cycle of String Quartets benefited both cadets and the West Point community at large. Edward Villella, one of America's most celebrated ballet dancers, has been selected to serve as the Visiting Artist for the next academic year, again through the auspices of the West Point Fund.

DEPARTMENT OF FOREIGN LANGUAGES

Colonel John J. Costa succeeded Colonel Sumner Willard as Head of the Department on 1 August 1980. Colonel Willard retired upon completion of his 37th year of service at West Point and his third year as department head.

Captains Randall A. Carlson and Claudia G. Vester, French instructors, spent the month of July 1980 at the University of Savoy in Annecy, France, as scholarship students under the auspices of the French government. This was the fourth consecutive year in which USMA instructors participated in an advanced French language and civilization program at the university.

In September 1980 Dr. Frederick C. H. Garcia, Civilian Professor of Portuguese, was appointed as the Modern Language Association's (MLA) Bibliographer in the Portuguese and Brazilian Literature Section of the MLA International Bibliography. During the academic year Professor Garcia also authored or co-authored two papers and six articles for publication on Portuguese language and literature.

Cadets in Arabic language study enriched their learning experience through contact with a number of noteworthy personalities from the Middle East and North Africa who visited the Military Academy and were hosted by this department. The most prominent of these were Dr. Ibrahim Natto, Dean of the University of Petroleum and Minerals of Saudi Arabia; Minister Benjamin Abileah, Deputy Consul General of Israel; Dr. Nabil El-Araby, Egyptian Deputy Permanent Representative to the United Nations; and Brigadier General Mohamed Ben Salah Gzara, Chief of Staff of the Tunisian Army.

The Chinese language program benefited from Professor Jason Chang's visit to the People's Republic of China (PRC) where he participated in a Department of Education-sponsored training seminar in Peking for Chinese-language teachers in July and August. As a result of that visit Professor Chang read a paper, at the Mid-Atlantic Conference of the Association of Asian Studies in October 1980 on the "Peking Language Institute: Methodology in Teaching the Chinese Language." The department also provided escorts and briefers for numerous official visitors from the PRC and Japan. These included General Xu Yimin, PRC Defense Attache; Mr. Tsuchida, President of the Japanese National Defense Academy; and Xiao Ke, Vice-Minister of National Defense, Head of the PRC War Academy, and a member of the Central Committee of the Chinese Communist Party.

Integration of women into the faculty continued in the 1980-81 Academic Year. Two of the seven language groups (Chinese and German) are now headed by women, and a total of eight women were assigned to the department during the past academic year.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The activities of the department during the 1980-81 Academic Year continued to reflect the steadily accelerating academic interest and the increasingly diverse range of pursuits which are characteristic trends in computer science and geography departments nationwide. Significant events occurred during the 1980-81 Academic Year in the areas of faculty selections, curriculum development, elective enrollment increases, academic research, and special programs for cadets.

Among a number of newly selected tenured faculty was Major Cathy Kelly who became the Academy's first female permanent associate professor. Major Kelly is currently completing her doctoral program at Syracuse University. Upon her return to USMA, she will assume responsibility for the department's program in Human Geography.

A major focus within the department was the strengthening of the USMA program in terrain analysis. In December 1980, the Superintendent approved the expansion of the Third Class course in Terrain Analysis (MS 203) from 32 to 40 attendances and an increase in its credit hour value from 2.0 to 2.5. This expansion was the stimulus to provide eight one-hour outdoor lab sessions. Concurrently, in coordination with the Department of Military Instruction and the Cadet Field Training (CFT) program, the department upgraded the Third Class land navigation instruction during CFT to include opportunities for score orienteering and advanced night land navigation. In order to familiarize cadets with on-going Department of Defense (DOD) and departmental research efforts, Third Class cadets during CFT were given the opportunity to work in the field with computer generated three-dimensional graphic terrain displays during their land navigation training. Also, in coordination with the department, the Commandant instituted, for the first time, a series of spring orienteering proficiency tests for cadets preparing for Cadet Troop Leadership Training (CTLT) to provide them with greater exposure to land navigation problems.

In April 1981, following a major curriculum review, the Superintendent approved an increase in the credit hour value of EF 105, "Introduction to Computers and FORTRAN Programming," the core Fourth Class course, from 2.5 to 3.0 credit hours to recognize the time spent outside of class on computer work. This action reflects the continuing emphasis by USMA on the development of the computer thread within the curriculum. During the spring term, the department conducted a one section developmental program for the EF 105 course using stand-alone micro-computers. If feasible, over the next two years, the entire EF 105 course will be shifted from the use of the large UNIVAC computer to micro-computers tied together in an experimental academic computer network.

To support the increasing numbers of cadets in both the computer science and geography subject areas, the number of electives offered in these fields of study continues to grow. Three new computer elective courses were added: Management Information Systems (EF 383), Design of Operating Systems (EF 481), and Data Base Management Systems (EF 483). New geography electives included: Human Geography of the USSR (EV 371B), Energy Resources of the USSR (EV 371C), Cultural Geography of Latin America (EV 373B), Middle East and Africa (EV 374A), Computer Cartography (EV 378), Climatology (EV 389B), Meteorology (EV 389H), and Land Use Management (EV 391A). A number of the new geography electives will contribute significantly to the interdisciplinary Foreign Area Studies field with the Departments of Foreign Languages, History, Law, and Social Sciences. Enrollment in both computer science and

geography electives again increased significantly. Increases in computer science enrollment were due, in part, to the emphasis of the computer thread in the USMA curriculum. An under-load program for the Fourth Class computer course, EF 105, was initiated during June 1981.

The department continued to provide access to recent technological innovations in computer hardware and software training and research through the Computer Graphics Laboratory (CGL). The capabilities and efficiency of the CGL were improved and student usage increased greatly. All existing departmental software packages and nearly all academic courses using the UNIVAC were transferred to the CGL's VAX 11/780 minicomputer to lessen the academic load on the UNIVAC system. The CGL also was connected to the USMA Computer Local Area Network (CLAN). The extensive research program directed by CPT John J. Charland for the past three and one-half years and sponsored jointly by the Defense Mapping Agency (DMA), the Engineer Topographic Laboratory (ETL), and USMA continued to provide innovations in computer mapping. One product during the academic year was a unique Weapon Placement Software Package which provides weapon coverage diagrams on either a TEKTRONIX terminal or the DeAnza color graphic system. As mentioned, computer graphics capabilities also were utilized in the field in support of 1980 Cadet Field Training.

During the summer of 1981, 17 cadets participated in the first Geography and Computer Science Summer Intern Program under the Cadet Special Summer Option Program. These cadets worked at various government agencies such as the Center for Tactical Computer Systems, Department of Energy's Brookhaven and Argonne National Laboratories, the Computer Systems Command, the Defense Intelligence Agency, ETL, and the U.S. Army Engineer's Construction Engineering Research Laboratory (CERL), and the Institute for Water Resources (IWR) and Waterway's Experiment Station. As systems analysts, research associates, or programmers the cadets gained valuable experience and exposure to high level research and government operations.

DEPARTMENT OF HISTORY

Colonel Thomas E. Griess, Professor and Head of the Department, announced his retirement effective 31 August 1981. Colonel Griess has been the Head of the Department since its creation in 1969. Colonel Roy K. Flint, Deputy Head of the Department, succeeds Colonel Griess as Head of the Department on 1 September 1981. During the 1980-81 Academic Year Colonel Flint was on sabbatical leave preparing a book for publication.

During the 1980-81 Academic Year, the department faculty of 52 officers (51 for the second semester due to the normal reassignment of one) included nine Ph.D.'s and an additional 15 who are continuing their work on doctoral dissertations. The department

was without a Visiting Professor of Military History because at the last minute Professor Alvin Coox of San Diego State University was unable to accept his appointment. Professor Norman A. Graebner of the University of Virginia will be the department's visiting professor for the 1981-82 Academic Year. In March 1981, the Free Press of New York City published a book by Colonel James L. Abrahamson, Permanent Associate Professor, entitled America Arms for a New Century: The Making of a Great Military Power.

The department taught 11 core courses organized in one- and two-semester sequences, and 29 different one-semester elective courses. American, European, and World History courses were taught as core courses to the Fourth Class. The department instituted an advanced course for the second term of American history. Eligible students for the course are those who perform at the top of their class in the first term and who volunteer for the more demanding course. The one-semester core course on the "History of the Military Art" was taught as a Second Class core course. Commencing in the 1985 Academic Year the elective two-semester version of the Military Art course, offered this year as an elective, will once again become a core course, and will replace the one-semester course. The transition to a two-semester core course in Military Art will take place over the next three years.

In addition to teaching cadets, the department also supported many other activities. During the summer of 1980, seven members of the department actively participated in the 12th annual Reserve Officers 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 Honorable Warren F. Burger, Chief Justice of the United States, visited the Academy at the invitation of Colonel Robert W. Berry, Professor of Law and Head of the Department, on 2 May. Chief Justice Burger participated in Law Day observances, which included a review by the Corps of Cadets in his honor. The Honorable Robinson O. Everett, Chief Justice of the U.S. Court of Military Appeals, also visited the department in April. Chief Justice Everett gave an evening lecture to all cadets enrolled in the "Law" (LW 300) course.

"Environmental Law" (LW 374), an elective which was inaugurated during the past academic year by the department's first Visiting Professor, Chapin D. Clark, Dean of the University of Oregon Law School, will be continued as part of the curriculum.

Major Alan J. Roach, the department's first Marine instructor, left USMA at the end of the academic year to attend The Advocate General's School Graduate Course. Major Roach will be replaced by a naval judge advocate, Lieutenant Commander Stephen C. Baker, who is believed to be the first Naval officer to serve in the department.

In June, the department sponsored the third annual Departing Officers' Legal Reorientation Course for officers of the Staff and Faculty who were completing their tours of duty at USMA. This well-received course informs departing officers and senior noncommissioned officers about recent legal developments in military criminal and administrative law.

After a lapse of several years, the department issued a fully-revised version of its useful pocket digest, "Officer's Handbook on Legal Aspects of Command." Each graduating cadet, and attendees of the Departing Officers' Legal Reorientation Course, are issued a copy. In addition, the department responds to many requests from the field for copies of the guide.

DEPARTMENT OF MATHEMATICS

The 1980-81 Academic Year represented the second full year under the new mathematics curriculum introduced during the 1978-79 Academic Year. Modifications implemented during the 1979-80 Academic Year, which expanded cadet exposure to vector calculus and improved the correlation of mathematics courses with topics encountered in other departments, obviated the need for further changes in the content of the core program this year. Significant effort was devoted to the selection of textbooks to replace the basic calculus and the differential equations texts which have been used in the core courses for several years. As a result, new texts will be used in these courses during the 1981-82 Academic Year.

Enrollments in mathematics elective courses continued to increase during the year. An increase of slightly over 10 percent represented a more modest gain than the near doubling of enrollments in the previous two years and signaled the arrival of an anticipated leveling of enrollments as the transition to the new curriculum is completed in all departments. The increase stemmed, in large measure, from recognition of the need for greater understanding and facility by cadets concentrating in science and engineering in their use of differential equations. A new text for the "Applied Differential Equations" (MA 384) course was used with considerable success this year for this purpose, and a new elective course, "Intermediate Differential Equations" (MA 484), which focused on solutions of partial differential equations, was taught for the first time.

The curriculum changes have had some negative effects on the quality of mathematical instruction at USMA. The most serious problems have resulted from the requirement to limit classes to 60 minutes. Specifically, there has been a marked reduction in the time available in the classroom for activities such as daily problem solving and oral explanations by cadets. As a result, departmental pedagogy has been the subject of careful review and evaluation in order to assure that levels of cadet education and development are not unduly diminished.

During the 1980-81 Academic Year, cadets recorded considerable success in their mathematical endeavors. Among the most noteworthy of cadet accomplishments was the record of the USMA team in the 41st annual William Lowell Putnam Mathematical Competition. The Academy's three-person team placed 91st among the 335 institutions entering teams; of the 22 cadets who competed as individuals, three were identified for their superior efforts. Karl M. Birkhimer recorded the best showing by tying for the 252d position in a field of over 2,000 competitors.

DEPARTMENT OF MECHANICS

Colonel James K. Strozier, Permanent Associate Professor, was on sabbatical during the academic year, teaching in the Department of Mechanical and Industrial Engineering at the University of Utah, in Salt Lake City, Utah.

Dr. Eugene M. Cliff of the Virginia Polytechnic Institute and State University (VPI) served as the department's visiting professor. Dr. Cliff, a Professor in Aerospace and Ocean Engineering at VPI, taught "Space Mechanics" (ME 386) and "Flight Mechanics" (ME 488) while at West Point. Colonel Daniel H. Daley, USAF, Head of the Department of Aeronautics at the United States Air Force Academy, also was a visiting professor during the second academic term, serving as course director for the "Propulsion" (ME 474) course.

The Department of Mechanics hosted the annual conference of the American Institute for Aeronautics and Astronautics Northeast Student Conference in April. Eleven schools were represented, with over 160 participants. Cadets J. Michael French and Robert P. Hansen took first and second prize in the undergraduate category.

DEPARTMENT OF PHYSICS

This academic year the Department of Physics returned to offering a traditional two-semester sequence of mechanics, electromagnetism, and optics as its core "Physics I and II" (PH 201-202) course. This course provides a strong quantitative foundation for subsequent science or engineering courses and seeks to enhance the mathematical thread by rigorously applying the concepts of differential and integral calculus. Cadets who had insufficient mathematics background and were enrolled in the Department of Mathematics precalculus (MA 100 course) were not permitted to take this more rigorous physics sequence until they had completed the prerequisite mathematics program (MA 103-104). As a result, they were delayed one semester in their physics program and were not permitted to begin physics until the second term of their next academic year. This was a change from the 1979-80 Academic Year when these cadets would enroll in the physics course in advance of completing the second mathematics prerequisite (MA 104). A comparison of the grades received by students enrolled in the physics core courses in 1979-80 and 1980-81 reveals a reduction by one-half in the number of "D" and "F" grades awarded. As a part of the curriculum revision adopted in April 1981, an alternate version of the core physics sequence for those students who are not mathematics, science, and engineering concentrators will be offered beginning with the Class of 1985. In preparation for that change, a pilot version of the new course will be offered during the 1981-82 Academic Year to approximately 120 students.

During the 1980-81 Academic Year, the department continued its activity in experimental research. Colonel James S. Willis, Jr., Professor of Physics, published three articles based on his research using the electron paramagnetic resonance spectrometer and the optical multichannel analyzer. Colonel Wendell A. Childs, Deputy Head of the Department of Physics, has assembled and placed into operation a Van deGraaff positive ion accelerator which has been operated at 140 kilovolts, producing a stable proton beam. Work is continuing to install ancillary equipment which will complete the basic accelerator system. Initial projects include calibration and experiments to investigate the scattering and reaction mechanics of light nuclei.

In addition to these research efforts faculty members presented papers at the annual meeting of the American Physical Society, the annual meeting of the Association of Engineering Educators, and the Optical Society of America. Another faculty member served on a proposal review for the Department of Education as part of the Minority Institutions Science Improvement Program.

DEPARTMENT OF SOCIAL SCIENCES

During the 1980-81 Academic Year the department presented core, advanced, and elective courses in political science, economics, international relations, and management, and also offered an elective in anthropology. The department's faculty included two visiting professors: Dr. Trond Gilberg, Professor of International Relations, Pennsylvania State University, and Dr. Judith C. Sabrosky, Professor of Political Science, Gallaudet University.

The 32nd Annual Student Conference on United States Affairs (SCUSA), held at West Point on 19-22 November was attended by 211 student delegates representing 105 colleges and universities. The conference theme was "A Global Strategy for the 1980s." Professor Stanley H. Hoffman, author and educator, of Harvard University gave the keynote address and The Honorable William H. Sullivan, former Ambassador to Iran, delivered the banquet address. The department also hosted the 19th annual Senior Conference on 4-6 June. The 54 conferees discussed "Industrial Capacity and Defense Planning." Mr. Norman R. Augustine, the vice-president of operations of Martin Marietta, was the keynote speaker. General Alton D. Slay (Ret.), former commander of the Air Force Systems Command, delivered the banquet address.

Academy debators participated in 21 intercollegiate tournaments in 11 states, the District of Columbia, and Canada during the past academic year. USMA debators won 45 of the intercollegiate rounds in which they participated and were presented with 11 team and eight individual awards.

Cadets in the West Point Forum took 13 trips including: trips to model organizations, such as the Harvard Model United Nations and the Georgetown Model Organization of American States; trips to student conferences, such as the George C. Marshall Reserve Officers Training Corps (ROTC) Awards Conference and the USNA Foreign Affairs Conference; and the annual forum trip to Washington, D.C. The Domestic Affairs Forum participated in nine lectures at West Point, and took seven trips to visit past and present government leaders. The Finance Forum twice visited Wall Street and had three guest lecturers. The department sponsored the Summer Intern Program again this year and sent eight cadets to Washington, D.C. and two cadets to SHAPE Headquarters in Brussels, Belgium. Five cadets were selected to participate in Crossroads Africa this summer.

Department officers lectured or presented papers at the Western Social Sciences Association Convention, the NATO Colloquium on Soviet and East European Energy Future, the U.S. Army War College, Wittenberg University, the Council on Foreign Relations, the University of Nevada at Reno, the Southern Political Science

Conference, the second Annual Convention of the International Studies Association, the Annual Meeting of the Association for Asian Studies, the University of Chicago, the Hudson Institute, the FBI Academy, and the University of Southern California. Books published by department members included: Toward Understanding the Northern Theater, co-authored by Colonel William J. Taylor, Jr., Major John R. Fairlamb, Major John Flentje, and Dr. Trond Gilberg; Defense Manpower Planning, edited by Colonel William J. Taylor, Jr., Captain Eric T. Olson, and Captain Richard A. Schrader; The Evolution of U.S. Army Nuclear Doctrine, 1945-1980 by Major John P. Rose; and American National Security by Colonel William J. Taylor, Jr. Contributions to other publications were submitted by Lieutenant Colonel Tyrus W. Cobb, Major James H. Dixon, Major William J. Gregor, Major John P. Rose, and Captain Bruce Arlinghaus. Articles were published in numerous journals including: International Security, Naval War College Review, Problems of Communism, Army, The International Journal of Middle Eastern Studies, Military Review, Joint Perspectives, Military Intelligence Magazine, and American Intelligence Journal. Department officers also contributed to government studies and research projects throughout the year and during summer internships.

FOOTNOTE

1. Dean's Policy and Operating Memoranda 5-1 (1981), 5-2 (1980) and 5-3 (1981).

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

Colonel Robert G. Moscatelli, USMA '58, who served as the Deputy Commandant for eight months, departed in March 1981 to become a brigade commander. He was succeeded by Colonel Peter W. Lash, USMA '56, who was returning from a brigade commander position in Korea.

Colonel Mildred E. Hedberg, who served for the past two years as U.S.C.C. Chief of Staff, was selected for promotion to Brigadier General and departed to assume an assignment with the European Command (EUCOM). Colonel Charles E. Johnson, who was serving as the head of the Course Development Branch in the Department of Military Instruction (DMI), was selected to fill her position in June.

Women officers have advanced into other leadership positions within the U.S.C.C. A woman tactical officer has been assigned to each regiment and several women officers and NCOs have been assigned key positions on the staff.

LEADERSHIP DEVELOPMENT

Military Development System

A new military development system was implemented at the Academy during August 1980. Discussed at some length in the 1980 Annual Report, the new system has a more useful and comprehensive evaluation system than the one utilized before and is designed to maximize the military development of cadets. The previous program was thought to provide insufficient feedback to cadets on their military development. In the opinion of many it implied greater Academy preoccupation with rank ordering cadets and detecting deficiencies rather than facilitating the education, training, and development of military professionalism in all cadets. Furthermore, when cadets who were deemed to be sufficiently deficient in military development were recommended for separation by the Academy, the Department of the Army (DA) frequently refused to accept that recommendation because most of the evaluating criteria was based on considerations which were too subjective in nature. The new system, based on a behaviorally-anchored rating system, utilizes a more comprehensive evaluation of all components of an individual's performance which were identified as appropriate indicators of military development. Specific standards of cadet performance were developed and the principle established that a deficiency in military development would be treated as a deficiency in a course of study.

The new system treats military development reviews much like academic performance (as opposed to disciplinary) reviews and excludes the initial due process hearing by the Office of the Commandant. Under these procedures, a cadet who has been determined to be deficient in military development will normally be placed in a conditioned status during which the cadet completes 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 for separation. A total of 113 cadets were found deficient during the 1980-81 Academic Year and three were ultimately separated. In the last year of the previous system only 44 were found deficient and none were separated (because of DA's previously mentioned difficulties with the former system). The few numbers of cadets now separated compared with those initially found deficient is indicative of the developmental nature of the program. The emphasis of the program remains the maximization of military development of all cadets, rather than the development or separation of unsatisfactory performers.

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 noncommissioned officers. Approximately 80 percent of the Class of 1983 participated in this voluntary program. Cadets were provided with an officer or noncommissioned officer sponsor from among the approximately 300 volunteers from West Point and Stewart Army subpost. This figure is somewhat lower than that attained in recent years because a changeover of computers used for this project necessitated the restructuring of the program. The benefits accrued from this program are immeasurable and its continuation (especially implementation early in a cadet's second year) is viewed as providing a vital social link and military familiarity otherwise difficult to obtain.

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. 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 also was placed in the revised Fourth Class System on "real" upperclass leadership development as opposed to merely utilizing the artificial mechanism of the Fourth Class System to command performance and respect. A more extensive description of modifications in the system brought about in the revised USCC Circular 351-1 is included in the 1980 Annual Report.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA continued to participate in cadet exchange programs with 30 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 voluntary programs operate during the summer leave periods and vary between 10 and 25 days in duration. The competition for cadet selection in the program is highly competitive, and in most cases, requires a demonstrated fluency in a specific language. During the summer of 1980 and the following academic year, 56 cadets from the Class of 1982 visited 15 Latin American countries, Belgium, France, Great Britain, Greece, Japan, Jordan, Mexico, the Netherlands, West Germany, and the Russian Language Institute at Garmisch, West Germany. In the same period, the Academy hosted cadets from 16 Latin American countries and Australia, France, Greece, Japan, Jordan and Mexico.

During the past academic year Portugal has been added to the program as an official exchange. Regrettably, exchanges with Nicaragua, El Salvador, and Bolivia were cancelled due to politically or financially sensitive situations. It is hoped

that these programs will be able to continue at a future date. USMA is in the process of considering requests from Morocco, Saudi Arabia, and Korea to be included in the program. An exchange program with Spain has been approved and will commence in 1982.

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 or more 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 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 1980-81 Academic Year were the non-adversarial procedures adopted by the Corps in May 1979 and put into effect on 1 July 1979 in the USCC Pamphlet 15-1 Honor Committee Procedures. (The content of this pamphlet and the reasons for its adoption are noted in detail in the 1979 Annual Report and further information is noted in the 1980 Annual Report.)

However, the previous annual reports omitted mention of the participation of the respondent's cadet adviser at the Full Honor Investigative Hearing (FHIH). The FHIH is a non-adversarial, administrative hearing. Its purpose is to hear evidence and make findings of fact with regard to alleged violations of the Honor Code. The hearing consists of 12 voting cadet members, the respondent, the respondent's cadet adviser, a non-voting Hearing Officer (a military attorney) who presides at all open sessions, and a hearing reporter. The respondent's cadet adviser has a very restricted role. The cadet adviser may offer moral support to the respondent but may not act as a defense counsel, which would be inconsistent with the non-adversarial nature of the proceedings.

After two years in operation the new honor committee procedures have proven to be an effective and efficient method of handling allegations of honor violations. As problems arose within the system they were examined and dealt with expeditiously by the Honor Committee. All cases during the 1980-81 Academic Year, under the current procedures, met the Secretary of the Army's requirement for resolution within 60 days. The average investigation time, from the date of a reported violation to the convening of a FHIH, was 25 days.

Honor Education

As a result of the report of the 1981 Superintendent's Honor Review Committee, a working group of cadet members of the Cadet Honor Committee with officer advisers developed an honor education program for the Corps of Cadets. A purpose of the new honor education program was to centralize all honor education under the Vice Chairman for Education while still providing a progressive, developmental, effective honor education program. The plan was presented to the Superintendent at a briefing in May and implemented during the 1981 summer training period.

The new program is believed to be the most comprehensive honor education program ever implemented at the Academy. The program is designed to educate each entering cadet as to the purpose of the Honor Code and its application both at USMA and in the Army; to foster an internalization of the Honor Code within the Corps of Cadets; and to provide honorable men and women officers for the Army at commissioning. The Cadet Basic Training (CBT) program conducted during the previous year had already met many of the objectives of the new program and thus did not undergo significant revision in 1981. The Cadet Field Training (CFT) program, however, was changed to emphasize a greater degree of cadet participation in the program by engaging cadets as small group discussion leaders. Beyond this the program seeks to inculcate in all cadets an honor ethic, a set of personal beliefs and commitments that guides one's total behavior, holding honesty, fairness, and the higher moral and ethical good for all, as dominant values.

In early March the Executive Staff of the Class of 1982 conducted a one-day New Honor Representative Seminar in Nininger Hall designed to facilitate the more rapid integration of the newly-elected Company Honor Representatives from the Class of 1983 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 Special Assistant for Honor and the Chairman of the 1982 Honor Committee.

FOUR YEAR HONOR EDUCATION PROGRAM

YR	SUMMER	1ST SEM	2ND SEM
4 ^o	<p>CBT:- PURPOSE, BRIEF HISTORY, AND BASIC TENETS OF HONOR CODE</p> <p>OVERVIEW OF HONOR SYSTEM</p> <p>BASIC APPLICATIONS OF HONOR CODES: IDENTITY, TRUTH, FAIRNESS, RESPECT FOR OTHERS</p> <p>LAKE FREDERICK REVIEW</p>	<p>ACADEMICS AND REGULATIONS: APPLICATIONS OF HONOR CODE</p> <p>FHJH PROCEDURES AND REVIEW PROCESS</p> <p>SPIRIT OF THE CODE</p> <p>HONOR AWAY FROM U.S.M.A.</p>	<p>TOLERATION AND DISCRETION</p> <p>RELATIONSHIP OF DUTY AND HONOR</p> <p>HISTORY & EVOLUTION OF THE CODE</p> <p>PREPARATION FOR CFT</p>
3 ^o	<p>CFT- POSITIVE ASPECTS OF LIVING HONORABLY</p> <p>TEAMWORK AND CONFLICT RESOLUTION</p> <p>HONOR IN THE ARMY</p> <p>INDIVIDUAL RESPONSIBILITY AS AN UPPERCLASSMAN</p> <p>REORGANIZATION WEEK: REVIEW CFT AND 4^o</p>	<p>CORPORATE RESPONSIBILITY TO THE 4^o</p> <p>INDIVIDUAL RESPONSIBILITY TO THE HONOR SYSTEM</p> <p>HONOR ABOVE LOYALTY AND FRIENDSHIP</p>	<p>DUTIES OF HONOR REPS.</p> <p>THE HONOR ETHIC AND OTHER RELIGIOUS-PHILOSOPHICAL SYSTEMS</p> <p>HANDLING ETHICAL CRUNCHES DURING SUMMER TRAINING</p>
2 ^o	<p>REORGANIZATION WEEK: REVIEW SUMMER TRAINING EXPERIENCES</p>	<p>REVIEW APPLICATIONS TO ACADEMICS AND REGULATIONS</p> <p>RESPONSIBILITY OF LEADERS TO THE HONOR CODE</p> <p>COMPARISON OF OTHER INSTITUTIONAL HONOR CODES AND SYSTEMS</p>	<p>UNDERSTANDING DUE PROCESS IN THE HONOR SYSTEM</p> <p>INTERNALIZATION OF THE HONOR ETHIC</p> <p>PREPARATION FOR SUMMER TRAINING</p>
1 ^o	<p>REORGANIZATION WEEK: RESPONSIBILITIES OF 1^o IN SETTING TONE</p>	<p>PREPARE FOR 2^o, 3^o, 4^o DISCUSSIONS</p> <p>IMPORTANCE OF INTEGRITY TO AN OFFICER</p> <p>RELATIONSHIP BETWEEN HONOR AND LOYALTY IN THE REGULAR ARMY</p>	<p>FACILITATE 2^o, 3^o, 4^o DISCUSSIONS</p> <p>HONOR ETHICS IN WARTIME</p> <p>YOUR CAREER AND THE HONOR ETHIC</p>

Absence Card

In recent years concerns frequently had been voiced about problems associated with the absence card. These concerns included the lack of uniformity of enforcement and consistency in interpretation of the card across the Corps, the lack of cadet sensitivity to the proper marking of the card, and a pervasive misperception within the Corps about the role of the absence card. Many cadets viewed the card as an "honor card," not as an accountability measure. To these cadets the Academy was attempting to enforce regulations by the use of honor rather than by maintaining control by such methods as inspections.

Ultimately points raised at an Initiative Teamwork session stimulated a reconsideration of the issue and led the Commandant's Special Assistant for Honor Matters and the 1981 Chairman of the Cadet Honor Committee to recommend modification. They believed the current absence card was placing an improper burden on the honor code and system, primarily in terms of its perception by the Corps as an honor card because it was used to enforce regulations. A perception such as this would tend to ultimately devalue the code and system in the cadet mind. The Superintendent had consistently spoken of his desire to eliminate such burdens on the Honor Code and System. In February 1981, after an initial briefing on the subject of recommended changes to the system, the Superintendent directed that a formal review of current accountability procedures be made with an eye toward revising the absence card.

An Absence Card Working Group was established by the Commandant in March 1981 to formulate specific recommendations for a modification of the card. Chaired by the Commandant's Special Assistant for Honor Matters, the working group consisted of a tactical officer with extensive knowledge of regulations and procedures, and four top-ranking cadets, two from the Class of 1981 and two from the Class of 1982. On 22 June after the group's work was completed, LTG Goodpaster approved a change in the accountability system as it pertains to the cadet absence card.

The major thrust of the change is the separation of a cadet's limits from his/her class privileges. Any unauthorized assumption of privileges now will be handled as a disciplinary matter rather than as a possible honor violation. All cadets, regardless of class, are normally permitted to be in similar geographical areas, but class privileges will restrict their respective activity. The violation of these privilege restrictions will result in disciplinary actions being taken against the offending cadet. The changes are designed to maintain the accountability features of the absence card and make it more precise and appropriate than the previous card.

TRAINING

Cadet Basic Training 1980

Cadet Basic Training (CBT) in 1980 began on 1 July (Reception Day) and concluded on 13 August with the termination of the fourth class bivouac at Lake Frederick and the traditional foot march past the Superintendent's Quarters. New cadets received more than 400 hours of physical, field, general military, administrative validations, and cadetship training during the long and demanding days of the six and one-half week program. The typical training day began at 0600 with a one and one-half hour session of physical training and ended at approximately 2100.

The underlying philosophy and tone of the 1980 CBT remained that of the recent past -- establishment of an effective environment that would prepare new cadets for acceptance by the Corps of Cadets in August and provide that training required to instill a basic concept of duty, honor, and country in preparation for exemplary service to the nation. Numerous changes were incorporated into the overall program which resulted in a better organized, more professional, and compact training program.

One of the significant changes which occurred in CBT 1980 was the reinstatement, after several years, of the requirement that all entering cadets remain at least three weeks at the Academy before being permitted to resign. It was found previously that many individuals resigning from the Academy soon after their arrival later regret their decision due to its hastiness and their inability to comprehend the objectives of the institution in a short period of time. This requirement enables individuals to obtain a more complete view of the Academy and to overcome the transition to a completely different environment. This program was a major contributing factor in the low level of cadet attrition in the 1980 CBT.

Another important development was the introduction of duty concept orientation and training concept in CBT. In the four-hour program of instruction the commander of CBT introduced the first hour, the Company Tactical Officer followed and the cadet cadre provided instruction on the meaning of a duty concept at the Academy and in the Regular Army.

Another change of note was the expansion of the physical training period from 45 minutes to an hour and a half. This was done to enable cadets to acquire a greater degree of proficiency and appreciation of physical fitness prior to the beginning of the academic year. The physical training included conditioning drills, guerilla drills, and squad relays.

These were followed by a series of graduated endurance runs of up to 3.75 miles completed in 30 minutes or less. New cadets were again divided into one of three running groups (Black, Grey, Gold) based upon their demonstrated running ability. Each running group was challenged according to their abilities and skills. Women were successfully represented in all three groups. Squad relays, a new addition to CBT made possible by the increased time devoted to physical training, gave cadets the opportunity for vigorous activity in a competitive but relaxed atmosphere. Feedback from cadets, Tacs, and Department of Physical Education (DPE) staff members has indicated that the relays were an extremely beneficial and effective addition to new cadet physical training.

Field training activities made valuable contributions to the development of the new cadets during the 1980 CBT. The training not only assisted in building a high state of morale and esprit de corps within the new cadets, but also added some needed maturity and education to the cadet cadre chain of command.

The attrition rate of 7.0 percent for the Class of 1984 during the summer of 1980 was the lowest attrition rate during the program since the 6.6 percent reported for the Class of 1973 during the summer of 1969. It was, however, similar to the 7.4 percent for the Class of 1981 during the summer of 1977 but was significantly lower than the 10.5 percent during the summer of 1979 and the 11.3 percent during the summer of 1978. The 5.3 percent attrition among women in 1980 is the lowest CBT attrition for women since entering the Corps in 1976, and the 7.2 percent attrition for men during the summer of 1980 was their lowest since the summer of 1969. This marked reduction in attrition is viewed as a measure of the degree of success of this year's CBT program in general and the three-week departure delay program in particular. The Academy has been concerned about cadet attrition rates and will continue to carefully monitor the situation.

Third Class Summer Training 1980

The military training conducted during Cadet Field Training (CFT) at Camp Buckner 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. CFT in 1980 utilized a similar training format to that of the previous year; however, some modifications were made to the program to further increase its effectiveness. RECONDO training lasted one week and ended with one day of compensatory time to allow for cadet rest. The Enduro Run portion of RECONDO training was eliminated and the 67-hour final patrol was restructured into three separate 14-16 hour patrols over a three day period.

There were many factors which led to the elimination of the Enduro Run, but one factor underlying most concerns was the realization that the run had become an activity which merely emphasized creating a stressful environment for cadets. Putting individuals in a stressful environment without any educational purpose was deemed to be inappropriate for the kind of developmental leadership program the Academy conducts. Cadets should be exposed to new challenges, acquire new skills needed to meet the challenges, and then be tested on how well they have acquired the new skills. The emphasis thus is placed on creating a learning environment, not just a stressful one.

RECONDO in 1980 included a skills circuit day on the sixth day of training during which mountaineering, stream crossing, combatives, and land navigation skills were reviewed. The long patrolling exercise which had been used in the past was eliminated in order to provide an opportunity to conduct the skills testing program. On the final day of RECONDO, companies conducted a 5.5 mile forced march from Lake Georgina to the parade ground at Camp Buckner, and underwent the confidence course.

In conjunction with a generally expanding role for tactical non-commissioned officers (NCOs) at Camp Buckner in recent years, in 1980 the Tactical NCOs, assisted by the Cadet Instructor Company, conducted the stations on Military Skills Testing. Tactical NCO's, with valuable expertise gained by their recent tours at training bases, provide excellent role models for cadets. They assist in overall performance counseling and by their presence provide an additional opportunity for contact between the cadets and tactical NCOs.

The morning runs at CFT were conducted at an eight minute per mile pace for a distance of two miles. Under a new program, cadets desiring to run at a faster pace (a six and one-half or seven minute mile) were permitted to form up separately and run a two-mile course as a separate unit. This action was taken to provide challenges to the more capable cadets.

When the CFT program was reduced from eight to seven weeks in 1979 the Air Assault demonstration was deleted. In 1980 four hours of air assault training, provided by the 101st Airborne Division (Air Assault) at Fort Knox, was added to the program. Exposure to this training is believed to be of sufficient value to cadets to be included even in the reduced program.

The Human Sexuality Program and the Human Relations Seminar were formally integrated into the Academy's revised CBT programs during the summer. The Human Sexuality Program, originally begun last year for Class of 1983 cadets in the 1979 CBT, was expanded in 1980 to include cadets in both CBT

and CFT. The program provides a forum for the discussion of a wide variety of topics ranging from sexuality and the effects of stress on human physical functioning to the Academy's fraternization, sexual misconduct, and pregnancy policies. The objective of the Human Relations Seminar, begun this year for cadets in CFT, is to enable cadets to improve their own self-concepts and their abilities to interact in a positive manner with other individuals. Human Relations training was also conducted in CBT to identify the impact of stress and to assist new cadets in going through the change of detail and reorganization week transitions.

The 1980 CFT program also saw the inclusion of four hours of seminars on the subject of duty. The first three hours, conducted on a platoon level, were led by the cadet chain of command and supervised by their Tactical Officer and three staff officers. The final hour was conducted on a company basis by either the Superintendent or Commandant serving as resource person and discussion leader.

Computer-generated terrain views were integrated into the Land Navigation program of CFT during 1980. This was the first time such technology was used at USMA. This usage served only as a feasibility test, but considerable experience was gained which will permit an expanded use in the future.

Cadet Training Officers were added to each company to provide interface with CFT training committees and to enhance the coordination and smooth functioning of training.

Second Class Summer Training 1980

Summer training for the Class of 1982 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 during the 1980 summer training period.

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. Over 900 cadets (178 in the Class of 1981 and 751 in the Class of 1982) participated in this year's program, which included assignments in one of 11 different branches and specialties in the United States, Panama, or Europe.

Past coordination efforts were repeated during the 1980-81 Academic Year for the 1981 CTLT Program. In November 1980 the Academy sent a liaison team to Europe to help communicate Academy requirements for the program; during the spring of 1981 the U.S. Army in Europe (USAREUR) representatives visited the Academy to communicate their ability to meet our requirements. These efforts have helped to enhance the value of the CTLT program for cadets in recent years.

Eighty-one men and six women of the Class of 1982 were assigned to the DCP conducted at Forts Dix, Knox, Leonard Wood, and Jackson during the 1980 summer training period. Over 97 percent of the cadets successfully completed this training which places cadets in basic training companies with drill sergeant duties. After three successful years of participation in the DCP, the Academy believed that the popular program would attract many additional applicants beyond the limited number of cadets who were specifically required to participate. However, when only a minimum number were specifically required to participate during the summer of 1980, fewer cadets than were anticipated selected this option. A primary reason for this was that cadets selecting DCP would still have to participate in a CTLT period during their First Class summer. This requirement severely limited cadet options during their final summer. To eliminate this weakness and in recognition of the value of the program, the Commandant, in the fall of 1980, decided to make the DCP an equivalent program with CTLT. As a result, cadets opting for DCP will no longer have to take CTLT the following summer. Thus, beginning with the summer of 1981, cadets will be required to take either CTLT or DCP during their cadetship in addition to CMST.

CMST consists of seven types of training conducted at five different military schools. Four hundred and sixty-five cadets participated in Airborne School and 61 participated in Ranger School at Fort Benning, Georgia. Fifty-two cadets went to Fort Rucker, Alabama for Flight School; 67 went to Fort Greely, Alaska for Northern Warfare Training; 76 went to Fort Sherman in the U.S. Canal Zone for Jungle Warfare Training; 19 went to Survival Evasion, Resistance, and Escape (SERE) Training at the U.S. Air Force Academy in Colorado; and 33 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. All cadets enrolled in either the Air Assault course or the SERE training graduated from their respective schools. Overall, cadets participating in 1980 had a 94 percent success rate at CMST. Women participated in all training except Ranger and achieved an overall success rate comparable to that of the men.

In October 1980 the Deputy Chief of Staff for Personnel (DCSPER) accepted the Academy recommendation that Ranger training be eliminated as a summer training option for cadets under the CMST program. This decision was made because of recent policy changes within the Ranger School which demanded a greater degree of proficiency in technical skills and the ability to perform these skills under higher stress conditions than was the case in the past. In prior years, the Academy had conducted a pre-training and selection program during the late spring prior to Ranger training to prepare cadets for this enhanced program. This effort, however, failed to adequately prepare cadets because of the many other competing demands on cadet time during this period. (Indeed, the cadet success rate at Ranger School, which had been over 85 percent for the past five years, fell to only 64 percent in 1980). Furthermore, the nine-week Ranger curriculum required that the Academy release cadets prior to the Graduation Week activities, and effectively precluded their participation in either CTLT or DCP. These two programs expose cadets to active Army units and are extremely important in the cadet's military development. Ultimately, the excessive preparation time required in advance of the highly specialized Ranger training (which took time away from other academic or military training), was deemed to be inappropriate for a diverse four-year military training program.

First Class Summer Training 1980

Members of the Class of 1981 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

During the 1980-81 Academic Year the Department of Military Instruction (DMI) operated under the revised curriculum for the Military Science (MS) courses, following the incorporation of the Army Systems Management (MS 300) course during the preceding academic year. For Military Science, the year was characterized primarily as one of course refinement and improvement of the current program of instruction.

The Military Heritage and Standards of Professional Behavior (MS 101) course focused on current issues impacting on the Army and its leadership. The lecture and seminar series on values and ethics related to military service continued to be a significant vehicle in this effort.

The Small Unit Tactics (MS 102) course continued to emphasize basic infantry (light) squad and platoon level tactics and operations. This year, however, Fourth Class cadets received more exposure to Soviet military doctrine and organization. MS 102 continues to be the foundation of cadet tactical training in the military science curriculum.

After careful consideration, the Combined Arms Operations (MS 200) course reversed an initial decision to expand its free-play war game instructional approach, which was piloted during the previous two academic years. It was found that course time limitations constricted severely the benefits which could be obtained from this method. As an alternative method of instruction it was decided to center tactical instruction around structured terrain board exercises. In this regard, Third Class cadets were required to apply tactical principles addressed in class discussion to a terrain board, given various tactical scenarios. To this extent, the MS 200 course group has spent a considerable effort in developing both terrain board models and special terrain board exercise rooms for six individual sections. The second semester of this academic year saw the introduction of terrain board exercises as the primary teaching vehicle for MS 200. In the future, this concept will continue to be refined.

The Terrain Analysis (MS 203) course continued to provide Third Class cadets with the basic knowledge of earth science and map/aerial photo interpretation techniques. Beginning in the 1981-82 Academic Year the MS 203 course will be expanded from the current 32-hour course of instruction at 2.0 credit hours to a 40-hour course at 2.5 credit hours to provide for additional outdoor lab sessions in the course.

The MS 300 course offered to Second Class cadets has completed its second year. During this year, refinements to the course have included the addition of property accountability information and a decision briefing/staff study requirement. The latter has proven to be of particular benefit to cadets. It offers each cadet the opportunity of receiving a common small unit leader problem, researching it, developing a logical course of action and solution within the Army system, and then briefing it as a recommendation to his/her company/battery commander (instructor). Feedback from cadets and instructors has been very positive.

CLASS OF 1981 BRANCH SELECTIONS

The following chart illustrates the results of the branch selections of the Class of 1981. Because not all cadets selecting branches in January graduated with the Class of 1981, these figures are not restricted to the selections of the 961 cadets who ultimately graduated and were commissioned with the class. For instance, since the 12 cadets who graduated at midyear 1981 are not included in the total assignments to each branch, six branches should be adjusted (IN to 207, FA to 187, AR to 111, AV to 98, and AD to 80). These midyear graduates select a specialty based upon their performance rank of where they would have selected if selection had been made in January with the rest of their class.

Note that the highest ranking cadet selected Field Artillery while the 191st ranking cadet was the first to select the Quartermaster Corps, the last of the branches to be selected. Military Intelligence, Engineering, Transportation, and the Aviation specialties were the only areas 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 Aviation selections after the 793rd ranking cadet made his selection in order to fulfill minimum requirements for officers in Infantry, Armor, Field Artillery, and Air Defense. Cadets PQCA were restricted from further selections in Armor after the 866th cadet to meet minimum requirements in Infantry, Field Artillery, and Air Defense; after the 929th cadet from further selections in Infantry to meet minimum requirements in Field Artillery and Air Defense; and after the 946th cadet from further selections in Field Artillery to meet Air Defense minimum requirements. Selections of the women of the Class of 1981 were divided between Air Defense (11), Field Artillery (11), Signal (8), Military Intelligence (8), Quartermaster (8), Engineers (5), Military Police (5), Ordnance (3), Aviation (2), and one each in Chemical and Transportation 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 Brigadier Michael Gray, Order of the British Empire (OBE), of the British Army, in the spring. This is the eighth time in the ten years of this competition that the 1st Regiment has won the Sandhurst Trophy. Five, four person teams from each company (180 patrols in all) were tested in swift marching, M16 firing, assembling and disassembling the M60 machine gun, NBC training, communication skills, and land navigation. Company E of the 1st Regiment, led by Tactical Officer Major Brooks A. Boye, was judged the winning company of the Corps of Cadets.

1981 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>Lowest Ranking Cadet to Select Branch</u>
IN	258	204	204	4	929
FA	231	182	182	1	946
AR	140	110	110	9	866
EN	117	93	117	2	546
AV*	105	81	97	27	793
AD	99	78	78	63	960
SC	60	5	48	24	766
MI	36	5	36	38	415
OD	45	0	21	14	853
QM	24	0	21	133	945
MP	19	0	16	30	955
TC	19	0	19	19	725
CM	12	0	12	169	722

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

CADET CLUB ACTIVITIES

Social Programs

Social development was added to the basic developmental concepts of the Academy when the Social Development Concept Paper was formally accepted by the Superintendent in January 1981. This action provided formal recognition and a thematic concept for a four-year social development program for cadets, a subject that, heretofore, had received little attention. Institutional support for the concept also was indicated when modifications were made in the U.S.C.C. Regulation 600-1 "Regulations for the United States Corps of Cadets," to permit a progressive program of increasing privileges and social opportunities for cadets throughout their cadetships.

Independent of this action, but in support of cadet social activities, two social calendars for the fall and spring terms were prepared. In the past, this information generally had been provided formally only on a weekly basis. It was believed, however, that extensive formal advance notice would enhance the cadets ability to take advantage of Academy social opportunities. Additionally, extensive use was made of the Cadet Daily Bulletin and the Pointer View to publicize upcoming events.

Major steps also were taken to lessen the formal, expansive nature of Eisenhower Hall and provide a more "student union" atmosphere for the building. Numerous private enclaves, or small conversation nodes, were created and new furniture and decorations were obtained to provide more private surroundings for the cadets. Improvements in the Eisenhower Hall Restaurant, to include a new sound system and a game machine area, improved the atmosphere of that facility. A varied program of cultural events and entertainment highlighted a new Dialectic Society "Mini Series" in the Reception Lounge, offering a wide variety of entertainment opportunities. Plans were completed for the DCA organization to move to Eisenhower Hall, putting all DCA activities, except supply, under one roof enabling the organization to serve the Corps more effectively.

A full schedule of traditional class and Corps events was well supported. New initiatives included outdoor social activities during the Spring Weekend and an expansion of the Graduation Banquet to include over 400 cadets and guests at the West Point Officers' Club. Guests at the officers' club were connected to the main banquet in the Cadet Mess by closed circuit television. The graduation banquet speaker was L. Bruce Laingen, former U.S. embassy charge d'affaires in Iran.

Numerous formal and informal hops were held, providing many opportunities for social development. A cadet hostess-initiated program of dance classes combined with efforts to arrange for partners from local colleges to attend mixers at USMA helped improve attendance at the dances.

Extracurricular Club Activities

Cadet participation in club activities during the 1980-81 Academic Year remained about the same as the past year. Over 7,000 active cadet memberships were held in some 87 extracurricular clubs. One new organization, the Women's Soccer Club, was added during the year. Women are active in 66 of these clubs and participated in 15 of the 23 competitive teams. (See Appendix E for a list of club activities).

Fourteen of the 23 competitive club teams participated in national or regional championships. The Orienteering Team won the U.S. Intercollegiate Championship for the fourth consecutive year and retained the Field and Stream Trophy. The team also captured the junior and senior intercollegiate orienteering trophy. Notable individual recognition was received by Anita Baker, the women's junior intercollegiate champion; Mary Costello, the women's senior intercollegiate runner-up; and Eric Feige, the men's junior intercollegiate runner-up. For the third consecutive year the Men's Team Handball Team finished the season as the National Collegiate Champions; the women defeated all collegiate competition for the second consecutive year. Peter Lash finished the year as the Most Valuable Player at both the Canadian and U.S. National Championships. For the second consecutive year, the Skeet and Trap Team won the Eastern Regional Intercollegiate Championship, taking first place in all four events in this year's competition. Following the Thirteenth Annual National Intercollegiate Skeet and Trap Championships, the team finished the season fifth in the nation. The Fencing Team won the Academy Division of the First Annual U.S. Military Fencing Tournament. For the second consecutive year, after winning the New York Metropolitan Rugby Union Championship, Army's Rugby A Side was the runner-up at the Eastern Collegiate Tournament. Fifteen cadets from the Marathon Club participated in the Boston Marathon. Lorenzo Valenzuela led cadets with a time of 2 hours, 35 minutes for the 512th position among the field of 7,000 runners. Gail O'Sullivan became the first female cadet in USMA's history to qualify for this grueling event. The Women's Bowling Team finished first in its eight-team league and went on to finish fourth in the sectionals. The men's team finished third in its 14-team league, and placed seventh of 51 teams at the AMF Intercollegiate Tournament. Both the men and women's teams

won the Inter-Service Academy Match. Jim Wright had the men's league high average for the year and qualified for the semi-finals of the National Match Games. Dea Bullen had the second highest average in the women's league. The Sailing Team became the Area I (Middle Atlantic Intercollegiate Sailing Association) champions by winning the Area I regatta held at Rensselaer Polytechnic Institute in October. This victory qualified the Academy to compete for the America's Trophy, the national championship. Unfortunately, the competition was scheduled during the cadets term end examinations and the team did not compete. The newly-formed Women's Soccer Team ended up undefeated (6 wins, 0 losses, 1 tie) in its first year of competition. Four men and four women from the Judo Team represented the Academy at the National Collegiate Judo Championship Tournament. For the first time, two USMA cadets, Lori Leonard and Jill Maurer, received medals for their performances, ranking third nationally in their respective weight classes. Three cadets from the Handball Team participated in the National Championships at the University of Colorado. The cadet Riding Team placed eighth of 25 schools in Region I, with five cadets qualifying for the Regional Horse Show. Pamela C. Leonowich took fifth place in the regionals in the novice horsemanship over fences category. The Cycling Team placed seventh of 21 teams at the Easterns held at Dartmouth College. The Women's Gymnastics Team ended the season with six wins and four losses. The Men's Volleyball Team, with a record of 12-16, went to the Easterns and finished the season in sixth place in a 27-team league. Several members of the Freestyle Wrestling Team qualified for the National Greco Wrestling Tournament by their performances at the Eastern Qualifying Round held at West Point. The Ski Team came in fifth in a 12-team league -- the National Collegiate Athletic Association (NCAA) Division II East. Peter Thimm and William Sternhagen were selected to compete in the Division I Championships; Heidi Mauk and Gary Southard were chosen to compete in cross-country events at the Empire State Championships. The Sports Parachute Club included seven demonstration jumps for the Albany Recruiting Command; a training session with the Army's Golden Knights at Ft. Bragg, North Carolina; and a demonstration jump at the opening ceremonies of the May 1981 Indianapolis 500 car race. The Triathlon Team competed at Fort Sam Houston against the U.S. Army Modern Pentathlon Team and at the International Triathlon Championships at Montreal, Canada. In 1981 Thomas W. Bunning became the first cadet in several years to receive an invitation to train with the U.S. Army team. In the Racketball Club's first year of formal competition, Sallye Meek won the Women's Novice Division of the Orange County Racketball Championships.

The Academy's support groups (clubs supporting the Academy and Corps of Cadets-at-large) have been enhanced during the past year. Increased authorizations have been provided to the Spirit Support Group to better support Corps squad athletics both at home and away. The Eisenhower Hall Cultural Arts Program will be enhanced from a reorganization which occurred in the spring of 1981 and involved the merger of the Cadet Acting Group (originally under the Dialectic Society) with the Theater Support Group to form the new Theatre Arts Guild. The objective of the reorganization was to combine the assets and create a greater degree of cohesion between the thespians and the technicians. The Glee Club performed over two dozen concerts at the Academy and across the country. Highlights included a November appearance on NBC's "Today Show", a January video taping for General of the Army Omar Bradley's birthday celebration, and a mini-concert for the former Iranian hostages. In the spring, the combined audiences for performances in the Dallas, San Antonio, and Houston, Texas areas exceeded 12,000. The Club performed in New York City at a dinner given in honor of Mrs. Margaret Thatcher, Prime Minister of Great Britain. Mr. William Cosby, the musical director, was recognized by the Glee Club at a dinner celebration for his 10 years of service. The Pipes and Drums Club held a joint concert with a comparable group from the Royal Military College at Eisenhower Hall in February and hosted a Military Tattoo at Trophy Point in April, where an audience of 1,000 watched seven bands perform. The cadet radio station, WKDT, broadcast Corps squad football, basketball, baseball, men's soccer, hockey, and men's lacrosse games to the West Point community and the Corps of Cadets; and broadcasts included all Army-Navy games. With the monetary assistance of the Association of Graduates the Directorate has continued to upgrade the electronics equipment used by WKDT cadets to provide music for mixers and to improve FM reception in the Central Area. Cadets from the staffs of Bugle Notes, Howitzer, and The Pointer continued to provide professional journalistic support throughout the year, while the Slum and Gravy staff expanded their coverage of Corps activities. During the winter months the Cadet Ski Instructor Group provided instruction for over 250 children from the West Point community. The cadet Ski Patrol helped keep the Victor Constant ski slopes safe. The Scoutmasters' Council sponsored the Nineteenth Annual West Point Invitational Camporee for Boy Scouts and Girl Scouts which was held at USMA in April. More than 2,900 scouts from the East coast attended the event which was assisted by 160 cadet members of the council. The Council also conducted a West Point Scout Day in September and a Winter Campout in January.

The Military Affairs Club hosted the third annual Robert G. Keats Symposium on Military Affairs in April. The topic of this year's conference was "The NATO Battlefield." Among the distinguished speakers was General Donn Starry, Commanding General of the U.S. Army Training and Doctrine Command (TRADOC), who addressed First Class cadets on "The Defense of Western Europe."

Highlights of activities conducted by clubs that are religious in nature include a trip by the Cadet Catholic Folk Group to sing at the U.S. Army War College for an audience of 1,500; trips to Atlanta, Georgia and Philadelphia, Pennsylvania where the Cadet Gospel Choir sang to combined audiences of 7,000; and performances by the Cadet Chapel Choir for the returning American Hostages from Iran at the Main Concourse in The Pentagon as well as at the Class of 1981 Baccalaureate and graduation exercises.

Hunting, fishing, mountain climbing, chess competition, SCUBA diving, recreational skiing, field training exercises, and white water canoeing provided enjoyment for hundreds of cadets through activities conducted by the ten club Hobby Group.

Cultural Programs

The Performing Arts Series at Eisenhower Hall Theatre greatly expanded its program during the 1980-81 Academic Year. In addition to its ongoing Cadet Fine Arts Forum Main Stage Series, featuring formidable personalities and attractions ranging from Broadway plays to symphony orchestras and guest soloists, the Theatre introduced its new Lively Arts Series. The new series, designed with somewhat smaller and select audiences in mind, maintains a high degree of artistic excellence. The inaugural year featured such artists as Lionel Hampton, The Smithsonian Jazz Ensemble, and The Annapolis Brass Quintet. The Visiting Artist Series featured The Concord String Quartet, one of America's most esteemed string ensembles performing the entire Beethoven Cycle of String Quartets. Eisenhower Hall was also the host of many other cultural activities that included film offerings, chamber music, and an ongoing series of art exhibitions. Over 90 cultural events were presented during the year, reaching a combined audience of over 100,000. The expansion of this program is in part a response to the diverse needs and requests of the Corps of Cadets. Furthermore, the expanded program satisfies the suggestions and recommendations made by the recent report of the Middle States Association of Colleges and Schools.

Cadet Restaurant

The Cadet Restaurant program was expanded in the area of catering and served many cadet socials, special parties, and brunches. Champagne was served for the first time at the Graduation Hop. As the Corps became aware of the Restaurant capabilities, there was a greater demand for catering services, including 7-foot submarines, deli platters, and small dinners.

PHYSICAL EDUCATION

Staff Development

The qualifications of Department of Physical Education (DPE) 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 from the department's annual review of all standard courses. Continuing emphasis was placed on cross-training instructors in a new, close quarter combat course and in wrestling and Self-Defense II. The latter two were moved from the Fourth Class to Third Class year beginning with the 1980-81 Academic Year. Several instructors participated in seminars and conferences, and had articles published in professional journals.

A "DPE Boxing Symposium" coordinated by the department was held at USMA in March 1981. At the symposium Colonel (Ret.) Donald F. Hull, USMA '39, President of the International Amateur Boxing Association (IABA), and two members of the association, Dr. Vojin N. Smodlaka, a physician associated with Methodist Hospital of Brooklyn, New York, and Dr. Max M. Novich, a former boxer and currently an orthopedic surgeon, discussed the problem of head and shoulder injuries. The sessions were attended by Academy medical and physical education personnel. The three visitors evaluated the Academy's boxing program as one of the safest in the nation.

Dr. Leonard A. Larson, retired Director of Physical Education at the University of Wisconsin, served as the department's third visiting professor during the past year. His contributions included providing valuable counsel and guidance on general subjects, serving on the Admissions Study Group, and establishing a comprehensive departmental reference system on the historical development of the Physical Aptitude examination (PAE).

In response to a request from Mr. Carl E. Ullrich, Director of Intercollegiate Athletics (DIA), a pilot program was established in which several qualified assistant coaches assigned to his office served as assistant instructors for DPE a few hours each

day. This program enabled head coaches assigned to DPE to devote more time to working with their teams and recruiting new athletes. Initial results of the exchange, which will be fully implemented during the 1981-1982 Academic Year, have been effective in meeting instructional program needs as well as providing additional time for head coaches.

Instructional Program

Based upon recommendations of the Physical Development Working Group, the curriculum for Fourth Class cadets underwent further modification this year. With the exception of selected Fourth Class football players, all Fourth Class cadets attended the four standard DPE sub-courses: swimming, gymnastics, Foundations of Physical Education, and Boxing (for men) or Self-Defense I (for women). Certain Fourth Class football players were excused from the gymnastics course in order to reduce their level of physical activity and possibility of injury during their "in season" period. They will take gymnastics during their Third Class year in lieu of one of their physical education electives.

The new "Foundations of Physical Education" sub-course was completely implemented but will continue to undergo scrutiny and modification. During the 1981-82 Academic Year a lecture on posture will be added to the syllabus in order to emphasize this fitness component and its relationship to soldierly bearing.

This sub-course is an expanded version of a course formerly offered during the Third Class year. In order to enhance the personal conditioning of cadets earlier, this material was shifted to the plebe year. At the same time, in an effort to reduce wrestling injuries, wrestling was moved from the Fourth Class to the Third Class year. The incidence of injuries was significantly reduced in the wrestling sub-course as a result of this change. A corresponding course for women, Self-Defense II, was also moved to the Third Class year. Concurrently, a new nine lesson coeducational close quarters combat course, which serves as the culmination of the combatives instruction received by cadets, was incorporated into the core program for Third Class cadets. A cumulative result of these changes was the expansion of the physical education core curriculum from one to two years and the establishment of a more carefully constructed physical education program, designed to be both developmental and integrative in nature and to inculcate in each cadet the importance of a personal physical education/fitness program.

The validation program, implemented as a result of the Physical Development Working Group recommendations, became operational during the 1980-81 Academic Year. In the past, cadets were able to validate core physical education sub-courses after demonstrating a superior level of proficiency and advance to

an upper level carry-over sub-course. As a result of the new program, which was created from reductions in the number of available class meetings, cadets who demonstrate proficiency no longer may enter accelerated upper level sub-courses. They do have the option, however, of receiving credit for the sub-course without taking remaining lessons (no grade is given), or continuing in the sub-course for a grade. Cadets also have the opportunity to accelerate in any DPE sub-course. That is, cadets who progress rapidly and can perform at an A level after 50% of the scheduled attendances, will receive a grade of A and will be released from the remaining lessons.

The purpose of the upperclass program is to expose every cadet to a variety of carry-over sports activities which will form the basis for a lifetime of regular physical activity. Upper-class instruction was conducted during eight blocks of instruction comprised of nine one-hour lessons each. Four of the blocks were allotted to Third Class, two to Second Class, and two to First Class cadets. All Third Class cadets are also required to take unarmed combat in addition to wrestling for men and Self-Defense II for women. Once core course requirements are satisfied, cadets are allowed to select electives for the remaining blocks of instruction.

A very well-received addition to the upperclass curriculum this year was aerobic dance. It was offered to men and women during two blocks of instruction, on a pass-fail basis. Due to its popularity, it will be offered as an elective during three blocks of instruction during the next academic year.

Each cadet took three physical fitness tests this academic year which correspond to a particular testing season. Tests included the Two Mile Run (fall for the upper three classes), the Indoor Obstacle Course (winter for the upper three classes, spring for the Fourth Class), the Physical Aptitude Test (winter for the Fourth Class), and the Army Physical Readiness Test (APRT) (spring for the upper three classes, fall for the Fourth Class). The APRT replaced the Advanced Physical Fitness Test (APFT) as the Army's primary physical fitness test. The Army made the change because the APRT is a test of shorter duration, is easy to administer, and is a more accurate determinant of physical fitness than the APFT. Each physical fitness test contained the same test items for both male and female cadets. Because of the physiological differences between the sexes, however, separate scales were used to evaluate the two cadet populations.

Intramural Athletics

Cadets who did not participate directly in an intercollegiate or a competitive club program were required to participate as players, coaches, or officials in the intramural program during the fall and winter. Spring participation was again optional but most companies fielded teams. All 36 companies fielded lacrosse teams, 36 fielded softball, 35 fielded racketball, 34 fielded cross-country teams, and 19 fielded tennis. Hocker, an experimental coeducational spring intramural sport (begun on a trial basis during the previous year), was discontinued during the 1980-81 Academic Year due to lack of interest.

Research

The Department of Physical Education concentrated its research energies this year on conducting Project Ultimate. The focus of this large scale research project involving some 50 cadets was to determine the effects of various high intensity circuit training programs on upper and lower body aerobic and anaerobic physical fitness. Preliminary analysis appears to show positive anthropometrical, body composition, and upper/lower body anaerobic changes were affected by the high intensity circuit training programs. The analysis of the project will be completed during the winter of 1981-82 and if the results indicate significant benefits, the study will be repeated, using women as subjects. A second research project, also scheduled for the 1981-82 Academic Year, is a comparison between male and female military load bearing capabilities. Both of these research projects will be assisted by the U.S. Army Research Institute for Environmental Medicine.

Sports Medicine

During the 1980-81 Academic Year the DPE Training Room treated over 2200 cadets. About 60 percent of the cadets visited for taping, strapping, or supportive devices; the remainder reported for treatment of injuries. The department anticipates that the number of visitations will significantly increase during the 1981-82 Academic Year as the Physical Therapy Clinic will be moving from its present location (adjacent to the DPE Training Room) to its new location in building 606, the Cadet Health Clinic. Cadet visitation to reconditioning declined during the 1980-81 Academic Year because of the location of the Physical Therapy Clinic in the gym. During Fourth Class physical education classes 147 cadets visited the reconditioning room for at least one class period. However, the average attendance per cadet was for 15 class periods. For the period from 1 July 1980 to 7 May 1981, a total of 664 cadets of all classes visited the reconditioning room for an average attendance per cadet of five class periods.

During 1980 CBT, posture pictures were taken and evaluated for the entire Class of 1984. In the Class of 1984, 38 percent were judged to have a postural imbalance and were instructed to consult with the reconditioning officer. Over 80 percent of these cadets were able to correct themselves after one visit. Of the remaining 96 cadets that required additional exercises, 85 remained in a remedial posture program at the end of the year.

DOCTRINE OF COMPARABLE TRAINING

During the past academic year questions concerning physical performance standards of men and women frequently were discussed at Initiative Teamwork sessions. It became apparent that adjustments in these Academy standards to accommodate women had created a great deal of confusion and resentment on the part of many Academy personnel. Although the vast majority of physical standards are identical for both men and women, those few which were adjusted to take into account physiological differences between the sexes were an irritant to many who were concerned with what they perceived to be a lowering of standards to accommodate women. The facts that the law which admitted women specifically stated that the standards should be modified where physiological differences necessitated, and that there were valid physiological justifications for such modifications were unknown, misunderstood, or rejected by a significant share of Academy personnel. To many, the Academy physical standards were sacrosanct and no reason for modification was acceptable.

In an effort to promote the understanding of the rationale for such adjustments the Superintendent directed his Special Assistant for Policy and Planning, Colonel Donaldson P. Tillar, Jr., to review and restate the existing Academy policy on training in a more appropriate manner. After consultation with the Policy Board and the Cadet Chain of Command, the revised doctrine was formally approved by the Superintendent in June. The Superintendent asked that each officer review the doctrine which follows, and add it to their professional notebook.

Doctrine of Comparable Training

The Requirement

"The United States Army is committed to serving the needs of the nation through the maintenance of an effective fighting force which includes the integrated services of men and women. The mission of the United States Military Academy, to provide officers for the Regular Army, requires that all education and training programs for cadets support the integrated Army concept and that the Academy graduate officers who can effectively lead soldiers of an integrated force.

The United States Military Academy, as a primary institution responsible for the education and training of future Regular Army officers, must ensure that established standards provide for the development of leaders who can meet the challenge of today's Army. Therefore, an inherent objective of the Military Academy is not only to provide the fundamentals traditionally expected of cadets, but also the knowledge and commitment to serve effectively in integrated units. The time-honored reputation of this institution depends on how well this purpose is served. To this end, West Point must provide all cadets with a very high caliber education and training experience, while recognizing that certain gender-based physiological differences exist. The law which provides for the admission of women to the service academies states '...the academic and other relevant standards required for appointment, admission, training, graduation, and commissioning of female individuals shall be the same as those required for male individuals, except for those minimum essential adjustments in such standards required because of physiological differences between male and female individuals.' Cadets must achieve comparable standards and be accorded equal opportunity and impartial treatment after accounting for basic physiological differences.

Where practical and appropriate, performance standards are uniform for all cadets to ensure fair treatment. However, distinct physiological differences between male and female cadets should be recognized through the use where necessary of comparable, rather than identical, standards in some aspects of physical education and military training. Regardless of differing levels of physical achievement demanded of male and female cadets, cadets of both sexes must be so challenged, on the average, as to require expenditure of equivalent effort and to attain acceptable standards. To this end, the Academy has adopted the Doctrine of Comparable Training as a suitable method of accounting for physiological differences between men and women while preparing each cadet for the rigors of military life which he or she will encounter. The policy is as follows. Comparable standards can be considered when:

- on the average, female cadets cannot perform an activity to the same standard as male cadets due to physiological differences AND
- the comparable standards permit essentially the same type of training experience AND
- the comparable standards require, on the average the same relative expenditure of strength and endurance for women as the men's standards do for men.

Comparable training standards, when an identical training experience is not appropriate, should be such that both men and women are provided those skills and attain those levels of competence essential to their performance as Army officers. Standards must remain flexible so that as the physical capabilities of women improve, the women continue to be challenged to achieve comparable performance levels."

Although the existence of this doctrine has not eliminated all questions on the issue, it does articulate the Academy's analysis of the matter. While the Academy maintains identical standards for both sexes whenever appropriate, and in the great majority of cases the standards are identical, it is aware that physical requirements have varied in the past at this institution depending on the abilities of the Corps and will no doubt be modified in the future as well. The fundamental objective is motivating all competitors to the fullest extent possible.

ACADEMY COMMITTEE HIGHLIGHTS

During the past academic year the Academy has continued the intensive internal study of practices and procedures begun in 1977. An extensive recapitulation of all of the actions of the numerous Academy committees 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.

CURRICULUM COMMITTEE

The USMA Curriculum has been under continuous review since curricular revisions were implemented during the 1978-79 Academic Year. During the past year the Curriculum Committee's major work was a comprehensive review of the recently revised academic program even before the completion of the entire transition to the new curriculum. The survey led ultimately to substantive changes in the academic course of studies. These changes were designed to meet several immediate concerns: dual tracking, the American Institutions course, the New York State Accreditation for Engineering and Technology, and star days in the academic calendar.

Initially, in December 1979 the Head of the Department of Physics indicated that the two-semester physics sequence, including calculus-based classical physics and modern physics, was not meeting effectively the needs of both the Mathematics, Science, and Engineering (MSE), and the Humanities and Public Affairs (HPA) concentrators.¹ He proposed two versions of the physics courses: one physics course with two semesters of calculus-based classical physics and one physics course for other concentrators with an introduction to both classical physics and modern physics. Because this proposal signaled a need for tracking within the curriculum and impacted on the mathematics sequence, subsequent MSE courses, and the timing of cadet choice of an area of study, the Dean directed the Curriculum Committee to review this tracking proposal. The Dean created an MSE subcommittee of the Curriculum Committee, chaired by Lieutenant Colonel Frank R. Giordano, to examine the content of the current MSE courses, to determine if modern physics could be restored to the curriculum by reducing overlap among MSE courses, and to examine the possibility of tracking within the MSE core curriculum. In the meantime, the Academic Board decided to initiate a two-semester calculus-based treatment of classical physics for all cadets, and to eliminate modern physics from the core program. The MSE subcommittee ultimately submitted its report² in October 1980 and recommended that two tracks, similar to those originally proposed by the Head of the Physics Department, be established in the MSE core courses.

Secondly, a decision on the status of the American Institutions course for the 1981-82 Academic Year was deferred after discussion by the Academic Board in the fall of 1980. Following several studies on the course a new ad hoc committee of the Dean³ was established in January 1981 to review the revisions that were made in the 1980-81 Academic Year course, to assess the resource and pedagogical implications of scaling the course from elective to core course proportions, and to make recommendations by March of 1981 on the future status of the course. At the same time the Curriculum Committee was directed to consider what to do with the course space if the American Institutions course should be dropped from the core curriculum.

Thirdly, the Chairman of the State Board for Engineering and Land Surveying informed the Dean by a letter dated 11 December 1980 that the New York State Accreditation Board for Engineering and Technology (ABET) would not permit the Engineer-in-Training Examination to be given at West Point after the 1979-80 Academic Year unless the Academy decided to seek accreditation of its engineering programs. (The Board agreed to permit Virginia's examination to be given in the 1980-81 Academic Year with the understanding that a decision on whether or not to seek accreditation would be made in the spring.) A primary factor in the Academy's decision to seek accreditation was to enable cadets to continue to take the Engineer-in-Training examination at a time when their exposure to and understanding of engineering was at its peak. In January 1980 the Dean established another subcommittee of the Curriculum Committee, the ABET Accreditation Committee under Lieutenant Colonel Peter D. Heimdahl, to work with the MSE area committee on reviewing the possibilities and implications of accreditation by ABET, previously known as the Engineer's Council for Professional Development (ECPD). The subcommittee provided input for the MSE subcommittee's study, and its findings⁴ were considered by the Curriculum Committee.

Finally, cadets frequently identified star days (or days in which cadets attended a course for a session twice as long as normal), as the primary impediment to achieving the goal of academic excellence. Star days were originally created in the revised curriculum to permit 62 lesson attendances within a six day academic week.

During the 1980-81 Academic Year several other assessments of the entire USMA program also became available, including two reports by Visiting Professor H. Bradley Sagen,⁵ a report on academic excellence,⁶ after-action comments by departing visiting professors, and the Middle States accreditation report.⁷ The Dean established the Academic Review Committee, as a subcommittee under Colonel James L. Abrahamson, to review the implicit and explicit recommendations contained in these reports, to consolidate the recommendations, and to suggest areas for further study.

In order to provide an assessment of the non-MSE portions of the curriculum as part of the overall curricular review, the Curriculum Committee, under Lieutenant Colonel James R. Golden, established an HPA subcommittee. The subcommittee began its review in December of 1980, concentrating on the impact of possible reductions in the HPA content of the core curriculum and on the possibility of tracking within the HPA core courses. The subcommittee met with faculty groups in each HPA department, including the Head of each department. In addition, the review included discussions with the Humanities, National Security, and Public Affairs subcommittee, chaired by Lieutenant Colonel Roger D. Manning. This subcommittee had been directed to study the HPA thread of the curriculum to ensure continuity in the HPA program.

In February 1981 the full Curriculum Committee met to consider the findings of these various studies. The Committee first sought to identify the major objectives for further curriculum reform and to assign relative priorities to the different objectives. The Committee then formulated a series of proposals ranging from maintaining the status quo to instituting substantial reductions in the core curriculum designed to meet those objectives. Finally, the Committee developed a consensus on the minimum curricular adjustments that should be made immediately, designed the optimal curriculum for meeting the objectives given all of the factors considered, and identified areas that should be deferred for further study.

A 1977 memorandum had summarized the major objectives and constraints originally considered in deriving the academic program for the Class of 1982 and subsequent classes.⁸ The net impact of the curriculum revisions in the years following the West Point Study Group Report of 1977 was to reduce the total number of courses per semester from six academic courses plus military science (a total of 52 courses) to five academic courses plus military science (a total of 45 courses). The total academic load was left relatively unchanged because lesson drops were eliminated and six 62-attendance courses were added to the curriculum. As a result the curriculum had fewer courses, but had a substantial increase in the number of attendances in several of the remaining courses. This adjustment was designed to reduce the fragmentation of cadet effort by permitting cadets to focus on a reduced set of course requirements. At the same time the number of electives was increased and fields of concentration were redesigned to insure progressive study. Subsequent adjustments produced the desired pattern of prerequisites leading to greater depth in the fields of concentration. The committee believed that the thrust of these initiatives was appropriate and led to significant improvements in many areas of the curriculum. However, this review of the academic program called for incremental adjustments in several areas to strengthen the program even further.

The major objectives of the curricular review were: to improve the core curriculum in Mathematics, Science and Engineering for both the MSE and HPA concentrators; to insure adequate counseling and exposure to all areas of the curriculum before any area or field decision is made; to insure that elective offerings support specific field requirements; to provide the flexibility for some cadets to pursue an accredited program in engineering; to revise the current star-day schedule or eliminate 62-lesson courses; and to improve the quality of cadet writing.

By March 1981 the Curriculum Committee had developed a variety of curricular options in response to the reform objectives; one was ultimately endorsed by the General Committee in April and approved by the Academic Board later in the month subject to minor qualifying modifications.⁹ The approved curriculum for the Class of 1985 includes the following major provisions:

The new curriculum provides for a broad core curriculum of 31 "academic" courses for all cadets, six courses per semester, and a total graduation requirement of 48 courses (43 "academic" and 5 "military science" courses) for all cadets. MSE core courses after Fourth Class Year are tailored to meet the needs of different concentrators, assuring an appropriate balance of coverage for the HPA concentrator and appropriate depth of study for the MSE concentrator. A field structure has been formulated which should reduce the pressure for proliferation of elective offerings and tie offerings more closely to field requirements. Four "area" courses for concentrators in each track have been established which insure appropriate interdisciplinary background prior to pursuing six field electives. The 62-attendance requirement had been eliminated in all courses except Fourth Class Mathematics. Finally, the engineering program can be accredited. The new curricular changes are discussed in further detail in the chapter on the academic program.

ADMISSIONS STUDY GROUP

The Final Report of the West Point Study Group noted that although the admissions office had fulfilled its responsibilities and had continued to attract high calibre individuals to the Academy that some admissions procedures were cumbersome, complicated, difficult to understand, and time-consuming in comparison with civilian schools. By May 1980, after initial improvements had been undertaken, the Superintendent indicated that it was time to make a full review of the entire admissions system and to make appropriate revisions where necessary. As a result, on 7 May 1980 the Admissions Study Group was appointed by the Superintendent to conduct "a comprehensive review of the total USMA Admissions System, from advertising to R-Day, and make recommendations to streamline any or all of the admissions procedures identified ... to the maximum extent possible while insuring the needs of the Academy for highly

qualified admissible candidates are met."¹⁰ Members of the study group, which was chaired by Colonel Jack M. Pollin, of the Department of Mathematics, included representatives of all departments and offices which have a direct or indirect interest in candidate admissions processing.¹¹

At a 19 May meeting a statement of purpose of the Admissions System was identified and modified by the Superintendent. According to the statement the Admissions System was:

- "(1) Annually to provide (to USMA) approximately 1450 new cadets who meet the legal and medical requirements as specified in the laws and regulations governing USMA; whose academic, physical and leadership qualifications give high prospect for them to meet the demands of the Military Academy and identify them as the best suited of the applicants from the standpoint of the whole person and from the standpoint of future officership in the U.S. Army; and whose admission supports the goals for class composition set by the Department of the Army and the Academic Board."
- "(2) To identify and select candidates for admission to the United States Military Academy Preparatory School (USMAPS) and to identify and recommend to the Association of Graduates (AOG) candidates for admission to the Civilian Preparatory Scholarship Program of the AOG."¹²

In recognition of the broad scope of the Admissions System and in order to provide some focus for the work of the study group, the functions of the Admissions System were also specified during the meeting. First, with respect to American citizens who are within a year or two of completing their high school studies, the functions of the Admissions System were to: "advertise (in the broadest sense); identify (those who appear interested; inform (those who express interest); test (those who make application); accumulate records (of those who provide data); screen (those whose records are complete); select (those who best meet criteria); and assist (those in need of nomination assistance)."¹³ In addition, with regard to testing, the following items were identified as possible areas of concern: the Physical Aptitude Examination (PAE), Scholastic Aptitude Tests (SATs), and letters of recommendation (as suggested in the United States Air Force Academy Study) on its overall program.

Also during the 19 May meeting the Superintendent recommended several specific areas for review.¹⁴ He wanted the Admissions selections to complement the Army's requirements for officers with appropriate physical, intellectual, and leadership capabilities. Specifically, he sought to insure that the Academy's physical requirements were not in excess of those of the Army; that candidates selected for admission gave evidence of superior academic

potentialities (in view of the desire of the Army to provide graduate schooling for officers), and that improved measures of leadership potential would be sought to enable the Academy to continue to select the most appropriate candidates for the officer corps. Finally, in response to concerns expressed by the USMA Surgeon, Colonel Girard Seitter, III, an understanding of the relationship between Academy and Army medical standards was also made an objective of the study group.

In view of the scope and complexity of its assigned responsibilities, the study group divided itself into eight subcommittees with specified areas of investigation identified at the 19 May meeting. The subcommittees were organized around the following topics: Advertising, Identifying, and Informing Candidates; Candidate Testing, Medical Examining, Records Accumulation, and Screening Procedures; Candidate Assistance Procedures; Academic Qualification Criteria; PAE Qualification Criteria; Special Interest Groups; Medical Qualification Criteria; and Leadership Potential Score (LPS) Criteria. Each of the eight subcommittees provided input and prepared specific recommendations which were included in the Report of the Admissions Study Group, completed in February 1981.

Several accomplishments of the study group as a whole are worthy of note. Graphic displays of the entire admissions process and of the Medical Examination Subsystem enabled identification of critical points in the admissions process. Following identification of the need for more expeditious handling of candidate medical examinations, specific actions to improve the existing situation were initiated with favorable results. The study group also identified areas within the system that could, and probably had, dissuaded some candidates from pursuing actions required for admission. These areas included a low priority being given to medical examinations for applicants when compared with other demands for medical service, lack of coordination between agencies involved in the scheduling of appointments and processing of medical records, and lack of adequate government funds to support applicant travel expenses for the testing program. In addition, obstacles were identified in the administration of the candidate PAE. Action was taken to make more extensive use of mailout PAE programs to enable athletic directors and coaches in an applicant's vicinity to administer the test and thereby eliminate some of the travel and inconvenience experienced by cadets. Reform of the candidate PAE, modification of the examination to bring it more in line with the physical and military training requirements of cadets and officers, and rescaling of female scores in line with Academy requirements and the abilities of female applicants were also studied.

Results of a study group survey of a stratified sample of 12 percent of the Plebe Class of 1984 revealed a very positive attitude toward the admissions process. Three problems in the application efforts of these cadets, however, were indicated in the survey: the nomination process, the medical examination, and the notification of admission. Specifically, some qualified candidates found it difficult to gain the attention of nominators; some noted the distances involved in traveling to medical examinations were excessive; and still others stated the lateness in notification of admission was a major problem. Some changes in admission procedures are being made in response to these problems. In cases where procedures may be simplified or made more efficient, modifications can be accomplished easily; in other areas careful consideration of all the alternatives will be made before action is taken.

The findings of the study group also reinforced the need to secure nomination authority from Congress for the Superintendent in order to assist the Academy in reaching Class Composition Goals and to support minority and athletic recruiting. Recommendations were made for improving the publicizing of the Academy, and minor adjustments in weighing certain aspects of candidate activities were recommended so that admissions decisions reflect the goals of the institution to the greatest extent possible. Finally, the study group identified shortcomings in the processing of the travel of cadet candidates to USMAPS. Action was recommended and undertaken to improve the situation for current and future classes.

INITIATIVE TEAMWORK SUBCOMMITTEE

In its third year, the Initiative Teamwork format underwent evolutionary change in an attempt to increase information dissemination and exchange opportunities between the Superintendent and other senior Academy leaders, and the staff, faculty, and cadets. As in prior years, the sessions were of two types: sessions with a random selection of participants and sessions with specific groups.

Initiative Teamwork sessions which included a random participation were of two basic structures. The first, third, and fifth sessions under this format were hosted by the Superintendent and attended by other senior leaders (Deputy Superintendent, Dean, Commandant, and Director of Intercollegiate Athletics) in addition to a random participant group (comprised of 10-12 cadets, three tactical officers, three faculty members, and a coach). Each of these two-hour sessions focused on several specific topics or issues and achieved the desired result of substantial exchanges of information, increased understanding, and appreciation of the other person's point of view. Each odd-numbered round was followed by a series of even-numbered rounds, hosted individually by the five senior Academy leaders, each with a different group of 17-20 randomly-chosen participants (officers, cadets, and coaches). Thus, these

six rounds comprised a total of 17 separate sessions and over 300 participants (including approximately 100 officers and over 200 cadets from all classes, regiments and varied academic, military, and athletic aptitudes). This latter type of session, hosted by a senior Academy official in addition to the Superintendent, was an expansion of the format used during the prior year in which only the Superintendent conducted the sessions. The changed format more than tripled the opportunity for officers and cadets to communicate with senior Academy officials in this program, but without increasing the scheduled commitments for these leaders. The themes of the sessions were as follows. The first and second round considered issues such as academic underloading, the new regulation on the use of alcohol, the doctrine of equivalent training, and the policies of pregnancy and sexual misconduct. The third and fourth sessions discussed the impact of changes made to support the commitment to excellence in Army football, the new Military Development System, and the question of individual and institutional responsibilities. The fifth and sixth sessions included a continuation of discussions on individual and institutional responsibilities (with reference to the behavior patterns illustrated at Eisenhower Hall), the design of the Fourth Class System, the integrated services of men and women, and the racial/ethnic climate at the Academy.

The special sessions with specific groups were all conducted by the Superintendent with the other four senior leaders in attendance. The Superintendent discussed the actions taken on the 1980 State of the Academy Report and gave guidance for the 1981 report to the First Class Committee in September. In October a special session with corps squad captains dealt with ongoing problems, the impact of recent changes, and cadet support for athletics and corps squad athletes. Discussions with cadet honor representatives in November focused on pressures impacting adversely on honor, conflicts involving loyalty and toleration, and distinguishing between honor and duty. In April the Superintendent discussed the report and recommendations of the 1982 Honor Committee, the major thrusts of the Superintendent's Honor Review Committee Report, and problem areas in honor, with the 1982 Cadet Honor Committee. In May there was a discussion with the First Class Committee on the 1981 State of the Academy Report and an unscheduled session with the permanent captains requested by cadets to discuss problems within the Corps.

Initiative Teamwork has no directly quantifiable outputs or overall accomplishments; its achievements are qualitative in nature. In the past several years, a variety of policies, programs, and activities have been re-examined and fine-tuned as a result of cadet feedback acquired through these sessions. Equally important, these sessions afford the Superintendent an access to

middle staff and cadets of all ranks and classes that is unfiltered, direct, and immediate. Concomitantly, the Superintendent's view and guidance are directly received by a random sampling of officers and cadets. A discussion summary of each session receives wide circulation at the Academy and contributes to the Academy's information system. Although the Initiative Teamwork effort is Superintendent Goodpaster's creation and reflects his personal command and leadership style, it is anticipated that the format will prove extremely useful in the future as well.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

The membership of the Superintendent's Honor Review Committee in the 1980-81 Academic Year included seven officers and six cadets and represented a cross section of the Academy. Three officers and two of the cadets had served on the committee in previous years; three members were either current or former members of the Cadet Honor Committee. To accomplish its mission of examining and evaluating the state of health of the Cadet Honor Code and System, this group used a variety of techniques including a Corps-wide survey, detailed interviews with 72 officers and cadets, visits to honor education classes and Full Honor Investigative Hearings, and direct observations in cadet company areas of honor lesson plans, honor bulletin boards, and other honor-related activities. In addition, written evaluations assessing the state of health of honor matters were solicited from every activity head at USMA. Also, views were exchanged with the Duty Concept Working Group and the Ethics and Professionalism Committee. Finally, a special pilot study was made using multi-attribute utility analysis.

After all of these activities were completed, the "Report of the Superintendent's Honor Review Committee, AY 80-81" was presented to the Superintendent in March 1981 and briefings of other key officials and cadets were conducted later in the spring. The committee reported that there remain serious areas of concern in the Honor Code and System at West Point, particularly in the areas of attitudes and procedures. The committee felt that problems revealed in studies of cadet attitudes on honor needed to be addressed in order to strengthen the moral-ethical development of cadets at USMA. Procedural difficulties, most notably problems in the areas of the absence card and the honor education program, were also identified in the report.

The report did find, notwithstanding the above areas of concern, that there are many parts of the body of honor at USMA which are sound. Most cadets see themselves as honorable people, living and working in a very special environment in which an honor code and system are functioning. The majority of the Corps states that they accept the Honor Code and strive to live within its spirit.

However, there is a reluctance in some aspects of cadet life to accept the full measure of this spirit in day-to-day behavior, especially when it involves inconvenience or restrictions on cadet freedom to do as they desire. The necessity to adhere to the non-toleration clause, i.e., to report violaters of the Honor Code, is a particularly stressful requirement. However, for young people moving from late adolescence to early maturity, and from a less demanding society to West Point's high standard of honesty in word and deed, such difficulties are to be expected. They simply pose a deep and continuing challenge for both the cadets and the Academy to address.

The committee's 300-page review contained 88 specific findings and 76 recommendations. The Superintendent subsequently assigned to separately appointed action groups the task of further study and implementation of the report as appropriate. These bodies consisted of: The Action Group to Address Honor Education under Lieutenant Colonel Robert L. Sloane, 2nd Regimental Tactical Officer; the Action Group to Address Modifications or Clarifications of Procedures or Regulations, under Lieutenant Colonel George C. Jacunski, the Deputy Staff Judge Advocate; and the Action Group to Address Recommitment and Increased Attention to Quality Control under Colonel Edward J. Thomas of the Foreign Languages Department.

Lieutenant Colonel Sloane's action group made substantial progress in defining an honor education plan, which was approved by the Superintendent in May and will take effect in the 1981-82 Academic Year. The efforts of this working group helped develop the first comprehensive four-year honor education program to insure that cadets have the necessary awareness of and appreciation for their responsibilities under the honor code and system here at West Point and later for the continuing role of honor in their careers as Army officers. The other action groups had not made substantive progress before the end of the 1980-81 Academic Year.

Another action, modifications in the absence card, which occurred independently of, but in conjunction with the preparation of the report, is felt to alleviate some of the more dysfunctional elements in the Army's accountability system. (Discussion of both the honor education program and absence card modifications are included in the chapter on Military Training.)

As a result of the formalization of the honor education program, modifications in the absence card, and the continuing interest and attention of the Cadet Honor Committee, an enhanced honor system is anticipated in the near future.

DUTY CONCEPT WORKING GROUP

Building upon the progress made during the previous year, the Duty Concept Working Group conducted duty development training for cadets, prepared a formal, structured training program for subsequent years, and completed a Duty Concept Paper.

For the 1980-81 Academic Year, duty development training consisted primarily of lectures to each of the classes by general officers, capped by an address to both First and Second Class Cadets by the Army Chief of Staff, General Edward C. Meyer, in April. Where possible, speakers programmed for other courses, in particular the Military Instruction (MI) 400 "Service Orientation" course, talked about the duty concept in conjunction with other topics. General Volney F. Warner, Commanding General, Readiness Region, and Brigadier General Hugh R. Overholt, Assistant Judge Advocate General for Military Law, spoke to cadets during the past year on topics including duty, and the Commandant addressed Second Class Cadets on that subject. The duty concept is also discussed in Military Science (MS) 101 "Military Heritage and Standards of Professional Behavior."

The 1980 summer programs for Cadet Basic Training (CBT) and Cadet Field Training (CFT) were also reviewed and revised for CBT and CFT in 1981. (The basic format of each was described in the 1980 Annual Report.) The four one-hour lesson blocks planned for CBT 1981 remained essentially the same as those used for CBT 1980, but the scenarios used to generate discussion were improved based on input received from CBT 1980. Although CFT still conducted four one-hour lessons, the first lesson was now conducted during Spring Leave (when plebes remain at the Academy but all other cadets depart), the second lesson was conducted during Graduation Week when the other cadets are preoccupied with other activities, and the other two lessons remained scheduled for the CFT program. The movement of two of the four one-hour sessions out of the CFT training schedule resulted from revisions of the academic calendar which eliminated one week from the CFT program. This shift has the contributing effect of beginning the formal consideration of duty in the academic year and integrating its consideration with other relevant military topics.

A major activity during the past year was the development of videotapes which can be used in future academic years either to support Tactical Officer Time seminars or for academic year courses. Four of the tapes are of general officers: the Superintendent, Lieutenant General Goodpaster; General Warner; Brigadier General Overholt; and Lieutenant

General Sir Frank Kitson, Deputy Commander-in-Chief of the United Kingdom Land Forces, who was at the Academy to present the Annual Kermit Roosevelt Lecture. Each consists of questions concerning the duty concept asked by an officer, and in some cases a cadet, and the general officer's reply. They run up to 40 minutes in length based on the discussion generated. In addition, the Theatre Arts Guild of the Dialectic Society acted out two scenarios concerning Cadet Troop Leadership Training (CTLT) situations which were filmed by the Department of Military Instruction.

Other initiatives included briefing the Dean on the proposed long-term Duty Concept Educational Program to emphasize the duty concept in the core curriculum whenever appropriate; drafting a booklet of case studies entitled "Profiles of Duty" for potential staff and faculty use, a review of the integration and overlap of duty and honor and efforts to make cadets understand the necessary interrelationship; and efforts to develop measures to determine cadet attitudes and evaluate progress in instilling the duty concept in the Corps. Finally, the Working Group has coordinated with the Ethics and Professionalism Committee and the Superintendent's Honor Review Committee. The thrust of this duty development program is intended to be varied and multifaceted, employing lectures and seminars, tapes and discussions, and an occasional lecture from an outstanding speaker. In core courses where the duty concept may be employed, such as military law, leadership, and history, efforts will be made to include such consideration in the presentation of course material.

A primary base for many of these activities was the work done in preparing a duty concept paper for Academy personnel. After the presentation of two competing versions of the duty concept paper to the Superintendent in the spring of 1980, several members of the Duty Concept Working Group were instructed to prepare a new version. Incorporating many of the concepts and material from each of the earlier versions, a revised version was prepared, staffed and presented to the Superintendent. After modifications prepared by the Superintendent were integrated into the document it was formally approved. Entitled "Concept for Duty Development," the paper was distributed to cadets and the staff and faculty in the spring of 1981. This paper discusses the fundamental aspects of duty and duty concept development. The document is deemed sufficiently noteworthy to include the following excerpts in this report:

Needs and Objectives.

"The Army has need for officers imbued with a strong, well-ordered sense of duty, and this need expresses itself at the Military Academy in ways that reach every member of the institution. Officer members of the Academy staff and faculty -- and all other members as well -- can best fulfill their functions if they possess a strong sense of duty and demonstrate to cadets its application in all aspects of daily activity. Cadets themselves need to develop the initial essentials and the enduring foundation of a sense of duty that will enable them to perform as exemplary junior officers, and to continue to build and strengthen their devotion to duty throughout their service...

"What is 'duty' in this sense? Though an understanding of its full meaning can only be approached through a lifetime of study and experience, its basic principle is well and simply conveyed in 'doing what ought to be done.' ...But...the individual quickly confronts a second essential: to know where duty lies; that is, to know how to assess and decide what it is that 'ought to be done.'

"It is the objective of West Point to nurture both these elements of duty -- 1) the ability to assess and decide what ought to be done, and 2) the desire to do it. Both rest on well-recognized legal, moral, and social underpinnings.

"Legal Basis. The ultimate legal basis of duty, for officer and cadet, is our country's Constitution... At West Point the cadet experience is delimited by two oaths, the Cadet Oath of Allegiance and the Commissioning Oath, which provide the specific legal basis of duty...

"Moral Basis...the moral basis...is to be found not so much in documents or oaths as within the individual. Compulsions of conscience, rooted as they are in parental guidance, religious upbringing, education, and life's experiences, play a prominent role in determining what ought to be done...

"...Conflicting obligations and requirements often raise moral issues. Where duty and friendship collide, for example, cadets who hold high the virtues of integrity, loyalty, and justice may face painful dilemmas...To resolve these complex dilemmas, military men and women need commitment, perseverance, and balance, built around a strong core of personal character...

"Social Basis...In a democracy, the interaction between military institutions and the society at large poses special needs. Moreover, interpersonal relations among the members of the profession of arms itself can greatly influence the successful accomplishment of the task entrusted to the military by its parent society...

"By accepting the role and responsibility of guardian of society, an officer signifies that he or she places the interests and values of society -- of which one remains a part -- above concern for self. Entrusted with control of deadly weapons which safeguard our Nation and its deepest values, the officer must fulfill high standards of duty and be governed by well-understood moral and social principles supporting that duty.

General Concept and Approach.

...For the Academy, a central task is to further the development in each cadet of a duty concept and pattern of duty performance...Developing a fully realized duty concept...begins with compliance with requirements, which is derived from the learning and mastery of standards; it proceeds to support for requirements, which stems from the acceptance of values; and continues with the determination of requirements, which comes from an understanding and appreciation of the underlying ideas and purposes.

"Such a duty concept is highly dynamic and can only be developed over a period of years; as experiences occur and values are more clearly defined, they are translated into practical actions and are steadily assimilated...The Military Academy staff and faculty have a responsibility for presenting to cadets, and explaining to them, the values and standards that pertain to the profession of arms, and for assisting

cadets in understanding and examining the human values that are shared by military and civilian alike...their educational experiences are intended to furnish cadets a basic approach that may be used in the spirit of independent thought and responsibility to grapple with problems on a firm legal, moral, and social basis.

To foster cadet cultivation of a sound duty concept, the Academy uses a progressive approach encompassing three principal elements: obedience supported by supervision; self-discipline supported by commitment; and a spirit of service supported by a sense of responsibility.

Obedience to the orders and directions of higher authority is required from the outset...The requirement for obedience continues throughout their cadetship, but the need for close supervision diminishes as cadets gain in self-discipline... Ultimately, the concept of duty should show itself in the cadet's personal sense of satisfaction and in a spirit of service that derives from the knowledge that one is doing what ought to be done, not because it has been directed, but because of a sense of responsibility impelling action on one's own initiative...Further, the Military Academy expects cadets to distinguish between blind and reasoned obedience, and to possess the self-mastery and sense of responsibility essential in using the greater latitude they are given in deciding how to accomplish the tasks for which they are responsible...

Measuring Success.

"...Over the four-year period, cadets should gain a mature appreciation that duty -- and their own oath -- requires adherence to orders and directions, to requirements, assignments, tasks and standards, to regulations and instructions, whether written or oral, general or specific. But duty requires much more; it demands commitment to the purposes and values of the Academy, the Army, and the Nation, and it requires as well the acceptance of responsibility and faithful exercise of authority, as one assesses and decides what 'ought to be done' within a framework of moral purpose and spirit of service..."

CADET TIME SUBCOMMITTEE

In December 1978 the Superintendent appointed a Cadet Life Committee tasked to report annually to the Commandant on the quality of cadet life. The Superintendent directed the committee to investigate three specific areas of cadet life as priority projects before undertaking the basic committee responsibilities. One of the specific priority areas was to advise the Superintendent on matters pertaining to the demands on cadet time.

In early 1979 Colonel Wilford J. Hoff, Jr., Professor and Head of the Department of Chemistry and Chairman of the Cadet Life Committee, organized a Cadet Time Subcommittee which would evaluate the issue of cadet time from three dimensions: time demands placed upon cadets, time actually spent by cadets to meet demands, and cadet perceptions of the adequacy of the time available to meet the various demands.

Cadet perceptions were identified by a questionnaire administered to cadets during Reorganization Week of 1979; the amount of time actually spent by cadets in meeting various requirements was identified through the administration of a time log survey in March and April of 1980; the time demands placed upon cadets were identified by asking various USMA officers and agencies how much time they required of cadets, scheduled and unscheduled, to meet the objectives of the various cadet development programs.

"The Report of the Cadet Time Subcommittee," which was published in September 1980, completed the work of the subcommittee. Following a briefing of the Superintendent and members of the Academic Board, copies were distributed to principal staff and faculty agencies. A 30-minute television film highlighting the study's major findings was prepared by the subcommittee and used by the Commandant to provide feedback to the Corps of Cadets.

In the report's evaluation, the numerous programs and activities established by the Academy to develop cadets over the four-year period were categorized and analyzed under four major cadet developmental programs: intellectual, military-professional, physical, and personal.

In the area of intellectual development the subcommittee found that the curriculum revision reduced the amount of time which cadets spent in class, but did not change the amount of time which they devoted to study out of class. Thus, the goal of increasing the overall amount of time devoted to academic effort had not yet

been achieved. Cadets studied an average of 1.9 hours for each class attendance. This was similar to the average of 1.7 hours of study per class based on a survey of instructors' opinions as to the time needed to meet the course demands. Instructor requirements and cadet performance were in compliance with the Academy guideline of no more than two hours of study for each hour of class. Since instructor study requirements are geared to a system of daily class preparation, the study concluded that Academy policies aimed at providing protected study time on a daily basis are essential to academic excellence and should be continued. It was also concluded that the Academy's low student to instructor ratio was used effectively and programs of additional instruction and informal contact with instructors involved a significant number of cadets.

In military development cadets generally were found to devote more time to chain of command duties than was generally felt desirable and cadets perceived the time available for these duties as inadequate. Fourth Class Cadets did not devote an excessive amount of time to their military duties and they perceived the time available for such duties to be adequate. Tactical officer counseling (direct interface) time was not perceived as adequate by many cadets.

In physical development although cadets spent an average of about one hour daily on voluntary personal physical conditioning, they perceived this is insufficient time for this activity. The amount of time devoted by cadets to personal physical conditioning appeared to be independent of corps club/squad status, class year, and physical education class standing. However, female cadets, as a group apparently worked on physical conditioning more frequently than male cadets.

In personal self-development cadets placed a high value on personal and social self-development but clearly indicated that they did not have sufficient time to devote to activities that enhance such development. Cadets spend an appropriate amount of time on extracurricular activities but felt that they would like to have more time for pursuit of those activities. Cadets were generally satisfied with the amount of time available to them for attendance at religious activities on weekdays and weekends.

Although cadets stated that there was insufficient time available to participate in extracurricular activities, personal conditioning and socializing as fully as they desired, adequate time was available in the subcommittee's view. There indeed appears to be sufficient time during the week and weekends for the great majority of cadets to accomplish these personal

self-development activities, understanding the constraints imposed by the very nature of the Military Academy which include required activities, accountability, and some necessary restraints on personal freedom.

In the past several years, there have been some important revisions of the Academy's curriculum and administration. These have had a significant impact on the Corps of Cadets and have achieved a high measure of success in refocusing the institution's demands and goals. However, the change from the previous curriculum requiring 48 courses for graduation to the present curriculum of 40 courses, the shortened classes, and the net increase in the amount of discretionary time has not ostensibly changed cadet study patterns or the amount of time they devote to academics.

Finally, in the subcommittee's judgment cadets did have the time to meet the minimum essential demands of the various cadet developmental programs. Whether or not cadets have the time to devote to excel in their particular areas of interest is unknown and beyond the scope of the study. The data gathered by the subcommittee, in conjunction with surveys of cadet time taken during the 1960s and 1970s indicate that stability and homogeneity characterize the time demands and time usage of cadets. This study was not able to establish a direct causal relationship between time demands placed on cadets and cadet attitudes toward the institution.

QUALITY OF LIFE SUBCOMMITTEE

The purpose of the Quality of Life Subcommittee is to evaluate the various functional areas as they relate to cadet quality of life and to cadet development within the mission of the Military Academy. The specific issues defined by the subcommittee early during the 1979-80 Academic Year 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 day-to-day needs; the quality of cadet relationships 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 female and other minority group components of these perceptions was also to be included.

In April 1980 the subcommittee used a questionnaire to survey nearly 400 cadets and obtain their perceptions on the quality of cadet life. That survey asked cadets to evaluate 72 areas of cadet life by indicating the importance they placed on

each of the areas and how satisfied they were with each area based upon their personal experiences at USMA. The results of the survey were published in September in a booklet entitled "Report on Cadet Perceptions of Their Quality of Life." In the Superintendent's briefing on the results of the survey he directed that a follow-up survey of officers be conducted to enable comparisons to be made between the perceptions of officers and cadets in these areas of cadet life.

The subcommittee sought to accomplish several objectives:

- (1) to develop quantitative data concerning staff and faculty perceptions of the importance USMA should place on each of the specified areas of cadet life, and how satisfied the staff/faculty is with the amount of importance USMA is placing on each of the areas;
- (2) to compare responses from various groups within the overall staff and faculty population; and
- (3) to assist the Initiative Teamwork effort by providing information to USMA proponents on the manner in which programs might be beneficially improved.

In January 1981 the follow-up survey was administered to representatives of the staff and faculty. The 214 responses were of sufficient sample size to permit comparison of company grade officers (01 to 03), field grade officers (04-05), Colonels (06), USMA graduates, non-USMA graduates, permanent and non-permanent faculty, academic and tactical departments, and the USMA staff. The report, published in June 1981, was titled "Report on Staff and Faculty Perceptions of Cadet Quality of Life and Comparison with Cadet Perceptions." These two reports provide valuable information on USMA activities and programs which contribute to cadet quality of life and cadet development.

SOCIAL DEVELOPMENT WORKING GROUP

With the publication in February 1979 of the Academy Basic Concept Papers describing the academic, military, moral-ethical, and physical components of the Military Academy experience of cadets, it was recognized that the important area of social development had been omitted. Soon thereafter a Social Development Working Group under Colonel John K. Solomon, 2nd Regimental Tactical Officer, was tasked by the Superintendent to formulate a social development concept paper to fill the void. Its purpose was "to develop a basic concept for cadet social development which will include all relevant aspects of cadet social development from the

time of the cadet's entrance into the Military Academy through commissioning." In December 1980 the Social Development Concept Paper was approved by the Superintendent and became one of the Academy's Basic Concept Papers.

Quoting from the paper's conclusion:

"The concept for cadet social development recognizes that cadets enter the Military Academy from diverse social backgrounds and levels of social growth. Upon graduation, however, the institution expects that its graduates will be ready to take their place in the profession of arms in full support of the mission of the United States Army. The Military Academy accepts the responsibility to further the cadet social development process as an essential part of the total preparation for officership. In large degree, this aim coincides in a mutually supporting way, with cadet desires for enjoyment, relaxation, and the exercise of personal freedom. Constraints arise primarily from the prohibition of improper or unmilitary conduct and the essential demands of other Academy requirements. The process of social development is systematic and progressive over the four-year experience. The outcome towards which West Point strives should be newly commissioned officers who possess the requisite social skills, are able to interact with others in a wide variety of social settings, and have a healthy respect for themselves, others, and their environment."

Following the completion of the concept paper the Committee began addressing the specific issues of cadet alcohol consumption, fraternization, and class stratification by privileges. Plans and actions designed to enhance activities at Eisenhower, Cullum, and Grant Halls are being formulated. The goals of the plans are to provide facilities and establish procedures which will separate the plebes from upper class cadets, curtail alcohol consumption, yet provide a social environment at the Academy which will enhance the cadets' social development and better prepare them for their responsibilities in the officer corps.

FOOTNOTES

1. Memorandum, MADN-H, 3 Dec 79, Subject: The Core Program in Physics.
2. Memorandum, MADN-A, 30 Oct 80, Subject: The MSE Thread in the Core Curriculum.
3. Memorandum, MADN, 5 Jan 81, Subject: Evaluation of the American Institutions Course.

4. Memorandum, MADN-I, 17 Mar 81, Subject: ABET Accreditation.
5. Visiting Professor H. Bradley Sagen, "Comments on Academic Excellence," 15 Apr 1980 and "The Quality of Instruction at USMA," 16 May 1980.
6. Colonel William M. Wix, et al, "Report to the Superintendent from the Academic Excellence Working Group," May 1980.
7. Middle States Association of Colleges and Schools, Report to the Administration, Faculty, Students of the United States Military Academy, March 1980.
8. Memorandum, MADN-I, 8 Dec 77, Subject: Curriculum Proposals.
9. Memorandum, MADN-J, 27 Mar 81, Subject: The Core Curriculum.
10. Letter, MAPP, Subject: Admissions Study Group, 7 May 80.
11. Letter, MAPP, Subject: Admissions Study Group (ASG), 4 Sep 80.
12. Memorandum for Record, MADN-A, 31 May 80, Subject: Admissions Study Group.
13. Ibid.
14. This input was further amplified and augmented in the Memorandum for Record, MAPP, 1 Oct 80, Subject: Admissions Study Group (ASG).

BOARD OF VISITORS

The Board of Visitors to the United States Military Academy is appointed in accordance with the 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 that the Board decides to consider.

The Board's visit in July 1980 concentrated on the cadet summer military program with firsthand observation of the training. Both Cadet Basic Training (CBT) for the new plebes and Cadet Field Training (CFT) for the Third Class were observed. Members of the Board also visited Camp Natural Bridge, summer home of most of the Regular Army troops augmenting both CBT and CFT. Of particular interest to the Board were the preliminary results of changes instituted in CBT and CFT, the manpower situation at USMA, contracting-out of Commercial-Industrial Type Activities (CITA), and the new USMA policy regarding cadet consumption of alcoholic beverages.

The Executive Committee of the Board met in Washington, DC in September 1980 to prepare for the annual visit to West Point required by law. The Committee discussed the Cadet Indoor Athletic Facility, the dates for the annual visit, and a number of draft recommendations for the 1980 Report to the President.

The Annual Meeting of the Board took place at West Point in October 1980. Although a quorum was not present for the meeting, a decision was made by those present to proceed with the meeting without a quorum and to consider the issues, conclusions and recommendations on the basis of a consensus of the members and staff present. The meeting was devoted to two primary tasks: completion of considerations and tasks specified by the 1979 Board and development of recommendations of the 1980 Board. The Superintendent presented his assessment of the overall condition of the Academy to the members concerning academics, facilities, faculty composition, cadet honor committee procedures, the Fourth Class System, cadet time study results, and CITA. The following general recommendations were made by the members present:

- (1) That the Administration support construction of a Cadet Indoor Athletic Facility for ice hockey and basketball beginning FY 1981.

- (2) That the Academy should continue and renew its cooperative efforts with the town and village of Highland Falls to resolve existing issues.

- (3) That Departments of the Army and the Interior, with Administration support, vigorously pursue efforts to fund and construct the Visitors' Information Center/Museum complex.
- (4) That the Academy renew and continue its efforts in recruitment of minority and women for the staff and faculty.
- (5) That the Academy should proceed carefully in its contracting out of Commercial-Industrial Type Activities (CITA) and should ensure continued high quality service. The Board wishes to be informed in 1981 of the results of the CITA reviews.
- (6) That the Summer Training Programs for 1981 continue in the vein set by summer 1980. The Board commended the Superintendent, the Commandant, and the Commander of Cadet Basic and Cadet Field Training for their inspiring and innovative leadership.
- (7) That the Department of the Army and Department of Defense continue their vigorous support of the proposed legislation to provide the Superintendent with 50 additional nominations for appointment.
- (8) That continued efforts be expended in recruiting minority and women candidates for West Point. The Board commended the Superintendent and the USMA staff for exemplary efforts in the improvement of minority and women admissions.
- (9) That the Academy continue efforts in the effective utilization of Reserve Components as augmentation for USMA. Moreover, the Board supports and encourages increased program resources for the Military Academy Liaison Officer (MALO) program in terms of quality administration, dollars, and man-days.
- (10) That the Academy weigh the civilian faculty issue in the context of its mission, maintaining sight of the benefits derived from a vigorous military faculty and the perspective provided by civilian faculty, and consider increasing the number of civilian faculty and Ph.D. representation on the faculty. Further, that the Academy consider expanded use of visiting lecturers from the national pool of talent available. The 1981 Board desires to be kept abreast of Academy efforts in this area.
- (11) That the Academy continue to evaluate the recent changes in honor procedures and that current emphasis on education by the Cadet Honor Committee be continued. Finally, that the 1981 Board be fully informed as to the Hearing procedures in use and due process implications.

The Board, after three visits to West Point in 1980, numerous communications with Academy officials, and evaluation of Academy plans and programs, concluded that USMA is accomplishing its assigned mission in a highly commendable fashion. The Board recognized the outstanding contributions of the Academy's first Deputy Superintendent, Brigadier General Charles W. Bagnol. The members of the Board present for the summer visit were impressed with the improvements made in Cadet Basic Training (CBT) and Cadet Field Training (CFT). The Board recognizes the essential nature of these two programs and the degree to which these programs set the "tone" for the following academic year. The Board recognized that the fundamental element of the West Point experience is a solid four-year academic program. This program provides the foundation for officership, future academic and professional education, and substantial contribution to the Nation by graduates of the Academy. The Board also identified two areas of interest which it recommended to the 1981 Board for additional consideration, review and discussion: civilian representation (faculty mix) on the USMA faculty and investigative procedures of the Honor System, to include the Full Honor Investigative Hearing.

At the 1981 Board of Visitors meeting held in Washington, DC in May, Mr. James R. Killeen was elected Chairman and Judge Harry W. Low was elected Vice-Chairman. In addition to the Chairman and the Vice-Chairman, Senator D'Amato, Representatives Gilman and Roth, Dr. Dupuis and Mr. Lemmond were appointed to the Executive Committee.

At the meeting the Board also identified areas of interest for discussion at the summer and fall meetings. In addition to the issues previously identified by the 1980 BOV, the following items were selected for discussion:

- (1) A review of the actions USMA is taking to prepare the graduating cadets to cope with the racially-mixed Army they will encounter after commissioning;
- (2) A review of the USMA curriculum, to insure it incorporates the appropriate mix of humanities and engineering courses;
- (3) A review of the plans being developed by the Director of Admissions to appoint cadets in the future from a college-bound population which will be significantly different from the current population;

(4) A review of the USMA mission statement;

(5) A review of how USMA graduates who had been either Rhodes Scholars or White House Fellows could be used to provide the cadet with a perspective that would be inspirational, enlightening, and would foster leadership qualities; and

(6) Consideration of the recent decision by the Secretary of Defense to eliminate the position of Deputy Superintendent.

As of 30 June 1981 the members of the Board of Visitors included: Mr. James R. Killeen (Chairman); Judge Harry W. Low (Vice Chairman); Dr. Sylvio L. Dupuis; Mr. William Park Lemmond, Jr.; Mr. Patrick H. Caddell; Mrs. Shirley M. Hufstedler; the Honorable Daniel K. Inouye; the Honorable Lowell P. Weicker, Jr.; the Honorable Sam Nunn; the Honorable Alfonse M. D'Amato; the Honorable Les Aspin; the Honorable Benjamin A. Gilman; the Honorable Ronald Ginn; the Honorable Julian C. Dixon; and the Honorable Toby Roth.

INTERCOLLEGIATE ATHLETIC PROGRAM

OVERVIEW

The mission of the Office of the Director of Intercollegiate Athletics (ODIA) is to manage and direct the intercollegiate athletic program at the Military Academy including 18 men's and 8 women's varsity teams and the junior varsity squads. Among ODIA responsibilities are scheduling the procurement and maintenance of athletic equipment of these 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.

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 self-confidence, a sense of fair play, self-discipline, aggressiveness and the ability to think and act effectively under stress. It, perhaps more than any other curriculum offering, provides a cadet first-hand experience with the attributes of positive leadership. In addition, the athletic program helps instill the will to win.

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

Attendance at Army athletic events continues to increase. During the 1980 football season, the cadets played before over 400,000 fans. Attendance averaged over 33,000 for the six home dates at Michie Stadium and an average of over 44,000 for games on the road. The Army-Navy Classic in Philadelphia provided the season's high attendance figure of over 70,000 fans.

THE STAFF

There were several staff changes during the 1980-81 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. 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 the National Collegiate Athletic Association (NCAA) and the Association of Intercollegiate Athletics for Women (AIAW) policy. He also coached the Navy varsity crew for six years, winning the Eastern Intercollegiate Championship in 1971.

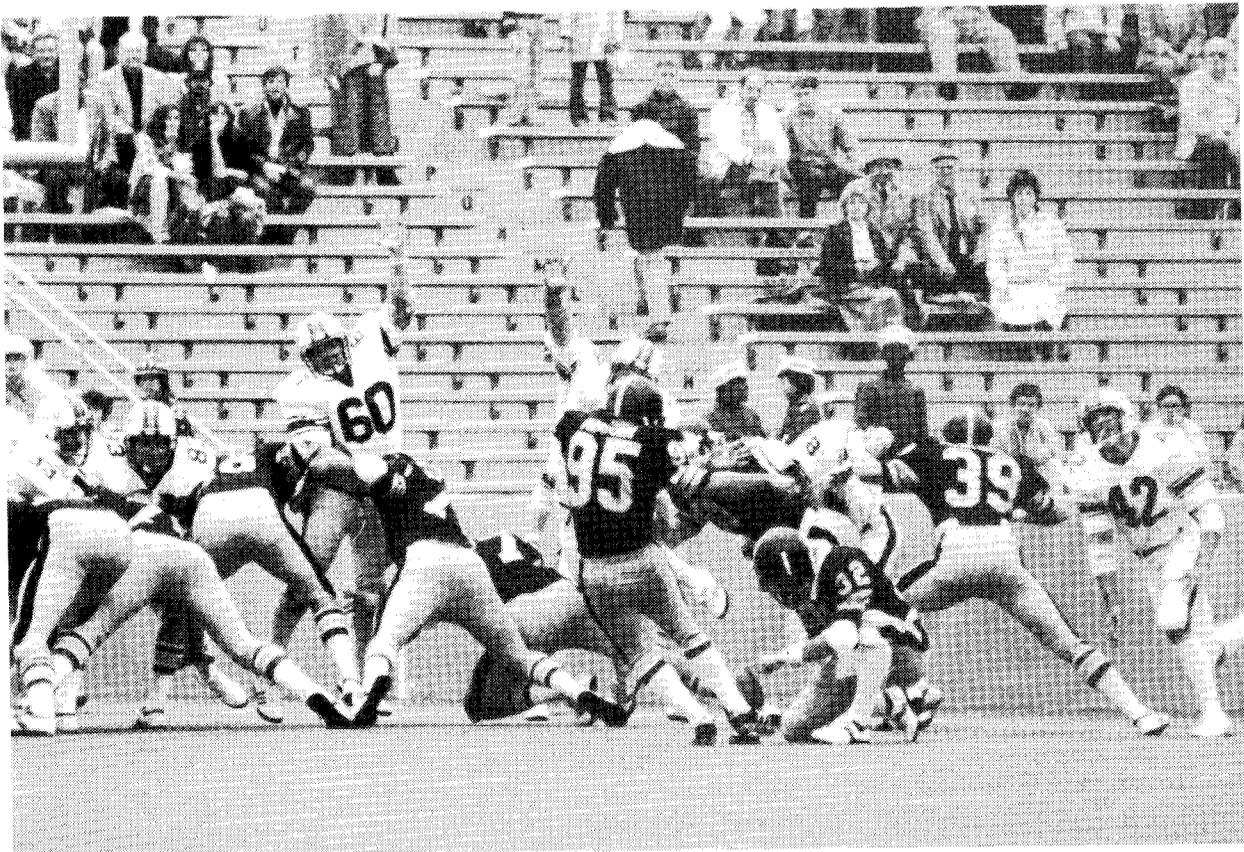
Lou Saban, who resigned as Army's head football coach, was succeeded by Ed Cavanaugh, last year's Army offensive line coach, in July 1980. Cavanaugh became the 29th man to hold the head coaching position in football at USMA. This marks his second head coaching assignment, having served as head coach at Idaho State for four years before joining Lou Saban with the Buffalo Bills of the National Football League in 1972. He also served with Saban for two years at the University of Miami (Florida). Saban left the Academy after just one season in which he compiled a 2-8-1 record in the start of a major rebuilding effort. The Academy was fortunate to have a man of Cavanaugh's ability already on the staff who was willing and able to take over the coaching responsibilities. The impact of a change of this significance, so close to the beginning of the season, which might have impacted adversely on the team's prospects, was minimized as all of the assistant coaches remained.

Other departures included Elizabeth Cousins, who was succeeded as women's basketball coach by Staff Sergeant Harold Johnson, and Steve Medoff, women's tennis coach, who was succeeded by Peter Castellano. Elizabeth Cousins compiled a 17-13 record in her year as coach before departing the Academy. Steve Medoff led the tennis team to an impressive 30-3 record during his two-year tenure. He left to become head coach for both the men's and women's tennis teams at Cornell.

Lieutenant Lorraine Quinn, the new ODIA executive officer, became the new women's softball coach, succeeding coach (Major) Dennis Helsel. Staff Sergeant Johnson is a former head coach of the all Armed Forces Women's Team, which finished sixth in the National Amateur Athletic Union (AAU) tournament. Under his guidance, the all Army women's team won two interservice championships in the 1977-79 seasons. Lieutenant Castellano played on the 1980 Cornell tennis team which won the state championship. He also was team captain his senior year and a doubles finalist at the Eastern championships.

THE RECORD

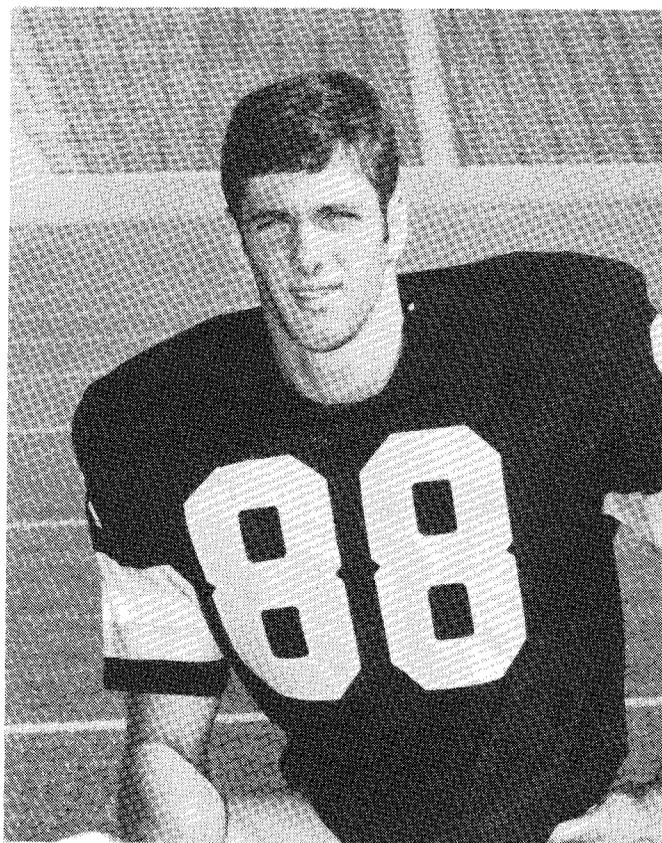
Army's 26 intercollegiate athletic teams had another successful season, winning 63 percent of their athletic contests, the sixth consecutive year that the cadets have won more than 60 percent. Overall, during the 1980-81 season the Army teams won 276 victories, suffered 160 defeats, and played to a tie on four occasions. The 18 men's teams won 62 percent of their contests; the eight women's teams fashioned a winning percentage of 64 percent. Half-a-dozen Army teams recorded undefeated



Dave Aucoin booting his record-breaking field goal

seasons: pistol, women's cross-country and outdoor track, golf, women's tennis, and 150-pound football. Other strong showings were turned in by the rifle (12-2), women's indoor track (11-2), men's indoor track (8-2), and wrestling (19-3) teams, the latter of which finished fourth in the Eastern Intercollegiate Wrestling Association Championships, their best performance in a decade. Of the 26 varsity teams only five (football, basketball, men's swimming, women's softball, and women's volleyball) failed to post winning seasons.

Under first-year coach Ed Cavanaugh, the football team compiled a 3-7-1 record, claiming victories over Holy Cross, California, and Air Force, while tying the game with Lehigh on Dave Aucoin's record-breaking 52-yard field goal. Gerald Walker led the cadets in rushing yardage with 917 or a 4.9 average, seventh best in Army history. Stan March, the team captain, was selected as Army's Most Valuable Player in the Army-Navy game by ABC Television. March also was chosen as a National Football Foundation and College Hall of Fame Scholar-Athlete. Mike Fahnestock closed out his career with 47 catches (third best in Army history) for a record-breaking single season mark of 937 yards. His seven touchdown receptions are also a new Army season mark.



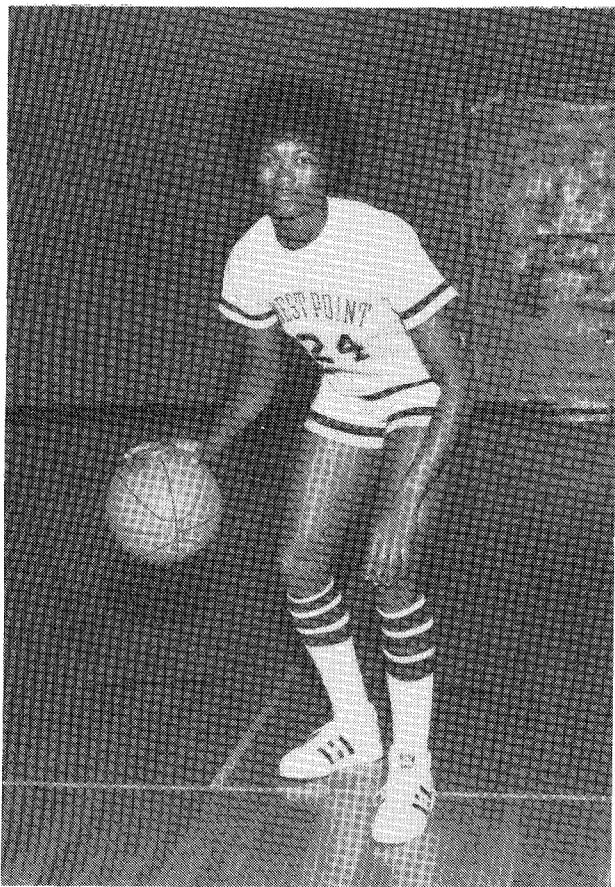
Mike Fahnestock

Overall, he finished second in all-time receptions with 97 catches for 1,726 yards, while setting a single game reception record of 186 yards against Lehigh. At the conclusion of his final season, Fahnestock received all East honors and participated in the Blue-Gray football game.

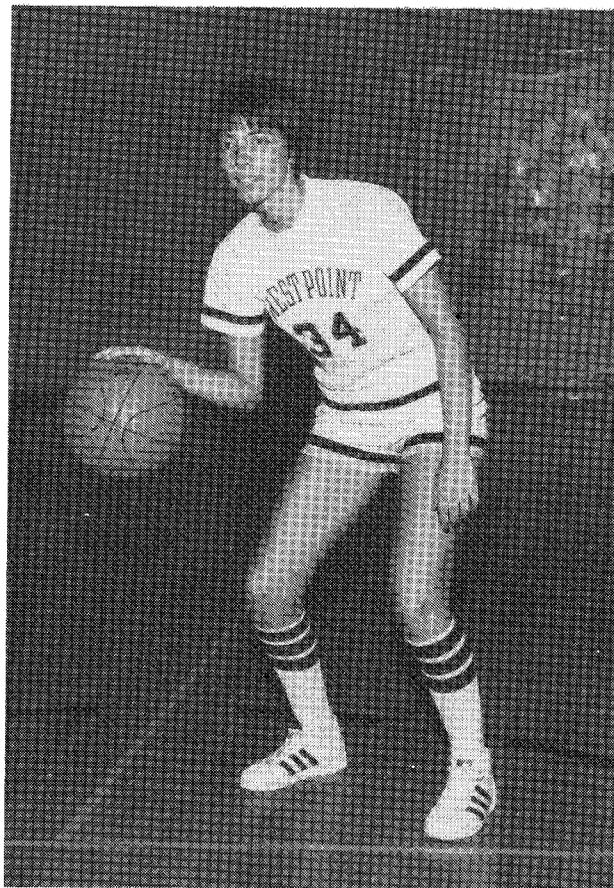
Fahnestock also was an outstanding hurdler on the track team, taking second place honors in the 110-meter hurdles at the Heptagonal Championships on two occasions and in the 55-meter hurdles once. He captured fourth place in the 110-meter hurdles during the IC4A track championships. Completing an illustrious career in which he captured 10 varsity letters (four years in both football and outdoor track and two years in indoor track), he received the Army Athletic Association (AAA) Trophy for outstanding service to men's athletics during his cadetship.

The basketball team had a difficult year under first-year coach Pete Gaudet. Critical injuries, lack of height, and inexperience proved to be the team's downfall as they slipped to a 7-19 season record. Co-captains Bob Brown and Marty Coyne each surpassed the 1,000-point plateau in their final season at the Academy. Although Brown missed the last five games because of a knee injury, he still finished his career ranking sixth in all-time scoring with 1,282 points. Coyne, the season's top rebounder, closed out his career with 1,126 points, to rank 10th on the all-time scoring list.

In his first season at the helm, Harold Johnson guided the women's basketball team to a 21-13 record and a second place finish at the New York State AIAW basketball championship. It marked the second time in Army history that the Lady Knights had taken runner-up honors in the state tournament and the second time Army had won 21 games in a season. Johnson also was selected "Coach of the Year" of the Eastern Region Division I-A schools in a coaches poll conducted by the Eastern Women's Intercollegiate Basketball Newsletter. Kim Hall led the cadets in scoring with an 11.8 average and became the first woman to score more than 1,000 points in her four-year career, finishing with 1,106 points. Pat Walter was second with an 8.7 average while Melody Smith was third with an 8.5 average. In recognition of being the first woman to score 1,000 points, Hall was the recipient of the AAA Trophy for outstanding service to women's athletics during her four years at the Academy. Dena Caradimitropoulo was also a four-year letter winner in women's basketball and may have been a 1,000-point scorer if she had not sustained a knee injury during her junior year. She finished with 905 points and received the AAA special award in recognition of "outstanding achievements and exemplary leadership in athletic competition." It was only the sixth time in Academy history that this award has been presented; the last recipient was Leamon Hall in 1978.



Kim Hall



Dena Caradimitropoulo

The Army baseball team finished fourth in the Eastern Intercollegiate Baseball League with an 8-6 record (21-20 overall). Four members of the squad were named to the all-League team: Dave Toth was a first team selection, second team honors went to John Brudvig, Ken Boretta, and Paul Divis. Toth batted .455 in the league, finishing fourth in the race for the batting title and led the cadets with a solid .392 average overall. Brudvig posted a 6-3 record and had an earned run average of 3.48 overall, the lowest on the Army staff. Divis closed out his career with an Academy high .360 composite batting average and set three other career marks for most hits (157), most doubles (27) and most total bases (217). He also established a new record for runs batted in with 93. Jim Towey was awarded the Princeton Athletic Association Cup, presented to the stolen base leader in the Eastern League. Towey had nine stolen bases in league play and 18 during the season.

The wrestling team set a new Army record for most wins in a season compiling a 19-3-1 mark. The cadets, under first-year Coach Ed Steers, copped the New York State championship and finished fourth in the Eastern Intercollegiate Wrestling Association championships, its best performance in a decade. Mark Palzer and Dave Hagg also qualified for the NCAA championships. In dual meets, Bill Francis posted a 19-6 record at 118 pounds, finishing second in that event at the Easterns. Palzer was 9-3 at 126, while Dave McDonald finished with a 27-4-1 record at 134. Hagg, 17-7-1 at 167, lost in the finals at the Easterns, in overtime.

The Army lacrosse team won nine of its last 10 games during the regular season to post a 10-3 record. The team was third in the nation by the final U.S. Intercollegiate Lacrosse Association Coaches poll and gained a berth in the NCAA lacrosse playoffs. The cadets advanced into the playoffs after a 9-8 victory over Navy, an 11-10 sudden death triumph over previously undefeated Syracuse, and a 14-10 win over previously undefeated Massachusetts. Frank Giordano led the team in scoring with 36 goals and 13 assists for 49 points, while Paul Cino had 26 goals and 19 assists for 45 points. In the net, George Slabowski made 165 saves while allowing 88 goals for a percentage of .652. Bob Henry, the team captain, was named to the all-America first team (the first since Tom O'Leary in 1972) and awarded the Schmeisser Memorial Cup as the "Outstanding Defenseman in the Nation."

Starting the season off slowly, the Army hockey team rallied and went on to post a 20-13-1 record, marking only the fifth time in history that an Army hockey team has won 20 games in a season. Two records were broken as Army set records for most goals scored in a season (222) and most points (588).

Tom LeBlanc set the season record for most goals scored by a defenseman (23) and most total points by a defenseman (50). Ed Collazzo led the team in scoring with 37 goals and 35 assists for a total of 72 points. Jim Knowlton was second with 64 points and Dan Cox was third with 63.

The men's tennis team recorded a 13-9 mark, only the sixth time in Academy history that a tennis team has won as many as 13 games. Coach Paul Assaiante's squad also finished fourth in the Eastern Intercollegiate Tennis Championships for independent schools. Jon Bell had the best effort for the cadets in that tournament as he gained the finals of the consolation bracket. Fred Wright, the team captain, led the team with a 14-7 mark in singles competition.

The women's tennis team posted an unblemished 17-0 record during the fall and spring seasons, boosting their unbeaten streak to 20 consecutive wins, and finished eighth in the cadets' first appearance in the New York State AIAW Championships. Monique Thevenet turned in the strongest performance, finishing the fall season with a 12-3 record and taking seventh in the state championship. Overall for the year she posted a 20-3 mark and was undefeated in doubles competition. Bonney Epstein finished with 12-2 and Tia Sargent with 13-0 for the year.

The Army golf team concluded the spring season with a perfect 16-0 dual meet record, finished second in the Genesee Intercollegiate Tournament, fourth in the Bucknell Invitational, the West Point Invitational and the District 2 Championships, and seventh in the Sunshine Invitational and Penn State Invitational. Marty Smith was the most consistent golfer with a 78.3 average, while his brother, Bob, had a 78.9. Joe Lowder, who led the cadets to the victory over Navy with an even-par round of 70 at the West Point Course, his lowest round of the spring, closed out his career with a 79.8 mark.

In posting an 18-5 mark during the winter campaign, the Army squash team set a new Academy record for most victories in a season. Coach Paul Assaiante's squad also finished seventh at the National Intercollegiate Squash Racquets Association championships and was ranked sixth in the nation. Lou Yuengert, the team captain, fashioned the best season record with a 20-3 mark. He also was the only Army player to reach the semi-finals of the consolation bracket at the national championships.

The men's swimming team finished below the .500 mark in posting a 4-9 record as Army paid the price for inexperience. Coach Jack Ryan's squad finished 14th of 21 schools at the Eastern

Seaboard Swimming and Diving Championships. At the Easterns, Mike Klingele finished 12th in the 50-yard freestyle as did Bob Carlson on the three-meter board. Also taking 12th were the 400-yard medley relay, the 800-yard freestyle relay, and the 400-yard freestyle relay teams.

After starting out the season slow, the women's swimming team went on to post a 7-5 record and captured third place in the New York State AIAW championships. Shelby Calvert led the way during the state championships, winning all five of the events in which she competed. For the second straight year she was named the "Outstanding Swimmer" for her performance at the New York championships. At the National AIAW Division II championships Calvert gained All-America recognition in three events: the 200-yard freestyle, the 500-yard freestyle, and the 1650-yard freestyle, finishing third, fourth, and sixth respectively.

The men's cross country team started off the fall campaign with a 6-1 mark, but following injuries dropped four of their next six games to finish with an 8-5 mark. Team captain Bob Payne was Army's most consistent performer until sidelined late in the season with an injury.

The women's cross country team, posting a 6-0 mark, captured the New York State and the Eastern AIAW Division III championships and finished ninth at the National AIAW Division III championships for the second year in succession. Coach Chuck Hunsaker's squad pushed its winning streak to 18 consecutive dual victories. Amy McDonald led Army to the Eastern title with a 10th place finish and was accorded all-East honors.

Coach Ron Bazil had his best men's indoor track season as he led the squad to an 8-2 mark. The cadets also finished third in the annual indoor Heptagonal championships, missing the team title by just two points. Army piled up 49.5 points and had four champions crowned. Derric Anderson won the 400-meter dash in 47.63 seconds to set both Heptagonal and Academy marks and qualify for the NCAA championships. He also anchored Army's mile relay which captured a Hep title with a time of 3:15.51 to set meet and Academy records. Cardell Williams captured the 800-meter run to set another meet record with a time of 1:52.07, while Jeff Scott won the 35-pound weight with a toss of 18.7 meters. At the IC4A meet Scott turned in Army's top effort, finishing fourth in the 35-pound throw with a heave of 61.2 feet.

The women's track team won the first Eastern AIAW Division III indoor track championship while finishing the dual meet season with an 11-2 mark. Though Army did not have an individual winner at the Easterns, the cadets still managed to secure the championship. Corine Hall took second, breaking the Academy record in the 800-meter run with a time of 2:17.29. The 400-meter relay team of Hall, Ann Buckingham, Marianne O'Brien and Debbie Pittman also copped second place honors to set a new Academy mark with a clocking of 4:06.53.

Following the lead it set in the indoor season, the women's track team compiled an undefeated 4-0 record during the regular season capturing the Hartwick Invitational meet for the third straight year, winning the New York State Division III outdoor championship, and finishing fourth overall among all divisions in the state championship meet. Coach Chuck Hunsaker, who was named "Coach of the Year" in the Eastern Region AIAW for cross country and indoor track by the United States Track Coaches Association, had two all-America performers following the conclusion of the Nationals. Tracy Hanlon and Alma Cobb gained all-America honors for their performances at the National AIAW Track and Field Championships in Division III. Hanlon finished sixth in the long jump with a leap of 17-8½ feet while Cobb finished fourth in the shot put with a toss of 42-6 feet. Cobb also finished eighth in the discus with a throw of 132-7 feet, setting a new Academy mark. Prior to the nationals, Cobb won two Eastern titles, finishing first in the discus with a toss of 131-3 and first in the shot put with a 41-10 effort.

The men's outdoor track team closed out the dual meet season with a 98-65 thumping of Navy to finish with a 2-2 mark. Coach Bazil's squad also finished third during the outdoor Heptagonal championships and had some strong efforts at the IC4A championships. At the Heptagonals, Blake Hawkey won the pole vault, clearing 15-11 feet, and Cardell Williams won the 800-meter run with a new meet time of 1:49.7. At the IC4A Championships, Jon Hallingstad took second in the javelin with a throw of 249-11 feet, while Williams took third in the 800-meter run. His time of 1:48.82 was a new Academy record and was just 35 hundredths of a second off the qualifying time for the nationals.

The Army rifle team posted a 12-2 record, taking the final nine matches of the season. West Point hosted the NCAA Championships and Army finished sixth. Dave Cannella and Bob Jacobs were named to the all-America second team. Jacobs, a second team selection in smallbore and honorable mention in air rifle, closed out his career at the Academy by setting three individual records. Cannella was named to the all-America second team in both air rifle and smallbore, while Bill Schneider, the team captain, received honorable mention recognition in smallbore.

The pistol team posted an unblemished 9-0 record while extending its winning streak to 22 straight in dual meets and winning the National Rifle Association (NRA) sectionals for the eleventh straight year. The marksmen of coach John McClellan captured the standard and air pistol competitions and were third in the free pistol event during the National College Pistol Championships. At the conclusion of the championships, six members of the team were accorded all-America honors, the largest number of cadets ever to receive such recognition. Dave Lee, Duane Nasset, Steve Kent and Ron Humphreys notched all-America honors for the second straight year, while team captain Dave LeMauk and Al Guarino were named for the first time.

Faced with a rash of injuries, the gymnastics team pulled out a winning season in posting a 6-5 mark. The cadets finished sixth at the Eastern Intercollegiate Gymnastics League championships and had four members of the team qualify for the finals with two copping medals. Fran O'Connor finished fifth in the pommel horse and Greg Daly took fifth in vaulting. Army's other two finalists were team captain Chris Fulton, who took eighth in vaulting, and Jay Gilbert, who finished seventh on the parallel bars. O'Connor, who earned three varsity letters in gymnastics during his cadetship, was the recipient of the Eastern College Athletic Conference (ECAC) Merit Medal presented for excellence in athletics and scholarship.

After dropping seven consecutive games in the early part of the spring, the women's softball team came back to compile a 9-11 record. Catcher Maria Stangle led the team in batting with a .442 average, and was the team leader in triples (4), stolen bases (5), and walks (12). Team captain Lori Utchel ranked second with a .435 average and led Army in hits (27), doubles (10), and runs batted in (19).

During the fall campaign the soccer team, led by Pete Courtois and Jim Ahn who each had five goals, fashioned a 6-6-1 record. Tim Miller turned in a strong performance in the net, making 56 saves, while allowing 14 goals and being credited with three shutouts.

The women's volleyball team compiled a 13-18 record this fall under first-year coach Gail Bennett and qualified for the Eastern AIAW Championships. The cadets finished in a tie for ninth place at the Division III championships.

Coach George Storck guided the 150-pound football team to the Eastern Intercollegiate Lightweight Football League title with an unblemished 5-0 mark, finishing the season 6-0 overall. This was Army's 15th title since joining the league in 1957. Six members were accorded first-team All-East honors: John Dutchyshyn, Richard York, Tom Economy, Dave Farace, Wade Rush, and Len McWherter.



Fran O'Connor in action on the pommel horse

NCAA FINDING

At the end of the 1978 football season, the Academy's recently fired football coach, Homer Smith, made a series of accusations regarding the conduct and operation of the Army football program. Ultimately an NCAA inquiry was conducted to investigate the accusations. After an extensive review, in October 1980 the Academy was publicly reprimanded by the NCAA Committee on Infractions for violations of NCAA legislation occurring primarily in the conduct of its intercollegiate football program. This action did not affect the Academy's eligibility for post-season or NCAA television appearances. "Of significance to the committee in determining a penalty in this case," said Charles Alan Wright, chairman of the NCAA committee, "were the corrective actions taken by the Academy and its demonstrated commitment during the period the case was processed to conform its operating procedures to NCAA regulations...Another significant mitigating factor in considering a penalty was that the violations did not appear to be the result of an organized effort to circumvent NCAA legislation, but rather, they appeared to result from an inadequate review of athletic department policies in light of NCAA requirements."¹ The Academy is confident that the policies of the NCAA can be complied with and greater caution will be taken to ensure that such errors are not repeated.

FOOTNOTE

1. National Collegiate Athletic Association Press Release, "United States Military Academy Reprimanded by NCAA," 8 October 1980.

SUPERINTENDENT

On 13 June 1977, Lieutenant General Andrew J. Goodpaster became the U.S. Military Academy's 51st Superintendent. General Goodpaster, who gave up his fourth star in retirement in order to return to the Academy, is a 1939 Academy graduate who had compiled an impressive academic record culminating in a doctorate in international relations from Princeton University. He had a distinguished record of public service to the nation in both military and civilian capacities. He assumed the Superintendency at a critical juncture in the institution's long history.

In the year before his appointment two major events occurred which had a profound impact upon the Military Academy. The first, in March 1976, was the revelation of an extensive honor incident which ultimately implicated hundreds of cadets. This situation subsequently led to the creation of two external evaluations of Academy practices and procedures: the Borman Commission Report and the Department of the Army (DA) West Point Study Group Report. The Borman Commission Report, which was released in December 1976, indicated that several serious systemic difficulties present in the honor system had contributed to an unhealthy honor atmosphere at the Academy. Although originally assigned to consider the honor situation, the committee made recommendations about other facets of the Academy as well. The DA West Point Study Group Report, which largely subsumed the Borman Report, was released in the spring of 1977, and also noted problems in many areas of Academy life. Based upon a detailed analysis undertaken by three internal working groups, the study group made 247 specific recommendations for change; these changes affected nearly all aspects of Academy operations and procedures. The second major event was the arrival of the first women cadets at West Point, the result of a 1975 Congressional decision to admit women into the service academies. Each of the institutions had gone on record opposing this action and each would be required to reassess its institutional policies and procedures in light of this diversification of the student body. In each case, the reevaluation would be a difficult and occasionally painful process. In view of the events of 1976, the selection of an individual of General Goodpaster's caliber was widely seen as a master stroke.

Here was an individual with a national reputation, highly respected for his character, intellect, and devotion to duty. His presence at West Point served to restore confidence in USMA, within and without the Army. West Point had over the years earned a great deal of public support and admiration, but now suffered from public disillusionment, attacks by the media, and even some serious scrutiny from superiors in DA. In this suspicious external environment, General Goodpaster

would ensure that the Academy's internal evaluation of the myriad of recommendations made by the DA Study Group was conscientious and thorough.

Concurrently, it would be he who, while believing in the necessity of some change, would strive to protect the fundamental values and precepts of the institution. At the same time it would be his responsibility to ensure that the women cadets received the same demanding training as their male counterparts except, as the law directed, where adjustments were necessitated by physiological differences. His goal, in both areas, would be to adapt the Academy to a new environment and to ensure that the institution satisfied its fundamental obligation of meeting the contemporary demands of society and the requirements of the Army.

In General Goodpaster's view "West Point exists to provide to the cadets an intellectual, military, physical, and moral-ethical experience of such high quality that it can serve as the bed-rock on which they, as future military leaders, will develop the capability in due time, to take responsibility for the security and well-being of our country."¹

In the first few months of his Superintendency, along with the distribution of the recommendations of the West Point Study Group to various ad-hoc USMA committees for evaluation, LTG Goodpaster directed that a series of "concept papers" be prepared to make explicit the academic, military, physical, and moral-ethical components of cadet development at the Academy. He contended that once these concept papers were formulated they might serve as the philosophical underpinnings to help ensure that the institution's fundamental objectives for the development of cadets were attained. Any new Academy initiatives would be undertaken with these fundamental concepts in mind to ensure that the new actions would not adversely affect these crucial developmental objectives.

One critical component of the cadet's developmental process, the academic development, received a particularly intensive review during LTG Goodpaster's Superintendency. Most dramatic was the creation of a new 40-course curriculum that continued the curricular evolution of the last several decades. It reduced the predominance of mathematics, science and engineering to achieve a closer balance with the social sciences and humanities. Internal and external reviews of the Academy's program had recognized the need to revise the curriculum in order to emphasize the pursuit of excellence and to focus the use of cadet time better by reducing the number of required courses. The new curriculum initially reduced the number of required courses from 54 to 46 for the Class of 1982, with a 30 course core curriculum, 10 electives, and six military science courses.

Starting with the Class of 1984 a new graduation requirement was introduced: the achievement of a minimum 2.0 Quality Point Average (QPA) for academic courses taken in residence at USMA. A system with progressively higher QPA requirements was established to ensure cadets' adequate progress toward the graduation QPA requirement. A variety of probationary measures were instituted to guarantee that cadets whose QPA was below the standard for their class have maximum study time available.

Other academic initiatives included a midyear graduation for a few cadets in unusual circumstances and the establishment of an academic underloading program to enable some cadets with heavy institutional workloads to take ahead or defer one course until the summer to allow them a greater chance of completing academic requirements successfully. Finally, the academic calendar was shifted to schedule the semester break before Christmas. As a result, graduation week now will occur in May instead of June.² Indicative that the Academy had successfully maintained its academic standards and was making a concerted effort to enhance them further, the Middle States Association of Colleges and Schools gave the Academy high marks in its 1980 decennial accreditation.

In view of the previous difficulties in the area of honor within the Corps, the Superintendent focused major attention on reinvigorating the moral-ethical dimension of cadet development. Modifications were made in the Cadet Honor Committee procedures to (1) reduce the adversarial nature of the proceedings while preserving due process and (2) expedite the evaluation of the honor cases by abolishing some redundant actions. An extensive effort was undertaken to devise a comprehensive honor education program for cadets. The institution of this program is a recognition that the inculcation of honor is a developmental process which should continue throughout the cadets four years at the Academy. Academic instruction in ethics was also initiated for cadets and an Ethics and Professionalism Committee was established to integrate the consideration of ethical issues in all areas of the curriculum and military training at the Academy. This emphasis on honor and ethical training has restored to the West Point community generally a heightened appreciation of USMA's bed-rock values; it has stimulated cadets to remain conscious of their individual responsibility to act as honorable individuals and of their individual and collective responsibilities to enforce the precepts of the code. In a related effort, the Superintendent became aware that the duty consciousness of cadets and officers was sometimes insufficient. As a first step to rectify this shortcoming, General Goodpaster charged a committee with the responsibility of articulating USMA's

concept of duty. The committee's report (excerpts of which are included in this document) has been used to strengthen the cadets military-professional development program.

Other changes were also made in the area of military-professional development during the Superintendent's tenure. One major advance was the creation of a new military development assessment system based on a behaviorally-anchored rating system. The new system utilizes a comprehensive evaluation of all components of an individual's performance, rather than attempting to arrive at an overall rank ordering of all cadets. Previous efforts were also intensified to achieve a more positive, developmental style of leadership to enhance the motivation, self-discipline, and sense of responsibility of cadets. Cadet requirements continue to become more realistic and appropriate to prepare them to achieve success as Army officers.

One of the most dramatic changes during the Goodpaster tenure was the integration of women into all aspects of Academy life. Although work still needs to be done, the advances under General Goodpaster have been significant. Women have been assigned significant positions and have achieved significant accomplishments in the Corps of Cadets and Academy; one woman officer served as U.S.C.C. Chief of Staff and one woman cadet in the Class of 1980 became the Academy's 58th Rhodes Scholar. The women who have graduated thus far from the Academy have achieved a record of distinction. Like their male classmates, they 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.

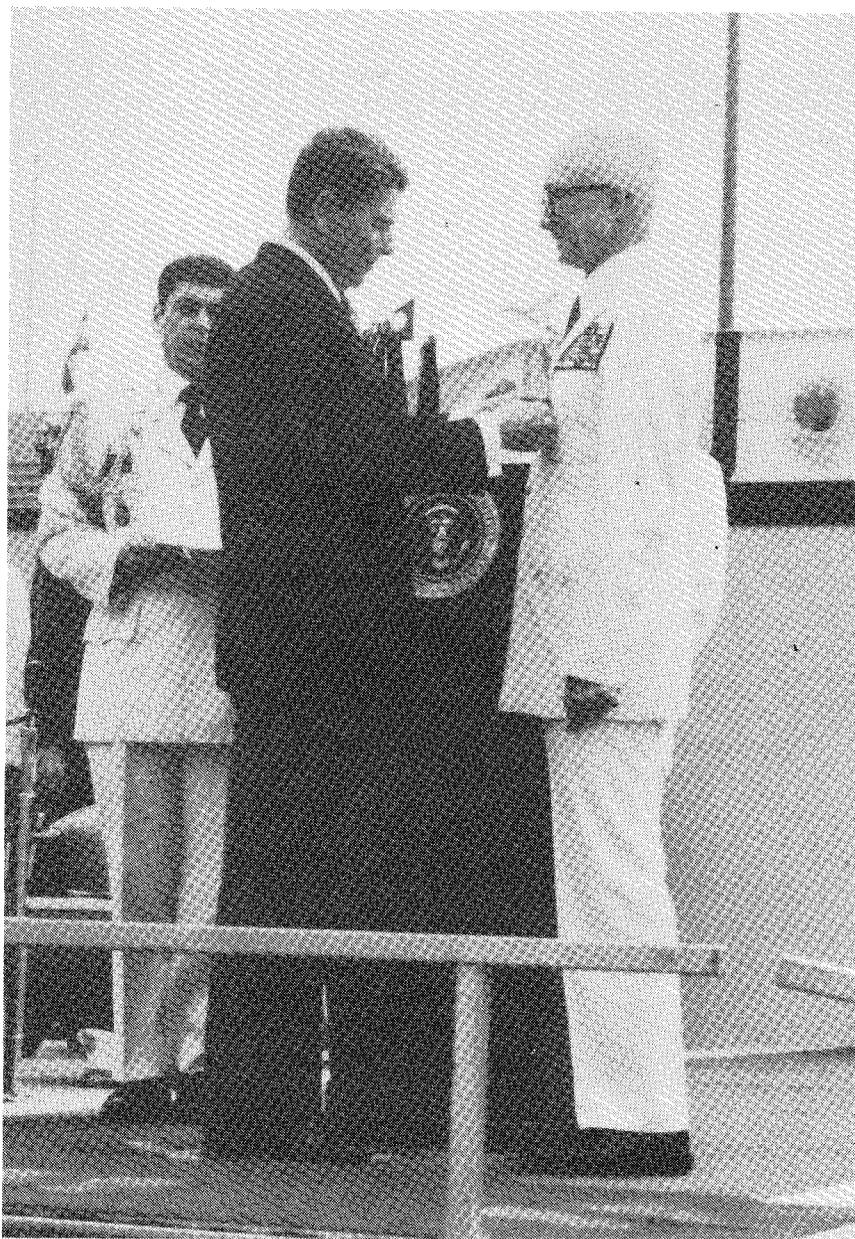
When women cadets first entered the Academy many feared that the high physical standards of the institution might be compromised. Over the past five years, however, these standards have been maintained to a significant degree. Modifications have been made only in the standards for women to account for physiological differences. They have been minor compared with the totality of the Academy's physical development program and afford women the same type of training and experience as the men. As male cadets become more aware of the reasons for the limited adjustments in physical standards for women, their resentment over a system which is appropriate now for both sexes has lessened. The physical conditioning of cadets has remained a valid matter of pride for the Academy during this period.

The Superintendent recognized that the social development of cadets was another responsibility of the Academy. This often overlooked aspect of professional development received attention through the articulation of a social concept (discussed elsewhere in this report) and through modifications in cadet restrictions to enhance the development of a sense of responsible behavior in cadets. Restrictions on the consumption of alcoholic beverages were modified to provide cadets an opportunity to exercise mature judgement and behavior. The integration of women has, in the opinion of some observers, also contributed to a more healthy social atmosphere.

In the area of Academy governance and policy formation, several significant initiatives were undertaken during the Goodpaster years to provide for a more orderly and efficient structuring of the workload and to facilitate the command's governance and decision-making process. The responsibilities of the Superintendent have increased substantially in recent years. The Deputy Superintendent position was established to relieve the Superintendent of an awesome administrative burden and an over-extended span of control, thereby allowing the Superintendent to devote more of his attention to the intellectual, physical, moral-ethical, military-professional and social development of the Corps of Cadets.³ The creation of the Office of the Special Assistant to the Superintendent for Policy and Planning (SASPP) was an effort to improve the coordination between middle and upper level policy makers at the Academy and to assist the Superintendent in monitoring the work of some of the more noteworthy boards and committees. The Policy Board, comprised of senior decision-makers at the Academy, was created to help sharpen and define issues having Academy-wide significance. The creation of this board also served to refocus the Academic Board's attention on those admissions and academically-related issues to which they are assigned responsibility by statute.

When General Goodpaster assumed the position of USMA Superintendent, USMA was in a distressing situation, with serious questions being raised internally and externally about its policies and procedures. Today, the institution is markedly more healthy. General Goodpaster made a concerted effort to set a positive and supportive example of responsible leadership in dealing with the integration of women, into both the Corps and the Academy at large. In the minds of most observers, the progress made to date in the integration of women is little less than remarkable given the environment into which they entered in 1976. General Goodpaster continued the evolutionary changes in curricular revision and in the leadership style being taught to new cadets. Significant curricular changes are continuing to occur based upon General Goodpaster's initiatives. The effort to instill a more professional tone to leadership development is beginning to be recognized by more and more cadets

as the leadership style of the Army. Finally, to significant elements of the American public, DA, and the Academy itself, the image of the institution, which had been tarnished by the honor scandal of 1976, has been restored. A large part of this restoration may be attributed to the leadership and dedication of General Goodpaster. West Point's restoration to public confidence is well symbolized by its selection as the place of reception for the hostages from Iran and by President Reagan's delivery of the graduation address to the Class of 1981.



President Reagan presents the Superintendent with the Defense Distinguished Service Medal

FOOTNOTES

1. General Goodpaster made this statement on many different occasions and before many different audiences during the course of his Superintendency. Some of the material contained in this chapter was taken from previous Annual Reports and from a letter from General Goodpaster to Academy graduates which appeared in the March 1981 issue of Assembly magazine.
2. The Class of 1980, which graduated in May, was the first class not to graduate in June since the Class of January 1943 and the Class of May 1942.
3. In the 1981 Department of Defense directed realignment of General and Flag Officers, the Deputy Superintendent position at USMA was eliminated.

PERSONNEL AND ADMINISTRATION

ADJUTANT GENERAL DIVISION

The 1981 Army Emergency Relief (AER) Fund Campaign collected \$55,635 which surpassed previous campaign totals and represents a massive 71 percent increase over last year's total. This increase is attributable to the DA decision permitting individuals to contribute by an allotment of their pay check rather than only by a lump sum.

In conjunction with the celebration of Armed Forces Day on 9 May 1981, the division sponsored the Military Academy's Seventh 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 651 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 1980 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. The Academy exceeded these goals by 29 and 33 percent respectively. This is the fifth consecutive year that the Military Academy has received this award.

The 1981 Combined Federal Campaign collected \$150,000 for a variety of worthwhile groups and organizations.

CIVILIAN PERSONNEL DIVISION

Following the passage of the Civil Service Reform Act of 1978, the Civil Service Commission was replaced by the Office of Personnel Management. The new office transferred the commission's responsibilities for monitoring the progress of equal employment in the federal government to the Equal Employment Opportunity Commission. As a result of this action and legal changes which increased the coverage of additional equal employment requirements to federal facilities employing 500 or more civilians, new initiatives were implemented at the Academy. The Severely Handicapped Affirmative Recruitment Program (SHARP) and the Federal Equal Opportunity Recruitment Program (FEORP) were established.

The SHARP accomplishments of the past year included approval of the affirmative action plan for employment of the handicapped which specified actions to be taken to stimulate their employment and the designation and training of handicapped employment coordinators in each major activity who will promote the employment of

the handicapped by an aggressive outreach program. The Academy also completed a survey of modifications necessary to eliminate structural and other architectural barriers to employment of the handicapped. Finally, the Academy increased the number and range of severely handicapped persons employed at USMA. Thirty-six handicapped persons now work at the Academy (compared with 23 the year before) in positions ranging from GS-2 Office Machine Operators to a GS-11 Computer Programmer.

Under the FEORP a new Academy Equal Opportunity Office Affirmative Action Plan was approved which included a USMA FEORP Plan, the Academy met or exceeded goals for employment of minority persons in four of the five identified target occupational series (accountant, management analyst, engineer, procurement, and maintenance mechanic). Cooperative Education training positions in three career programs were established: Data Processing, Civilian Personnel, and Procurement. Individuals were employed in each of the targeted career programs; three in data processing and one each in civilian personnel and procurement.

The major Commercial/Industrial-Type Activities (CITA) conversions conducted during the year included the Laundry and Dry Cleaning Branch and Refuse Collection and Disposal. Although the Barber Shop remained in-house, there was a reduction-in-force (RIF) associated with making its organizational structure more efficient. The impact of the RIF was minimized by a policy of hiring personnel on a temporary basis in positions that might be affected and by the Presidentially-imposed hiring limitation. The RIF was accomplished successfully and resulted in the separation of only two employees after they had declined an offer of continued employment with the Academy.

Employment opportunities at the Academy were restrained initially by a "limitation on permanent hire" imposed by President Carter on 14 March 1980, and continued until President Reagan imposed a "total hiring freeze" on 21 January 1981. That freeze continued for the Defense Department until 18 February 1981. When the hiring freeze ended, USMA had approximately 200 permanent positions vacant. The contracting out of the laundry provided a supply of existing USMA employees who were able to fill many of these positions. Nevertheless, by the end of the 1980-81 Academic Year, there were still approximately 75 positions vacant.

The USMA Annual Training Plan for the Civilian work force was approved and distributed to managers and supervisors. Employees participated in a wide variety of on-post and off-post training. On-post training included "Basic Supervisory Development Training," "Customer Relations Training," "Professional Development for Secretaries," and "Better Office Skills and Services." Career Development Training was presented on site. For the first time,

we were able to provide this training for two deaf employees, by hiring a translator who is deaf. Off-post training included attendance at local college courses, professional meetings, and manufacturer's and governmentally-sponsored training. The Civilian Personnel Officer continued to serve as the Coordinator for DA's Northeast Regional Training Center, which presented four Personnel Management for Executives Conferences at White Haven, Pennsylvania during the academic year.

To strengthen the Intercollegiate Athletic Program, HQDA approved the conversion of 28 Non-Appropriated Fund (NAF) positions and three personal service contract positions to appropriated fund positions. These positions were then moved from the Army Athletic Association to the Office of the Director of Intercollegiate Athletics (ODIA). The incumbents of 28 of the positions were converted to civil service with the other three positions becoming vacant during the process.

The Merit Pay System (performance appraisal system for the 19 USMA supervisors and managers in GS 13,14 and 15 positions) was introduced to these employees and their supervisors in a training seminar held at the Bear Mountain Inn in September 1980. All other USMA supervisory personnel were trained in the requirements of Army's new General Performance Appraisal System (GPAS) with a total of 415 in attendance. Both performance appraisal systems will be implemented effective 1 October 1981.

The sixth annual Cadet Review Honoring Civilian Employees was cancelled due to inclement weather. However, the awards ceremony was held indoors at the Officers' Club. Present were Brigadier General Arthur E. Brown, the Deputy Superintendent, members of the Reviewing Party who were elected representatives from each major activity, and the special award recipients: Bonnie D'Jovan, Office Services Supervisor in the Mechanics Department, Supervisor of the Year Award; Debra Cipriani of the USMA Library, Equal Employment Opportunity Award; Thomas Hall, a warehouseman in the Supply and Services Division, Handicapped Employee of the Year Award.

The negotiated agreement between the Academy and the American Federation of Government Employees, West Point Local 2367, expired in July 1980. However, it was extended until the remaining negotiations are completed later in the year. Negotiations also continue with the West Point Elementary School Teachers Association. HQDA has been contacted for various rulings pertaining to these negotiations which deal with employees who serve under civil service appointments, as well as employees with personal services contracts.

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 seventh consecutive year. Sales increased, labor costs remained stable, the cost of resaleable merchandise increased, and the net income of over \$57,000 was achieved. Emphasis throughout the year was placed on financial, marketing, and personnel management. Major improvements were made in the training of service personnel, development of an advertising plan, and new menus. The Noncommissioned Officer/Enlisted (NCO/ENL) Club initiated Friday and Saturday night dining in an improved "Hot House" atmosphere while plans were developed for the renovation of the lobby and main dining room of the West Point Officers' Club. The Club System was allocated \$23,000 of appropriated funds for the procurement of essential kitchen and dining room equipment.

Package Beverage Branch (PBB) net income of nearly \$208,000 continued to be distributed to the Officers and NCO/ENL Club Branches and the Morale Support Fund. The Morale Support Fund received a substantial increase in profit shares from 24.5 percent of PBB net income for the last fiscal year to 30 percent of PBB net income for the 1981 Fiscal Year. This change resulted in a transfer to the fund of \$62,300, a twenty percent increase over the amount transferred the previous fiscal year.

MORALE SUPPORT ACTIVITIES DIVISION

In its continuing effort to improve services and expand recreational opportunities for the West Point and Stewart Army Subpost (STAS) communities, the Morale Support Activities Division has acquired new equipment, increased its scope of operation, and completed a number of improvements to existing facilities. The Round Pond Recreation Area has acquired a forty-foot office trailer, new aluminum picnic tables, grills, and paddleboats. Noteworthy acquisitions for equipment rental include canoes, a garden tiller, tents, and sleeping bags. The Youth Activities Center added a public address system, bumper pool table, gymnastic mats, and new furniture. New equipment for STAS includes a public address system, beverage cooler, and a calculator for the bowling lanes. A new kiln, air compressor, tire changer, auto body air tools, and storage cabinets have been purchased for the Crafts Shop. The Sports Branch has obtained picnic tables, portable archery targets, an alarm system, and new park benches for the outdoor ice skating rink. Two new pickup trucks and two new vans were purchased for use in support of Morale Support Activities' programs.

Attendance in Morale Support programs increased slightly over last year reflecting growth in youth programs, men's and women's sports activities, and outdoor recreation activities. Some of the new programs added were co-ed volleyball and basketball programs, classes in basic stained glass, auto upholstery, macrame, wreath making and Muzzleloaders Rendezvous. An expanded Youth Activities program at STAS included new offerings in oil painting, music classes, and disco skating. At West Point, soccer and baseball programs, as well as a separate Senior Teen Facility (which includes game rooms, a TV room, and lounge areas), were established for senior high school aged young people.

The Morale Support Activities' libraries at West Point and STAS featured year-round pre-school story hours and provided Junior Great Books discussions during the summer for children entering grades two through six. The Recreation Center added a number of tours and trips to local activities and sites of interest. Woodworking, furniture finishing, auto body, photo, pottery classes, demonstrations, and clinics headlined the year's crafts program offerings.

PERSONNEL SERVICES DIVISION

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, Academy civilian employees, and USMA cadets. An average of 45 volunteers a month contributed a total of 8,236 hours of service during the past year. Informational programs of ACS include publishing The Pointerette, operating the Military Installation Library, responding to consumer concerns, conducting English and citizenship 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, starting a furniture program for needy military families and meeting emergency needs. Informational and service programs of this nature continue to meet many of the emergency human needs of post personnel. Significant improvements and progress were made in the ACS operation of the West Point Pre-School, the West Point Day Care Center, and the STAS combined Pre-School and Day Care Center which continued to provide quality programs and services.

Based on educational surveys this year, the Education Center took new initiatives to offer degree programs to meet the educational needs and desires of assigned military personnel. Most noncommissioned officers are not able to complete the requirements of a four-year baccalaureate degree at West Point on an off-duty basis

because of the average length of tour (three years). Accordingly, St. Thomas Aquinas College of Sparkill, New York was requested by USMA to offer A.A. and A.S. degrees at West Point. The college agreed and has requested permission from the New York State Board of Regents. Approval is expected later in the year. In addition, the State University of New York at New Paltz was requested to offer a masters degree in applied music at the Academy for USMA Band personnel. Approval for this program is expected from the Board of Regents next year.

As a result of the closing of Ladycliff College in May 1980 a number of extension programs previously available to personnel stationed at USMA were eliminated. As a result, new programs, such as the high school completion program, have been reconstituted by Academy spouses. During the last academic year 23 individuals were engaged in the high school program and 30 individuals participated in the Academy's Basic Skills Education Program.

The Education Center recorded a total of 792 enrollments in college programs (160 in undergraduate programs and 632 in graduate programs). A total of 221 individuals took MOS-related programs. Increased enrollments at the undergraduate level are expected when A.A. and A.S. degree programs are implemented. During the past academic year 14 post personnel received the N.Y. High School Equivalency Diploma, 35 received Defense Language Institute Certificates of Proficiency in the German Language (Level 1), 23 received Emergency Medical Technician Certificates, two received baccalaureate degrees, 94 received masters degrees, and one received a law degree. Nearly 1,000 individuals received academic counseling (587 individually, 402 in group sessions) and 517 individuals used the MOS Library.

During the past academic year, the USMA Alcohol and Drug Abuse Control Branch doubled its educational and rehabilitative services to the West Point community as a result of the appointment of an additional temporary full-time employee to the branch. One hundred alcohol and drug education training presentations were given to 4,865 cadets, soldiers, civilian employees, and dependents. These services were provided 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, Cadet Basic Training, USCC Alcohol and Drug Dependency Intervention Council (ADDIC) activities, and cadet company-level training.

Seven post personnel and ten 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. The eight-hour Education Awareness Class was lengthened to fifteen hours to meet state requirements and was expanded to include classes for first offenders found guilty of driving while intoxicated, as well as substance abuse awareness classes for cadets, active duty military, retired military, civilians, and dependents of both civilian employees and military personnel (active and retired). In the overall program, 1,140 individual counseling sessions were conducted with clients and 510 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 developed and presented throughout the year to the community. Among these were counseling services for individuals, engaged and married couples and families, and a seminar conducted by a clinical psychologist which dealt with family affairs, communication skills, sexuality and spiritual life, adolescent growth, development, and crises management for parents of adolescents. Parent Effectiveness Training, an eight-week course designed to teach parents how to communicate more effectively with their children, was conducted at 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 family night fellowship program and a four-day marriage enrichment program, which dealt with communication in marriage, sexuality and spiritual life, were created to develop a bond of fellowship within the STAS community. Programs on Christian values and ethics, designed to make individuals more aware of their own goals and values in a world of multiple value systems and pressures, were presented to the women and young people of the Chapel on a continuing basis. A twelve-week program in renewing love, presented to the Protestant and Catholic women at West Point and STAS, assisted participants in developing a positive self-image to foster their leadership roles in the family, community and chapels. Handbell choirs for children and adults were instituted and performed for the 1980-81 Academic Year. The Sunday School, Junior Church 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. Other special programs held periodically throughout the year included: Martin Luther King services, observance of the National Prayer Breakfast at the U.S. Corps of Cadets Mess for officers, soldiers, civilians and dependents, and ecumenical services conducted at the Cadet Chapel for the former hostages.

PROVOST MARSHAL DIVISION

The Physical Security/Crime Prevention Section was expanded during the year to include a full-time Crime Prevention Officer. In addition to scheduling and conducting crime prevention inspections and surveys for USMA facilities and troop units, the Crime Prevention Officer planned and conducted a highly successful door-to-door crime prevention campaign in all post housing areas. The campaign provided occupants with information and techniques to be used for prevention of property losses from the home. The Crime Prevention Section also hosted a joint military and civilian bicycle rodeo. The rodeo, conducted by members of the military police and Highland Falls Police Department, brought together members of the military and civilian community who were taught bicycle safety, theft prevention, and the benefits of registration.

There were 1,089 incidents reported to the Military Police during the year, 272 of which were traffic accidents. The total number of incidents represents a decrease of 26 percent compared with the previous year. There were 276 USMA academic, athletic, and special events supported by the Provost Marshal Division. This figure includes providing Honor Guard duties for 116 military funerals (64 on-post and 52 off-post).

The Criminal Investigation Division (CID) and Military Police Investigations (MPI) Section investigated 595 incidents during the 1980-81 Academic Year. These included 35 crimes of violence, 407 crimes against property, 98 drug offenses, and 55 other violations. The addition of a Military Police Working Dog Section to the 57th Military Police Company Table of Organization and Equipment greatly improved the drug suppression capabilities of the Provost Marshal Division. The Dog Section, consisting of three handler/dog teams, is utilized to conduct special drug detection operations, to augment garrison patrol resources, and to perform community information demonstrations.

The Provost Marshal Division planned and implemented VIP security missions for the family reunion of the freed American hostages at West Point, for Vice President Bush's visit to the Academy to appear in the Bob Hope Birthday Special, and for the visit of President Reagan who presented the commencement address at the 1981 Graduation

Exercises. Security for the Presidential visit involved 237 Military Police who established crowd and traffic control, and assisted Secret Service personnel in protecting the President.

SAFETY OFFICE

The mission of the Safety Office is to advise the command and subordinates of the Army safety policies and pertinent federal safety regulations, and to design and monitor programs which assist in this effort. During the past year the office established an internal plan to facilitate the correction of occupational health and safety violations in a timely manner. A revised "Comprehensive Safety Lesson Plan" of 20 March 1981 was published which contained safety information for commanders to brief their personnel prior to a major holiday or recreational season. A Better Biking Course was also developed to reduce motorcycle accidents and injuries. The course includes classroom instruction and on-cycle instruction drills performed by the students under the supervision of a teacher. Four hundred-fifty USMA employees attended the National Safety Council Defensive Driving Course at the Academy during the past academic year. The course has been revised so that students who successfully complete the course can receive a 10 percent insurance reduction if they are the principle driver of the vehicle. A new four-hour supervisor training course was developed by the office and is given as part of the CPD Supervisor Training Course.

WEST POINT ELEMENTARY SCHOOL

The West Point Elementary School had a peak enrollment of 860 during the 1980-81 school year, a slight decline from the level in recent years. Sixty-five eighth grade students were graduated from the school in June. Students continue to obtain scores on intelligence and achievement tests well above national norms with achievement levels being commensurate with their intelligence. As part of the school's regularly scheduled internal evaluation program, a review of the science curriculum for all grades was undertaken. In recognition of the benefit that elementary school children, especially those from highly mobile military backgrounds, can derive from counselors, the school arranged for the initiation of a formal counseling program. The Elementary Assembly of the Middle States Association of Colleges and Schools also conducted its three day visit of the school during the past year and submitted its report to the administration. The report was highly favorable toward the school's administration, personnel, program, and facilities. In addition to these new developments, one of the highlights of the school year was the visit of seven former Iranian hostages to the school.



Former American hostages visit a class

OPERATIONS

Range Operations

During the past year, use of the USMA outdoor range facilities was comparable to that of the previous year. Nevertheless, limitations in the Academy's range facilities have restricted our ability to provide state-of-the-art military training at USMA. To alleviate these deficiencies, a Major Construction Army (MCA) Project, to upgrade the field fire range, and to construct new outdoor pistol and night fire rifle ranges, was approved by Congress. Design work for this project has begun and the construction should be initiated during the 1984 Fiscal Year. A request to replace the existing demolition range, which is badly in need of repair, with a new range was formulated. With the completion of this range and the new pistol range, all ranges will be located around a common impact area. A request for a 20 point, fully automated, outdoor rifle marksmanship range was initiated during this period. This rifle range will enable rifle qualifications to be determined more rapidly, with greater accuracy, and with fewer supervisory personnel. The range improvements which have already been initiated will correct serious deficiencies in the Academy's existing range training capabilities, and will enable West Point to more closely reflect current Army training doctrine and to more closely resemble like facilities on Army installations world-wide.

WEST POINT MUSEUM

The mission of the West Point Museum is to supplement the cadet academic and military instruction by maintaining a museum of arms and military history in support of the traditions and heritage of the United States Military Academy, to install and maintain exhibits and works of art in post and public buildings, and to operate a public museum for the enjoyment and edification of visitors to the Military Academy.

The museum's academic program supported both the departments of History and Military Instruction last year by providing a total of 96 lectures on various historical topics and on the evolution of the modern assault rifle in support of the New Cadet Training program.

The museum staff completed the first total inventory of the museum collections. The inventory was accomplished in two and a half years during which time over 30,000 museum objects were cross checked against card catalog entries. A total of 98 new objects were catalogued as part of the museum's collections during the past year. The most notable were a rare M1792 US Army Contract Rifle and a portrait of Andrea Hollen, the first woman graduate of the Military Academy, which was donated as a gift by the artist, Margaret Sargent.

Off-post loans of 295 museum objects were provided to museums and other institutions. Among this collection were Revolutionary War German and British colors that were loaned to the Prussian Cultural Institution of West Berlin for a traveling exhibit entitled "Frederic William Baron von Steuben - His Life, Times, and Contemporaries."

On-post loans for academic purposes totaled 1,481 objects, and 296 loans of arms and other museum objects used for classroom presentations were made to cadets.

The first traveling exhibit sponsored by the Olmsted Foundation, entitled "Echoes from the Past," based on the theme of Civil War Drummer Boys, had its inaugural exhibit in Washington, D.C. It was later exhibited at seven colleges and universities during the year. The Olmsted Gallery, a special exhibition gallery including a bronze bust of the general was dedicated by General Olmsted. The inaugural exhibit entitled "West Point on the Hudson: A 19th Century Retrospective," was accompanied by a printed catalog.

Researchers visited the museum to photograph uniforms and weapons of the Boxer Rebellion, the Civil War, and the Liedesdorff Collection of 19th century European helmets and cuirasses. The Curator of Arms photographed the museum's collections of arms, swords, and German assault rifles for various publications. A total of 962 reference letters pertaining to the collection were answered by the museum staff members. The museum curators contributed to the French publication "Uniforms" and to Funk and Wagnall's New Encyclopedia.

A total of 287,758 persons visited the museum during the academic year, an increase of six percent over the previous year. Attendance at Fort Putnam numbered 43,521 visitors. A major improvement was the opening of a section of rampart walkway permitting visitors to tour the perimeter of the Fort.

ALUMNI AFFAIRS AND GIFTS PROGRAM DIVISION

The Alumni Affairs and Gifts Program Division (AA&GPD) planned, coordinated, and implemented the 1980 Thayer Award ceremony, the 1980 Alumni Homecoming Program, the world-wide Founders Day in 1981, the Founders Day dinner at West Point in 1981, the Class of 1881 Centennial Reunion, alumni events during Graduation Week 1981, and all other alumni programs. AA&GPD also administered the Military Academy's gift program which involved the receipt of donations, recognition of donors, development of donor programs, and initiation and supervision of the projects financed with contributed money. Most of the donations and gifts received were channeled through the West Point Fund of the Association of Graduates.

Major West Point Fund projects completed during the past academic year include the Soldiers' Statue provided by the Classes of 1935 and 1936; the Southeast Asia Memorial provided by the graduating classes of the 1960s; the Thayer Award Room in Lee Hall provided by the Class of 1931; and the Honor Committee Meeting Room (Nininger Hall) provided by the Class of 1941.

On 10 October 1980 a statue of three American World War II soldiers was presented to the Academy and the Corps of Cadets by the Classes of 1935 and 1936. It is dedicated TO THE AMERICAN SOLDIER and is the first statue at West Point to honor the United States enlisted man, including the airmen.

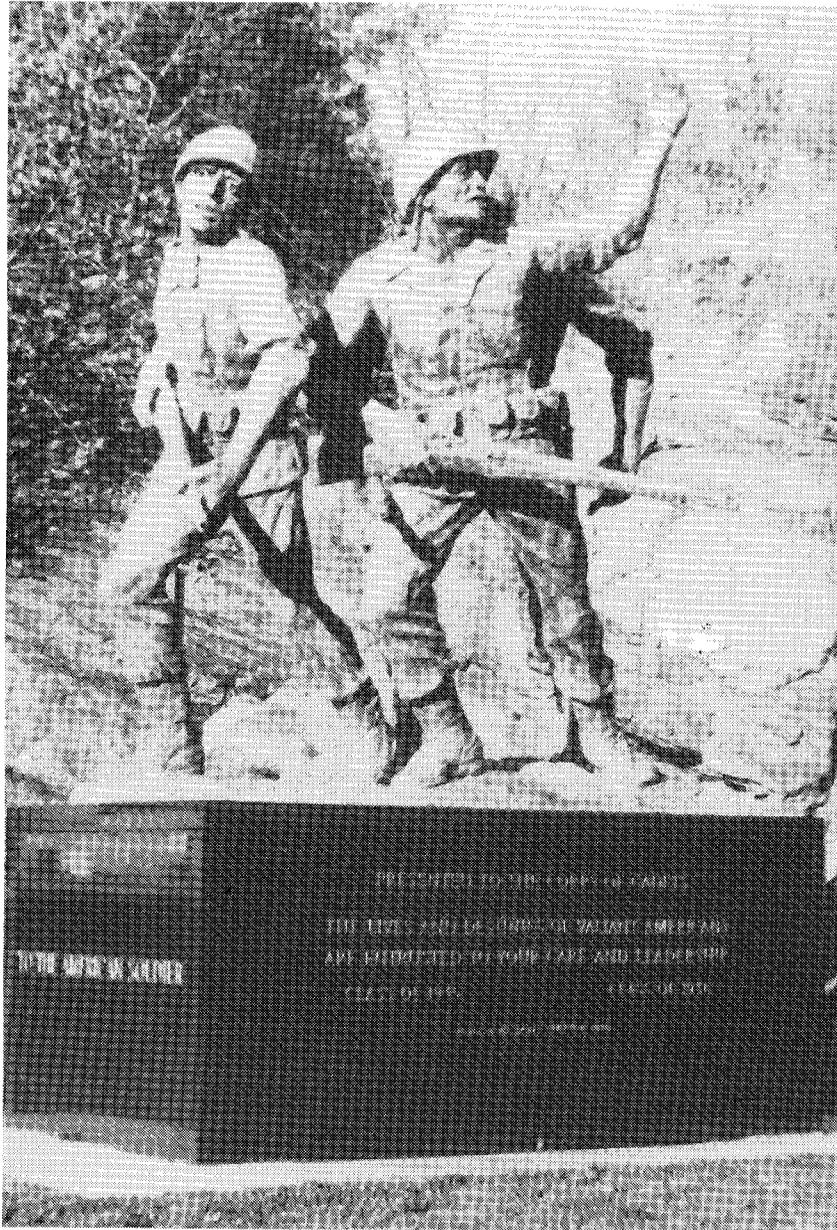
The 3,500 pound statue (known at West Point as the Soldiers' Statue), a nine-foot bronze sculpture, was commissioned to Felix deWeldon, one of the world's most famous sculptors of military heroes. It came into being because members of the two classes presenting it recognized that West Point had no permanent tribute to the American soldier. It is one of the larger statues at West Point, the only one with more than one figure.

The presentation of the statue, to be located just north of Lusk Reservoir, was made by Colonel Walter A. Simpson, on behalf of '35, and by General William C. Westmoreland '36, the former Army Chief of Staff, on behalf of his class. It was accepted for the Academy by Lieutenant General Andrew J. Goodpaster, the Superintendent; on behalf of all enlisted soldiers and airmen by the West Point Command Sergeant Major Richard K.A. Price; and for the Corps of Cadets by Cadet Charles R. Rich, the Brigade Executive Officer.

The inscription on the statue reads:

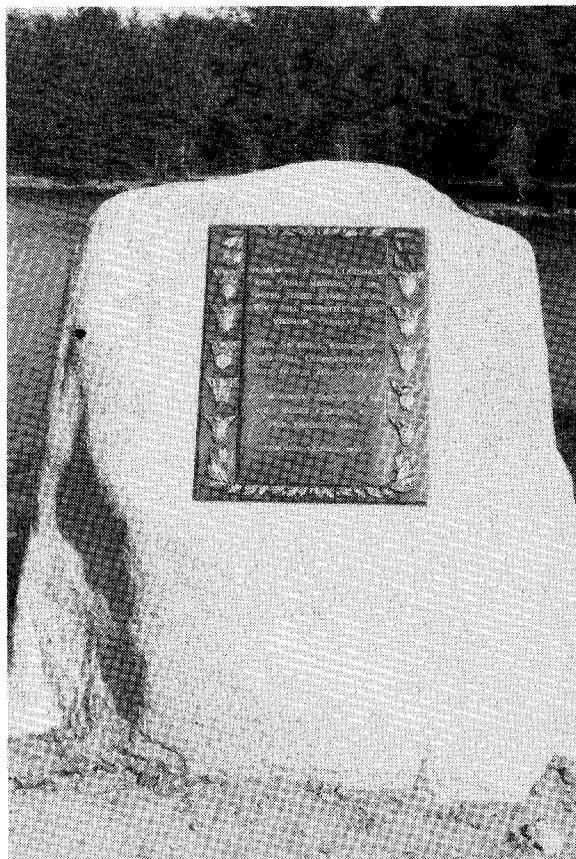
"PRESENTED TO THE CORPS OF
CADETS
THE LIVES AND DESTINIES OF
VALIANT AMERICANS ARE EN-
TRUSTED TO YOUR CARE AND
LEADERSHIP
Class of 1935 Class of 1936"

As the 45th graduation anniversary gift of the two classes, it was presented at the first reunion to be held under the Superintendent's new policy of having the 25th, 35th, and 45th reunions held at times other than the Annual Homecoming or Graduation Week. The Class of 1935 delayed its 45th until fall, and the Class of 1936 moved its reunion forward so that the statue could be presented at reunion time.



The Soldiers' Statue

The Southeast Asia Memorial Project was born in April of 1976 when graduates gathered in Washington, D.C. to plan a remembrance for their troops and brothers who died in Vietnam. On 31 October 1980, the USMA Classes of 1960 through 1969 dedicated the Memorial to their classmates and all other members of the United States Armed Forces who fell in battle in the Vietnam conflict. Lieutenant Colonel Peter F. Lagasse, Class of 1960, senior representative of the Southeast Asia Memorial Gift Committee, presented the memorial to the Academy Superintendent at dedication ceremonies at the memorial's site, adjacent to Lusk Reservoir and across from Howze Field and Michie Stadium.



The Southeast Asia Memorial

The Reverend James D. Ford, Chaplain of the House of Representatives, gave the invocation, and the benediction was given by the Reverend Robert F. McCormick. Ford and McCormick served as chaplains at the Military Academy during the 1960s.

The memorial, which consists of a bronze plaque on a stone monument and five granite benches situated along flagstone walkways, was established by the unprecedented collaboration of 10 classes of graduates. It is the first monument of its kind in the nation to honor the members of the Armed Forces who were lost in Southeast Asia.

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 39,000 Academy graduates and the addresses of the 28,500 surviving graduates for the use of both the Association and the Academy. The Association distributed at cost West Point commemorative ware valued at over \$180,000 and raised over \$1,000,000 in 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 1980 Thayer Award ceremonies, the 1980 Homecoming program, the 1981 Founders Day activities, and the 1981 Graduation Week alumni reunions.

The 23rd annual Sylvanus Thayer Award was presented by Mr. George F. Dixon, Jr., USMA 1940, President of the Association, to Reverend Theodore Martin Hesburgh on 11 September 1980. 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 \$900,000 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 1981 Fiscal Year with a total of 2,350 flying hours.

USMA BAND

All four musical elements of the USMA Band (Concert Band, Stage Band, Marching Band, and Field Music Detachment) were heavily utilized during the 1980-81 Academic Year. The year was highlighted by musical support in January for President Reagan's Inaugural Parade and for the Iranian hostage return, and in May for the Bob Hope Birthday TV special. Bands also performed for such varied events as the St. Patrick's Day Parade in New York City and for the Army Birthday/Flag Day observances at the Saratoga Performing Arts Center. Assistance to the Northeast Region Recruiting Command was also extensive during this period and included support by various elements of the band during the year in Pennsylvania, New Jersey, New York, Connecticut, and Vermont. All of these performances were in addition to the usual community support activities and Academy functions which are on-going responsibilities.

LOGISTICS

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

The installation of telephone service for the returning American hostages in January, the support for the taping of the Bob Hope Show at West Point in May (at which Vice President Bush participated), and the support given the White House Communications Agency in conjunction with the President's graduation address also in May, all resulted in significant increases in the communications workload. The 15 percent increase over the previous year in the number of telephone work orders and the eight percent increase in the number of dial assistance calls required are all directly attributable to support provided on these three special occasions.

The most dramatic change in ongoing operations was the 20 percent increase in the cost of commercial long distance calls at Stewart Army Subpost (STAS). This increase occurred because of a change in the dialing procedures between STAS and West Point. STAS workers had been using the post line to call the Academy, thereby tying up the line for outsiders. To reduce the difficulty which outsiders were having in contacting STAS, STAS personnel now are being asked to use the toll network.

A Uniscope 200 Visual Display Unit (U-200) was installed in the communications center. The U-200 insures efficient message handling through backup capabilities to the Optical Character Recognition Equipment (OCRE).

The telephone cable running underwater between Camp Buckner and Camp Natural Bridge has been replaced. The replacement of this aging cable insured that there would be no disruption of service during the summer training period. Four thousand feet of 50 pair cable and 17 poles were set in difficult terrain in sufficient time to meet the summer training requirements.

Two additional Operator-level tie lines from STAS have been added to the USACC-WP post switchboard which permit more rapid telephone service between STAS and West Point.

PURCHASE AND CONTRACT DIVISION

The Division continues to expand its staffing as it is tasked with ever increasing workloads. Eight new positions were authorized to compensate for projected workload increases. The total dollar value of procurement actions rose by 29 percent to \$33.1 million during the 1981 Fiscal Year over the previous year and the number of major contracts (over \$10,000 in dollar value) rose by 12 percent to 428 during the same period.

The Division continued to expand its use of automation with the introduction of word processing equipment. This new equipment is used to prepare lengthy contractual documents and has facilitated the development of standardized supply contracts. This new capability substantially reduces the time required to prepare solicitations, thereby shortening procurement lead time.

During the year the Division phased in two major programs that were awarded as a result of the Commercial and Industrial-Type Activities (CITA) Program mandated by the Office of Management and Budget (OMB) Circular A-76. These programs, which are now being performed by contractors, include the Laundry and Dry Cleaning facility and Refuse Collection. In addition, a contract was awarded for Transportation and Maintenance operations at USMA and STAS, which are currently performed by civil servants. Other significant contract awards included the operation of a waste transfer station which was awarded to replace the existing landfill; the refurbishment and repairs of the Smith Ice Rink; the painting and repair of Eisenhower and Pershing Barracks, and Mahan Hall; the installation of a new six-inch gas main system; and exterior repair of Buildings 620 and 626 which house the bowling alley, recreation services, family housing, and military personnel.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to be responsible for providing 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 advisory service and exercises staff supervision over the operations of the Laundry and Dry Cleaning Plant and the commissaries at West Point and STAS. The Division also conducted Command Supply Inspections of 26 USMA activities during the past academic year and has spearheaded the Academy effort to increase property accountability by the consolidation of activity property books.

On 1 November 1980, the West Point Laundry and Dry Cleaning Plant was converted from a government-owned and operated facility to a contractor operation as a result of a CITA review. A savings of \$773,000 to the government is anticipated for the first year of operation.

The Property Control Branch processed a total of 358,801 supply transactions in support of USMA activities. This represents a 25 percent increase over the number processed during the previous academic year. The increase is due primarily to the addition of the Corps Support transactions, which more than compensated for the loss of maintenance transactions.

The consumption of ground fuels at the Academy during the 1981 Fiscal Year totaled 510,871 gallons, a 10 percent decrease from the previous year.

The Self-Service Supply Center sales for the academic year were \$870,170, a 14 percent increase over the previous year. The increase in sales is attributable to the increase in prices of items and the addition of new items, especially xerographic paper. The number of accounts serviced by the center also increased by 17 over the past year, bringing the total number of accounts now being serviced to 231.

Cash sales in the Clothing Sales Store were \$261,288 for the 1980-81 Academic Year, a seven percent increase from the previous year. This increase is attributable to the introduction of the new Army Green 415 gray-green shirt.

The West Point and STAS commissaries combined sales totaled \$11.8 million, a 3.4 percent increase over comparable sales during the previous academic year. The increase can be attributed almost exclusively to food cost increases. Customer transactions for both stores totaled 279,138, an actual decrease of .4 percent. The high cost of fuel and a reduction in the number of shopping trips by patrons are causes for this decline.

The total separation of the West Point and STAS commissaries was directed during the summer of 1981 by the U.S. Army Troop Support Agency of Fort Lee, Virginia. The separation should take effect in the late winter and is designed to enhance the level of service at each store and to enable the commissary managers to devote all of their attention to the store they manage. Both commissaries will now function as separate entities and report directly to the Northeast Commissary Region at Ft. Meade, Virginia.

A Real Property Maintenance and Repair (RPM&R) project for the physical improvement of the exterior and interior of the STAS Commissary was begun in January and should be completed in the summer of 1981.

TRANSPORTATION DIVISION

An analysis of the use of vehicles from the Transportation Motor Pool and the cost of running these vehicles during the 1980-81 Academic Year reveals no change in the cost of MOGAS (at \$1.29 per gallon) and a reduction of seven cents (to \$1.22 per gallon) in the cost of diesel. At the same time the cost per mile of the division's operations remained relatively constant (at \$.21), but the cost per mile of maintenance increased by 28 percent (to \$.37).

The Motor Pool Branch trained, tested, and licensed 793 Fourth Class cadets to drive military vehicles. An additional 340 cadets were tested and licensed to drive in support of cadet activities and training.

The Traffic and Administrative Branch support of personal property shipments for the Class of 1981 was comparable to that provided to previous classes. However, the number of pieces moved in permanent change of station (PCS) shipments increased by 37 percent while the weight of these shipments increased by 94 percent over that of the Class of 1980. Since the weight of these shipments in the Class of 1980 had been 59 percent above that of the previous class, it suggests the difficulty in estimating the demand for personal property shipments from one class to the next.

Outbound shipments of household goods declined by 24 percent and totalled 947 while inbound shipments declined by only seven percent to 1,219. The decline in the number of shipments is believed to be due in part to DA's willingness to give extensions of tours and to reduce the number of PCS moves in order to save funds. Another factor is that the timing of the end of the academic year in this report at 30 June occurs in the midst of the heavy moving season. The arrivals and departures of personnel at USMA at slightly earlier or later dates than the year before can significantly distort the comparative figures from year to year. The division saved \$12,747 by arranging 83 "Do it Yourself" (DITY) moves. There has been a marked improvement in service provided military personnel of the West Point community in recent years in the shipment and delivery of personal property as indicated by a significant reduction in the personal property damage claims. Indeed, there was a nine percent reduction in the number of claims made and an 18 percent reduction in the dollar value of loss claimed.

In addition to operating three vessels a total of 1,119 hours and carrying over 18,000 passengers without accident, the Harborcraft Branch performed rescue assistance on several occasions, saving lives and property. The total number of operating hours during the last academic year was a 13 percent decrease from the previous year, attributable to the loss of a boat skipper for one month of the boating season. Annual SQT training was conducted which provided assigned personnel 500 hours of formal and informal training. A Statement of Work was prepared for the consideration of contracting out the Harborcraft service.

TREASURER, USMA

The Hotel Thayer had the honor of hosting the 53 former Iranian hostages from 27-29 January 1981 upon their return to the United States. The Hotel was sealed off to the public with only the former hostages, hotel employees, and appropriate USMA officials permitted entrance. The Hotel operated all services on a 24

hour-a-day basis for the first time in its history. Everything desired by the returnees in the way of food, beverages, and services was provided. The hotel was proud to have been able to provide an intimate meeting place for family and friends of the returnees and to assist in their reorientation to normal life.

On April 1981 the USMA Bookstore Fund was merged with the Cadet Store Fund and responsibility transferred from the Dean to the Treasurer, USMA. This action was taken to consolidate separate non-appropriated fund instrumentalities (NAFIs) under the Dean and DCSLOG to promote greater management efficiency of operation. The stores will continue to operate in separate facilities.

COMPTROLLER

The operating budget for Fiscal Year (FY) 1981 amounted to \$145.4 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 1981 totalled 3,649. This is a net increase of 49 spaces from the total authorized on 30 September 1980. Manpower authorizations were as follows:

	<u>30 Sep 80</u>	<u>30 Sep 81</u>	<u>Net Change</u>
Officer	811	809	-2
Enlisted	658	634	-24
Civilian Full-Time	2,131	2,206	+75
Permanent			
Totals	3,600	3,649	+49

The changes shown above were the result of several manpower actions during FY 1981. Seven of the enlisted and both officer space reductions were USMA's share of an Army-wide decrement of spaces required for the expansion of the Eighth Army in Korea. The balance of enlisted spaces (17) were withdrawn as a result of the Department of the Army (DA) Manpower Survey conducted at USMA in January 1979. The increase in civilian full-time permanents is due, in part, to the conversion of 17 nonappropriated fund spaces in the Office of the Director of Intercollegiate Athletics to appropriated fund spaces. Also included in this increase is the restoration of 44 spaces which had been originally withdrawn by Headquarters, DA in anticipation of a more extensive contracting out at Stewart Army Subpost than ultimately occurred. In addition, HQDA restored 14 spaces for the Cadet Barber Shop which remained in-house after a contract conversion review.

The Office of the Deputy Chief of Staff, Comptroller (ODCSCOMPT) was directly involved in the Commercial/Industrial-Type Activities (CITA) Review Program required by Office of Management and Budget (OMB) Circular A-76, "Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government," March 1979. During FY 1981, two CITA functions were converted to contract as a result of CITA cost analyses conducted during the previous fiscal year. Contracts to commercial firms for laundry and dry cleaning services and refuse collection services became effective 1 November 1980. A CITA cost analysis was completed in FY 1981 for the consolidated maintenance and motor vehicle services. A tentative decision was made to contract out these services with an estimated savings for the first year of approximately \$650,000. The contract takeover date is tentatively scheduled for the fall of 1981. The contract was awarded to Talley Support Services of Scottsdale, Arizona.

The DCSCOMPT and members of his staff attended the Service Academy Comptrollers' conferences during FY 1981 hosted by the Air Force Academy and the Coast Guard Academy. The purpose of these conferences was to bring together the Comptrollers of the five service academies for an exchange of ideas, concepts, and information which could lead to a more efficient and effective management of resources. Major topics of discussion were the cost per graduate for the Class of 1980, the cost of education calculation required by Public Law 96-357, and the comparison studies conducted for several of the cost categories of the cost per graduate program.

Passage on 24 September 1980 of Public Law 96-357, "Reimbursement for the Cost of Education," established the requirement that an individual who receives assistance for advanced education from "funds appropriated for an armed force" reimburse all or part of that assistance if the active duty requirements are not completed as specified in his/her agreement with the Secretary of the Army because of voluntary separation or misconduct. In order that the Army and Military Academy could fulfill the requirements of the law, the ODCSCOMPT developed a methodology to calculate the "Cost of Education." The USMA costs an individual could be required to reimburse the government under this law were initially calculated to total \$8,770 (of which \$7,624 is tuition costs and \$1,146 is the board cost). Increases in operating expenditures will necessitate annual revision of these figures.

The ODCSCOMPT coordinated the development of Army Regulation (AR) 10-70, "Organization and Functions - United States Military Academy and the West Point Military Reservation," which was effective 15 September 1980. The regulation prescribes the mission and major functions of the Superintendent of USMA and the West Point Military Reservation. Subsequently, another Army regulation (AR 210 series), which would prescribe Army policies, responsibilities, and procedures for the management and operation of nonstandard activities unique to USMA, is being finalized. These activities are as follows: Cadet Mess, Cadet Uniform Factory, Cadet Store, West Point Museum, Intercollegiate Athletic Program, Religious Activities, Alumni Affairs and Gifts Program, and Public Affairs.

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. In addition to highlighted missions, several steps were taken to improve the quality of support. With the approval of the Mission Element Needs Statement (MENS) and subsequent establishment of the ISS Project Team, a major effort was initiated to replace the Instructional Support System (ISS), which currently resides on the UNIVAC 1100-12. The introduction of intelligent terminals to the Academy Management System (AMS) in the Directorate of Admissions and USCC provided greater flexibility in data entry and relieved some of the saturation on the AMS. The action to procure the interim replacement base operations (BASOPS) hardware proceeded on schedule, with an expected delivery date of November 1981. The ability to provide live coverage of events was greatly improved with the purchase of portable television cameras. The consolidation of all electronic maintenance functions is expected to result in much more cost-effective support to customers. The audiovisual support of the return of the American Hostages, The Bob Hope Special, and the Graduation address by President Reagan were critical, highly visible missions which required total commitment of the Academy's audiovisual resources.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

The Audiovisual Instructional Technology Division's (AVIT) mission is to provide the Academy with audiovisual instructional technology products including television programs, still and motion pictures, audio recordings, graphic aids, training devices, sound reinforcement, electronics/TV maintenance, and audiovisual equipment.

The division again experienced a heavy demand for a variety of audiovisual products and services to support academic, staff, and installation activities. In all, some 158 television and film production requests were completed, 2,938 hours of closed circuit television programs were aired, and 16,335 requests for still photography, graphics, training devices, TV repairs, audiovisual equipment loans, electronic maintenance, and sound reinforcements were completed. In addition, USMA rented or leased 519 films which were shown approximately three times each to an estimated viewing audience of 1,000 students.

The entire stay of the United States Hostages at West Point was documented by the AVIT Division. Because of State Department rulings the press was not allowed access to the hostages and their families. However, AVIT was permitted to record all of the phases of their stay inasmuch as the Department of the Army tasked AVIT to be the documentation team responsible for

preserving this event for history. Recording this event on both film and videotape without intrusion into the reunion of the hostages with their loved ones provided a challenge which was successfully met by the AVIT team.

AVIT personnel were involved with many aspects of the Bob Hope Special. Some of the parade footage, as well as scenes of West Point used in the network broadcast, were taken by the AVIT crew.

This year, the President's address to the graduating class was recorded on videotape by AVIT personnel. Not only was this key address recorded but all aspects of graduation were covered to provide footage for television productions which are currently in progress. In addition, the Graduation Banquet speaker, Mr. L. Bruce Laingen was broadcast live on USMA's Command Information Channel.

Last fall a new series of ten television programs which featured football coach Ed Cavanaugh was developed in cooperation with the Public Affairs Office. These popular programs provided both an analysis of the previous game as well as a look to the upcoming game.

A series of programs featuring Lieutenant General Goodpaster, General Volney F. Warner, Brigadier General Hugh R. Overholt and Lieutenant General Sir Frank Kitson on the "Deputy Concept" was produced in cooperation with the Department of Military Instruction. Each of the generals talked about the duty concept from his own frame of reference based on his experience and personal philosophy.

Receipt of two portable cameras of the EFP (electronic field production) type has enabled AVIT to undertake coverage of many more remote telecasts this year than in preceding years. This equipment has been extensively utilized, not only for the normal academic requirements, but also in meeting the demands of special coverage for the memorable events noted above.

As part of the continuing consolidation and integration of electronics and computer facilities a consolidated electronics maintenance facility was established in Building 719. The consolidation of this activity will result in a more efficient utilization of personnel, a faster turnaround of maintenance and repair parts requests, a reduction of paperwork, and a significantly more cost effective operation.

A Command Information Message Wheel was installed in the USMA Public Affairs Office. The wheel, designed for continuous readout of typed command information, is transmitted to the post on Channel 3 of the USMA closed circuit television system (CCTV)

and the master antenna television system (MATV). The wheel is connected by cable to the television studio complex.

A wide variety of sound support missions were accomplished during the year, including the return of the hostages and the Presidential graduation address. The most difficult was that required to support the returnee news conference held in Eisenhower Hall. For this conference, AVIT personnel had to design, install, and operate a system that required over 26 microphones to be operational at one time, amplify their input and feed the audio signal to over 400 news personnel.

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, system software support, and user assistance.

During the past year the Division has been closely involved with the integration into the production environment of the AMS software which had been reimplemented by contract the previous year. The principal of these were the Sectioning and Resectioning, Grade Keeping and the Term-End systems.

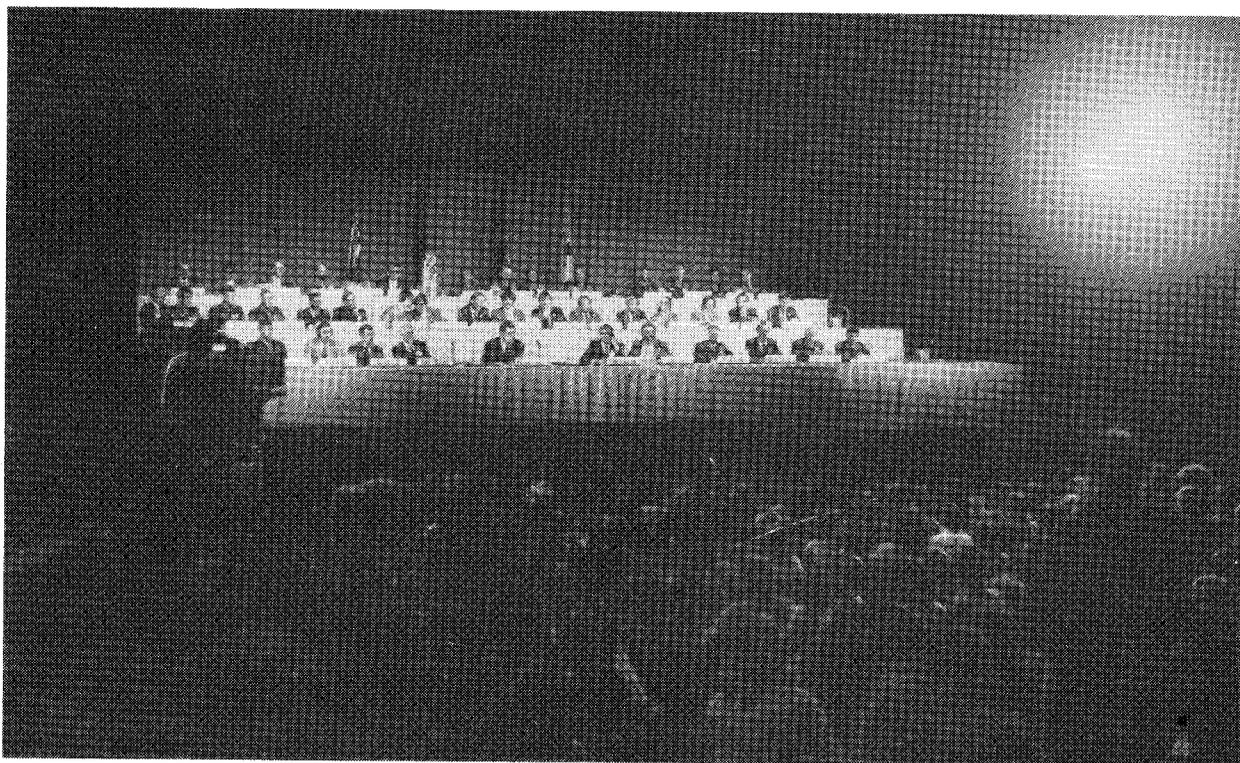
The System Analysis and Programming Branch provided support in-house. Major analysis and programming projects accomplished during the past academic year were the Military Development System, Admissions Area Management Review, and Off-line Data Entry for the Director of Admissions and the Honor Board System.

On the hardware side, during the summer of 1980, the Honeywell 6080 computer system, leased pending a replacement of the previous Honeywell system, was finally taken out of operation. This ended 18 years of continuous Honeywell (previously General Electric) service to the Academy. The system was replaced by a UNIVAC 1100/11 which processes the AMS and a UNIVAC 1100/12 which processes the ISS. The U.S. Government exercised the purchase option for both UNIVAC computer systems at Thayer Hall at a purchase price of just under \$1.2 million. UNIVAC remains under contract to provide maintenance and repair for these two systems. Additionally, equipment for remote processing of the Customer Integrated Automated Procurement System (CIAPS) was leased to allow USMA to have a direct link with the Defense Mapping Agency's (DMA) computer used for the processing of CIAPS for the Deputy Chief of Staff for Logistics (DCSLOG).

In the area of BASOPS data processing support, there were also some significant improvements during the year. Datagraphics Computer Output Microfiche (COM) equipment was delivered and installed at the Academy in September 1980. Operations and

maintenance training was conducted during the month and training for all post users began later in the fall to assist in Academy conversion of its output to the microfiche format. The conversion to microfiche is part of a government-wide effort to insure the permanence of records and to reduce cost by lessening the utilization of paper and saving storage space. The majority of the Standard Army Multi-Command Management Information System (STAMMIS) processed at the Military Academy were converted to COM. The acquisition of a new BASOPS computer system to replace the present UNIVAC 70/45 is also well underway with the contract award expected in September 1981 and the equipment arrival in early November. This upgrade of BASOPS hardware is an interim action until Project VIABLE is extended to USMA sometime in 1984.

In accordance with requirements set forth in DA Regulation 380-380 "Automated Systems Security," the USMA computer information system received a security evaluation and ultimately an accreditation from the Superintendent in June 1981. With this accreditation of the information system, the USMA operation meets existing DA security requirements. This evaluation is the first in an annual requirement for review of existing automatic data processing equipment. In addition, every three years a new accreditation will be required to insure that security features have kept up with advances in the field.



The Returnees News Conference at Eisenhower Hall

ENGINEERING & HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute real property maintenance, family housing management, and facilities utilization management at West Point and Stewart Army Subpost (STAS), and to develop and manage the USMA Military Construction Army (MCA).

This year, the DEH refuse-collection operation underwent a Commercial/Industrial Type Activities (CITA) review which resulted in five federal civilian spaces being converted to contract operation. A CITA review of 81 custodial service positions in DEH is currently under review and the balance of DEH functions is tentatively scheduled for CITA review in the 1984 Fiscal Year. In the interim, DEH is preparing for the review of DEH functions taking the following major actions: soliciting ideas from the working force to improve efficiency and productivity; holding planned periodic meetings with the work force to keep them informed of the progress made; preparing a milestone chart to assure that all necessary actions, prior to review, will be accomplished in a timely manner; appointing a committee to act as an advisory body to the USMA Engineer on enhancing the efficiency of the DEH organization; and scheduling an on-post training session for supervisors for the preparation of performance-oriented Statements of Work required for the CITA review.

One of the major accomplishments of the Space Utilization Board (established by the Deputy Superintendent, General Brown, to monitor and ensure the efficient utilization of available Academy space) was the finalization of space allocations to various activities in the old hospital, Building 606, and reallocation of space vacated by those activities moving to Building 606 (primarily located in Buildings 720, 740, and 600). Other major space management actions during the last year included: conducting a study to determine the feasibility of relocating all Cadet Club activities to Eisenhower Hall; planning for the temporary relocation of a portion of the Office of the Deputy Chief of Staff for Personnel and Administration (ODCSP&A) from Building 622 during MCA renovation in the 1980 Fiscal Year; exploring possible areas for relocation of the Class VI Package Store from the basement of the Enlisted Men's (EM) Club to provide space for further development in the EM Club.

During the 1980-81 Academic Year, the Housing Division received approximately \$600,000 in Department of the Army (DA) funds to supplement the 1981 Fiscal Year \$5.3 million family housing account (BPL900). Monies received were primarily used to offset increased utility costs, which presently consume 44.3 cents of every housing dollar. Significant personnel changes, resulting from reorganization of the Housing Division along functional

lines, were the addition of a Chief of Bachelor Housing and an Enlisted Assignment Clerk. Significant accomplishments during the period included revision of the housing regulation, USMA Regulation 210-23 "Installations: Housing"; the expansion of 19 bachelor officers quarters (BOQ) and 12 senior enlisted bachelor quarters (SEBQ) at STAS; the upgrading of bachelor guest housing; the establishment of 20 visiting officer quarters/visiting enlisted quarters (VOQ/VEQ) at STAS to offset non-appropriated fund guest house losses; the continued disposal by attrition of excess family housing furnishings; the replacement of overage appliances (primarily stoves and refrigerators); the conduct of housing briefings for the West Point Officers Wives Club, the STAS community, and the Junior Officers Council; and Department of Defense (DOD) authorization to effect necessary repair and maintenance to the Superintendent's House, Quarters 100.

The Academy contracted with the architectural engineering firm of Dames & Moore for the preparation of an Environmental Impact Statement (EIS) for ongoing operations at USMA. The draft EIS, completed by November 1980, was forwarded to HQDA in December 1980 for approval of release to the public. DA approval is anticipated by the end of 1981.

In June 1980, the New York State Department of Environmental Conservation (NYSDEC) was delegated authority by the U.S. Environmental Protection Agency (EPA) to issue National/State Pollutant Discharge Elimination System (N/SPDES) permits and to monitor wastewater discharged from the federal facilities. In May 1981, the Academy received a renewal of the previous EPA permit from the state DEC for the Target Hill, Camp Buckner, and Golf Course Wastewater Treatment Facilities. The permit for the STAS facility is still pending final state DEC approval.

Under the 1979 EPA regulations which resulted from the Resource Recovery and Conservation Act, Installation Commanders are now responsible for the management of all hazardous wastes. In Fiscal Year 1981 DEH applied for and obtained an Interim Status Permit from the EPA for the generation, transportation, and storage of Hazardous wastes at the Military Academy. This temporary permit is the normally-prescribed procedure for installations to handle hazardous wastes until the EPA is able to make an on-site inspection.

The Military Academy was designated a National Historic Landmark in 1961, but no inventory was ever completed and no listing exists of those structures which contribute to the landmark district and those which do not. Yet the Academy is required to comply with national historic preservation laws. Thus, USMA had to comply with these regulations on structures which may have little or no historical value or significance, a policy which frequently delayed the completion of work and increased project cost. As a result, DEH has

arranged with the U.S. Department of Interior for the preparation of an Inter-Agency Agreement for a Historic Building Survey of all USMA buildings and an archaeological reconnaissance survey of USMA-owned land. The Historic American Building Survey (HABS), a part of the National Park Services National Architectural and Engineering Record under the Department of Interior, will begin the survey in the Fall of 1981.

In the Fall of 1980, DEH surveyed the military reservation's gypsy moth egg mass population. This survey indicated that the area would have heavy investation of gypsy moth larvae in the Spring of 1981. As a result, planning began for the possible spraying of the post. The required Environmental Assessment report was prepared which indicated potentially adverse biological/physical effects which might result from the spraying. The aerial spraying of the main post for gypsy moth suppression, ultimately conducted in May, was done in concert with concerns expressed in the report.

USMA energy goals are derived from the Army-wide "Facilities Energy Plan." The USMA program goal for Fiscal Year 1980 (to eventually meet the Fiscal Year 1985 DA goal of a 20 percent absolute reduction from 1975's actual consumption) was 1.912 trillion British Thermal Units (BTUs). Actual consumption for Fiscal Year 1980 was 1.854 trillion BTUs, three percent under the program goal. In Fiscal Year 1981 our total energy use was 1.891 trillion BTUs, or four percent over target.

To meet the energy conservation goals two basic programs have been implemented. The most direct and cost-effective means of controlling energy use is changing the habits of the energy consumers. This is accomplished through education and inspection designed to encourage the most efficient use of energy resources. The second approach is modification of the physical plant, to improve efficiency of equipment and facilities. This approach uses DA funds through the Office of the Chief of Engineers for the Energy Engineering Analysis Program (EEAP). Under the EEAP, contracts are made with architectural engineering firms to conduct comprehensive studies of the physical plant and energy usage of military posts. Each post program is conducted in a series of seven increments or studies, each focused on different phases of energy use. To date, two studies are essentially complete at USMA and a study on energy generation is nearly half completed. The rest of the increments are funded or scheduled to be initiated by the end of the 1982 Fiscal Year.

Two programs under EEAP of major importance include the development of alternative fuels for the central plant (from oil to coal or to a coal/oil mix) and expanded electric generation capability to aid in controlling utility costs.

The two completed EEAP studies have been used to develop specific projects under the Energy Conservation Investment Program (ECIP), a specially-funded MCA program. A total of 23 ECIP projects were identified and 17 were approved by DA and are at the concept/final design stage for Fiscal Year 1983-84 funding. Four projects were not approved and the remaining two are scheduled for construction beginning in the 1982 Fiscal Year.

In addition to an MCA Energy Conversion Project to provide centralized control of heating, ventilating, and air conditioning of several West Point public buildings, four other MCA projects were completed during the past academic year. One project, completed in September 1980, provided structural repairs, upgraded latrine facilities, upgraded lighting, and added locker space to Michie Stadium. The project also provided lighting for Howze Field and upgraded locker facilities in the gymnasium for use by women cadets, visiting women's teams, and women officials. Another project, completed in August 1980, provided a central mail facility and expanded the cadet arms storage room in Washington Hall. Phase II of the Separate Power and Communications Ducts, completed in February 1981, provided separate underground ducts for power and communications lines within the South Post area. The fourth project provided the capability for the compaction of West Point's solid waste and for transportation to an off-site sanitary landfill. This was necessary because there were no suitable existing landfill sites on post. Full operation of the transfer station, located off Route 293 near ranges 3 and 4, began in June 1981 when the existing Cragston Sanitary Landfill, located near the O'Neill High School in Highland Falls, was closed.

Three MCA Projects are currently under construction. Conversion of the old Hospital Building (606), scheduled for completion in the fall of 1981, includes complete renovation to provide space for staff organizations, such as the Director of Admissions and the Staff Judge Advocate. The Cadet Sales Store and the Cadet Health Clinic will also occupy a major portion of this building. A one-story addition for the Dental Clinic is included. Another project, Phases III and IV of the Separate Power and Communications Ducts, scheduled for completion in the summer of 1981, will provide separate underground ducts for power and communications cables within the North Post area. Sanitary sewer system modifications at STAS and West Point are expected to be completed in the summer of 1981. These modifications will include an upgrading of parts of the system and a separation of the storm and sanitary flows.

A major effort has been under way to reduce the Backlog of Maintenance And Repair (BMAR) of buildings and facilities. In the 1980 Fiscal Year, \$2.4 million was expended and in the 1981 Fiscal Year, more than \$3.5 million was expended.

This past year, DEH prepared to receive and operate the Facilities Engineer Supply System (FESS), a stand-alone mini-computer. FESS is an automated system designed to provide interactive supply management information. Supply reports and procedures, which were formerly accomplished manually, will be completed under the new system in less time and with greater accuracy. The hardware is expected to be delivered and tested in the summer of 1981 with full implementation by the end of this year.

In addition, DEH provided support to several special events: the return of the former American hostages, "Operation Eagle", required approximately 1,060 man-hours (\$12,240); preparation for graduation exercises, approximately 1,400 man-hours (\$16,000); and support of the Bob Hope Show, approximately 3,500 man-hours (\$38,700).

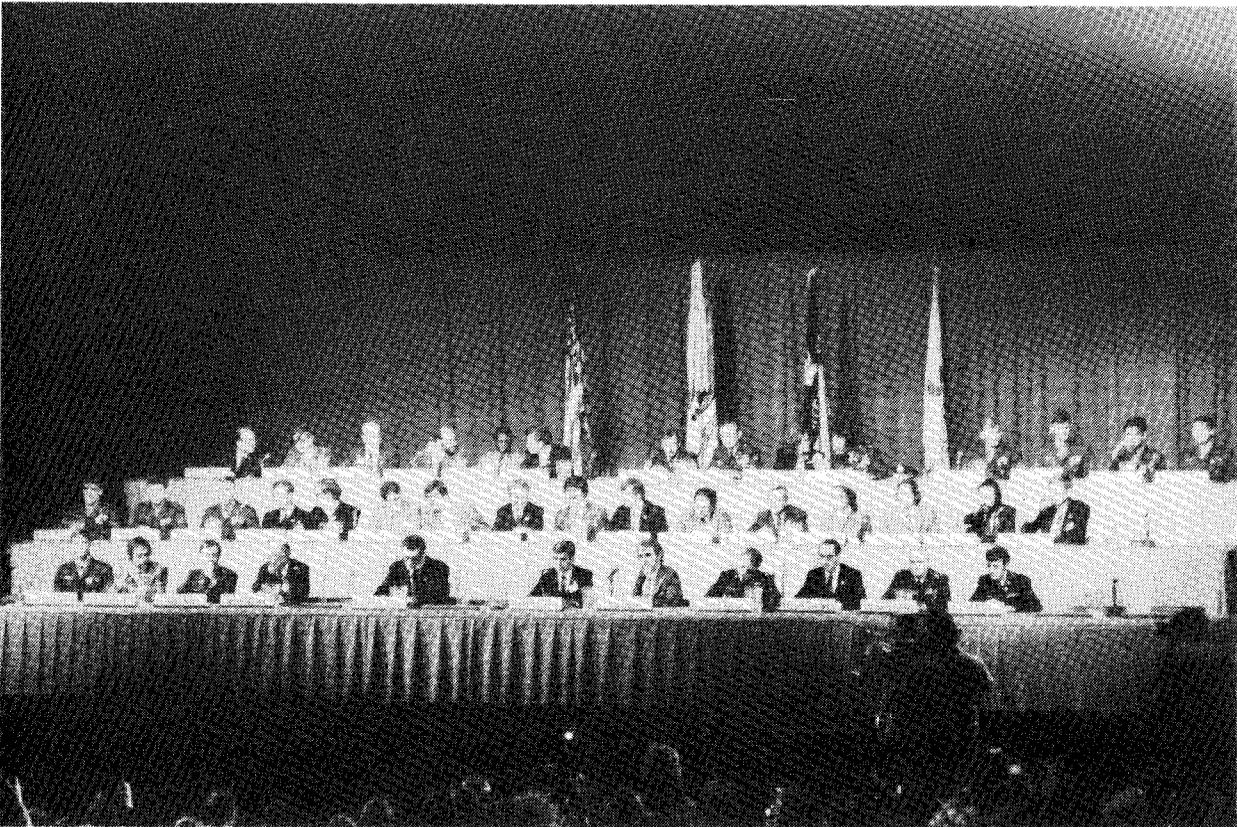
INSPECTOR GENERAL

The Office of the Inspector General (IG) continued inquiries into and reported upon matters affecting mission performance and the state of discipline, efficiency, morale, and economy of USMA during the 1980-81 Academic Year. The work of the office was aided by the temporary authorization of a Special Duty Logistical Inspector to enhance the office's ability to handle logistical inspections. This office continues its efforts toward bringing its manning authorization 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. During June 1981 the Office of the Inspector General moved from Building 658, near the southern end of the post to Building 606, the old hospital building in the post central area. With the manning acquired since 1979, the move was a necessity for additional office space. USMA is scheduled for a Department of the Army Inspector General (DAIG) Inspection during March 1982. In preparation for the upcoming DAIG inspection, this office continues to monitor Fiscal Year 1979 DAIG Findings and has scheduled each major activity for follow-up of DAIG and USMA IG findings prior to that visit.

PUBLIC AFFAIRS

For the Public Affairs Office the past academic year was one of the most successful in recent years in terms of dramatic media events and in terms of positive media coverage for the Academy. Three major events highlighted public affairs at the Academy during this period: the reunion of the former American hostages from Iran with their families; the production and airing of the Bob Hope-USO television special at West Point; and President Reagan's commencement address for the Class of 1981. Combined, they dramatically projected the Military Academy in highly favorable tones into every geographical corner of the United States and to a vast international audience.

From the arrival of the former American hostages on American soil at Stewart Army Subpost to their formal reunion with their families, West Point was the center of massive national and international media attention. With a 24-hour press center operation in the Eisenhower Hall Main Ballroom serving as the hub of activities for over 1,200 accredited media representatives, the Public Affairs Office hosted and assisted in every aspect of media requirements from requests for information and interviews to the logistics of distribution and maintenance equipment. The successful press

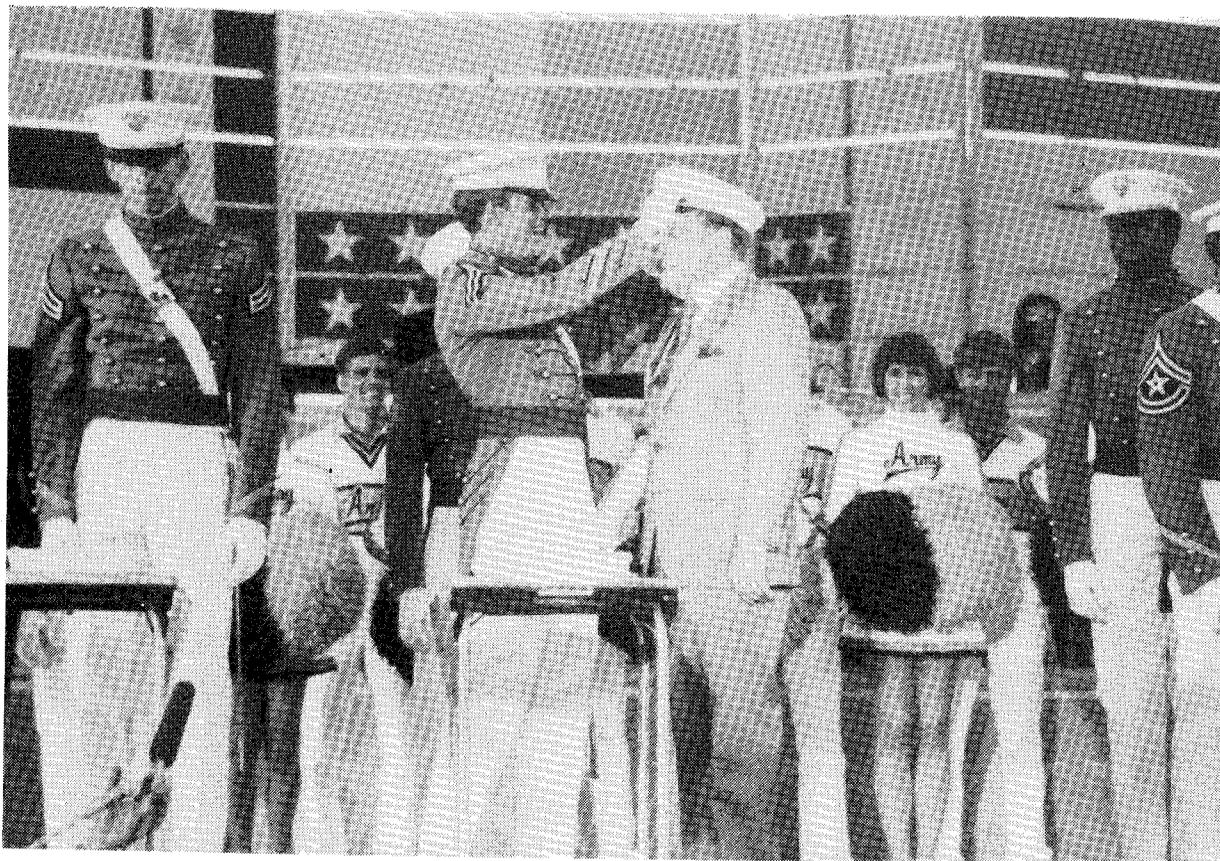


The News Conference

conference by the former hostages which was broadcast live in the United States and overseas from Eisenhower Hall was a dramatic moment in the history of both West Point and the nation. The fact that an extremely dramatic series of events were conducted smoothly by the Academy and with sensitivity to the needs and desires of the returnees served as a reaffirmation of the Academy's devotion to duty and to those who serve our nation.

In the course of the media's reporting, numerous news reports featured the historical significance of not only the reunion but its appropriateness at West Point. Cadets and Academy staff and faculty were interviewed and pictured in worldwide accounts as events unfolded. Of note also was the additional media goodwill the institution has continued to enjoy because of the positive experience of the press. A number have since returned to cover other aspects of the Military Academy that they found of interest during their stay.

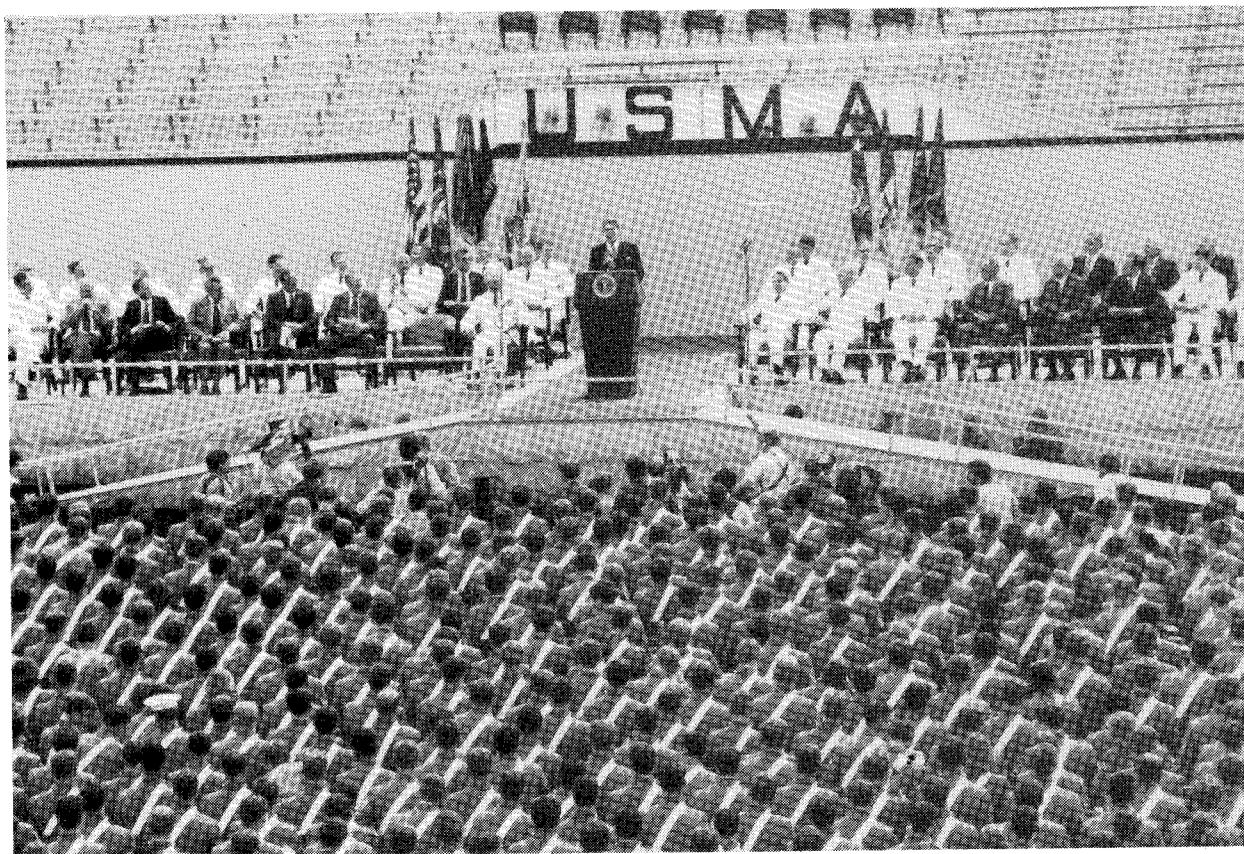
"Bob Hope's All-Star Comedy Birthday Party at West Point, A USO



Bob Hope "Joins the Corps"

Tribute," which was videotaped at Michie Stadium on 17 May, was successful not only in terms of media coverage, but also helpful in West Point's community relations programs. Members from the surrounding communities joined the Corps and the West Point community in witnessing the production. The production was covered and attended by 25 local and national entertainment reporters, many of whom had traveled from the West Coast. Their coverage of the "color" surrounding the production, which featured articles on West Point, the Academy, and the cadet reaction to the event, was positive and useful in presenting the Military Academy to people in many different geographical areas. The NBC-TV program, aired nationally on 25 May, was well received by television viewers from coast to coast and presented a favorable picture of the Military Academy and the Corps of Cadets.

The third major media event of the year was the appearance of President Reagan to deliver the commencement address to the graduating Class of 1981. In all, 244 print and electronic



The President Delivers the Commencement Address

media covered extensively his remarks and ceremonial duties. Many members of the media included in their reports the acceptance of women as a part of Academy life and the positive changes the Military Academy had undergone over the last four years.

In addition to these events of national note was the initial airing of the Public Broadcasting Service (PBS) documentary on West Point entitled "No Excuse, Sir." Filmed last year, the program was a balanced look at the Military Academy's past and present and was well received by television reviewers and audiences. The film will continue to be viewed in the upcoming year as PBS stations across the nation independently elect dates for broadcast. It will also be presented internationally as part of a PBS exchange program of documentary productions.

MEDIA LIAISON

The News Media Branch efforts during the past year were heavily committed to the three major events already described. In addition, many of the international, national and local media who covered these stories have returned to write stories on other aspects of the institution which were presented to them during their prior visits. Countless others now have had a first-hand exposure to West Point, and their understanding and appreciation of the institution will continue to be an invaluable asset in their coverage of the Military Academy.

International media from Japan, Korea, and several European nations visited the Military Academy during the year. Their interest included coeducation, cadet field training, and the academic course of study.

In support of the Army Hometown News Release Program, over 2,500 individual releases on Academy personnel (most with photographs) were prepared and distributed. Some 170 news releases were prepared and distributed to over 4,000 different media agencies around the world. Administratively, numerous fact sheets, photographs, statistical updates, and background histories for use by a wide variety of media and general public sources were updated and produced and an enlarged newspaper clipping service was established.

SPECIAL PROJECTS

Through the academic year the Special Projects Branch responded to approximately 1,000 written and telephonic queries for information and assistance on current and historic Military Academy topics. Branch personnel also escorted and provided research assistance throughout the year to film makers, news feature writers, and novelists preparing material about West Point. The branch provided publicity assistance to the Directorate of Admissions in support of special Military Academy admissions programs to include the year-long Project Outreach and the seasonal Summer Enrichment Program. As in past years, Special Projects personnel prepared print and broadcast publicity material for local and metropolitan New York media outlets concerning recurring activities at West Point, such as minority observances and specially-hosted sporting events.

COMMUNITY RELATIONS/COMMAND INFORMATION

Throughout the 1980-81 Academic Year, the Public Affairs Office continued to expand and improve its efforts to better support the local communities and the estimated two and one-half million visitors to West Point. The Military Academy Band, the Glee Club, and the Academy's Black Knights sky-diving 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 voluntary speakers program utilizing the staff and faculty has greatly enhanced the understanding and acceptance of the Academy's position in the local community and it's mission in support of the Armed Forces. The Visitors Information Center, which serves as the initial stop at West Point for many visitors, received substantial internal and external remodeling, a new video projection system, and a doubling of the size of its adjoining picnic area. Historical and general literature about West Point and the surrounding area, including a self-guided riding/walking tour of the Academy, is provided free of charge. The number of West Point parents clubs, an important communications link between the Military Academy and many communities, declined during the past year due to coordination problems and inactivity. However, a new spirit of involvement exists in the 28 clubs currently operating and in the five others being formed which should restore this valuable communication network.

The Pointer View continued to improve in all aspects of operation. Three members of the enlisted staff attended advanced specialty schooling. The paper's distribution to all government quarters by the boy scouts has substantially increased readership and enhanced West Point community inter-

action. The cadet supplement (Slum and Gravy) has significantly improved due to an increased staff size, an internal training program by the enlisted staff, and a division of workload controlled by the newspaper editor. The newspaper has also gone from an eight-page to a 12-page format with a monthly full-page insert announcing upcoming Eisenhower Hall events.

The radio station, WKDT-FM, has increased its listening audience with the placement of a new antennae above Michie Stadium and the utilization of a cable TV channel for transmission to STAS. The Command Information Officer now serves as the officer-in-charge of the WKDT-FM Club and a mutually-supporting command information program has resulted. Command information is now disseminated during the listening hours with the greatest audience. PAO has eight and one-half hours of broadcast (news, weather, music and public information announcements) each duty day. Broadcast journalists continue to assist the cadets in developing professional broadcasting techniques. The command information channel, TV-3, continued to improve through the use of a revolving information wheel containing public service-type announcements and command-related information. Army training films and information tapes supplement the wheel and are scheduled during prime audience attention periods. The TV channel, radio, and newspaper mutually support and complement the public affairs mission of thorough and accurate dissemination of command information.

STAFF JUDGE ADVOCATE

During the 1980-1981 Academic Year, the Office of the Staff Judge Advocate (SJA) continued its mission of providing comprehensive legal services at the United States Military Academy.

The Administrative Law Branch rendered nearly 2,000 written legal opinions during the academic year, covering diverse aspects of command and personnel management. Extensive legal research was required on numerous areas of major concern, including such matters as litigation instituted by former cadets and/or claimants, copyrights, the use of USMA real estate by outside organizations, rules and regulations of the National Collegiate Athletic Association (NCAA), USMA procurement actions, standards of conduct investigations, and conflicts of interest. Officers assigned to this branch also served as Hearing Officers at Full Honor Investigative Hearings (FHIH). In order to facilitate the structuring and promote the specialization of work in the SJA, the Administrative Law Branch was reorganized in January 1981 into two separate branches: Special Actions and Administrative Law. The change is an attempt to promote office efficiency by permitting officers to specialize in an area of law and to handle an increasing workload more effectively and efficiently.

The new Special Actions Branch deals with administrative law matters arising from specialized activities of USMA. Primary responsibility concerns cadet discipline and separation procedures and the legal aspects of honor cases. During the past academic year, a total of 98 cases of these types were processed to final action. The branch also is involved in the drafting of legislation and regulatory changes to Regulations, USMA, and furnishes advice on civilian labor law matters. The Labor Law Counselor assigned to this branch represented the Command in four Unfair Labor Practices cases, and four employee removal appeals before the Merit Systems Protection Board.

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 (USACIDC). An attorney from this branch was detailed to serve as trial counsel during the last year in two courts-martial. Because personnel stationed at West Point are closely screened before assignment, there is a relatively small military justice workload. Three military lawyers from this branch are designated as Special Assistant U.S. Attorneys for the Southern District of New York in a West Point Magistrate Program in order to prosecute Federal misdemeanor/traffic offenses which occur on the West Point Military Reservation or at the Stewart Army Subpost. Due to a rapid change-over in administrative support personnel for this program in the Provost Marshal's Office, the Magistrate Program has required almost daily supervision by the Criminal Law Branch

during the last year. Finally, the Chief of the Criminal Law Branch in January 1981 assumed the additional responsibility for supervising the Claims Branch and serving as the Claims Judge Advocate for the command. This action was required due to an increased workload in cadet administrative actions involving honor and misconduct cases.

During the year, legal assistance was provided to cadets, active duty personnel, retired personnel, and dependents in more than 12,000 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 130 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 of the office processed 810 claims against the United States Government, involving payments of over \$160,000. The office collected 161 claims in favor of the Government, totaling over \$105,000, the fourth largest amount recovered of all CONUS installations.

The remodeling of Building 606 was completed and the Office of the Staff Judge Advocate moved to new offices in that building in May 1981.

Among the many distinguished members of the legal profession who visited the Academy during the past academic year were Chief Justice Warren Burger of the U.S. Supreme Court who visited in May in conjunction with Law Day activities; and Brigadier General Hugh Overholt, Assistant Judge Advocate General for Military Law, and Honorable Robinson O. Everett, Chief Judge of the U.S. Court of Military Appeals, both of whom lectured in April.

CHAPLAIN, USMA

Religious services and programs were conducted by the Chaplains for the respective chapel groups and additional denominational services were held by ministers from nearby communities. Regular Sunday services were held in the Cadet Chapel, the Chapel of the Most Holy Trinity, the Old Cadet Chapel, and the Post Chapel. Jewish sabbath services were conducted in Bartlett Hall each Friday evening. In addition to the aforementioned services, denominational groups held worship services on Sunday representing the Southern Baptists, the Episcopaleans, the Church of Christ, the Lutherans, the Orthodox, and the Church of Jesus Christ of the Latter Day Saints.

The Chaplain's Coordinating Committee continued to serve as an advisor to the Superintendent through the Chaplain, USMA. The purpose of the Chaplain's Coordinating Committee, made up of representatives of the major religious elements at the Academy, is to discuss, evaluate, and recommend policy for the various religious communities at West Point. The committee advises the Superintendent on religious activities at the Academy and on the overall religious climate at the institution.

Among the significant services held at West Point during the year were the 4th of July "Massing of the Colors Ceremony" for the Class of 1984; the ecumenical Thanksgiving service held in the Cadet Chapel, and the reunion service for the returned hostages from Iran and their families. The members of the Chaplain's Coordinating Committee led the "Service of Reunion" which was attended by 135 guests from the Military Academy in addition to the "returnees" and their families. This was a private service having great significance to not only those present but to millions of people in the nation who followed with interest the events of those days at West Point.

Dr. Robert Schuller of the Garden Grove Community Church in Garden Grove, California, was the speaker at the National Prayer Breakfast which was held in the Cadet Mess and attended by 600 academy personnel.

The Cadet Chapel choirs continued to support religious services at West Point and also travelled for significant events. The Cadet Chapel Choir annually sings in the Washington Cathedral in a service for the Army. Both the Catholic and Jewish choirs participated in services in the New York metropolitan area. The Cadet Gospel choir also participates in off-Post chapel services at least once a month.

Religious weekend conferences received excellent responses from cadets. Retreat sites within 100 miles of the Academy were utilized for these activities. Each cadet is allowed one religious retreat each semester. More than 15 retreats were provided in the course of the year.

The ministry at the Cadet Chapel was conducted by USMA Chaplain Richard P. Camp, Jr., Chaplain (Lieutenant Colonel) Robert R. Covington, Jr., and Chaplain S. Christopher Molnar. The priests of the Catholic Chapel of the Most Holy Trinity were Father James Tubridy, Father Tom Devery, and Chaplain (Major) Barry Lonergan. Serving at the Post Chapel were Chaplain (Colonel) Al Brough and Chaplain (Captain) James Wilkinson. The Jewish Chaplain was Rabbi Avraham Soltes.

INSTITUTIONAL RESEARCH

During the 1980-81 Academic Year the Office of the Director of Institutional Research (ODIR) continued its mission of providing objective data and research studies required for understanding and decision making in the areas of admissions and cadet intellectual, moral/ethical, military/professional, and physical development.

A number of studies and related activities were completed in support of the Admissions Office and the Admissions Study Group during the past year. One study assessed cadet perceptions of all aspects of the admissions process, including advertising, nominations, medical and physical testing, and selection criteria. Results of another study were used to develop and field test a new High School Officials' Evaluation of Candidate form. Research continued on the development of a retention index as an admission criterion by using the Strong-Campbell Interest Inventory in several innovative fashions. Research designs were developed for several current studies, including evaluating minority recruiting programs, re-norming and establishing new qualification guidelines for the Physical Aptitude Exam (PAE), determining why females and blacks decline appointments, assessing the effectiveness of recruiting films and literature, evaluating contacts with service families, and applying the assessment center concept to meet USMA requirements.

In the moral/ethical area, a series of values and ethical judgment instruments were given to the Class of 1981, completing the data collection phase of a longitudinal four-year study requested by the Commandant in 1977. An interim report was published showing changes in cadet values during Cadet Basic Training. A survey was conducted for the Chaplain's Office to identify Catholic cadet attitudes toward religious activities with the goal of obtaining data to be used to develop or modify programs so that spiritual goals are met. Another survey was completed for the Superintendent's Honor Review Committee to assess the state of health of the Honor Code and System in the Corps of Cadets. A research plan also was developed in support of the Ethics and Professionalism Committee to identify common objectives for the seven academic courses that are part of the ethics and professionalism curriculum.

Research in cadet intellectual development centered around developing, cross-validating, and refining a system that is being used by academic counselors to guide all Third Class cadets in selecting a field of study. Another study evaluated the components of the academic guidance program and provided suggestions for making the program more effective. A separate investigation concerned evaluating feedback programs designed to increase the writing skills of cadets.

In military/professional development, an interim report on the results of the 1980 graduate survey was prepared for the Cadet Quality Development and Commitment Committee. The report identified perceptions of graduates regarding how well USMA prepared them for their first and subsequent assignments, reasons for staying in or resigning from the service, and how satisfied they were with various aspects of officership. A second investigation measured the motivation of new cadets to assume leadership positions and related their motivation levels to leadership performance and retention. A continuing project is designed to compare cadet and recent graduates' attitudes concerning non-commissioned officers in order to assist the Commandant in his evaluation of the Tactical NCO program.

Several studies supported other activities at USMA. An officer survey was completed for the Director of Engineering and Housing (DEH) to determine the most popular system for assigning officer quarters during the peak summer period. Three reports of exploratory research were prepared: (1) to assess the performance of the Class of 1980 in attaining various skills and qualities desired of graduates; (2) to identify techniques used by cadets in all four classes when experiencing individual desires to resign from the Academy; (3) to determine the relationship of management style to attrition, class year, cadet company, and gender. In support of the Cadet Life Committee, a report was completed evaluating cadet and officer perceptions of the quality of cadet life at the Military Academy. In cooperation with the Department of Behavioral Sciences and Leadership and the Science Research Laboratory, studies concerning the progress of women's integration at West Point were completed. An investigation was conducted for the Cadet Time Subcommittee to determine how cadets use their time. Following a recommendation in the West Point Study Group Report, a report depicting changes between 1977 and 1980 in cadet and faculty perceptions on the Institutional Functioning Inventory was prepared. In addition, departments were given standard reports about new cadets and trends in admission variables.

Technical advice and support was provided to the Medical Activities Command (Cadet Health Clinic survey), Cadet Mess (cadet food preferences), Office of the Deputy Chief of Staff for Personnel and Administration (quality of officer life), and Department of Chemistry (chemistry knowledge requirements in the Army) as well as advice to cadets and officers engaged in applied research projects.

1ST BATTALION, 1ST INFANTRY

The 1st Battalion, 1st Infantry exercises command responsibility for six assigned organizations: Headquarters Company, 57th Military Police Company, 2d Aviation Detachment, 528th Engineer Detachment, USMA Airborne Detachment, and the USMA Band. The number of personnel authorized during the 1980-1981 Academic Year was 25 officers and 666 enlisted. Lieutenant Colonel John G. Hoass assumed command of the Battalion from Colonel Darrell G. Houston on 5 September 1980.

The 1st Battalion, 1st Infantry was augmented by approximately 1,200 soldiers from the field Army for support of the 1980 Cadet Field Training Program. The 101st Airborne Division from Fort Campbell provided the bulk of the support for the program. Other units from Fort Campbell included troops from the 1st Battalion, 327th Infantry and 2nd Battalion, 320th Field Artillery. Troops from the 2nd Battalion, 10th Special Forces Group from Fort Devens, Massachusetts, engineer units from Fort Devens and Fort Belvoir and a U.S. Army Forces Command (FORSCOM) Composite Transportation Company from Forts Lee and Eustis also provided assistance. Additionally, individual soldiers with needed skills from throughout the continental United States were attached to Headquarters Company.

See Appendix F for the organizational chart of the 1980 Summer Augmentation Program.

DENTAL ACTIVITIES

Command and control authority for the USMA Dental Activities Command (DENTAC) is the Health Services Command (HSC) 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.

The Dental Activity was commanded by Colonel Daniel J. Valha during this period. The Dental Detachment has a military structure and authorized strength of 12 officers, 21 enlisted, and 14 civilian personnel, but was staffed with 12 dental officers, 20 enlisted, and 12 civilian personnel during the year. These levels constitute an average assigned strength of 77 percent of the Dental Activity's recognized requirements.

The DENTAC continued to operate in an interim facility in Building 720 pending the renovation of the old hospital, Building 606. It is anticipated that the move to the new facilities will occur in July 1981.

U.S. Army Reserve Component Modular Training, providing patient care, was again effectively utilized during the summer of 1980 to compensate for the absence of many DENTAC personnel due to routine permanent change of station (PCS) moves. A total of 12 dental officers and 20 enlisted soldiers trained with the Dental Activity during this time.

A U.S. Army Reserve dental unit, assisted by the USMA DENTAC, established a field dental facility at Stewart Army Subpost. This provided an opportunity for members of this activity to familiarize themselves with up-to-date Army field dental equipment.

For a second year, in the summer of 1980, a dental clinic was again established at Camp Buckner, to provide efficient dental support for cadets undergoing summer training. 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.

Command and control authority for the MEDDAC comes from the Health Services Command (HSC) located at Fort Sam Houston, San Antonio, Texas. The Commander of MEDDAC is responsible directly to the USMA Superintendent for the proper operation of the West Point MEDDAC. Colonel Girard Seitter, III, MEDDAC Commander since June 1979, departed on 27 May 1981 for a new assignment in Korea. He was succeeded by Colonel Freeman I. Howard on 23 June 1981 following the interim appointment of Colonel Hubert T. Servis.

Personnel

There was an approximate 45 percent turnover in the MEDDAC officer personnel during the academic year. During the year, officer authorizations were increased slightly and enlisted authorizations were decreased slightly by the HSC. However, this MEDDAC was fortunate to gain a total of twenty-four civilian authorizations during the past year. This redistribution of civilian allocations within the HSC was a great asset and enabled the MEDDAC to hire much needed support. Currently, only 88 percent of the personnel strength recognized in HSC manpower surveys are authorized by the HSC. This is an improvement over the 82 percent authorized during the previous year.

Augmentation of critical areas (i.e. Operating Room, Anesthesia and Intensive Care Unit) with qualified reservists on Alternate Inactive Training greatly assisted the MEDDAC mission and also provided leave time for permanently-assigned personnel.

There has been a continued turnover of clinic support personnel which has been detrimental to the overall efficiency and smooth functioning of the Department of Medicine. This has caused difficulty in retraining new personnel and maintaining continuity of services. The department declined from three to two Internists and suffered a decrease in its overall ability to conduct consultative work. All physicians in the Department of Medicine are Board Certified in their specialty.

In July 1980, an additional full-time permanent pharmacist was hired to bring the number of licensed pharmacists to four in the Pharmacy Service.

During the past year, the services of two contract otorhinolaryngologists were obtained to meet the continuing need for specialized ear, nose, and throat (ENT) treatment. The services are provided in-house on an average of four days per month. However, the increasing demand for these services is beginning to over-tax the specialists during their limited visits. The current situation, in which patients have to be juggled to be seen by the specialist or postponed temporarily due to the more immediate need of another patient, suggests that increased ENT coverage is necessary.

Training

Increased emphasis was placed on classes for enlisted medical personnel to prepare them for the Skill Qualification Hands-On Component and Written Test conducted for the Career Management Field (CMF) 91 at MEDDAC in the spring of 1981. 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. In previous years significant numbers of MEDDAC personnel had failed the test for CMF 91. However, after an intensified training program was undertaken, less than two percent of the tested personnel failed the test.

In October 1980 an M-16 familiarization firing was conducted for the first time at MEDDAC, with 126 participants.

During the past academic year the pharmacy instituted monthly training for pharmacists and pharmacy technicians assigned to the Sterile Products Section as recommended in revised standards of the Joint Commission on Accreditation of Hospitals (JCAH). The Pharmacy Service's non-commissioned officer-in-charge attended and graduated from the Sterile Products Course presented by the HSC in December 1980.

Ninety percent of military nurses assigned to MEDDAC participated in three days of field training during the past year.

In January 1981, the Pharmacy Service, in cooperation with the Albany College of Pharmacy at Union University, initiated a six-week Clinical Clerkship Program for undergraduates. The agreement requires that graduates (during the six month period after graduation but before becoming a registered pharmacist) be exposed to the various functions of the hospital, interact with the patients and hospital staff, complete various assigned projects, and obtain a significant degree of clinical pharmacy experience.

Optometry and Physical Therapy students are assigned to various hospitals for hands-on training during their college training program prior to graduation. The Physical Therapy Section serviced five students: two from Boston University, two from the Downstate (N.Y.) Medical Center, and one from Northeastern University. The Optometry Service utilized two students from the Pennsylvania College of Optometry.

Construction

Renovation of the old hospital, Building 606, and an addition (which will house a 24-chair Dental Clinic) were completed during the spring of 1981. In addition to housing hospital facilities to treat cadet minor illnesses and to administer sick call, the new facility will also house the Physical Therapy, Occupational Health, Optometry, and Mental Health clinics. The Dental Activities Command (DENTAC) is scheduled to move into Building 606 in July; other MEDDAC activities will move in later in the summer of 1981.

A general lack of space within the Keller Army Hospital continues to plague many sections. A proposed Major Construction Army (MCA) is being developed to attempt to correct this situation.

Patient Care

As a result of a JCAH standard change, the Pharmacy Service completed a 90-day IV Additive Implementation Project. The results of this project led to the acceptance of the Keller Army Hospital (KAH) Sterile Products Program, supported by the Pharmacy Service, for all regularly scheduled IV Additives, Chemotherapies, Total Parenteral Nutrition, and procedure mix solutions. The new program eliminates the difficulties which arise from using commercially prepackaged products.

In accordance with guidance from HSC, the Pharmacy Service has begun maintaining profiles and conducting profile reviews of all inpatients at MEDDAC. The inpatient profile is a history of the medications prescribed for each patient over the course of his hospitalization. The profile review is a check to insure (1) that the prescription filled was what the doctor originally prescribed and (2) that there is no conflict between this medication and the patient's diet or other medication already being received. The profile review is completed within 24 hours of the patients receiving medication. In support of the Sterile Products Program and the Inpatient Profiling Program, and in preparation for a unit dose program, the Pharmacy Service extended its inpatient hours, previously held from 0745-1200 on Saturdays only, to 0745-1630 on Saturdays, Sundays, and holidays.

The implementation of a program utilizing senior residents from the Walter Reed and Brooke Army Medical Centers to cover the Radiology Department during the absence of the radiologist greatly reduced the waiting time for scheduled examinations and avoided the high cost of previously-used contract radiologists. The ultrasound capabilities and expertise in the Department of Radiology have steadily improved. A new ultrasonic scanner was installed in January 1981 and a wide range of diagnostic examinations can now be conducted by the department. The introduction of a civilian ultrasound technician has also been a valuable addition to the staff. Specialized testing programs, such as CAT scans and nuclear scans, however, require testing at other facilities, seriously inconveniencing patients. Limited supplemental funds for needed procedures (such as xeromammography) compound this problem.

Through the past year Keller Army Hospital's Orthopedic Service has acquired a full complement of arthroscopic instrumentation through the Association of Graduates, the Daughters of the Army, and through regular supply channels. This addition has helped to decrease the time each patient spends in the operating room and to reduce the total hospital patient time for knee operations by two or three days. The possibilities of post-operative infections or diseases following arthroscopic surgery is lower than that found in conventional surgery.

In October 1980, the Pharmacy terminated its rental agreement with Automated Prescription Service for Baker Cells, and purchased the Drug-O-Matic System from Pharmaceutical Innovators, Inc. This change is expected to save the hospital over \$10,000 during the next six years.

In the fall of 1981 a Unit Dose Program was implemented at the Keller Army Hospital. The degree of success of this program will be determined initially by the degree of reliability of the hospital's pneumatic tube delivery system. The Pharmacy Service has inaugurated an active training program with the Department of Nursing, through its nursing inservice program, in such topics as drug interactions, chemotherapy medications (approved and investigational), and problems relative to both areas.

During the past year the Pharmacy Service instituted a documented Quality Assurance Program designed to improve patient care. In addition to participating in those Quality Assurance Programs designed by the Medical Care Evaluation/Utilization Review Committee, Infectious Disease Committee, and Therapeutics Agents Board, three other areas will be investigated.

According to Army regulations, civilian personnel living on post (such as those employed in the Office of the Director of Intercollegiate Athletics) and their families are ineligible for health care at Keller Army Hospital except under emergency situations. It is felt that this is an unrealistic posture in that it would be no significant burden to the hospital to take care of the 20 civilian families who live on post. By being made Secretary of the Army Designees for medical care, these families could be serviced with no significant burden by the hospital. This is a matter which should be re-examined.

The U.S. Army Audit Agency conducted an audit of the MEDDAC which was completed in April 1981. The following areas were reviewed during the survey phase, and no further audit was deemed necessary: controlled drugs, property accountability, CHAMPUS, and the treasurer's operation. Historically, these areas are the most sensitive to audit, because they lend themselves to error, mismanagement, and fraud. In addition, four other major areas were surveyed but not reviewed: drug stockage, medical records management, property management, and preventive maintenance of medical equipment.

Finally, Keller Army Hospital was notified in November 1980 that it was awarded a two-year accreditation by the JCAH. The accreditation followed a comprehensive survey conducted during the previous summer. The two-year award is the highest award the commission can render, and signifies that Keller Army Hospital has achieved the highest standards of excellence in administration and patient care established by the joint commission.

STEWART ARMY SUBPOST

Significant improvements and changes occurred at Stewart Army Subpost (STAS) during the past academic year which improved the Quality of Life and upgraded the post's facilities.

A comprehensive \$239,000 Commissary renovation project was begun. Ten playgrounds in the Gardens Housing Area were renovated at a cost of over \$95,000 to improve facilities for preadolescents. At the Child Care Center major interior redesign is in progress, new play yard equipment has been installed, and additional gym sets are awaiting installation. Gymnasium repairs were completed, the indoor pool was opened, and a pilot project for future roller-skating was inaugurated. The Post Theater was closed due to the need for extensive repair work but free movies were begun for post young children on Saturday mornings at the Youth Activities Building. The Dental Clinic was upgraded with new equipment. A pediatrician has been assigned to the STAS Health Clinic to provide better medical support for STAS children. Finally, Teleprompter Cable Television began providing service to the STAS Community.

The Army Community Services (ACS) office was relocated to a more accessible location to better meet community needs. ACS volunteers also began a program of welcoming all new residents by making a personal visit to quarters.

The Fire Department and Military Police began a program of courtesy visits to quarters. The Fire Department advised residents on safety and home fire hazards and inspected for unsafe practices. The Military Police resumed walking patrols as well as courtesy quarters visits to advise residents on ways to protect personal property from theft.

The Morale Support Activity had many successful programs this past year, including: an expansion of library services to children by offering a free film program on Wednesday afternoons; the inauguration of rollerskating in the STAS gym and trips to a commercial rink; and the purchase of 10 season membership passes to the Town of New Windsor's recreational lake, Crestview, which is located three miles from Stewart and is similar to West Point's Round Pond area. In addition, the teen and preteen programs at STAS continued to be well received by young people and their parents. A new addition to their resources is a 15-passenger van that will allow them to expand greatly their trips to sporting events and recreational parks. The teenagers also constructed and ran a Spook House for Halloween. The STAS craft shops again provided excellent service to the community including a course on Auto Body Repair and specialty clinics sponsored by the auto shop for both men and women. Programs in leather work, stained glass, and ceramics were also offered.

The annual October Town Meeting and a special May meeting, moderated by the Deputy Superintendent, were held to provide community residents an opportunity to make suggestions and voice complaints. Monthly Community Circle Meetings were initiated as well as a monthly evening Open Door Policy.

The STAS Community Players were formed and began offering Dinner Theater Programs in the officers club for all community residents.

The USAF 3516 Recruiting Squadron relocated at STAS. This move was made to shift the squadron to a military installation which could provide housing, support facilities, and reduce cost. The Squadron has 20 servicemembers and 3 civilian employees assigned.

Participants in the Eastern Finals of the Little League Tournament, held in the Town of Newburgh, were billeted at STAS. Over 200 players and coaches stayed at STAS during the August 1980 Tournament period.

The most noteworthy event to occur at Stewart during the academic year was the landing on 25 January 1981 of the 52 Americans held hostage in Iran. The hostages were greeted



The Arrival

in the Metropolitan Transportation Authority (MTA) Terminal Building by the Superintendent upon their arrival. Following several days at the Thayer Hotel at West Point, the former hostages also departed from Stewart.



Cadets saluting the departing former hostages

HUMAN RELATIONS PROGRAMS OFFICE

In August 1980, USMA reorganized the Equal Opportunity Program structure. The Equal Opportunity Branch (for the military) and the Equal Employment Opportunity Office (for civilians) were organizationally aligned as separate branches under a newly-created Equal Opportunity Programs Office. The formulation of the new office assisted in improving the coordination between the military and civilian equal opportunity programs which were previously under different elements of the USMA staff. This reorganization was the result of a desire by the Superintendent to visibly raise the level of equal opportunity efforts at USMA. Lieutenant Colonel Charles M. Andrian, the Assistant Deputy Post Commander, West Point, assumed the additional responsibility as chief of this new office.

A major initial effort of the Equal Opportunity Programs Office was the compilation and distribution of a binder entitled USMA Equal Opportunity Programs. The binder provided a consolidation of the Military and Civilian Affirmative Action Plans, along with other pertinent references used by management personnel, to effectively manage affirmative action efforts. During the year, two post-level equal opportunity courses were conducted. The first, entitled "Executive Seminar," was conducted in the fall of 1980 for Lieutenant Colonels and above, and civilian equivalents. The second, entitled "Effective Management thru Affirmative Actions," was conducted in the spring of 1981 for other first line supervisors. Three hundred and seventy-six USMA personnel attended these post-level training programs in the 1980-81 Academic Year. The Third Annual Minority Exposition and Festival also was conducted under the auspices of the Equal Opportunity Programs Office. Preceded by several months of planning, the 1981 Exposition was successfully presented with a theme of "America's Strength - Its People." The two-day exposition attracted a record number of over 1,700 visitors. In April 1981, the Superintendent directed that all Human Relations Training at USMA would be a responsibility of the Equal Opportunity Programs Office. The Equal Opportunity Programs Office was renamed the Human Relations Programs Office to accurately reflect the scope of its responsibilities and activities. In May 1981, the Human Relations Programs Office developed a new program for the development, control, and assessment of all human relations training efforts at the Academy. Entitled, the USMA Human Relations Training System (HRTS), the program was approved by the Superintendent in June and implementation is scheduled for the 1981-82 Academic Year.

Equal Opportunity Branch personnel continued their concerted efforts to ensure Academy awareness of and appreciation for the rights of minorities and women. Branch personnel were involved in numerous activities designed to enhance USMA's Equal Opportunity Program. The USMA "Military Affirmative Actions Plan" was revised and published to cover the 1981-83 Fiscal Years. All departments and agencies were required to develop supplemental affirmative actions supporting their own unique programs. Branch personnel continued to support directorates, departments, divisions, and units in designing and conducting individualized training under the Quarterly Unit/Activity Equal Opportunity Training concept. The Military Equal Opportunity Branch took an active role in the redesign of the Human Relations Council into a new Human Relations Advisory Council. The Quarterly Newsletter Equal Opportunity Current News produced by the branch served to enhance communication and create a better understanding of USMA's Equal Opportunity Program.

The Equal Employment Opportunity Program for civilian employees during the academic year continued to project the Equal Employment Opportunity Programs, through various training courses and special emphasis seminars. The branch was involved in a variety of post-wide activities to improve Academy awareness and appreciation of the rights of minorities and women.

ACADEMIC CALENDAR

(AY 81-82)

Reorganization Week Begins	10 Aug 81
First Term Begins	17 Aug 81
Labor Day	7 Sep 81
Homecoming	17 Oct 81
Veterans' Day	11 Nov 81
Thanksgiving	26 Nov 81
Army-Navy Game	5 Dec 81
Final Class Day, First Term	12 Dec 81
Term End Examinations Begin	14 Dec 81
First Term Ends	22 Dec 81
Christmas Leave Begins	22 Dec 81
Mid-Year Graduation	22 Dec 81
Christmas Leave Ends	10 Jan 82
Second Term Begins	11 Jan 82
Washington's Birthday	15 Feb 82
Spring Leave Begins	13 Mar 82
Spring Leave Ends	21 Mar 82
Final Class Day, Second Term	8 May 82
Term End Examinations Begin	10 May 82
Second Term Ends	
First Class	15 May 82
Other Classes	19 May 82
Graduation Day	26 May 82
First Summer Academic Term	28 May--24 Jun 82
Late Graduation	25 Jun 82
Second Summer Academic Term (First Class Only)	25 Jun--23 Jul 82

APPENDIX B

LECTURE PROGRAM
(AY 1980-1981)

SUPERINTENDENT'S LECTURES

Lieutenant General Sir Frank Kitson, British Army, The Kermit Roosevelt Lecture, "Practical Aspects of Fighting Insurgency."

Mr. Isaac B. Singer, author, The Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Ms. Elisa Fishett, Health Educator, "Birth Control."

DEPARTMENT OF CHEMISTRY

Major William Alter, III, USAF, Uniformed Services University of the Health Sciences, "Investigation of Spatial Orientation," and "Ionizing Radiation."

Dr. Maria Bade, Visiting Associate Professor, "Chitin and Chitinase: A Kinetic Model."

Dr. Joan Daisey and Dr. Beverly Cohen of New York University Medical Center at Sterling Forest and Dr. Ann Goldstein of Vassar College, Poughkeepsie, "Cancer and the Environment: A New Awareness of Environmental and Occupational Hazards."

Professor William Giessen, Northeastern University, "Forensic Chemistry."

Professor William Giessen, Northeastern University, "Photovaltaic Cells."

First Lieutenant Paul C. Jensen, USA, "The Biochemistry of Recombination."

DEPARTMENT OF ELECTRICAL ENGINEERING

Mr. Theodore C. Clarke, Jet Propulsion Laboratory, "Voyager - The Quest and The Legacy."

Dr. Walter J. Klienfelder, IBM, "Large Scale Integrated Circuits in Computer Technology."

Dr. Dan Ross, Visiting Professor, "Communication Trends in the United States."

DEPARTMENT OF ENGINEERING

Dr. Wayne C. Allen, DAC, HQDA, "Weapon System Cost Estimation."

APPENDIX C

Mr. Norman R. Augustine, Martin Marietta Aerospace, "Quantitative Methods in Military, Government, and Business."

Dr. Seth Bonder, Vector Analysis, Inc., "Mathematical Combat Modeling."

Colonel Dick Cato, USA, MILPERCEN, "Analysis of Personnel Readiness."

Dr. Jeffrey P. Laible, University of Vermont, "Finite Element Method in the Solution of Water Resources Problems."

Colonel David M. Maddox, USA, TRADOC, "Analysis of Force Readiness."

Dr. Tony Richardson, Wagner and Associates, "Search and Detection."

Major General Ennis C. Whitehead, Jr., USA, CIA, "Ethics of Analysis," and "Analysis in the CIA."

Professor Robert E.D. Woolsey, Colorado School of Mines, "Quantitative Management Techniques."

DEPARTMENT OF ENGLISH

Dr. Judy Budz, Fitchburg State College, "The Scarlet Letter."

Professor David Carp, Professor Peter Johnson and Professor Sally Logemann, New York University, "Relationship of Music to Literature."

Mr. Robert Fullenwider, University of Maryland, and Professor Peter Karsten, University of Pittsburgh, "War and Morality."

Professor Alice VanBuren Kelly, University of Pennsylvania, "Clashing Symbols: Forster and Woolf."

Dr. Milton Munitz, CUNY, "Creationism and the Big-Bang Cosmology."

Professor Victor Strandberg, Duke University, "Faulkner and the South."

Professor Susan Ward, Vassar College, "William Faulkner and the Received Tradition."

Professor Gay Wilson Allen, New York University, "Whitman."

DEPARTMENT OF FOREIGN LANGUAGES

Minister Benjamin Abileah, Deputy Consul General of Israel, "Israel's Position on Palestinian Autonomy."

Mr. Segro Alberto da Cunha, journalist, "A Revista Manchete."

Professor Eugene Klimoff, Middlebury College, "Biography of Dostoevsky."

Dr. Neill Macauley, University of Florida, "Brazil."

Dr. Marian McMaster, Brigham Young University, "Transculturization: The Problem of Communication Between Two Cultures."

Colonel Hely Rego, Brazilian Military Commission, "The Role of the Brazilian Army in the Amazon."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Dr. Saul B. Cohen, Queens College, "The Centripetal Forces of Integration and Decentralization at the Global Scale."

Dr. George J. Demko, Ohio State University, "Regional Inequalities in Eastern Europe."

Dr. John Donovan, Massachusetts Institute of Technology, "Operating Systems Concepts."

Ms. Joyce Evans, High School Education Coordinator, Archdiocese of New York, "Abortion as a Population Control Method."

Lieutenant General Andrew J. Goodpaster, USA, Superintendent, USMA, "Geopolitics and Global Political/Military Alliances."

Captain Grace Hopper, USN, "Computing Past, Present, and Future."

Mr. James Jones, DAC, "Computer Graphics Applications in the Corps of Engineers."

Dr. Susan Nowicki, Stanford University, "Operating Systems Concepts."

Mr. M. David Prince, Lockheed Georgia Company, and Major John Seck, U.S. Army, "Computer Firepower Demonstration."

Mr. Arthur F. Scott, IBM, "New Technology."

Dr. Theodore Shabad, New York Times, "The Baikal-Amur-Mainline and Other Transportation Networks in the USSR."

Mr. Inderjit Singh, World Bank, "Poverty and Politics in a Global Village."

Dr. Craig Zumbrennen, University of Washington, "Iron Ore and Steel Industries of the USSR."

DEPARTMENT OF HISTORY

Professor Cyril C. Black, Princeton University, "The Russian Revolution in Historical Perspective."

Professor McGeorge Bundy, New York University, "The Cuban Missile Crisis: A Reconsideration."

General Bruce C. Clark, USA (Ret), "American Armor in the Second World War."

Professor Edward M. Coffman, University of Wisconsin, "Life in the Frontier Army, 1865-1898."

Professor Charles DeBenedetti, University of Toledo, "American Antiwar Activism in the Sixties."

Professor Harold C. Deutsch, USA Military History Institute, "Personalities of World War II: Allied and Axis Generals."

Professor Theodore S. Hamerow, University of Wisconsin, "The Unification of Germany, 1858-1871," and "Personalities in German History."

Dr. Manfred Hoffman, Emory University, "Martin Luther: A Study of Historical Biography."

Mr. Kerry Jost and Mr. Sheldon Stowe, "The Role of the Militia in the Revolutionary War."

Dr. Bela K. Kiraly, CUNY, "The Hungarian Revolution and Its Impact on World Affairs."

Professor Richard H. Kohn, U.S. Army Military History Institute, "The Evolution of American Military Policy to 1860."

Dr. Edward Long, Jr., Drew University, "Military and Civilian Input Into Just War Criteria."

Dr. Neill W. Macaulay, University of Florida, "The Brazilian Military Tradition."

Dr. William Murray, DAC, Air War College, "The Development of the Luftwaffe."

Colonel Herbert Y. Schandler, USA (Ret), "American Policy and Strategy in the Vietnam War."

Professor Frederick Travis, Fordham University, "The Mongols and the Yuan Dynasty."

Major J.S. Wheeler, USA, "The English Civil War and the Development of the Nation-State."

DEPARTMENT OF LAW

Honorable Robinson O. Everett, U.S. Court of Military Appeals, "Search and Seizure in the Military."

DEPARTMENT OF MATHEMATICS

Professor J.V. Herod, Georgia Institute of Technology, "Differential Equations in the 4th Dimension . . . and More."

Professor D. H. Petty, University of Missouri, "Graph Theory and Some Elementary Applications."

DEPARTMENT OF MECHANICS

Dr. Michael Ciminera, Grumman Aerospace Corporation, "Aerospace Research and Development."

Colonel Daniel H. Daley, USAFA, "An Excursion Off the Technical Axis."

Mr. Evan A. Fradenburgh, Sikorsky Aircraft, "Helicopter Research and Development in Private Industry."

Lieutenant Colonel Jim Jenks, USA, "The Role of the Test Pilot in the Army R&D Program."

Dr. James John, Ohio State University, "Further Applications of Gas Dynamics."

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

Dr. James J. Richardson, Redstone Arsenal, "Dynamic Problems of Army Weapons Systems."

Mr. Albert L. Romaneski, Sippican Consultants International, "Controlling Vibrations in Military Buildings."

Mr. Richard Shea, AMMRC, "Lightweight Structures."

Dr. John N. Slepetz, DAC, "Achieving Lightweight Military Structure Through Fiber Reinforced Composites."

Dr. Keto Soosar, Draper Labs, "Large Space Structures."

Major Sherwood C. Spring, USA, NASA, "The Space Shuttle and the Flight of the Columbia."

Mr. F.B. Stern, Magnaflux Corporation, "Applications of Brittle Lacquer Stress Analysis."

Major General Story C. Stevens, USA, AVRADCOM, "Current Projects at AVRADCOM."

Professor Weldon F. Swinson, Auburn University, "Photoelasticity."

DEPARTMENT OF PHYSICS

Dr. James Blink, Lawrence Livermore Laboratory, "Laser Fusion Program."

Dr. Walter Eppenstein, Rensselaer Polytechnic Institute, "RPI Magic Show."

Dr. David B. Hayt, New York City Hospital, "Practical Applications of Physics in Medicine."

LTC Jerry Janickie, Air Force Weapons Laboratory, Kirtland Air Force Base, New Mexico, "USAF Laser Programs."

Dr. Thomas Roberts, Redstone Arsenal, "Army Laser Programs."

DEPARTMENT OF SOCIAL SCIENCES

Captain Roger Barnett, USN, "The Naval Balance."

Professor William Baumol, American Economics Association, "Applied Microeconomics."

Mr. Christopher Brennan, Department of Labor, "Manpower Policy Issues."

Dr. Napoleon Chagnon, Pennsylvania State University, "Aggression and Warfare Among the Yanomano Indians."

Mr. Robert Dean, CIA, "Soviet Union: Outlook for the 80's."

Major General Charles W. Dyke, USA, OJCS, "U.S. Global Defense Posture."

Dr. James R. Gardner, Pfizer, Inc., "The U.S. Army: Reluctant Guardian."

Mr. Douglas Garthoff, CIA, "U.S.-Soviet Relations."

Mr. Richard Gillespie, National Council for U.S.-China Trade, "Chinese Strategies for Economic Development and Modernization."

Mr. Harry Gray, United Technologies, Inc., "Defense Procurement."

Mr. Carl Groth, Department of Defense, "Economics and National Security."

Mr. E. Earl Hatchett, General Dynamics Corporation, "Defense Contracting."

Ms. Diane Healey, National Broadcasting Corporation, "Marketing."

Dr. George Hudson, Wittenberg University, "Soviet Detente Policy in Perspective."

Professor Walid Khalidi, Center for Middle Eastern Studies, "Middle East Studies."

General Frederick J. Kroesen, USA, USAEUR, "Readiness of the Army in Europe."

Mr. Roger Kubarych, economist, "International Economics."

Professor John P. Lovell, author/educator, "Neither Athens Nor Sparta."

Mr. Ranan R. Lurie, Die-Welt, "Does News Media Have an Honor Code?"

Mr. Edwin Meese III, Counselor to the President, "White House C3I: Organizing the Reagan Administration."

Professor A.J. Meyer, Harvard University, "The Creation of the OPEC Cartel."

Brigadier General William Odom, USA, National Security Council, "The National Security Council in the Carter Years."

Mr. John O'Shaughnessy, House Budget Committee, "U.S. Force Structure in the 1980's."

Mr. Fred Pramuk, Exxon Corporation, "Structure of the Oil Business."

Mr. Gene Preston, Visiting Assistant Professor, "Greece: A Homeric Odyssey."

Mr. Elihu Rose, New York University, "Mutinies."

Mr. Robert Rosen, Young President's Association, "Corporate Strategy."

Mr. James H. Ryan, "Small Business Operations."

Mr. William L. Sammon, International Paper Company, "Annual Reports."

Ambassador George M. Seignious II, "SALT II and the Future of Arms Control."

Colonel J.O.B. Sewall, DOD, "The American Military Establishment."

Mr. Hugh Sidey, Time, Inc., "The Presidency."

Mr. John Sylvester, Jr., Foreign Service (Ret), "Vietnam: A Post-Mortem."

Professor John Spanier, University of Florida, "Issues in American Policy."

Professor John G. Stoessinger, CUNY, "Turning America Around at Home and Abroad."

Professor Peter Sugar, University of Washington, "The USSR and Eastern Europe."

Ms. Sandra L. Vogelgesang, Department of State, "Europe and American Foreign Policy."

Professor Deil S. Wright, University of North Carolina, "Defense Administration and Military Management."

Mr. S. Zabudoff, CIA, "World Economy."

Professor Dina A. Zinnis, University of Illinois, "International Crisis Research."

VARSITY SPORTS SUMMARY

	Games	Won	Lost	Tied	Pct.	Navy	Captains
Women's Tennis	17	17	0	0	1.000	----	Kaycee Carlson
Golf	16	16	0	0	1.000	Won	Mike Lessel
Pistol	9	9	0	0	1.000	Won	Dave Lemauk
Women's Cross Country	6	6	0	0	1.000	----	Meg Knox
150-lb Football	6	6	0	0	1.000	Won	Fred Coppola
Women's Outdoor Track	4	4	0	0	1.000	----	Debra Pittman
Rifle	14	12	2	0	.857	Won	Bill Schneider
Women's Indoor Track	13	11	2	0	.846	----	Debra Pittman
Wrestling	23	19	3	1	.839	Lost	Doug Graham
Men's Indoor Track	10	8	2	0	.800	Lost	Bob Payne
Squash	23	18	5	0	.783	Lost	Lou Yuengert
Lacrosse	14	10	4	0	.714	Won	Bob Henry
Women's Basketball	34	21	13	0	.618	----	Dena Caradimitropoulo, Melissa Miles
Men's Cross Country	13	8	5	0	.615	Lost	Bob Payne
Hockey	34	20	13	1	.603	----	Matt Bradley
Men's Tennis	22	13	9	0	.591	Lost	Fred Wright
Women's Swimming	12	7	5	0	.583	----	Nancy Harmon
Gymnastics	11	6	5	0	.545	Won	Chris Fulton
Baseball	41	21	20	0	.512	Won	Paul Divis
Soccer	13	6	6	1	.500	Lost	Ed Apgar
Men's Outdoor Track	4	2	2	0	.500	Won	Jim Daly
Women's Softball	20	9	11	0	.450	----	Lori Utchel
Women's Volleyball	31	13	18	0	.419	----	Yvonne Doll
Football	11	3	7	1	.318	Lost	Stan March
Men's Swimming	13	4	9	0	.308	Lost	Marc LeGare
Men's Basketball	26	7	19	0	.269	Lost	Bob Brown, Marty Coyne
OVERALL	440	276	160	4	.627	(8-9)	

CADET EXTRACURRICULAR ACTIVITIES
 UNITED STATES MILITARY ACADEMY
 Academic Year 1980-1981

ACADEMIC GROUP (17)

Aeronautics and Astronautics Club
 Arabic Language Club
 Astronomy Club
 Behavioral Science Club
 Cadet Fine Arts Forum
 Chinese Language Club
 Debate Council and Forum
 Electronics Club
 Engineering Forum
 French Language Club
 Geology Club
 German Language Club
 Mathematics Forum
 Military Affairs Club
 Portuguese Language Club
 Russian Language Club
 Spanish Language Club

COMPETITIVE TEAMS-ATHLETIC (16)

Cycling Club
 Fencing Club
 Gymnastics Club (WOMEN)
 Lacrosse Club (WOMEN)
 Marathon Club
 Orienteering Club
 Rugby Football Club
 Sailing Club
 Ski Team
 Soccer Club (WOMEN)
 Sport Parachute Club
 Team Handball Club
 Triathlon Club
 Volleyball Club (MEN)
 Water Polo Club
 Wrestling (Freestyle)

RELIGIOUS GROUP (9)

Cadet Chapel Choir
 Catholic Chapel Choir
 Catholic Chapel SS Teachers
 Fellowship of Christian Athletes
 Forum for Christian Thought
 Gospel Choir
 Jewish Chapel Choir & SS Teachers
 Protestant Chapel SS Teachers
 *OTHER RELIGIOUS GROUPS
 *Baptist Student Union
 *Christian Science Group
 *Church of Christ
 *Church of Jesus Christ of Latter-day Saints
 *Navigators

COMPETITIVE TEAMS-RECREATIONAL (7)

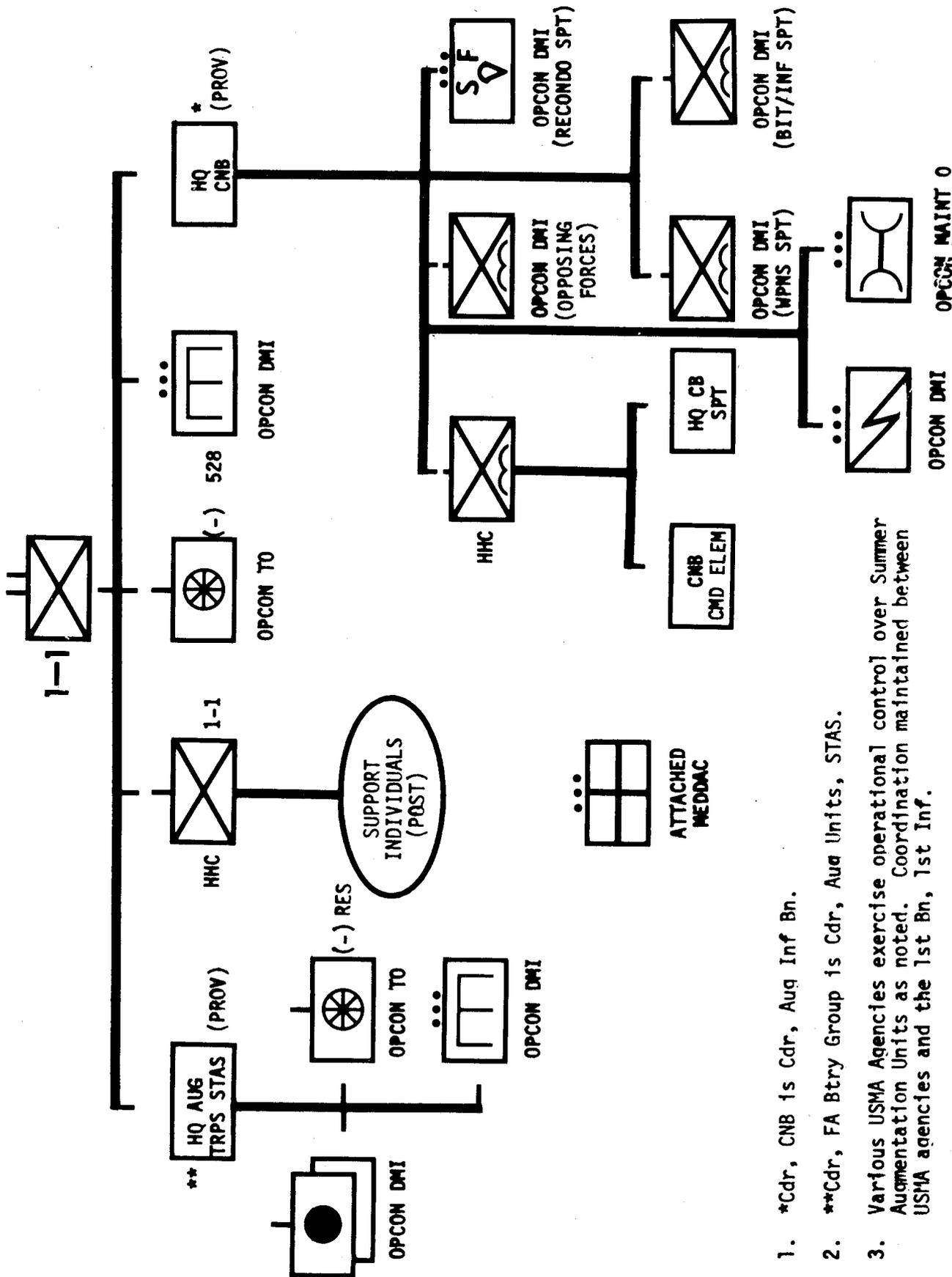
Bowling Club
 Handball Club
 Judo Club
 Karate Club
 Racquetball Club
 Riding Club
 Skeet and Trap Club

COMMITTEES GROUP (13)

Cadet Alcohol & Drug Abuse Interdiction Council
 Class Committees (4)
 Hop Committees (4)
 Ring and Crest Committees (4)

SUPPORT GROUP (15)

Bugle Notes
 Cadet Band
 Cadet Glee Club
 Dialectic Society
 Hop Bands
 Howitzer
 Pipes and Drums
 The Pointer
 Public Affairs Detail
 Scoutmasters' Council
 Ski Instructor Group
 Ski Patrol Group
 Spirit Support Group
 Theater Support Group
 WKDT Broadcasting Staff



1. *Cdr, CNB is Cdr, Aug Inf Bn.

2. **Cdr, FA Btry Group is Cdr, Aug Units, STAS.

3. Various USMA Agencies exercise operational control over Summer Augmentation Units as noted. Coordination maintained between USMA agencies and the 1st Bn, 1st Inf.

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	150
Superintendent, USAFA	5
Superintendent, USNA	5
Superintendent, USCGA	5

APPENDIX G

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 Evansville Library	1
University of Illinois	1
Former USMA Superintendents	9
CPRAC	12

INTERNAL

Superintendent	1
Commandant	14
Dean	20
Chief of Staff	2
ADPC, WP	1
ADPC, STAS	1
DCSP&A	10
DCSOPS	10
DCSLOG	8
DSCOMPT	8
DAAS	2
Engineering and Housing	3
SGS	2
SASPP	3
IG	1
PAO	4
SJA	1
CSM, USMA	1
Chaplain, USMA	1
Catholic Chaplain	1
DAR	4
DIA	2
DIR	2
Cdr, DENTAC	1
Cdr, MEDDAC	1
Cdr, 1st Bn, 1st Inf	3
Cdr, USACC	1
Special Collections	3
Archives	2

KEY USMA PERSONNEL

1980-81 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTG Willard W. Scott, Jr. LTG Andrew J. Goodpaster	7/16/81- 6/13/77-6/30/81
USMA Command Sergeant Major	CSM Charles P. Williams CSM Richard K.A. Price	11/5/80- 9/30/77-11/3/80
Special Asst to Supt for Policies and Planning	COL Donaldson P. Tillar Jr.	5/1/80-
Deputy Superintendent	BG Arthur E. Brown BG Charles W. Bagnol	7/17/80- 8/16/77-6/5/80
Chief of Staff/Deputy Post Commander	COL Harvey H. Perritt, Jr.	7/1/78-
Secretary of the General Staff	LTC Willard J. Moss	5/30/78-7/15/81
DCS for Operations and Security	COL Darrell G. Houston COL Joseph T. Griffin, Jr.	9/8/80- 2/21/74-9/6/80
DCS for Personnel and Administration	COL Edward Mennona COL John J. McGinn	7/76-8/80 10/10/80-
DCS for Logistics	COL Andrew J. Tuszynski	6/30/78-
DCS, Comptroller	COL John M. Gasper, Jr.	8/77-8/81
SPECIAL STAFF		
Adjutant General	LTC Anthony DiValentin LTC Robert A. Neitzke	6/22/81- 6/13/79-6/21/81
Alumni Affairs & Gifts Program	COL John H. Oakes	7/30/79-
Bandmaster	LTC Ronald O. McCown	7/13/79-
Chaplain, USMA	Rev Richard P. Camp	12/20/79-
Civilian Personnel Officer	Mr. Hugh L. Shirley	1/15/78-
Commander, USA Dental Acti- vity	COL Daniel J. Valha COL Ernest M. Eddington	8/1/79-6/23/81 7/7/81-
Contracting Officer	LTC Paul J. O'Donohue	7/15/77-
Director of Admissions	COL Manley E. Rogers	6/6/68-
Director of Automation and Audiovisual Systems	LTC Robert A. Kaiser	9/1/79-

APPENDIX H

Director in Institutional Research	LTC Carlton E. Bacon	6/15/78-
Director of Engineering and Housing	COL Raymond J. Eineigl	8/79-
Finance & Accounting Officer	LTC John W. Olson	6/27/80-
Inspector General	LTC Robert S. Rudesill	8/1/80-
Provost Marshal	COL Robert W. MacDonald	6/13/77-6/15/81
Public Affairs Officer	LTC William L. Hicklin LTC Jere K. Forbus	7/1/81- 2/77-6/80
Staff Judge Advocate	COL Jerry V. Witt	8/79-
Surgeon	COL Freeman Howard COL Girard Seitter III	6/23/81- 6/28/79-5/27/81
Treasurer	LTC Elliot G. Fishburne	7/79-
ODIA	GEN (Ret) Raymond P. Murphy Mr. Carl L. Ullrich	4/77-7/80 9/29/80-
ACADEMIC DEPARTMENTS		
Dean	BG Frederick A. Smith, Jr.	8/16/74-
Associate Dean	COL Lloyd J. Matthews COL James F. Ransone, Jr.	10/14/81- 8/1/78-4/30/81
Operations Division	LTC David J. Phillips	7/18/80-
Plans and Programs Division	LTC John F. Votaw	7/80-6/81
Science Research Lab	MAJ Thomas Johnson LTC Peter F. Lagasse	12/22/80- 7/78-1/81
Academic Automation Division Director	LTC Robert L. Leech LTC Lanse M. Leach	7/5/80- 5/16/80-
Departments:		
Behavioral Sciences and Leadership Dept. Head	COL Howard T. Prince II	7/1/78-
Chemistry Dept. Head	COL Wilford J. Hoff, Jr.	7/9/79-
Electrical Engineering Dept. Head	COL Stanley E. Reinhart, Jr.	4/2/79-
Engineering Dept. Head	COL Allen F. Grum	8/25/81-
English Dept. Head	COL Jack L. Capps	5/1/77
Foreign Languages Head of Dept.	COL John J. Costa	8/1/80-

Geography & Computer Science Dept. Head	COL Gilbert W. Kirby, Jr.	3/1/72-
History Dept. Head	COL Thomas E. Griess	6/15/69-
Law Dept. Head	COL Robert W. Berry	6/30/78-
Mathematics Head of Dept.	COL Jack M. Pollin	9/1/74-
Mechanics Dept. Head	COL Robert M. Wilson	8/16/74-
Physics Dept. Head	COL Edward A. Saunders	1/21/67-
Social Sciences Dept. Head	COL Lee D. Olvey	9/1/72-
USMA Librarian	Mr. Egon A. Weiss	1/5/64-

Headquarters, U.S. Corps of Cadets

Commandant of Cadets	BG Joseph P. Franklin	6/15/79-
Deputy Commandant	COL Robert G. Moscatelli COL Peter W. Lash	8/80-1/81 1/9/81-
USCC Chief of Staff	COL Mildred E. Hedberg COL Charles E. Johnson	7/27/79-6/14/81 6/15/81-
Special Asst to Commandant for Honor Matters	CPT William M. Addy	6/6/80-
Special Asst to Commandant for Systems and Planning	MAJ Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Charles P. Williams CSM Raymond D. Pate	5/29/79-11/3/80 2/27/81-
Department of Military Instruction	COL Frank G. Walton	1/15/80-
Department of Physical Education	COL James L. Anderson	9/4/74-
Directorate of Cadet Activities	COL Robert A. Strati	8/1/79-
1st Regiment Regimental Tactical Officer	LTC Edmund J. Glabus	7/2/80-
2nd Regiment Regimental Tactical Officer	LTC Robert L. Sloane	7/80-
3rd Regiment Regimental Tactical Officer	LTC John C. House	7/80-
4th Regiment Regimental Tactical Officer	LTC James O. Baugh	1/80-

Headquarters, 1st Battalion, 1st Infantry

Commander	LTC John G. Hoass	9/80-
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