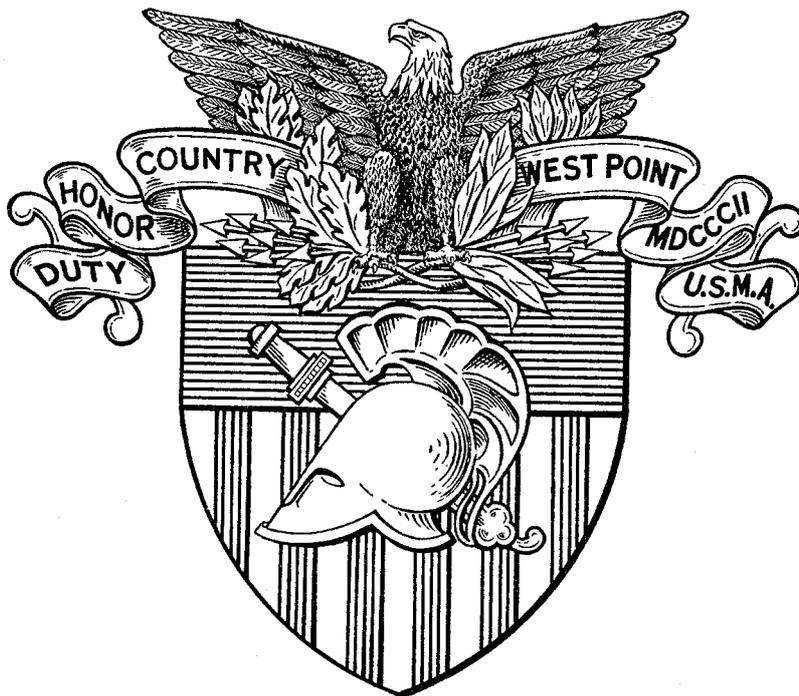


THE ANNUAL REPORT OF THE SUPERINTENDENT 1983



United States Military Academy

ANNUAL HISTORICAL REVIEW

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

1 July 1982 — 30 June 1983



LTG WILLARD W. SCOTT, JR.
Superintendent
16 July 1981 —



BG JOHN H. MOELLERING
Commandant of Cadets
29 June 82 —



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



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

18 July 1983

This report seeks to provide a comprehensive review of the activities of the United States Military Academy during the period 1 July 1982 through 30 June 1983. This period marked the second year of my Superintendency, and several significant developments in the evolution of the Academy. A major effort receiving considerable attention, was the consideration of a program of optional academic majors, balancing the increasing requirements of society and the Army for specialization with our fundamental objective of offering a solid core curriculum for all cadets. In addition to the relocation of several offices to New South Post to begin to open up additional space for the expansion of academic facilities, a contract was awarded for a Multipurpose Sports and Physical Development Center and ground was broken for a Jewish Chapel. Although this was a period of new initiatives and post expansion, the erection of a monument to General of the Army Dwight D. Eisenhower helped remind us that our primary objective remains to develop capable officers 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, U.S. Army
Superintendent

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

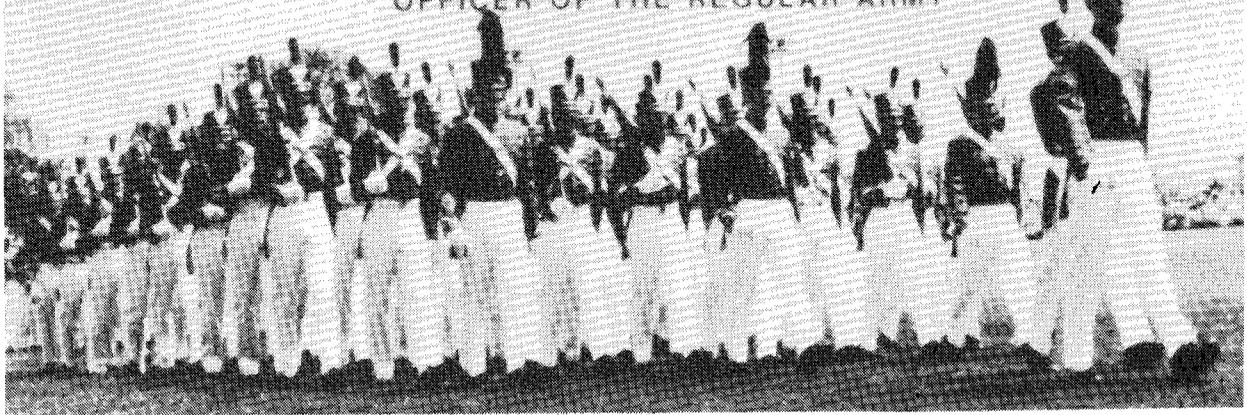


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ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 6,220 candidates nominated and examined for the Class of 1987, 776 of whom were women. Of this total, 2,773 were found qualified, and 1,442 (179 women) entered the United States Military Academy on 1 July. Eighty-five percent ranked in the top one-fifth and 96 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 559 on the verbal portion and 636 in the math, in contrast to national averages of 425 and 468 respectively. More than 98 percent of the new cadets taking the SATs had higher verbal scores and more than 99 percent had higher math scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.5 on the English and 29.1 on the math portions compared with the national means of 18.0 and 17.3 respectively. Ninety-six percent of the new cadets taking the ACT had higher verbal scores and all had higher math scores than the national average. A total of 899 cadets were members of the National Honor Society and 310 were class, student body, or student council presidents. Some 1,237 lettered in varsity athletics, 690 of whom were team captains. Scouting participants numbered 629 including 120 who were either Eagle Scouts (Boys) or First Class Scouts (Girls). Minority candidates totaled 206 or 14 percent of the Class of 1987.

ADMISSIONS FIELD FORCE

The Tenth Annual Admissions Participants Conference was held in May 1983 to train new civilian members of the field force and to provide refresher training to experienced members. In addition, 113 Army Reserve members of the USMA/ROTC Liaison Officer Program were trained in June 1983 at the Thirteenth 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 conducted in nine cities in 1983. 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 nine-month staff minority recruitment effort, consisted of seven minority lieutenants who traveled to all parts of the United States to promote greater appreciation for the opportunities provided for minorities 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. Follow-up letters and telephone contacts by these officers completed an intensive recruitment effort.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were more than 1,000 CPRC trips taken as a part of the Christmas and Spring Programs during the academic year. In addition, 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, 682 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 495 admissible candidates to spend 24 hours at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

More than 9,500 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was scheduled for more than 10,500 individuals at 168 Army posts, National Guard armories, ROTC facilities, and selected independent facilities.

EDUCATOR VISITS

The Educator Visit program continued in 1983. 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 philosophy and educational techniques to American educators during a three-day orientation period. During the year, 225 educators and Congressional staffers participated in the program.

ADMISSIONS MEDIA

The media section produced or initiated production of several new media products during the year in addition to publishing the revised editions of numerous publications required annually by the Admissions Office. The revised version of the general-purpose recruiting film, "A Path to Success - West Point," was approved by the Superintendent and distributed nationwide to the Admissions field force. The film was produced by the Audiovisual Division of Aberdeen Proving Ground, Maryland, in coordination with this office. The Aberdeen agency is also working with the Admissions office and the Office of the Dean to produce a film version of the multi-media presentation, "Education for Leadership," which should be completed in 1984.

Several joint projects were completed with the U.S. Army Recruiting Command (USAREC) and its advertising agency, N.W. Ayer, Inc., of New York City. One joint effort produced a completely revised minority recruiting booklet, "West Point-Past, Present, and Future," which will be ready for the 1983-84 Academic Year. In the next academic year, West Point will be featured in a full-page advertisement to be published by USAREC in a national promotional booklet for juniors at targeted high schools. USAREC is also producing a USMA videodisk for worldwide recruiting efforts. Finally, another project, in fully-funded production, involves the office of the Deputy Chief of Staff, Reserve Officer Training Corps (DCSROTC), Training and Doctrine Command (TRADOC) and will result in publication for the first time of an officer career and lifestyle booklet for Army-wide recruiting use.

ACADEMIC PROGRAM

THE FACULTY

The academic faculty of the Military Academy underwent few significant changes during the 1982-83 Academic Year. The permanent faculty, who are departmental leaders and curriculum mentors, lost only one faculty member through retirement, had four promoted within the academic ranks, and saw four appointments of Permanent Associate Professors as the Military Academy moved closer to its majors program and Accreditation Board for Engineers and Technology (ABET) accreditation. The only loss to the permanent faculty was Colonel James S. Willis, Jr., Professor of Physics, who retired on 30 June 1983 after 13 years as part of West Point's permanent faculty. The four Permanent Associate Professors promoted in the academic ranks were Colonel Edward J. F. Thomas to Deputy Head and Professor, Department of Foreign Languages; Lieutenant Colonel George F. Palladino to Professor of Chemistry; Colonel Dean A. Herman, Jr., to Professor of Electrical Engineering; and Colonel Frank R. Giordano to Professor of Mathematics. The three officers appointed as Permanent Associate Professors were Lieutenant Colonel Larry R. Donnithorne, Assistant Dean for Administration; Major John E. Oristian, Department of Electrical Engineering; and Lieutenant Colonel Gordon W. Arbogast, Department of Engineering.

Seven USMA faculty members participated in sabbaticals and professional development training assignments during the last academic year. Colonel John J. Costa, Professor and Head of the Department of Foreign Languages, attended the University of Mainz in the Federal Republic of Germany for the 1982-83 Academic Year under the auspices of Middlebury College. Lieutenant Colonel William A. McIntosh, Permanent Associate Professor in the Department of English, was a faculty member at the University of Lancaster, in Lancaster, England. Lieutenant Colonel Edward G. Tezak, Permanent Associate Professor in the Department of Mechanics, served as a West Point Fellow at the U.S. Army War College, Carlisle Barracks, Pennsylvania. Majors John R. Edwards and David C. Allbee, Permanent Associate Professors in the Departments of Mathematics and Chemistry, respectively, spent the year at the Command and General Staff College, Fort Leavenworth, Kansas. Majors James H. Stith and William C. Jeffries, Jr., Permanent Associate Professors in the Departments of Physics and English, respectively, spent six months each as West Point Fellows at the Armed Forces Staff College, Norfolk, Virginia.

Fifteen prominent professors and scholars served as visiting professors in 12 departments during the past academic year: Drs. Jerrol M. and Sally C. Seaman of Loyola University in the Department of Behavioral Sciences and Leadership; Professor Thomas H. Doyne of Villanova University in the Department of Chemistry; Professor Gerald J. Kirwin of the University of New Haven in the Department of Electrical Engineering; Professors Marshall Cohen of the City University of New York and George W. Williams of Duke University in the Department of English; Professor Harold A. Winters of Michigan State University in the Department of Geography and Computer Science; Dr. Maurice Matloff, former Chief Historian at the U.S. Army Center of Military History in the Department of History; Professor Wendell M. Basye of the University of Oregon in the Department of Law; Professor John W. Kenelly, Jr., of Clemson University in the Department of Mathematics; Professor Allen R. Barbin of Auburn University in the Department of Mechanics; Professor Clifford E. Swartz of the State University of New York at

Stony Brook in the Department of Physics; Professor Trond Gilberg of Pennsylvania State University and Dr. Thomas T. Orum of the State Department in the Department of Social Sciences; and Professor Rick Hesse of San Diego State University in the Department of Engineering.

The diversification and academic credentials of the faculty were maintained during the 1982-83 Academic Year. The percentage of graduates from institutions other than USMA who held positions on the faculty decreased from 40 percent during the 1981-82 Academic Year to 37 percent last year. This was the first time in six years that at least 40 percent of the faculty were not graduates of other institutions and represents a six percent decline from the 43 percent level during the 1980-81 Academic Year. The percentage of faculty members holding Ph.D. degrees was maintained at 16 percent, and an additional 11 percent have completed all but their dissertations. The number of women officers decreased from 23 to 22 between the 1981-82 and 1982-83 Academic Years. Five female officers each were assigned to the departments of Foreign Languages and Social Sciences, three to the Department of Geography and Computer Science, two each to the departments of Behavioral Sciences and Leadership, English, History, and Math, and one to the Dean's Office. The number of minority officers increased from 18 to 23 in the 1982-83 Academic Year, the seventh consecutive year in which at least 18 academic officers were minority group members. The number of black officers, which had constituted 11 out of the 18 minority group members in the 1981-82 Academic Year, rose to 16 out of 23 during the last academic year. The number of sister service officers on the academic faculty fell from 18 to 16 with ten Air Force and six Naval officers.

CADETS

On 25 May 1983, Secretary of Defense Casper W. Weinberger delivered the commencement address to 861 members of the Class of 1983 (803 men and 58 women). Twenty members of the Class (17 men and three women) graduated later after completing additional requirements. Finally, 11 other members of the class (ten men and one woman) graduated at midyear in December 1983.

Three of the 46 Distinguished Cadets of the Class of 1983 received special academic recognition. Lieutenant Robert R. Schulz became the Academy's 22nd Hertz Foundation Fellowship winner. As a Hertz winner, Lieutenant Schulz 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 electrical engineering at Stanford University. Lieutenant Mark S. Martins became the Academy's 60th Rhodes Scholar. As a Rhodes Scholar, Lieutenant Martins will study at Oxford University for two years of fully funded graduate study prior to his first field assignment. Lieutenant Lawrence J. Kinde, Brigade Commander of the U.S. Corps of Cadets, became the Academy's first Marshall Scholarship winner. The award was established in 1953 from British gratitude for the European Recovery Program (ERP) identified with George C. Marshall. As a Marshall recipient, Lieutenant Kinde will study at Oxford University for two years of fully funded graduate study prior to his first field assignment.

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. Twenty-two members of the Class of 1983 sought admission to either the Uniformed Services University of Health Sciences (USUHS) at Bethesda,

Maryland (the military medical school), or to civilian medical schools through the U.S. Army Health Professions Scholarship Program. Nineteen members of the class were selected for admission: Lieutenants Gregory J. Argyros and Edward B. Lucci at the University of Pittsburgh; Lieutenant Edward D. Arrington at the Philadelphia College of Osteopathics; Lieutenants Robert M. Harris, Christopher K. Kim, and Joachim J. Tenuta at the University of Virginia; Lieutenant William J. Kaiser at the New York Medical College; Lieutenant Randall J. Malchow at the University of Wisconsin (Madison); Lieutenant William B. Reece at the University of South Alabama; and Lieutenants John V. Cole, Paul J. Cutting, James M. Ecklund, James R. Ficke, John L. Fontana, Dallas W. Homas, William L. Lang, William T. Monacci, Paul P. Mongan, and Kevin P. Murphy 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 1985 made initial general selections similar to those made the year before by the Class of 1984:

	<u>Class of 1985</u>	<u>Class of 1984</u>
Applied Science and Engineering	38%	37%
Basic Sciences	9%	12%
Humanities	6%	7%
National Security/Public Affairs	33%	35%
Undecided (including Management)	15%	9%

The Class of 1985 was the first able to select an optional major and 50 percent of the cadets took advantage of that opportunity. Sixty-four percent of those cadets concentrating in Applied Science and Engineering, 22 percent of those cadets selecting Basic Science, 34 percent of those cadets selecting Humanities, and 44 percent of those cadets selecting National Security/Public Affairs decided to major in their respective specialties. The distribution of the Class of 1985 between fields of study and majors was as follows by the end of the 1982-83 Academic Year:

	<u>Field of Study</u>	<u>Major</u>
Applied Science & Engineering*	17%	30%
Basic Science	8%	2%
Humanities	4%	2%
National Security/Public Affairs**	22%	17%
Totals	50%	50%

*Includes MSE Management

**Includes HPA Management

(The rounding of percentages resulted in totals in excess of 50 percent in both the "Fields of Study" and "Major" columns.)

Of the optional majors open to cadets in the Class of 1985 at the time of their counseling during the spring of 1983, mechanical engineering and political science were selected by the largest number of cadets, 9.5 percent and 5.4 percent respectively. Of the fields of study open to cadets in the Class of 1985 at that time, engineering management and computer science were selected by the largest number, 6.5 percent and 6.1 percent respectively.

THE CURRICULUM

On 27 September 1982, after debate the Academic Board approved the Curriculum Committee's plan for optional majors.¹ On 26 October 1982, the Superintendent forwarded to the U.S. Army Chief of Staff the Academic Board's proposal to introduce optional academic majors into the USMA curriculum.² The proposal outlined the changes that would be required in area courses to offer majors in the humanities-public affairs (HPA) disciplines and, without any other change to the 1981 curriculum, requested approval to offer 16 majors. Eight were proposed for mathematics-science-engineering (MSE) disciplines and eight for HPA disciplines. The Superintendent's 26 October letter containing the majors proposal was accompanied by a minority report, wherein four members of the Academic Board recommended against the adoption of majors.³ After extensive staffing at Headquarters, Department of the Army (DA), in a letter of 2 February 1983 the Chief of Staff approved USMA's proposal to offer majors.

However, the Chief of Staff's letter approving majors contained several caveats, one of which was not compatible with the 1981 curriculum. Specifically, DA stipulated that "each cadet will be required to study at least two years of a foreign language."⁴ This requirement (which doubled the language requirement for MSE concentrators) could not be accomplished without major structural damage to the 1981 curriculum, so relief was requested regarding this provision. On 18 February 1983 the Superintendent formally requested that the wording of the appropriate paragraph be changed to "encourage," but not require, two years of language study.⁵ The Chief of Staff of the Army approved the changed wording, thereby giving USMA the green light to proceed with the introduction of 16 optional academic majors.⁶ Majors, therefore, will be available for the Class of 1985 and subsequent classes.

The inception of an optional majors program in March 1983 culminated the steady evolution toward the provision of personal election in the design of a cadet's curriculum. The Class of 1985 will be the first class to have the opportunity to pursue one of the following sixteen academic majors:

Mathematics-Science-Engineering

Chemistry
Civil Engineering*
Computer Science
Electrical Engineering*
Engineering Management*
Engineering Physics
Mathematical Science
Mechanical Engineering*

Humanities-Public Affairs

Behavioral Science
Economics
Foreign Languages (5 choices)
Geography
History
Literature
Management
Political Science

The four majors marked with an asterisk are to be submitted for accreditation by the Accreditation Board for Engineering and Technology (ABET). This specialized engineering accreditation would supplement our overall accreditation by the Middle States Association of Colleges and Schools.

The majors are an extension of selected fields of study. The field of study continues to be the primary route to academic specialization. The adoption of a majors program was influenced by several factors. From the earliest days, cadets entered West Point with differing academic backgrounds. Those with previous college experience, and those with a high order of ability, were able to take advanced or accelerated courses throughout their four years. Such individuals, by overloading or validating courses, were able to reach a level that amounted to a "major" as recognized by colleges and universities, yet the Military Academy did not recognize the accomplishment in any formal way. With the adoption of majors, credit can now be given where credit is due.

Moreover, when the Academic Board approved the four ABET-accredited programs for the engineering side of the house, it in effect approved de facto majors. Other colleges or universities that have ABET-accredited programs call them majors. After the decision was made about ABET accreditation, there was a widespread feeling that West Point should retain its disciplinary balance by offering programs in the humanities and public affairs disciplines that were the equivalent of those offered in the science and engineering disciplines.

Another contributing factor in the decision was that the Military Academy was becoming progressively more isolated in academia. Virtually all the reputable American colleges and universities, including the other service academies, offer majors.

In terms of attracting high quality students to West Point, offering majors could have a salutary effect. A survey conducted in May and June 1981 under the auspices of the Association of American Colleges reached this conclusion: "Students are also increasingly concerned about their choices of a major field. A majority of seniors reported the choice of a major is a critical factor in their choice of college."

The final factor was the Academic Board's feeling that offering cadets the opportunity to pursue in greater depth a subject of interest to them will stimulate their overall interest in academics, and help them in striving to do as well as they can. However, the Board felt an obligation to offer majors programs that are consistent with the preservation of USMA's broad core curriculum. The program of optional majors is expected to fulfill both objectives.⁷

ACADEMIC COMPUTING

With the installation of state-of-the-art computer hardware and software valued at six million dollars, USMA has taken a major step toward the goal of being a leader among undergraduate colleges and universities in the application of the computer in education. The initial installation of the new Instructional Support System (ISS), in July 1982, consisted of the following components: four Prime-850 super-minicomputers, a Sytek LocalNet communications network linking all academic computer facilities, 75 Terak intelligent microcomputers for Fourth Class computer programming instruction, and 12 color graphics workstations for the Department of Engineering Computer Aided Design (CAD) Laboratory. The flexibility and ease of use of the new equipment resulted in immediate user acceptance. The availability of funds and the increased demand for academic computerization resulted in the planned expansion for Fiscal Year 1984 being moved ahead of schedule. The

expansion was completed in May 1983 and consisted of: a fifth Prime-850 super-minicomputer with priority for academic research, additional network ports in classrooms and faculty offices, 30 additional Terak microcomputers for support of instruction in the departments of Mathematics, Physics, and Chemistry, and 17 additional color graphics workstations for use in all academic buildings and the Science Research Laboratory. In addition, hardware upgrades have been made to the equipment in the Academic Computing Research Facility (Net/1 Local Area Network and Prime-550 II super-minicomputer), the Geography and Computer Science Computer Graphics Laboratory, and the Electrical Engineering Microcomputer Laboratory (Zenith Z-100 microprocessors).

The integration of computers into academic courses in support of the Computer Thread continues with steady progress. The Department of Mathematics has several computer requirements in both Third and Fourth Class core courses and uses the Terak microcomputer for classroom demonstrations. The Department of Engineering is requiring computer applications in every course taught in the department. The departments of Mechanics, Electrical Engineering, Chemistry, and Physics are using the computer effectively to support laboratory work.

Initial planning for a personal computer for every cadet and faculty member is underway with implementation expected in two or three years.

FACULTY RESEARCH

In the 1982-83 Academic Year, funding for faculty research grew three percent to \$410,000.⁸ No new major sources of funding were tapped, but a new avenue of support from state agencies was initiated.⁹ The bulk of research support continues to be from Army and Defense Department laboratories.

The USMA Science Research Laboratory staff continues to be sought for advice by federal agencies. Lieutenant Colonel Thomas H. Johnson, Assistant Dean for Academic Research and Director of the Science Research Laboratory, served as Executive Director of the White House Science Council. Lieutenant Colonel Johnson also worked on an extensive study of ballistic missile defense with Dr. John S. Foster, Jr. (former Under Secretary of Defense for Research and Engineering and chairman of the study) for the Secretary of Defense. Lieutenant Colonel Tyrus W. Cobb participated in a Department of Commerce study of economic responses to Soviet political initiatives. Major John K. Robertson continued service as Executive Secretary for the White House Office of Science and Technology Policy's Acid Rain Peer Review Panel. Major Robertson, Major Jerre W. Wilson, and Captain Richard C. Graham provided technical review and opinions to the Department of Energy's Office of Energy Research.

USMA LIBRARY

During its first year in operation, the Geac library computer system made a significant impact on library service. Response to it by both cadets and faculty was distinctly favorable.¹⁰ The automation of circulation procedures solved a number of long-standing problems related to the borrowing of books by cadets, most notably by reducing the turn-around time and by expediting the issuance of overdue notices. Cadets were particularly enthusiastic about using the computer terminals

to access catalog data because of the speed and ease with which they could locate needed information. Patrons normally utilize computer terminals in the library to gain access to the Geac library computer to obtain information on the availability of library monographs. On an experimental basis during the year, access from remote locations - particularly those from academic departments - was provided to the Library's Data Base via the Sytek network on Instructional Support System (ISS) terminals. Accordingly, the same support given to patrons within the library was made available to users outside the library itself. An expansion of the Geac system to increase its capabilities has been programmed for early next year to include additional memory, ports, and terminals.

Another step in library automation occurred in December 1982 when a word processing system was installed in the library. This equipment, aimed at increasing productivity in the area of administrative support, was immediately used to produce an up-to-date revised edition of the list of library serials which had been badly needed for some time.

Space plans for the library for the next twenty years were finalized in conjunction with academic facilities expansion planning. Library space plans include the utilization of the Doyle Library at the New South Post for the Archives and Special Collections divisions, a conservation laboratory, and the Library Annex. A proposal for additional expansion of library collections and services into the basement of Bartlett Hall is also included in the plans.

An important milestone in technical operations was achieved with the completion of the Dewey to Library of Congress Reclassification Project in June 1983. This project was developed out of the 1969 Middle States Accreditation Evaluation Team Report which recommended that the library collections be reclassified. A project was organized in March 1977 with four temporary spaces allocated to expedite this task. Since the start of the project, some 120,000 books have been reclassified and their cataloging records converted to machine readable form. Following the completion of this project, a retrospective conversions project was initiated in December 1982 to convert the Library of Congress classified material to the machine readable format. When this project is completed, all books in the circulating collection (which excludes government documents, periodicals, and holdings in the Special Collections Division) will be represented on the computer system.

In October, the 26th Military Librarians Workshop was held at West Point. This year's conference theme, "Intensive Resource Management," attracted 170 distinguished librarians, information specialists, and archivists from the Department of Defense, the Canadian defense establishment, and civilian and military institutions. The workshop is held annually to provide an interchange among military librarians to discuss such perennial concerns as preservation, conservation, and collection development, and to explore the potential integration of available resources. In April, the library hosted a one-day meeting of the Geac Library Users Group and, in May, was the site of the annual meeting of the Southeastern New York Library Resources Council. The latter organization, a state-funded consortium of libraries in the Mid-Hudson Valley, promotes the sharing of library resources.

As a reunion gift, the Class of 1953 donated funds to provide a recreational reading area for cadets. A very attractive paneled room with shelving was constructed on the third floor of the library and furnished for this purpose. In May, during Alumni Week, it was dedicated to the Corps of Cadets. The class also provided funds to stock the shelves with appropriate books of interest to cadets.

Among the significant donations of material to the library were: the collections of the late Brigadier General John B. Grombach, USMA 1923, a supporter of West Point athletics; 46 manuscript letters from the pen of General Morris S. Miller, USMA 1834, which describe his cadet days and service career, including the Seminole Indian conflicts, a gift of Colonel Alexander M. Miller III, USMA 1927; and the papers of Rudolph E. Gunner, General and Grand Chamberlain under Emperor Maximilian of Mexico, presented by William R. Gunner. The Gunner collection includes a holograph letter written by Maximilian a few hours before his execution. A gift of Colonel Carl B. Adolphson, USAF Retired, added 2700 World War I photographs to the library photo collection.

Two memorial gift funds were established by friends and associates in the names of Dr. Fritz Tiller, who served as the civilian Professor of German at West Point for over 25 years, and Major Randall A. Carlson, USMA 1970, who as a U.N. observer, was killed in September 1982 outside Beirut, Lebanon, by an anti-tank mine.

The recently established "Friends of the West Point Library" held two very successful meetings during the past year. The 'Friends' expanded their membership and started a newsletter in December 1982. The May meeting was highlighted by an address by visiting professor Dr. Maurice Matloff, former Chief Historian, Department of the Army, on "New Challenges and Future Directions in Military History." The "Friends" activities have been instrumental in enriching the library's resources.

As a result of earlier Program Development Increment Package (PDIP) submissions, the library budget was augmented by \$174,000. Much of this funding, which is made available to satisfy new requirements or to test new initiatives, supported increases in library acquisitions to meet the needs of an expanding academic program or was allocated to the development of a new conservation laboratory to preserve rare and valuable material.

A noteworthy personnel change occurred in May when Miss Ann K. Harlow, Assistant Librarian for User Services, retired after completing 31 years of government service, 20 here at West Point. Mrs. Georgianna Watson, Documents Librarian, has been promoted to this position. Earlier in the spring, Mr. Richard J. Hellinger succeeded Dr. Edward C. Cass as Chief Archivist. Dr. Cass departed to accept a position with the Portsmouth Athenaeum in Portsmouth, New Hampshire.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1982-83 Academic Year, the Department of Behavioral Sciences and Leadership continued the development of the behavioral science field of concentration. The department assessed the need for new elective course offerings over the next several years to provide the proper depth and breadth for options in individual psychology, organizational dynamics, sociology, and human factors psychology. This process culminated in the design and instruction of several new elective courses: Theoretical Perspectives in Sociology (PL 384); Neural Mechanisms

of Behavior (PL 390); and Sensation, Perception and Psychophysics (PL 391). Three other electives offered in the sociology option were completely revised and are, in essence, new courses: Marriage and the Family (PL 372); Group Dynamics (PL 379); and Military Sociology (PL 482).

In addition to expansion of existing curriculum stems, a new area of study in human factors psychology was inaugurated during the 1982-83 Academic Year with the introduction of the PL 390 and PL 391 electives. Three additional courses in this area will be presented next year in Human Learning and Information Processing (PL 392), Human Factors Psychology (PL 485), and Experimental Psychology (PL 386). The continuing development of the human factors curriculum is accompanied by the recent establishment and projected expansion of the new Human Sciences Laboratory.

The curriculum for a behavioral sciences major was approved and will be offered as a program of study beginning with the Class of 1985. Each student majoring in the behavioral sciences is required to complete courses in research methods, introductory sociology, and social psychology as a common set of foundation courses. This set, along with the core courses in general psychology and military leadership, provides the prerequisites for the in-depth study required to complete one of four disciplinary options. The behavioral sciences major affords the student the choice of focusing in individual psychology, human factors psychology, organizational leadership, or sociology. Each disciplinary option requires the completion of seven additional courses including a discipline-specific theory foundation course and capstone courses (seminar, colloquium, or advanced individual study) which integrate the previous content material and require the utilization of higher-level cognitive skills.

The Human Sciences Laboratory, when officially opened in September 1982, was comprised of two large, general purpose laboratories and the beginnings of a human performance laboratory suite. Since that time, additional contiguous space has been made available for a psychobiology laboratory and further construction has been scheduled for the Summer of 1983 for both the human performance and psychobiology laboratories. In the last year, laboratory acquisitions totalling in excess of \$200,000 were provided through purchase and lateral transfer from other government agencies. Major acquisitions include two large physiographs from the Walter Reed Army Institute for Research and a two-room acoustic-sealed chamber from the Human Engineering Laboratories at Aberdeen Proving Ground, Aberdeen, Maryland. Three significant research grants were awarded as part of the Human Sciences Laboratory's research mission during the past year. These include work for the Defense Nuclear Agency on environmental factors that influence the performance of nuclear installation security personnel, a grant from the Army Research Institute for the Behavioral and Social Sciences to investigate the use of the contrast sensitivity measure of human vision as a predictor of battlefield target detection, and an award from the Army Research Office to develop a gunnery simulator to investigate the feasibility of using "dazzle" camouflage patterns to retard tracking.

Department activities continued to enhance the educational experiences for cadets in the behavioral sciences. For instance, the Behavioral Science and Leadership Seminar entered its fourth year with a varied agenda of special projects highlighted

by organization, sponsorship, and conduct of the 1983 Orange County Special Olympics and participation in a reciprocal leadership seminar with the Reserve Officer Training Corp (ROTC) Detachment from St. John's University to discuss various leadership topics. The Behavioral Science Summer Internship Program was continued for selected behavioral science concentrators participating on a voluntary basis as summer interns with governmental agencies dealing with behavioral science issues. Finally, the Rockland Project, in its tenth year of operation, continued to serve as an important adjunct to the counseling and abnormal behavior elective courses offered in the individual psychology option of the behavioral sciences. In this effort the department participates in an educational, interactive program with the Rockland Children's Psychiatric Center (RCPC) in Orangeburg, New York. During each semester one officer and ten cadets worked with ten emotionally disturbed children in a one-to-one helping relationship. Last year, a total of eight meetings were held each semester; cadets made four trips to RCPC and the children made four visits to West Point. Highlights included full day visits to RCPC in which the cadets visited the children's classes, sat in on group therapy sessions, and consulted with the psychiatric staff, and visits to West Point by the children who enjoyed half-day picnics and the Army-Pittsburgh football game.

The department continued to support Academy programs through active participation on various committees. Among the more notable was the department's assistance in the development and instruction of the human sexuality program to the Corps of Cadets. The department provided the Chairperson of the Human Sexuality Committee and two working members during the year. The committee conducted human sexuality training for cadets undergoing CBT and CFT as well as for the cadre for both of these activities. During the academic year, the committee developed a proposed four-year plan of instruction and training for the cadets as well as lesson plans. In May, a Human Sexuality Workshop was conducted for the committee by Dr. Michael Carrera (Chairperson of the Sex Information and Education Council for the United States (SIECUS). Dr. Carrera's expertise in all aspects of human sexuality and his ideas on how to improve the teaching of human sexuality topics provided the committee with a new sense of commitment to its mission.

The department also continued to provide representation to the Department of Army Leadership Consortium convened by the Center for Leadership and Ethics of the Combined Arms Center at Fort Leavenworth, Kansas. Department members helped prepare an action plan for Army Leadership training, an Officer Basic Course Core Curriculum plan, and the text editing of the FM 22-100 "Military Leadership" manual.

To continue to develop the education of the faculty, the department conducted a colloquium series to provide presentations by qualified speakers on topics within the areas of psychology, organizational leadership, and sociology. Professor R. Gary Bridge of Columbia University presented a colloquium on "Socialization and Human Values"; Professor Harvey Hornstein of Columbia University and Mr. Fred MacKenzie of Mobil Oil Corporation presented a colloquium on "Managing Human Forces in Organizations"; Professor John Nezek of the College of William & Mary presented a colloquium on "Sexual Differences in and Correlates of Social Behaviors"; Professor George Ritzer of the University of Maryland presented a colloquium on "Toward an Integrated Sociological Paradigm"; and Drs. Mike Perkins and Chuck Ferguson of the Army Research Institute for the Behavioral and Social Sciences presented a colloquium on "Interactive Videodisc Training."

DEPARTMENT OF CHEMISTRY

The Department of Chemistry completed the transition from a yearling to a plebe level core "General Chemistry" (CH 101-CH 102) course during the 1982-83 Academic Year. The transition required that three year groups be taught introductory chemistry in two years. During this second year of the transition to the new curriculum, 40 percent of the Class of 1985 and all of the Class of 1986 took the chemistry course. Fifteen hundred and eighteen cadets completed this chemistry sequence during the academic year.

The department presented a new one-semester course, "Introduction to Chemical Engineering Analysis and Design" (CH 476). The course presents many traditional chemical engineering topics and provides an appreciation for the diverse role of the chemical engineer in today's society.

Planning for five new elective courses was initiated. The new courses include: "Advanced General Chemistry" (CH 151-152), a two-semester, two and one-half attendance a week, optional course that can be taken in lieu of the core General Chemistry (CH 101-102) course by those cadets who score high on the departmental placement test, given annually during Cadet Basic Training; "Advanced Inorganic Chemistry" (CH 472A), a one-semester, two and one-half attendance a week elective course which will feature an in-depth study of selected chemical elements and their compounds with emphasis on practical applications, reaction mechanisms, and industrial processes; "Polymer Chemistry" (CH 472B), a one-semester, two and one-half attendance a week elective course which provides an introduction to macromolecules and their properties, to include military applications of polymer products; and "Directed Research in Chemistry" (CH 487), a one-semester, two and one-half attendance a week laboratory course, which uses expertise developed earlier in the prerequisite "Instrumental Methods of Analysis" (CH 471) to allow cadets to conduct a research project of limited scope under the direct supervision of an instructor.

DEPARTMENT OF ELECTRICAL ENGINEERING

The Department of Electrical Engineering continues its work of the past four years to implement the new curriculum. An electrical engineering major is being offered to cadets in the Class of 1985. The work toward accreditation by ABET of the electrical engineering curriculum continues with preparation for a preliminary accreditation program review to be conducted by a team of consultants in November 1983.

Coincident with the offering of a majors program, the number of electrical engineering students rose sharply, from 21 concentrators in the Class of 1983 and 24 in the Class of 1984 to 60 in the Class of 1985 (with 45 of these electing the optional major program). During this academic year, the number of cadets opting for the two-semester basic electrical engineering course for math-science-engineering (MSE) concentrators, "Introduction to Electrical Engineering I and II" (EE 302-362), jumped to 89 compared with a level of 49 during the previous academic year. With the advent of the USMA dual-track curriculum and a change in the status of the course from an option to a requirement for all MSE concentrators, the total enrollment in EE 302 is expected to be over 600 students for the Fall 1983

semester. Preparation continues for a basic electrical engineering course for HPA concentrators as well. For the first time, the department will be able to tailor its one-semester "Basic Electrical Engineering" (EE 300) course specifically for the non-engineering student in a new course, EE 301. During the Spring 1983 semester a pilot version of this course was taught to selected HPA students. The prototype focused on a systems engineering approach, emphasizing electrical engineering subjects of importance to the Army officer. One new elective course, "Optical Electronics" (EE 483), will be offered during the Spring 1984 semester. The addition of this course, made possible because of the particular skill of a Permanent Associate Professor, should enhance the department's prospects of gaining ABET accreditation.

The department purchased several items of equipment to support the new, more diversified curriculum. A total of 18 analog trainers and 26 digital trainers were purchased for use in the new one-semester electrical engineering (EE 301) basic course for HPA students. For the two-semester MSE core course (EE 302-362), 85 new function generators and 90 new digital multimeters were purchased to meet the expected increase in cadet enrollment. Twenty new microprocessor trainers, a new central processing unit for the 6800 series microprocessors, a new microwave training kit with additional components to supplement existing equipment, and a Heath Hero I robotics system were purchased to support various department electives. Selected items of maintenance support equipment were also purchased to assist in the maintenance and repair of new and existing equipment.

The department continues its research activities in support of academics and professional development. Colonel Dean A. Herman, Jr., through his joint study with IBM Thomas J. Watson Research Center of Yorktown Heights, New York, continued his research on thin film magnetics; Lieutenant Colonel Daniel A. Litynski investigated optical pulse propagation in multi-level media; and Captain Gene C. Barton is continuing his study of computer architecture.

During the past academic year, Colonel Herman was promoted to Professor of Electrical Engineering and Deputy Head of the Department. Major Lawrence A. Rapisarda reported to the department in June 1983 as a Permanent Associate Professor. Finally, Professor Gerald J. Kirwin, Visiting Professor, contributed immeasurably to the department not only in daily operations but also in his guidance in preparation for ABET accreditation.

DEPARTMENT OF ENGINEERING

On 2 August 1982, the Dean of the Academic Board formally submitted an application for the accreditation by the Accreditation Board for Engineering and Technology (ABET) of several engineering programs at the Military Academy effective for the Class of 1985.¹¹ Currently, the Academy is seeking accreditation of four programs, two of which, Civil Engineering and Engineering Management, are the direct responsibility of the department, and a third, Mechanical Engineering, for which the department shares administrative responsibility. During the 1982-83 Academic Year, the department has prepared and offered several new courses, evaluated its courses, and prepared the documentation required for accreditation. Experienced consultants will review the programs during the Fall of 1983, and the actual evaluation for accreditation will be conducted during the 1984-85 Academic Year.

The Department of Engineering Computer Aided Design (CAD) Laboratory was installed in August 1982 concurrent with the installation of the Academy's Prime Computer System. The laboratory consists of 12 Tektronics 4113 color graphics terminals with extensive supporting equipment and graphics software. A new permanent associate professorship has been established for its director. The laboratory, part of the Academy's Instructional Support System (ISS), uses existing ISS software and, because of its impressive computer graphics capabilities, can enhance markedly cadet understanding of design and engineering problems. Not only can this material be displayed on a screen but hard copies of the output also can be produced. Cadets in all engineering courses make use of the computer facility and cadets in most courses make use of its computer graphics capabilities. The facility is open to all cadets, although cadets in engineering and mechanics are anticipated to be among the most heavy users. The installation of the CAD Laboratory places West Point and this department on the leading edge of computer usage in engineering education. Few institutions at the undergraduate or the graduate level can match the equipment in this facility.

With the acquisition of the Prime computer network and the CAD Laboratory, the department expanded its use of computers to ease many of the burdens of iterative design and decision making. For example, in the "Computer Aided Design" (AM 370) course, cadets developed interactive graphics packages for existing departmental programs and developed original programs to support other courses. The goal of the department is to enhance the design content of its courses by providing well-documented programs and easy-to-use tools for cadets writing their own programs.

In April, the National Council of Engineering Examiners (NCEE) Engineer-in-Training (EIT) examination was administered at West Point to 266 cadets and 22 members of the staff and faculty. The examination tests basic principles in mathematics, science, and engineering. Sixty-nine percent successfully passed the examination which is the first step towards registration as a professional engineer in most states. This year the exam is being proctored by the State of New York for the Commonwealth of Virginia as an exception to New York State policy. New York State allows only students enrolled in ABET accredited programs to take the EIT examination, and the USMA policy has been established to follow the New York State guidance in the future. Upon accreditation it is anticipated that the examination will be administered entirely by the State of New York.

Three new Permanent Associate Professors were selected for positions in the department during this academic year: Lieutenant Colonel Gordon W. Arbogast, Associate Professor of Engineering Management; Lieutenant Colonel Fletcher M. Lamkin, Jr., Associate Professor of Mechanical Engineering; and Lieutenant Colonel John H. Grubbs, Director, CAD Laboratory.

A Model Validation Program (MVP) was initiated in response to a request from the Commandant, U.S. Army War College. The MVP, conducted in conjunction with the Department of History, is validating the McClintic Theatre Model both historically and statistically. This will be an ongoing project involving cadet and officer summer interns at the War College as well as research and special studies during the academic year.

DEPARTMENT OF ENGLISH

The English Department continued to offer a carefully designed sequence of core courses to all cadets. All assigned officers have advanced degrees in either literature or philosophy and each term normally teach both the core course in their specialty and the core course in freshman composition. The faculty's commitment to teaching cadets to write well is, therefore, an integrated effort extending across several core courses.

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 of the forum presented a carefully balanced selection of program offerings, including Roy Clark, Robert Klein, Carmen, Victor Borge, Barnum, Itzhak Perlman, Evita, and the Atlantic Symphony Orchestra with the Westminster Choir. The Art Seminar led a cadet trip to the National Gallery and the Smithsonian and sponsored exhibitions on paintings by Elayne Seaman and Jack Mann, fantasy prints, and artwork based on the theme of "Realism vs Abstraction." The Film Seminar again managed the Great Films Program, presenting 33 movies during the year. The Western Wind, a renowned choral ensemble, was this year's visiting artistic group. The ensemble presented two concerts and assisted with workshops and various cadet choral groups.

On many occasions, the forum tailored its offerings to the academic syllabi to supplement the cadets' academic experience. The Western Wind's evening lecture in Thayer Hall, for instance, enriched the content of the "Composition, Analysis, and Critical Reading" (EN 104) course by presenting examples of Renaissance music. This tailoring was echoed in the department's own lecture program this year. Respected authors and scholars talked on matters apropos of concepts and literary works being discussed in the department's philosophy and literature classes as well as on matters of a general interest to the West Point cultural community. Professor Robert Creed spoke on Beowulf, Howard Nemerov read from his poems, and Professor Patricia Sosnoski discussed techniques of teaching literature to college students. Professors Peter Gay, Charles Fried, and Stephen Toulmin, among others, addressed philosophical concerns with students, faculty, and guests. In addition, Dr. John A. Davis, the organist at the Cadet Chapel and lecturer in this department, presented four lectures and demonstrations to Fourth Class cadets in connection with their English 104 studies on Renaissance culture.

Several officer and cadet activities and accomplishments are particularly worthy of note. The department was privileged to have as its visiting professor Dr. George W. Williams, Chairman of Duke University's English Department. Dr. Williams taught electives in Renaissance literature and on Shakespeare, gave two outstanding public lectures on Othello and King Lear, and served as mentor to the English faculty. Dr. Milton Munitz of City University of New York, last year's visiting professor, continued to enhance philosophy instruction by conducting informal faculty seminars. During the year, Lieutenant Colonel William A. McIntosh, on sabbatical, served as a faculty member in the School of English at the University of Lancaster in Lancaster, England. In cooperation with the University of Southern Mississippi, Faulkner Concordance Series scholars at USMA published the concordance to The Wild Palms (the seventh in the series) and continued work on the concordance to Intruder in the Dust. The department was honored when one of its faculty members,

Captain George A. Higgins, was selected as the USMA recipient of the coveted William P. Clements, Jr. Award for Excellence in Education. Finally, a literature concentrator and senior honors student in English, Cadet Mark S. Martins, competed for and received a Rhodes Scholarship.

DEPARTMENT OF FOREIGN LANGUAGES

Colonel John J. Costa, Professor and Head of the Department, spent the year in doctoral studies in Middlebury College's program in Mainz, Germany. During his absence, the department was supervised by Colonel Edward J. F. Thomas, who was confirmed as Deputy Department Head and Professor, USMA in May 1983.

In response to the Academy's decision to offer optional majors, the department developed the courses necessary for a major in foreign languages. The major may be in a single-language (either in French, German, Portuguese, Russian, or Spanish) or a dual-language option (involving two of the above languages or one of the above and either Arabic or Chinese). A single-language or a dual-language may likewise be selected as a field of study. Two elective courses were prepared for the 1983-84 curriculum in each language, except for Arabic and Chinese, where only one was added. Each course was developed to give the best background in language skills while meeting discipline-specific content requirements of a language major. A course in introductory linguistics also was developed which includes a survey of the world's languages with emphasis on those taught at West Point. Initially this course will be recommended but not required for language majors.

Several of the department's professors attained significant academic achievements during the past year. Dr. Frederick C. Garcia of the Portuguese group and Lieutenant Colonel Craig W. Nickisch of the German group published articles on literature and linguistics in professional journals. Dr. Samuel G. Saldivar of the Spanish group received a Science Research Laboratory grant to conduct research on the Mexican novel and continuing to direct the Undergraduate Summer School in Spanish at Middlebury College. Each of these officers, in addition to Dr. Reinhard K. Hennig of the German group, read original research papers at meetings of professional organizations. Lieutenant Colonel Robert L. Doherty received a Fellowship from the National Endowment for the Humanities for a workshop in French literature held at Princeton University during the Summer of 1983.

The department provided escorts and interpreters for numerous foreign visitors to the Academy including the superintendents or deputy superintendents of the military academies of Brazil, Egypt, Guatemala, and Morocco and delegations from the academies of several Latin American countries, Egypt, the Federal Republic of Germany, Jordan, Morocco, and Spain. The department hosted visits from the Inter-American Defense College and the School of the Americas and department officers served as escorts for cadet visits to the U.S. Army Russian Institute in Garmisch, West Germany, to the Soviet Union, and to the People's Republic of China.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

During the 1982-83 Academic Year, recognition of the importance of geography and computer science and the allied disciplines of mapping, charting, and geodesy (MC&G) were reflected in the decision to offer majors in both Geography and

Computer Science, in the increasing enrollment of cadets in elective course in these areas, and in a rise in the number of individuals selecting these subjects for concentration and major. The opportunities offered to both cadets and faculty for research and contact with state-of-the-art systems in these disciplines have placed the department among the top undergraduate institutions in the country. Additions in the equipment available to students taking computer science, extension of geography programs through a world resource seminar series, and a vigorous summer intern program placing cadets in Department of Defense and Army activities throughout the world greatly enhanced the overall scope of these programs.

Total enrollment in the geography elective program, including a new area course for HPA concentrators, "Cultural and Political Geography" (EV 365), increased by 21 percent to 1,239 and numbers of concentrators increased by 32 percent to 110.¹² In the computer science elective program, enrollment was up by nine percent to 712 and numbers of concentrators increased by 31 percent to 164.

Fourth Class computer programming instruction, "Introduction to Computers and FORTRAN Programming" (EF 105), was converted entirely from utilization of the UNIVAC ISS to teaching on TERA microcomputers. The ease of screen-oriented editing and the high reliability of the TERA and supporting network contributed significantly to student comprehension.

The adoption of the optional majors program and the need for selected courses to meet ABET requirements have resulted in close scrutiny of both the computer science and geography curriculum to ensure that focus and course sequencing lead to a solid and coherent plan of study. In addition to supporting proposed majors in geography and computer science, three geography and eight computer science courses are assisting the Academy's ABET accreditation effort in other departments.

The Computer Graphics Laboratory (CGL) was significantly upgraded in both hardware and software to accommodate the increase in computer research at USMA. The number of communications lines into the CGL's VAX 11-780 minicomputer was increased by 50 percent, for a total of 48 active lines. A SYTEK network node was added, allowing VAX users access to all of the other USMA computers. A new microcomputer workstation laboratory was set up to handle increased demand for research/design in the expanding micro area. A new Ada language research workstation was also set up in the CGL. A USMA Data Link was created during the 1982 Cadet Field Training which utilized standard Army field (tactical FM) radios for communication between the host (West Point) main frame computer and the remote access graphics terminal at the Land Navigation training site at Camp Buckner. This link was the first time that a computer, in this case a microprocessor terminal, was successfully integrated into a "tactical" field setting. During the 1982-83 Academic Year, efforts were undertaken to reduce the transmission time of the communication although the speed had not been reduced to what is normally called a short transmission. Nevertheless, progress continues to be made to tie microprocessors in the field with local processors through tactical radios.

The department continues at the leading edge of research in the new DOD computer language Ada, having installed two successive upgrades to the Ada prototype translator at New York University. This department is one of the very few in the

country to have prepared software packages to utilize the language. The ODYSSEY software package was installed, giving the department the capability to generate both two- and three-dimensional thematic views of specified geographic areas. Also, the department's resources management capability was significantly augmented by the addition of a full-time computer equipment analyst to the department staff.

Translation of a USMA three-dimensional terrain analysis view into Ada has begun, which will allow the department to utilize equipment in the field for land navigation-related training. The department has begun the implementation of a microcomputer station for intelligence staffing, emulating the station developed at Georgia Institute of Technology for the MICROFIX project. Research involving the Battalion-level Maneuver Simulator, a project known as MACE, is also continuing. This project uses the newly-acquired 16 bit CORVUS Concept technology (instead of the Apple II with eight bit technology), to test and evaluate the capabilities and potential of real-time war gaming.

Geography-related faculty research received continued impetus during the past year. Colonel Gerald E. Galloway, Jr., Professor and Deputy Head, and Lieutenant Colonel William J. Reynolds received National Science Foundation funding in natural hazards research of both ice-jam flooding and hurricane erosion/storm surge flooding. Captain Stephen C. Daly continued his cooperative research with the U.S. Army Cold Regions Research and Engineering Laboratory (CRREL) on the occurrence and distribution of permafrost. Captain Kent Butts served as a panel member on a National War College Symposium on Critical Minerals. Colonel Galloway completed service as a member of a National Research Council committee developing criteria for accepting levees into the National Flood Insurance Program and now serves on an American Society of Civil Engineers (ASCE) Task Group on Water Resources Planning. Several faculty members and one cadet presented papers at various geography conferences.

Work on the third edition of the Atlas of Landforms has been completed. This edition will add color composite to Landsat imagery and photography. Authors of this edition include Captain Drew M. Young, II (USMA), Colonel John B. Garver, Jr., (USA, Ret. former chairman of the department, now with the National Geographic Society), Major Philip Justus (USAR, Nuclear Regulatory Commission), and Major Alan Curran (USAR, Smith College).

The department continued its contribution to the community by conducting "TRS-80 computer education classes" at the West Point elementary schools, certifying 18 teachers to teach the TRS-80, and presenting two seminars to the parent teacher organization (PTO) and the entire student body of James I. O'Neill High School of Highland Falls, New York. The department is also continuing to train teachers on the Apple microcomputer at the high school. Additionally, a new data base configuration was developed for the USMA housing draw, with additional modules planned to automate the entire Directorate of Engineering and Housing (DEH) office procedure. The Quality Assurance Branch at DEH was automated, with the movement of all maintenance tracking data to a microcomputer.

During the summer of 1982, 28 cadets participated in the Geography and Computer Science Summer Intern Program as part of the Cadet Volunteer Summer Training Program. Cadets served as research associates, systems analysts or programmers and gained invaluable experience and exposure to high-level research and government operations.

Dr. Harold (Duke) Winters was the Department's Visiting Professor of Geography this past year, teaching courses in Climatology and Landforms of the United States as well as the core Terrain Analysis course. Dr. Winters made a significant contribution to the department, advising on many curriculum and educational issues. Lieutenant Colonel Reynolds and Lieutenant Colonel Wendall O. Jones reported for duty as Permanent Associate Professors of Geography and Computer Science, respectively, in July 1982.

DEPARTMENT OF HISTORY

During the 1982-83 Academic Year, the department faculty of 55 officers and one civilian professor taught 11 core courses organized in one- and two-semester sequences and 28 different one-semester elective courses.

The civilian Visiting Professor, Maurice Matloff, Adjunct Professor of History at the University of Maryland, lectured in various courses, taught the core course in military history, and taught an elective entitled "War and Peace in the 20th Century." Professor Williamson Murray, Assistant Professor of European Military History at Ohio State University, and Professor John W. Gordon, Assistant Professor of History at the Citadel, will each serve as visiting professors of military history during one term of the 1983-84 Academic Year.

Three officers had books published or accepted for publication: Colonel James L. Abrahamson, Life on the Home Front: The American Revolution, The Civil War, World War I, World War II; Major John W. Brinsfield, Jr., Religion and Politics in Colonial South Carolina; and Colonel W. Scott Dillard, Sixty Days to Peace: Implementing the Paris Peace Accords, Vietnam, 1973. Major Charles F. Brower IV spent the year detached from the department as Aide to the President of the United States. Faculty members published five periodical articles and made 26 other presentations outside USMA.

The History Department conducted the 14th annual ROTC Military History Workshop, a demanding five-week program of instruction in military history. Eight officers from the department and five civilian professors provided by the U.S. Army Training and Doctrine Command (TRADOC) assisted 80 college professors preparing to teach military history to ROTC cadets at their respective universities.

DEPARTMENT OF LAW

The Department of Law sponsored the fifth annual Departing Military Personnel Legal Orientation Course in June for those members of the staff and faculty who were completing tours of duty at USMA. This well-received course informs departing officers and senior noncommissioned officers about recent developments in military and criminal law.

The department revised and reissued its pocket digest entitled "Field Legal Guide for Officers." Each graduating cadet and attendees to the Military Personnel Legal Orientation Course are issued a copy. In addition, the department responds to many requests from the field for copies of the guide.

The department prepared a new text for use in the "Constitutional Law" core course (LW 401), which will be offered for the first time in the 1983-84 Academic Year.

In June 1983, Colonel Robert W. Berry, Professor and Head of the Department, traveled throughout the U.S. Army, Europe as a member of The Inspector General's inspection team.

Major William R. Hagan, department executive officer and officer-in-charge of the USMA Cycling Club, was selected by the U.S. Olympic Committee and the U.S. Cycling Federation to be part of the staff of the U.S. cycling entry in the World University Games held in Edmonton, Canada, in July 1983. The games host national collegiate teams from around the world in olympic sports competition.

DEPARTMENT OF MATHEMATICS

During the 1982-83 Academic Year the department continued its commitment to evolutionary improvements in the mathematics curriculum and in pedagogy, and specifically addressed the quality of teaching and the future directions necessary to respond to the educational needs of today's undergraduate students. Simultaneously, the department remained committed to the enhancement of the intellectual vitality and innovation which results from continuing study and research by its faculty members and students.

In the 1982-83 Academic Year a major in mathematical sciences was approved as part of the optional academic majors program to be offered to the Class of 1985 and subsequent classes. The major in mathematical sciences requires successful completion of the core mathematics program, linear algebra, advanced calculus, and the requirements of one of three mathematics stems: applied sciences, operations research, or computation. The structure of the major, as well as the current mathematics elective offerings, reflects both the recommendations of the Mathematical Association of America's Committee on the Undergraduate Program for Mathematics (CUPM)¹³ and the advice of Professor Herman H. Goldstine of the Institute for Advanced Study at Princeton University and Professor Richard W. Beals of Yale University, consultants to the Department of Mathematics.

Cadet academic achievements in mathematics during the past year were most impressive. Among the more significant accomplishments was the recognition received by the USMA team in the nationally-recognized 43rd annual William Lowell Putnam Mathematical Competition. The Academy's three-person team placed 65th among the 348 institutions entering teams and first among the service academies. Cadets Keith E. Matthews and Richard C. Staats of the Class of 1984 recorded the best showings, placing 370th and 419th, respectively, in a field of 2,024 competitors. In addition, Cadet Mark A. Johnstone, Class of 1983, won first place in the mathematics competition at the Eastern Colleges Science Conference for his paper on "Bayesian Estimation of Reliability in the Stress-Strength Context" and Cadet Robert R. Schulz of the Class of 1983, a mathematics concentrator, was the recipient of a Hertz Fellowship. Also, the department has continued its program of summer research internships for exceptionally qualified cadets at selected Army laboratories.

Scholarly activities and research by the faculty continued on a broad front in the 1982-83 Academic Year. Two initiatives from the previous year, utilization of programmable hand-held calculators in the mathematics curriculum and a fundamental skills testing program, were refined and expanded in an effort to improve both the understanding and retention of mathematics skills. Research into cadet attitudes toward their programmable hand-held calculators, as well as the need to introduce cadets to arrays of numbers as early as possible in support of their computer programming course, led to the restructuring of the Fourth Class Mathematics curriculum by the placement of the matrix algebra subcourse at the very beginning. Pedagogical research in the department resulted in the development and publication by Colonel Frank R. Giordano of three instructional modules and papers on integer programming and mathematical modeling. Colonel James W. McNulty's paper on programmable calculators, a technical paper by Colonel James L. Kays, a technical report by Captain William G. Pierce, and a paper by Captain Joyce L. Taylor were published or delivered at conferences.

The department continued to participate in a wide variety of activities which foster close contacts with other academic institutions and keep the department's faculty abreast of current developments in the field of education as well as in their disciplinary backgrounds. Under the Visiting Professor program, the department was privileged to host Professor John W. Kenelly, Jr., of Clemson University. His close interaction with the faculty and his seminar series on applied combinatorics and calculus were valuable additions to the academic year. Professors Peter W. Zehna of the Naval Postgraduate School and Dix H. Pettey of the University of Missouri at Columbia will serve as the department's visiting professors during the first and second terms, respectively, next year.

Sabbaticals for tenured faculty serve to strengthen associations with outside institutions. This year Colonel David H. Cameron will serve with both the Engineer Studies Center at Fort Belvoir, and George Washington University. Annual visits by the consultants to the department, noted above, provide a timely source of constructive evaluation of the department and its philosophical direction. They recommended the continuation of faculty research which remains broad in scope and attuned to both the interests of individuals and the mission of USMA.

Another means by which the department has continued to remain abreast of advances in mathematics education is participation in the Consortium for Mathematics and Its Applications (COMAP) of Newton, Massachusetts, which promotes the development and sharing of instructional modules for the improvement of teaching mathematics. Colonel Giordano has been active for several years as both an author and reviewer of these modules, and this year Colonel Kays was accepted as a reviewer of proposed modules.

DEPARTMENT OF MECHANICS

During the past academic year, the department made major revisions in its Mechanical Engineering major and in its Aerospace Engineering option to meet the accreditation requirements of the Accreditation Board for Engineering and Technology (ABET). ABET versions of thermodynamics (ME 301A), fluid mechanics (ME 362A), and mechanics of materials (ME 364A) were offered, all incorporating design work into the courses. One-half credit hour of design work was put into all junior and senior (300 and 400) level elective courses. Two new design courses were added to the curriculum to meet the requirement for a capstone design course in each ABET program: "Aerospace Systems Design" (ME 483), a 3.5 hour course in

which cadets prepare a preliminary helicopter design for the Aerospace Engineering option, and "Energy Systems Design" (ME 484), a 3.5 hour course in which cadets prepare a complete thermal system design for all other options within the Mechanical Engineering major.¹⁴ The overall result of these changes, in addition to meeting ABET requirements, was to greatly enhance the student's understanding of and ability to use design. Both new courses were favorably received by the cadets. In May, MG Story C. Stevens, Commanding General of the U.S. Army Aviation Research and Development Command (AVRADCOM), traveled to West Point to present a special AVRADCOM award to Cadets Kerry Tomasevich and Michael A. Jolley, of the Class of 1983, for the best helicopter design from the aerospace systems design course.

The core course in "Engineering Mechanics" (ME 303) was restructured to accommodate the dual track curriculum as well as to support the ABET program. In the Humanities/Public Affairs version, the core course retained the designation "Engineering Mechanics" (ME 303) and was changed to better support the First Class engineering sequence by adding greater emphasis on both two- and three-dimensional equilibrium analysis and on structural design. The Math-Science-Engineering version now titled "Statics and Dynamics" (ME 302) was tailored to support the ABET program by teaching additional topics not previously covered in the course, such as coriolis acceleration. The former statics and dynamics coverage was a 50-50 split between the two topics while the new course emphasizes dynamics. Each of the new versions of the engineering mechanics course retains a weight of 3.5 credit hours. As a result of the restructuring of the engineering mechanics course, the advanced "Engineering Mechanics" (ME 353) course ceased to be offered.

Several distinctions attained during the past year by department faculty members and cadets are particularly worthy of note. During the past academic year, Colonel James K. Strozier served as Chairman of the Aerospace Division of the American Society for Engineering Education (ASEE) and Colonel Michael A. Paolino served as member of the ASEE's Program Committee in the Mechanical Engineering Division. Lieutenant Colonel Edward G. Tezak served as the USMA Fellow at the Army War College. Three cadets presented the results of research projects at the American Institute of Aeronautics and Astronautics (AIAA) Northeast Student Conference and a fourth cadet, Guy N. Harris, Class of 1983, was selected for an eight-week mechanics summer research project at the U.S. Army Structures Laboratory. Cadet Harris did a vibratory analysis of a helicopter component which was included in a National Aeronautics and Space Administration (NASA) report.

DEPARTMENT OF PHYSICS

Closely following the nature of the pilot program undertaken by the Department of Physics during the previous year, two distinctly different versions of the core physics course for math-science-engineering (MSE) and humanities and public affairs (HPA) concentrators went into full operation this year. These courses included the traditional two-semester sequence of mechanics, electromagnetism, and optics in "Classical Physics I and II" (PH 201-202) for the MSE concentrators and the new version of the core course designed for HPA concentrators "General Physics I and II" (PH 205-206). The new "General Physics" course was taken by approximately 45 percent of the Class of 1985, with excellent results. Most cadets who had

insufficient mathematics background elected to take the new course and the number of cadets who thus delayed their entry into the physics program (until they received an additional term of mathematics) was sharply reduced. The revised classical physics laboratory program which had been developed during the previous academic year by Dr. Clifford E. Swartz, Visiting Professor, and Captain Bruce G. Oldaker was implemented this year with gratifying results. For the first time, an elective course "Applied Optics" (PH 385K) was offered which covered the theory and advanced applications of optical phenomena. Lectures and symposia were presented on a wide variety of subjects during the year for faculty and cadets alike. Lecturers included Dr. Graeme Duthie of the U.S. Army Missile Command and Dr. Edward Teller.

Department activity in experimental research continued throughout the academic year. Colonel Wendell A. Childs, Deputy Head of the Department, began experiments to investigate the scattering and reaction mechanisms of light nuclei with the recently-installed linear accelerator; Colonel James S. Willis, Jr., continued his research on electron paramagnetic resonance (EPR) in solids; and Captain Frederic J. Pineau used the EPR apparatus to investigate the effects of electron beam damage on polymers. Major Raymond J. Winkel, a Ph.D. candidate at the University of California (Berkeley), was selected by the university to pursue a special course of study and research in lasers, and in atomic and molecular physics at the International Center for Theoretical Physics at Trieste, Italy for several months in early 1983.

DEPARTMENT OF SOCIAL SCIENCES

During the 1982-1983 Academic Year, the department presented core, advanced, and elective courses in political science, economics, and international relations, and also offered elective courses in anthropology and management. The department's faculty included two visiting professors: Dr. Trond Gilberg, Pennsylvania State University, and Dr. Thomas T. Orum, Foreign Service Officer, Department of State.

The 34th annual Student Conference on United States Affairs (SCUSA), held at West Point on 18-21 November, was attended by 176 student delegates representing over 70 colleges and universities. The conference theme was "Emerging Social Forces: Challenges for American Foreign Policy." LTG (Ret) and Ambassador-at-Large Vernon Walters presented the keynote address and the Honorable John B. Anderson, ten-term Illinois Congressman and 1980 Independent Party candidate for President, delivered the banquet address.¹⁵ The department also hosted the 21st annual Senior Conference on 2-4 June. This conference of over 60 distinguished scholars, government officials, business leaders, military leaders, and members of the clergy discussed the issue of "The Nuclear Debate: Rationality, Morality, Security, Stability." The banquet addresses were delivered by Lieutenant General Brent Scowcroft (USAF Ret), who spoke on deterrence issues and the findings of the recently-concluded Presidential Commission on Strategic Forces which he chaired, and by Mr. George Ball, former Under Secretary of State, who spoke on "Deterrence and the Real World."¹⁶

Beginning in the Fall of 1979, Major Thomas W. Fagin, and other members of the department, began to serve as ad-hoc manpower consultants and researchers for the Office of the Deputy Chief of Staff for Personnel (ODCSPER). By the Summer of 1982, utilization of analytical talents of the economics faculty in the department

had expanded to warrant establishment of a more permanent arrangement. In the Fall of 1982 the DCSPER discussed with the Superintendent the concept of establishing at USMA a center to provide the Army with a link to economic and manpower research in civilian academia and an in-house vehicle for analyzing Army manpower and personnel issues by developing predictive analytical manpower models. Ultimately, a memorandum of understanding was signed, effective 7 June 1983, between the Military Academy and DCSPER establishing an Office of Economic and Manpower Analysis (OEMA).¹⁷ This action was undertaken to ensure that the most advanced econometric capabilities are available to enable the Army to monitor and manage future manpower requirements.

In addition to participation in numerous conferences, presentation of lectures and papers, and the publication of articles in scholarly journals, several department members prepared or edited books for publication. Colonel Lee D. Olvey, Professor and Head of the Department, Major Henry A. Leonard, and Captain Bruce E. Arlinghaus jointly edited Industrial Capacity and Defense Planning: Sustained Conflict and Surge Capability in the 1980s. Lieutenant Colonel Asa A. Clark, Major Jeffrey S. McKittrick, and Captain Peter W. Chiarelli are co-editing The Defense Reform Debate: Issues and Analysis. Lieutenant Colonel James R. Golden authored NATO Burden Sharing and is co-authoring, with Colonel Olvey and Major (Ret) Robert C. Kelly (a former faculty member), Economics of National Security.¹⁸

The Debate Team increased its cadet membership from 25 to 58 and its officer coaches from five to nine. The team participated in 25 intercollegiate tournaments, won 48 percent of the rounds in which they participated, and were awarded a total of 31 trophies and awards. In conjunction with the rise in cadet participation and interest the debate team broadened its focus to participate in parliamentary-type competition in addition to policy debating.¹⁹ Cadets in the West Point Forum took part in six Model United Nations and five conferences. At the Princeton Model United Nations, in which 40 schools participated, the USMA team was awarded "best delegation" and eight members received individual honors. At the Harvard Model United Nations, although only seven cadets participated, three received "best delegate" recognition. The Domestic Affairs Forum sponsored trips to Boston, New York City, Washington D.C., and Vermont, where members met with prominent political leaders on a wide variety of public affairs topics. The Forum also initiated a dinner colloquium series at West Point and hosted John Anderson, General (Ret) Alexander Haig, and Canadian Deputy Prime Minister Mitchell Sharp. The Finance Forum took two trips to Wall Street visiting the New York Stock Exchange, the Federal Reserve Bank of New York, and the Commodity Exchange.

Footnotes

- ¹Memo, MADN-C, 11 May 1982, Sub: Academic Majors.
- ²Ltr, LTG Scott, USMA Supt to GEN Meyer, CofS, USA, 26 Oct 82.
- ³Memo, MADN-K, 4 Oct 82, Sub: Academic Majors, A Minority Report.
- ⁴Ltr, GEN Meyer, CofS, USA, to LTG Scott, USMA Supt, 2 Feb 83.
- ⁵Ltr, LTG Scott, USMA Supt to GEN Meyer, CofS, USA, 18 Feb 83.
- ⁶Ltr, GEN Meyer, CofS, USA, to LTG Scott, USMA Supt, 3 Mar 83.
- ⁷A comprehensive discussion of related decisions in dual tracking is found in the Curriculum Committee portions of this annual report, in the 1982 Annual Report, and in an article "The Dual Track Curriculum" by LTC William R. Calhoun, Jr., which appeared in the March 1982 issue of The Assembly.
- ⁸Science Research Laboratory internal statistics.
- ⁹The Science Research Laboratory entered into a cooperative agreement with the Atmospheric Sciences Research Center, at the State University of New York, Albany.
- ¹⁰First Class cadets responding anonymously in a questionnaire reported the Geac terminals much easier to utilize than the card catalog. Although 25 percent had never used the terminals, 46 percent of the respondents felt it was much easier, 16 percent felt it somewhat easier, and only seven percent found it harder.
- ¹¹Ltr, MADN-2, 2 August 1982, to Mr. David R. Reyes-Guerra, Executive Director, Accreditation Board for Engineering and Technology, United Engineering Center, New York, New York.
- ¹²The focus of the "Cultural and Political Geography" course shifted from a national to a world regional context when it became an area course for HPA concentrators.
- ¹³"Committee on the Undergraduate Program for Mathematics (CUPM) Recommendations for a General Mathematical Sciences Program," chairman Alan Tucker, published by the Mathematical Association of America, 1981.
- ¹⁴There are four options under the Mechanical Engineering major: Aerospace Engineering, Energy System Engineering, Automotive Engineering, and Mechanical System Engineering.

- ¹⁵Patrick A. Putignano, CPT, ed. The Thirty-Fourth Annual Conference on United States Affairs. United States Military Academy, West Point, New York, November 18-21, 1982.
- ¹⁶Jeffrey S. McKittrick, MAJ, ed. Senior Conference XXI Program. Department of Social Sciences, United States Military Academy, West Point, New York.
- ¹⁷Memo of Understanding between the Military Academy and the Army Deputy Chief of Staff for Personnel." Sub: Establishment of the Office of Economic and Military Analysis, Department of Social Sciences, United States Military Academy," 7 June 1983. (Office of the Superintendent, Willard W. Scott, Jr., LTG, USA), (Maxwell R. Thurman, LTG, GS, DCSPER.)
- ¹⁸Annual Report of Faculty Research, Department of Social Sciences, 10 June 1983.
- ¹⁹The parliamentary style places more emphasis on style, performance, and ability to think on one's feet; traditional policy debating places greater emphasis on thorough preparation and analysis of arguments. Year End Report, Debate Council and Forum, Department of Social Sciences, 2 May 1983. Memorandum, MADN-J, Sub: Intercollegiate Debate Competition Results AY 82-83," 2 May 1983. Superintendent. MAJ Michael C. Ryan.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

The Cadet Brigade ADDIC (Alcohol and Drug Dependency Intervention Council) Officer position was created this year as a permanent position on the Cadet Brigade Staff. This position was institutionalized to establish a point of contact within the Corps of Cadets, to enhance the flow of information between officers and cadets, and to better control activities in this area. The ADDIC Council underwent peer counseling training this year and the number of Army Drug and Alcohol Control Program school slots at Fort Sam Houston was doubled from 12 to 24. Increased cadet involvement in alcohol policy planning and implementation has resulted in an overall decrease in alcohol-related offenses.

After coordination with the Dean's Office and the Regiments of the United States Corps of Cadets (USCC), the Cadet Accountability System was computerized. With this action, more complete management reports will become accessible to all appropriate levels of the command. In addition to improving overall efficiency of operation in the management of the accountability system, the automation will also lead to a better understanding of the factors which lead to cadet absences so that regulatory changes may be considered to reduce their frequency and impact.

During the first semester, a Laundry Call Office was established to provide laundry service for the 2nd Regiment. This action was taken because of the property losses incurred by cadets and their subsequent claims against the government. The new system provided for inspection of each laundry bundle prior to acceptance by the contractor, receipts to cadets for laundry received, and direct contact between cadets and contractors. Although this procedure provided complete accountability and reduced losses, it did not provide an overall increased quality of laundering service sufficient to justify the increased cost financially and in terms of losses of cadet time and physical space. Another laundry contract is now being written to provide a basis for improving the quality of service.

One of the significant advances in the management of funds used to support the various activities in the Office of the Commandant last year was a revision to the cadet chevron reimbursement policy. In the past, the Academy requisitioned the chevrons. Those cadets of the graduating class who decided to keep the chevrons, who lost them, or who damaged them would fill out a statement of charges which reimbursed the Treasurer of the United States. Thus, the government, not USMA, was reimbursed for the expense. Under the new procedure, members of the graduating class purchase chevrons of their highest cadet rank (to be worn in the graduation parade) directly from the Cadet Store. The new procedure saves approximately \$8,000 a year.

Thirty supervisors, leaders, and custodians, representing 31 percent of the Barracks Police force, were replaced by personnel from the Cadet Mess, who were impacted by a reduction in force action as a result of contracting out the waiters and scullery personnel.

Design and staffing of a full-service hair care salon for female cadets was coordinated and implemented during the past year. Construction has started and the facility is scheduled to begin operation in the Summer of 1983. Adjacent to the existing barber shop, the new facility with separate professional hair care staffing, will provide services currently not available for female cadets.

INFORMATION SYSTEMS DIVISION

Revision of the format of the Cadet Record Brief (CRB) was implemented at the start of the 1982-83 Academic Year. The CRB serves as the data record for the cadet and is thus similar in function to the Officer Record Brief. The reformatting of the CRB condenses the material which previously ranged from six to eight different papers into a two-page format. The first page will contain the bulk of the cadet's administrative information; the second page will contain expansion area for additional term data and the Cadet Physical Profile containing the Cadet's Physical Education Record.

The Cadet Sponsor Program, which assigns staff and faculty member families as sponsors for Third Class cadets, was implemented as an automated system during the past academic year. With the advent of automation, the desires of officers and cadets can be matched across a greater array of variables than was the case in the past. In addition to expediting the assignment of cadets to officer sponsors it also increases the likelihood that the assignments will be made more on the basis of common interests and characteristics than was possible under the previous manual system.

Still another advance during the past year was automation of the management system which assigns cadets to trip sections for away football games. Through the automated integration of cadet requirements with available assets, greater flexibility and more efficient utilization of the transportation network were achieved.

Several other information systems in USCC were identified for future revision or restructuring during the past year. Work was begun in automating the branch selection process for graduating cadets. A revision of the cadet activities system was begun to streamline the updating of club, intramural, and corps squad data to provide better accounting of cadet participation. Although the Cadet Advanced Training (CAT) system will be restructured during the 1983-84 Academic Year, significant revisions were undertaken during the past year to provide for additional assignment tracks and to automate the production of orders.

CADET COUNSELING CENTER

Under the guidance of the Commandant, the Cadet Counseling Center (CCC) divided its efforts during the past year between personal counseling and leadership issues. The leadership developmental programs were markedly expanded and, thanks to the contributions of some excess personnel in the center, the attention given to personal issues was not significantly reduced. Special additional emphasis was placed on the Leadership Skills Training Program (LSTP), on Time Management (TM), on the Leadership Development Clinic (LDC), and on developmental workshops during the academic year.

The LSTP, previously offered by cadet counseling, was expanded to insure that all classes received some training in this positive motivational style of leadership in the Army. Efforts were made to relate this method of leadership to specific leadership situations. Tactical officers and NCOs were trained to teach this approach by the CCC staff. Tactical officers taught First Class cadre in advance of CBT and CFT, provided orientations for the Second Class during Reorganization Week, and taught Third Class cadets at CFT. Second Class and Third Class cadets were taught portions of the program by a committee of First Class cadets under the direction of CCC staff. Fourth Class cadets received orientations by their squad leader during the second detail of CBT with emphasis on "dealing with conflict with a peer."

Time Management (TM) Skills material was provided to tactical officers for discussion with company academic sergeants who, in turn, taught Fourth Class cadets in their respective companies. Workshops offered during the year included assertiveness training, interpersonal skills, integration of men and women, and weight management.

At the request of the Commandant, a pilot project to assess cadet leadership skills was conducted during the the Spring of 1983. Leadership skills of 18 selected cadets were assessed in the 12 areas currently being utilized by Reserve Officer Training Corps (ROTC) assessment units at many major universities. These skills were identified by the Training and Doctrine Command (TRADOC) as essential for successfully performing the duties of a second lieutenant. The cadets' leadership styles were evaluated by members of the Counseling Center, tactical officers, and tactical noncommissioned officers. The cadets stated that the experience was valuable because it specifically pointed out areas of weakness which could be corrected to enhance their leadership development.

The Corbin Seminar, supervised by the Counseling Center, made a concerted effort to attract greater participation from the cadets. Frequently and erroneously viewed as merely a woman's social organization, the seminar during the past year made efforts to place a greater emphasis on issues of concern to both males and females which impact upon the integration of women into the Army and Academy. Beyond broad discussions of the role of women in non-traditional roles and the effect of the combat exclusion policy, the group also helped develop a concept for a women's barber shop designed to improve the quality of hair care accessible to women cadets. Finally, as in previous years, the Corbin Seminar held a workshop with women from the Air Force Academy which provided useful insights and perspectives into the role of women at both academies.

Consistent with the dual mission of the counseling center of personal counseling and leadership developmental responsibilities, the Commandant directed that the CCC would be redesignated as the Center for Leadership and Personal Development (CLPD) in the Fall of 1983.

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 is based on a behaviorally-anchored rating system and utilizes a 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

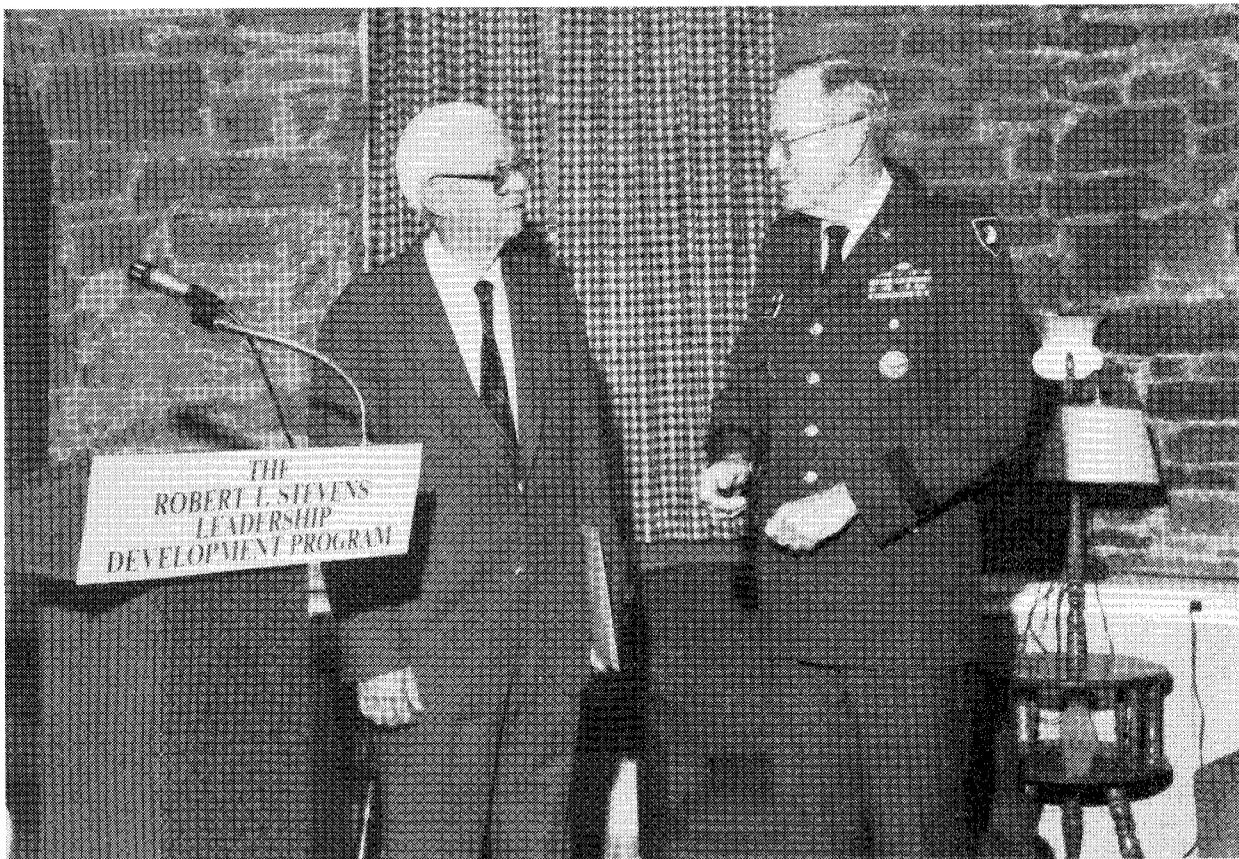
developed, and the principle established that a deficiency in military development would be treated as a deficiency in a course of study. During the past academic year the system did not undergo any significant changes. Emphasis was placed on performance counseling for cadets by instructors, tactical officers, and other cadets.

The 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 83 cadets were found deficient during the 1982-83 Academic Year and 28 were ultimately separated. (Of the 28 separated, 21 were separated because they failed military development as well as an academic course and seven were separated for failing military development for two successive semesters.) A total of 98 cadets were found deficient during the previous year and 29 were ultimately separated. The relatively few numbers of cadets separated compared with the number of 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 cadets, rather than the development or separation of unsatisfactory performers. However, as these statistics indicate, the Academy, after a sufficient review period, does not hesitate to eliminate cadets who show no signs of improvement in military development.

Service Academies Leaders' Conference

On 17 and 18 September 1982, the Second Annual Service Academies Leaders' Conference was held at West Point. The purpose of the conference, part of the Robert T. Stevens Development Program, is to study and develop those attributes, skills, and ideas that serve to undergird the highest level of service to our nation by present and future officers of our armed forces. The conference was held to give the senior cadet/midshipmen leaders at the four service academies additional leadership skills to enable them to carry out their duties more effectively. The conference was made possible by a generous gift in 1981 from the J. P. Stevens' Company Foundation. The benefactor, Mr. Robert T. Stevens, a former Secretary of the Army during the Eisenhower administration and a 1977 Thayer Award recipient, was present throughout all aspects of the conference. The conference included an all-day seminar on leadership skills led by Colonel (Ret) Dandridge M. "Mike" Malone, former leadership instructor at West Point and the Army War College; a seminar on academy leadership programs, which included comments by the Chairman and Vice-Chairman of the USMA Leadership Development Committee, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership (BS&L), and Colonel Jack W. Dice, Deputy Head of the Department of Military Instruction (DMI); and a session for cadet and midshipmen activities officers hosted by the USMA Director of Cadet Activities, Colonel Robert A. Strati. Mr. Stevens and former Superintendent General (Ret) Andrew J. Goodpaster participated in several sessions.

On 30 January 1983, the Academy, the Army, and the nation lost a distinguished American when Mr. Stevens passed away. On 3 February 1983, Mr. Stevens was buried at West Point with the 19-gun salute and full military honors befitting a former Army Secretary. The leader's conference, which will continue in the future, shall serve as a visible reminder of his contribution to the Army.



Mr. Stevens and the Superintendent confer at the 1981 Conference

Fourth Class System

For many years, dating back at least to 1976, the Fourth Class System has been organized into several distinct disciplinary phases. The phases generally meant that Fourth Class Cadets were "at attention" during Cadet Basic Training (CBT) and during the entire first semester, "at ease" between Christmas and Spring Leave, and "at rest" between Spring Leave and Graduation. Even with these phases, however, recognition still took place during Graduation Week and Plebe-Parent Weekend continued to be held during Spring Leave. While the developmental and progressive features of phasing were beneficial, the scheduling of phases to commence at precise, predetermined intervals had the effect of lessening plebe discipline in anticipation of the lessened restrictions. As a result, plebes did not spend the entire period in each phase being subject to as stringent provisions as was deemed appropriate. At the same time, phases also encouraged some upperclass cadets to cease their monitoring of the system and lessened their sense of participation. To correct these deficiencies the Commandant eliminated precise, predetermined phases during the 1982-83 Academic Year. The Class of 1986 was at attention until the upperclass returned from Spring Leave. At that time, the First Captain recommended to the Commandant of Cadets that the Fourth Class System be amended slightly to include the lifting of certain restrictions such as the requirement to square corners and to move along designated walls. Additionally, Fourth Class cadets were permitted to move "at ease" in the Mess Hall rather than walking at attention. Except for this modification, the objective during the past academic year continued to be to stabilize the Fourth Class System through a minimization of change.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 28 foreign nations during the past academic year. These exchanges and/or cultural orientations provide a unique opportunity for the cadets involved to travel and to learn more about a foreign country—the customs and culture, the language, the people, and the armed forces. Most of these exchange visits occur during the summer leave periods; they vary between 10 and 15 days in duration for exchange visits and up to 25 days for orientation programs at the U.S. Army Russian Language Institute at Garmisch, West Germany, and in the People's Republic of China. The competition for cadet selection in the program is highly competitive based on Military Development Index Cumulative (MDIC) scores and, in most cases, requires a demonstrated fluency in a specific language. During the academic year, cadets from the Classes of 1983 and 1984 visited 13 Latin American countries and Austria, Australia, Belgium, Brazil, Egypt, France, West Germany, Great Britain, Greece, Japan, Jordan, Korea, Mexico, Morocco, Netherlands, Portugal, and Spain. West Point hosted cadets from 13 Latin American countries and Australia, Brazil, Greece, Japan, Jordan, Korea, Mexico, Morocco, and Portugal.

During the past academic year, exchanges with Nicaragua, El Salvador, and Jamaica 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 has approved a request from Saudi Arabia to be included in the program starting in 1983.

OFFICER PROFESSIONAL DEVELOPMENT

In January 1982, at the request of the Superintendent, the Professional Development Branch, within the Department of Military Instruction (DMI), designed and implemented an Academy-wide Officer Professional Development Program in an attempt to ensure that the USMA staff and faculty (many of whom have spent as much as five years away from the field) remain abreast of the latest equipment, organization, doctrine, and training. The program also seeks to ensure that cadets are kept informed of recent developments in the Army.

During the past year, this program included a series of television tapes broadcast regularly on the USMA television network addressing various aspects of branch-related and branch-immaterial information. To further enhance the program, guest lecturers and subject matter experts were invited to discuss recent developments and experiences. Of particular interest in these areas were Dr. Christopher H. Donnelly from the Soviet Studies Research Center, Sandhurst, England, who discussed the "threat" force development and members of the British 2d Battalion of The Parachute Regiment who summarized the conduct of and lessons learned from the Falkland Island campaign.

The television tapes and guest lectures were supplemented by written material disseminated by DMI branch representatives and by professional development classes conducted in the department but open to any member of the USMA staff and faculty. The entire program has contributed to keeping cadets, officers, and noncommissioned officers abreast of developments in the Army.

Cadets have access to all the material pertaining to recent developments in the Army in such areas as organization, doctrine, and equipment. Additionally, other initiatives are underway to more adequately prepare each cadet for a career of commissioned service. Of particular importance is the continued integration, throughout the four year military education and training program, of the Military Qualification Standards, Level I, (MQS-I) Program. Developed by the Training and Doctrine Command (TRADOC) to assist each precommissioning source in enhancing competence and professional development and to qualify future officers in various tasks and responsibilities, the MQS-I system now has been fully integrated in both the academic year instruction and the summer training to ensure that the USMA cadets are prepared for commissioned service upon their arrival at the basic officer course. A continuous process of evaluation, revision, and modification will be conducted by DMI, the Military Academy proponent, to enable the system to accomplish its goals.

It is imperative that every leader, regardless of rank or experience, be cognizant of and qualified in the various contemporary issues with which each will be confronted. The DMI executed and evaluated an extensive Human Relations Training System to satisfy these requirements. Cadets received innovative and professional instruction in such programs as Alcohol and Drug Education, Equal Opportunity, Human Relations, Sexual Harassment, and Human Sexuality. Such instruction provides cadets with a firm foundation upon which to build when they experience these aspects firsthand, upon commissioning. The majority of this instruction is conducted during the academic day, utilizing unused academic hours, and during CBT and CFT. This procedure has resulted in a significant reduction in the use of evening study time for these classes, thus providing a more effective study environment.

Two publications, which have had a significant impact upon cadets and junior officers, continue to be developed, published, and disseminated by the DMI. The "Professional Notebook," issued to each First Class cadet just prior to graduation, is a practical reference source and aid providing material of present and continuing military value, and has received wide acclaim from graduates, the Department of the Army Inspector General (DAIG), and the Reserve Officer Training Corps (ROTC). "Challenges to Integrity," a pamphlet developed in conjunction with the Staff Judge Advocate (SJA), addresses moral/ethical dilemmas which cadets and junior officers may be confronted with and suggests procedures for their resolution.

HONOR

Honor Committee Procedures

The Honor Committee Procedures used to investigate and make findings concerning alleged violations of the Honor Code for the 1982-83 Academic Year were the same non-adversarial procedures adopted by the Corps in May 1979 and put into effect in the USCC Pamphlet 15-1, Honor Committee Procedures. The Superintendent's Honor Review Committee, in its 1982-83 Annual Report, found the procedures to be, on the whole, "just and effective,"¹ but recommended several improvements that would enhance their effectiveness in the future.

Honor Education

The four year Honor Education Program completed its second year in operation at the end of the academic year. Although an overall assessment of its effectiveness would be premature at this time, the program has gained the widespread acceptance and approval of the Corps and has greatly enhanced the quality of cadet honor education. Modifications and improvements to the program for the 1983-84 Academic Year will include developing a more comprehensive program of instruction to support the program and a greater emphasis on the fundamentals of the Honor Code and System.²

During the past year, several additional USMA activities were added to the orientations and briefings on honor given by the cadets of the Honor Committee. This effort is considered to be among the more important responsibilities of the Honor Committee. An enhanced program of orientation is planned for the coming year that will include still more post agencies and the utilization of a TV tape to be used in orienting newly assigned USMA staff and faculty.

The Honor Committee conducted several seminars and conferences throughout the year to educate its members on their duties and responsibilities and to provide formal opportunities for the Honor Committee to develop its policies and procedures at different times during the year. In the past the only opportunity to do this was at the start of the academic year. The first seminar took place at Camp Buckner during Reorganization Week. Camp Buckner provided a setting free of distractions and an environment very conducive to discussing honor-related issues and policies, a great improvement over previous conference sites. One of the specific objectives of this conference was to train cadets to be effective small group discussion leaders, thus preparing them for their duties in the honor education program during the academic year. The program was effective and cadets agreed that this aspect of the program should be expanded in the future. In February, as was done during the previous year, the newly-elected Executive Staff of the Class of 1984 Cadet Honor Committee conducted a one-day New Honor Representative Seminar which helped prepare the new company honor representatives for their duties and responsibilities. The Special Assistant for Honor, Major Alan A. Fox, as well as executive staff members addressed the attendees. The 1983 Spring Honor Seminar was conducted in April with the entire newly-elected 1984-1985 Cadet Honor Committee in attendance. The seminar presented the findings and the recommendations of the 1983 Superintendent's Honor Review Committee to the Cadet Honor Committee and provided a forum for discussion of significant and timely honor issues. The Superintendent addressed the Honor Committee and emphasized the scope and importance of its duties and responsibilities in the coming year. Topics discussed by the cadets included their goals for the Honor Committee for the coming year, the Honor Education Program, the meaning of one's signature, and the possibility of a sanction other than separation for cadets who violate the Honor Code.

Annual Service Academies Honor Conference

The Executive Staff of the Honor Committee and the Special Assistant for Honor traveled to Annapolis, in February, to attend the Federal Service Academies Honor Conference. The theme for this year's conference, which included cadets and officers from all five service academies, was honor system sanctions for violations

of the respective honor codes. Discussions also included honor education, honor investigative procedures, and ways to improve the general functioning of honor codes and honor systems. The conference was of considerable value to the USMA cadets who attended.

Meeting with the Secretary of the Army

The First Captain, Cadet Lawrence J. Kinde, and the Chairman of the Cadet Honor Committee, Cadet Theodore Westhusing, met with the Secretary of the Army, John O. Marsh, Jr., in April 1983, to provide him with an information briefing on honor-related matters. The meeting included a statistical overview of honor cases for the past year and discussions of the application of the Honor Code and System when cadets are away from West Point, of social tact and its relationship to the Honor Code, and of the Honor Committee's responsibilities to educate the Corps in honor matters. The meeting, the first of its kind in recent years, was found useful by Secretary Marsh and is anticipated to be conducted again next year.

DUTY CONCEPT INSTRUCTION

The concept of duty is given extensive exposure in each of a cadet's four years at the Academy. It is inaugurated during Cadet Basic Training (CBT) with five one-hour sessions discussing duty as a developmental concept and duty at the Academy. The concept is further developed during the academic year as a one-hour class presented by the company tactical officer in both of the academic terms. The class during the first term deals with the "Concept for Duty Development," which was developed during the 1981-82 Academic Year at USMA to provide the foundations/knowledge important in the formulation and internalization of an individual's sense of duty. During the second term, the various aspects of personal duty and the ramifications of being an upperclassman are discussed in detail during a one-hour period conducted during Plebe Parent Weekend. Duty Concept instruction during CFT was accomplished through one hour presentations by either the Superintendent or the Commandant addressing the aspects of personal duty and their impact on a career of commissioned service.

Third Class cadets also received a one-hour duty class in each of the Academic terms. The first period dealt with the senior-subordinate relationship, with particular emphasis on the cadet's new upperclass status and the duty relationship necessary between upperclass and Fourth Class cadets. The one-hour class conducted during the second term dealt with various duty dilemmas with which a cadet may be confronted while on Cadet Troop Leader Training (CTLT) or on the Drill Cadet Program (DCP).

Duty instruction for the upper two classes consisted primarily of evening lectures by such dignitaries as the Chief of Staff and the U.S. Army Forces Command (FORSCOM) Commander. Additionally, each cadet continues to internalize his own concept of duty by participating as a detail member during CBT and CFT.

The entire program will be modified for the 1983-84 Academic Year as a result of a survey of academic departments conducted by the Duty Concept Working Group and the First Class Questionnaire. Utilizing the results of this survey, it was determined what areas of the duty concept were being consistently, intentionally,

and successfully taught by the academic departments. The program has been modified for the next year to reduce any duplication and to enhance the effectiveness of the instruction.

Finally, in a continuing effort to expand awareness of the Academy's Duty Concept Program among the staff and faculty, the Duty Concept Working Group conducted briefings for the CBT and CFT cadres and for the newly assigned personnel. It is hoped that through such briefings the staff and faculty will become more aware of the contributions they make acting as role models for cadets to enhance the duty concept environment at West Point. At the same time the briefings should increase their sensitivity towards the developmental nature of the program which continues to be designed to help cadets grow from obedient followers to the inspired leaders expected of them in the Army.

TRAINING

Cadet Basic Training 1982

Cadet Basic Training (CBT) in 1982 began on 1 July (Reception Day) and concluded on 10 August with the annual reception of the Class of 1986 by the Corps of Cadets. Its mission of educating, training, equipping, and developing the new cadets and developing leadership skills among the upperclass cadre was met with success. The Class of 1986 began training with a total of 1419 cadets, which included 1271 men and 148 women.

Training was structured to be tough, challenging, professional, and performance-oriented. Strong emphasis was placed on establishing a firm, businesslike leadership atmosphere while concentrating on leading by personal example, teaching, demonstrating, and assisting the new cadets.

A number of program modifications were made in the 1982 CBT to resolve identifiable problems and to enhance the effectiveness and efficiency of the training. A CBT class on posture originally added to the 1981 CBT in response to concerns expressed by the Superintendent, General Goodpaster, was again offered this summer. Fourth Class knowledge objectives were developed to ensure that the learning of Fourth Class knowledge was conducted in an orderly and structured manner and that the requisite body of knowledge was acquired. The more physically demanding and structured fitness program, initiated during 1981, was continued this year. In addition, in the 1982 CBT for the first time timed exercise periods of pullups and situps, which increased incrementally during the training period, were utilized. As a result of the emphasis on physical development, significant improvements in cadet performance were obtained, indicated by the gains in cadet proficiency between the pre- and post-Army Physical Readiness Test (APRT), which was administered for the second year in the 1982 CBT. A cadre leadership workshop again was conducted which used behavior modification to instruct the cadet cadre in the most appropriate ways to conduct themselves and to interact with the new cadets. The more inclusive, hands-on drill instruction program (the culmination of which was the Platoon Drill Competition) was utilized again in the 1982 CBT. In this latter aspect of training, the best platoon from each of the eight companies was selected to compete in drill and ceremony competition before the senior command. Finally, several Military Qualification Standards, Level I (MQS-I) tasks, established

by the U.S. Army Training and Doctrine Command (TRADOC) as a prerequisite for commissioned service, were introduced in the CBT. Proficiencies in Rifle Qualification, First Aid, and Individual Tactical Training have set the standards for those precommissioning military skills required for graduation. Based on a Go/No Go grading system, the results of each cadet's performance on these skills are recorded and placed in their respective cadet files and constitute the first steps which will lead toward the fulfillment of all 75 MQS-Level I skills which were required prior to commissioning at that time.

The CBT program continues to include a multivaried, diversified program which introduces the Academy to new cadets. Cadets received basic instruction and field experience in the following areas: M-16 rifle qualification and night firing techniques, familiarization with .45 caliber pistol, Confidence Obstacle Course, individual tactical training (part of basic individual training - BIT), Leadership Reaction Course, squad competition, bayonet skills instruction, military sweepstakes, and land navigation skills training. The physical training program continued to improve and challenge the new cadets, indicated by improvements between the score results on the pre- and post-APRT. Classroom instruction, centered around classroom participation and discussion, involved such areas as Honor, Duty, Cadet Regulations, Fourth Class System, and Etiquette.

The attrition rate of 6.1 percent for the Class of 1986 is the lowest rate of CBT attrition since the 5.4 percent recorded for the Class of 1971. The attrition rates, which had averaged about seven percent for the Classes of 1970-74, rose to 10.5 percent for the Classes of 1975-80, and now have fallen back to around 7.5 percent for the Classes of 1981-85. The reduced attrition levels of the past several years are believed to be due partly to the addition of a fourth week to the lock-in system at the start of CBT, which restricts cadets from departing until they gain some perspective of the institution. There also has been a continuing emphasis on instilling an appropriate command climate, which is perceived to have helped reduce attrition in recent years.

Third Class Summer Training 1982

The military training conducted during Cadet Field Training (CFT) at Camp Buckner is designed to provide cadets with training in the basic fundamentals of Combined Arms Operations and with an understanding of the combat support activities in the Army. In 1982, CFT again incorporated several of the TRADOC performance-oriented training MQS-I tasks. Other changes were made to increase effectiveness of the training conducted.

Several notable elements were added to the five and one-half day infantry training block of instruction during the 1982 CFT. Integrated tactical air support, operations in a Nuclear, Biological, Chemical (NBC) environment, and electronic warfare were integrated into the offensive and defensive phases of instruction. These added skills emphasized to cadets the requirement for combat support coordination for Combined Arms Operations and the impact of combat multipliers on the modern battlefield. Finally, with additional terrain becoming available, an expanded night live fire exercise was made possible. Instead of the limited platoon night live fire exercise conducted in the 1981 CFT, a company night live fire exercise was added to the defense portion of infantry instruction.

Tactical intelligence activities were increased in the 1982 CFT with the establishment of the Tactical Intelligence Committee. Skills of combat vehicle recognition, electronic warfare, and signal intelligence were taught by integrating the instruction of these skills into that already offered at various Weapons and Signal Committee sites. This method of integrated training, using specific expertise to design and conduct training at previously-existing sites, was very successful and will be expanded in future training plans.

Training in NBC skills increased from four to six hours of formal instruction with emphasis on survival skills. Additionally, the skills taught during the formal instruction were reinforced during the infantry training and during field artillery training, a portion of which was conducted in the highest level of protection against a contaminated environment, mission-oriented protective posture (MOPP-IV).

Added emphasis in Engineer training was given in mobility and counter mobility training, construction of obstacles, and clearing hasty protective minefields. These skills, coupled with cadet construction of various bridging assets, continue to demonstrate the importance of engineers as a vital partner of the Combined Arms Team.

The CFT conducted in 1982 saw a continued effort to align the training program with TRADOC's MQS-I tasks prepared for all precommissioning sources. As a result, 32 tasks were integrated into the requirements for the successful completion of CFT by cadets. This was an increase from the 17 MQS-I tasks evaluated during the previous summer. Cadets were trained to meet or exceed MQS-I standards and were tested on a GO/NO-GO basis. Retraining and retesting was conducted as necessary.

In the future, the overall MQS-I plan will establish the minimum content and standards of instruction at Camp Buckner. The standards for successful completion of CFT will be significantly above applicable MQS-I requirements. As was the case the previous summer, because of the limitations of CFT to six and one-half weeks, some training continued to be conducted in the pre-CFT preparatory periods of Spring Break and Fourth Class Graduation Week Training. These subjects were no less important than field related subjects, but, due to their nature, could be conducted prior to CFT. They included orientations, issuance of equipment, and classes such as Human Sexuality, Preventive Medicine, and Pace Count. Additionally, team building events such as the Confidence Obstacle Course and the Practice Obstacle Course were conducted prior to CFT.

Training conducted at Fort Knox continues to be a highlight of the CFT program. The use of the Multiple Integrated Laser Engagement System (MILES) was added to the mounted tactical training conducted at Fort Knox for the first time this summer. This system added an exciting dimension to the mounted training and will be increased to include other maneuver training instruction in future CFT programs. The addition of Vulcan firing conducted by the cadets during the Air Defense instruction given at Fort Knox was a positive factor in demonstrating the lethality of this air defense system and its support for the Combined Arms Team.

Successful programs continued from the previous two CFTs included: (1) the expanded use of NCOs from various training installations to assist company tactical officers and associate tactical officers in each of the eight CFT companies; (2) offering both a fast (six to seven minute/mile) and a regular (eight minute/mile)

pace in the morning physical training runs to enable the most capable cadets to enhance their physical proficiency; (3) the use of the company training officer (a cadet cadre member who assumed much of the administrative burden associated with the training program, permitting other members of the cadet cadre to emphasize their primary responsibilities); and (4) the continuation of computer-generated terrain views to enhance Land Navigation instruction.

Second Class Summer Training 1982

Summer training for the Class of 1984 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 1982 summer training period.

Giving each cadet "hands on" leadership experience at the small unit level 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 700 cadets from the Classes of 1983 and 1984 participated in this year's program, which included five week assignments in one of ten different branches and specialties in the Western Hemisphere or Europe. All but two (Infantry and Armor), were open to women cadets. Training in CONUS at 16 posts was undertaken by 358 cadets; training in Europe by 245; training in Alaska, Hawaii, and Panama by 76; training in Korea by 36; and training in the Philippines by one cadet.

As in the CTLT Program, increasing the cadets' leadership experience continues to be the primary goal of the DCP. The DCP places cadets in basic training companies performing the duties of non-commissioned officers. A significant expansion in the program occurred during the summer of 1982 both in terms of numbers of participants and in the number of posts hosting cadets. A total of 314 cadets from the Class of 1984 participated in the program, an increase of nearly one-third in the number participating from the year before. This year eight posts participated in the program, with the addition of Forts Sill, Benning, Bliss, and McClellan to those previously participating (Forts Dix, Jackson, Knox, and Leonard Wood). Women cadets are restricted to assignments at four posts (Dix, Jackson, McClellan, and Leonard Wood). All of the cadets successfully completed the program.

CMST consists of seven individualized skill training programs conducted at seven different military schools. The primary objective of the CMST program is to provide a motivational and confidence-building experience for the cadet. There were no changes in the scope of the CMST program from the previous year. Except for their restriction from participating in the Special Naval Warfare Orientation Course (SNWOC), women participated in all training on the same basis as men with comparable results. Cadets, primarily from the Class of 1984, were represented in varying strengths in each of the following training programs: Airborne (447), Jungle Operations Training (141), Northern Warfare (69), Flight Training (89), Air Assault (125), Survival, Evasion, Resistance, and Escape (78), and the Special Naval Warfare Orientation Course (11). Of the 960 cadets participating in CMST programs, 911 (or 95%) successfully completed the training. Forty-two of the 49 cadets who failed were in Airborne training, where 90% of the cadets successfully completed the training.

First Class Summer Training 1982

Members of the Class of 1983 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.

Volunteer Summer Training

The Summer of 1982 was the first year an attempt was made to monitor cadet participation in the various Volunteer Summer Training (VST) Programs (formerly called Special Summer Options) sponsored by the academic departments, the Directorate of Admissions (DAD), the Office of the Director of Intercollegiate Athletics (ODIA), and the USCC.

Under the new method, the names of those cadets nominated by the Academy sponsoring agency and approved by the respective tactical officers are forwarded to the Cadet Advanced Training Branch, S3, USCC where the cadet's participation in the VST program is integrated into the cadet's entire summer training package. In addition to providing a more complete and effective utilization of each cadet's time during the summer, this process also helped to correct the problems of lack of control and lack of accountability which had frequently characterized these programs in the past. These VST programs were a valuable source of additional training for some 196 First Class and 156 Second Class cadets to supplement and enhance their USMA educational experience. The largest single area of participation during the summer was that of some 18 First Class and 86 Second Class cadets who served either as visitors abroad or as hosts for foreign cadets at USMA in the previously-mentioned Foreign Academy Exchange Program. Other areas of significant cadet participation were that of 28 First Class and 18 Second Class cadets in the Cadet District Engineer Program and the attendance of some 37 First Class cadets in the Invitational Academic Workshop. Other programs in which ten or more cadets participated included the Service Academy Exchange Program, the Analytical and Engineering Projects Program, the Computer Science Intern Program, the Cadet Summer Enrichment Program, the Cadet Summer Service Program, and the U.S. Army Drug and Alcohol Abuse Training Program. Finally, each of the four cadets participating in the Crossroads Africa Program had duty in one of the following nations: Gambia, Lesotho, Mali, and Sudan.

MILITARY SCIENCE

During the 1982-1983 Academic Year, the Department of Military Instruction continued to refine and improve the military science curriculum.

The Military Heritage and Standards of Professional Behavior (MS 101) course provided cadets with an introduction to the military profession. Cadets were introduced to the concept of a "profession" in our culture, tracing the evolution of military officership from its origins to a modern notion of a profession. The course continues to include a lecture and seminar program on professional behavior and ethics. That topic receives reinforcement throughout the course.

The Small Unit Tactics (MS 102) course introduced cadets to map reading and to basic infantry squad and platoon-level tactics. In addition, cadets were also exposed to Performance-Oriented Training and were required to present a short class on a military related piece of equipment. Fourth Class cadets continued to receive more exposure to Soviet military doctrine and organization. MS 102 continues to be the foundation for cadet tactical training in the military science curriculum, and is intended to provide the basic knowledge for follow-on field training at Camp Buckner.

The Combined Arms Operations (MS 200) course improved terrain board instructional techniques and required oral presentations (information briefings) from cadets. These initiatives have led to more cadet interest and student participation. Smaller classes enabled instructors to develop more comprehensive terrain board exercises which included the oral presentations. With the scheduling of some MS 200 sessions to morning hours the student/instructor ratio was reduced from 22:1 during the 1981-82 Academic Year to 18:1 during the 1982-83 Academic Year.

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. Additional emphasis on course skills was achieved through eight hours of outdoor practical exercises. Additionally, panoramic sketching was added to the course this year.

The Army Systems Management (MS 300) course offered Second Class cadets a study of the Army's organizational systems (personnel, training, supply, maintenance, and readiness). These systems were viewed from the organization level as well as the platoon and company level to enable cadets to understand the function of the systems within the Army and their future role as leaders in utilizing the systems.

CLASS OF 1983 BRANCH SELECTIONS

The following chart illustrates the results of the branch selections of 886 cadets of the Class of 1983 who participated in January 1983. Twelve other cadets who graduated at midyear 1983 were not included in the total assignments to each branch in January. The figures of six branches should be adjusted to account for their additional assignments (IN to 189, AR to 116, FA to 171, AD to 63, EN to 110, MI to a total of 26 for both specialties). These midyear graduates select a specialty based on their performance rank of where they would have selected if selection had been made in January with the rest of their class.

Engineering, Aviation, Military Police, Military Intelligence, and Transportation Corps slots were the only branches or specialties whose quotas were filled before male cadets were restricted in their selections to the combat arms; Military Police, Military Intelligence, and the Chemical, Transportation, and Quartermaster Corps were the only branches filled before female cadets were restricted in selections to combat arms. Male cadets filled all available slots in Engineering, Military Police, Military Intelligence, Transportation, one of the two Quartermaster and two of the three Ordnance specialties. Women filled all available slots for Military Police, Military Intelligence, Chemical, Transportation, Quartermaster and one of the three Ordnance specialties. On the other hand, male cadets satisfied only the minimum quotas in Infantry, Armor, Field Artillery, and Air Defense; women filled only the minimum quotas in Field Artillery, Air Defense, and Engineer. (The branches of Infantry and Armor are closed to women.)

1983 SPECIALTY SELECTION

<u>SPECIALTY BRANCH</u>	<u>QUOTA</u>				<u>SELECTIONS</u>	
	<u>MAX</u>	<u>MALE</u> <u>MIN</u>	<u>MAX</u>	<u>FEMALE</u> <u>MIN</u>	<u>TOTAL ASSIGNED</u> <u>MALE</u>	<u>FEMALE</u>
11 (IN)	225	188	N/A	N/A	188	N/A
12 (AR)	135	115	N/A	N/A	115	N/A
13 (FA)	197	166	16	4	166	4
14 (AD)	73	61	17	4	61	4
15 (AV)	88	72	11	2	88	8
21 (EN)	109	92	17	4	109	4
25 (SC)	33	0	5	0	20	3
31 (MP)	8	0	4	0	8	4
35 (MI)	19	0	3	0	19	3
37 (MI)	6	0	4	0	6	4
71 (TC)	4	0	1	0	4	1
73 (OD)	3	0	2	0	3	1
74 (CM)	13	0	2	0	4	2
75 (OD)	6	0	3	0	6	3
81 (QM)	2	0	1	0	2	1
91 (OD)	13	0	8	0	9	5
92 (QM)	14	0	8	0	7	8
95 (TC)	10	0	6	0	<u>10</u>	<u>6</u>
Total					825	61

The branch selections of the Class of 1983 were the first with separate selections for men and women cadets. This action was taken in view of the fact that 80 percent of the West Point graduates must select one of the combat arms branches or specialties and that the DA combat exclusion policy severely limits the career choices for women in the combat arms. As a result, using the same branching selection criteria for men who are encouraged and for women who are discouraged from entering the combat arms was deemed inappropriate. Under the revised format, the branch selection requirements for women in the combat arms were realigned to correspond more closely to those requirements for women from other commissioning sources.

SANDHURST TROPHY COMPETITION

The Sandhurst Trophy, awarded annually during the spring to the Regiment achieving the highest degree of military excellence, was presented to the 2d Regiment of the U.S. Corps of Cadets by Major General Tony A. Boam, Commander of the British Army Staff. This was the fourth time in the 14 years of this competition that the 2d Regiment has won the trophy. The competition consisted of four, four person teams from each company (144 patrols in all) tested in swift movement, M16 firing, assembling and disassembling of the M60 machine gun, NBC training, communication skills, and land navigation. This was the first time that four, four person teams from each company were fielded instead of five. The reduction in the number of cadet patrols from 180 in 1982 to 144 in 1983 is due to the increasing demands on cadet time. Company D of the 2d Regiment, led by Tactical Officer Captain Harold G. Waite, was judged the winning company of the Corps of Cadets.

For the second year in a row, the entire Sandhurst competition was conducted on the main post areas of West Point with the benefits noted in the 1982 Annual Report. As the nature of the competition was adapted to the West Point main post area, at the recommendation of the Commandant, the standards of the competition were toughened. This action was taken in an effort to make more distinct gradations among the competitors because many of the patrols were receiving the maximum scores on several of the events. As an example, the Swift Movement course was lengthened from 1.6 to 2.2 miles.

A major change in the rules was made this year concerning cadet support personnel. In an effort to stress the importance and responsibility of support personnel, they were integrated into the scoring at the regimental level. Each regiment was assigned an equal number of support personnel and stations to operate and the regiment was penalized for no-shows. This did not effect company or team scores. The action encouraged continuity and stability of cadet support personnel and enhanced the conduct of the operation.

Modifications continue to be made to make the Sandhurst competition a challenging and rewarding military skills competition which enhances professional development, promotes teamwork, and recognizes military excellence in selected basic soldier skills.

CADET CLUB ACTIVITIES

The Directorate of Cadet Activities (DCA) provides leisure-time activities which facilitate cadet social development and assist the promotion of the other cadet developmental concepts. Cadet voluntary participation in these programs provides opportunities to gain valuable leadership and management experience as well as relaxation and enjoyment. In most cases, cadets participating in club activities acquire a skill which they carry with them into their Army careers.

The DCA uses Cadet Activities Funds to enhance social facilities through the purchase of new furnishings and decorations. The Fund also paid the expense for lighting improvements in Eisenhower Hall and will assume some of the cost for the ceiling and lighting improvements under construction in the First Class Club.

The Fine Arts Forum brought to West Point acclaimed classical artists Itzak Perlman, Eugenie Zukerman, and the Atlanta Symphony with the Westminster Symphonic Choir. Other attractions included the popular Broadway musicals "Sugar Babies," "Barnum," and "Evita." Celebrity appearances by Roy Clark, Milton Berle, Linda Ronstadt, and Burl Ives were also featured. In addition to its artistic success, the season was also the most financially successful season to date with gross sales exceeding one million dollars. The financial solvency of the theatre program has made possible a number of other activities that enrich the cultural climate at West Point. These programs included the free admission visual arts offering of the 1929 Gallery, the Sunday Chamber Music Series, and the West Point Visiting Artist Program. The Arts and Entertainment Program reached well over 100,000 patrons and offered nearly 100 events.

The cadet social calendar during the fall was marked by the attendance of some 2,150 people at Ring Weekend banquet, the annual Autumn Weekend, and numerous informal hops. In the spring, some 2,150 cadets and guests attended the 500th Night banquet where Mr. Paul Bucha, USMA '65, Medal of Honor recipient, was the guest speaker. The 100th Night activities included Mr. James H. Webb III, writer and U.S. Naval Academy graduate, as guest speaker. Yearling Weekend included Lieutenant General James D. Hughes, USMA '46, as guest speaker. Graduation Week activities featured a formal banquet and hop for some 5,000 people and former Superintendent Lieutenant General Andrew J. Goodpaster, USMA '39, as banquet speaker.

Social programs during the period were enhanced by the acquisition of a modern stereo system for the Ballroom through a grant from the West Point Fund. Limitations in the ability of the cadet restaurant flooring to adequately support dances has necessitated use of the Ballroom for informal hops when large crowds are expected. Decorative tables and chairs for Benny's Lounge were purchased, increasing its capacity and contributing to a lounge environment. Coffeehouse entertainment was scheduled on a regular basis. Dinners catered in this area for company social gatherings and extracurricular club meetings have been successful. Realignment of these two areas has added a new dimension of social offerings for the Corps. Use of Eisenhower Hall as a rehearsal site for the Glee Club, Cadet Band, Spirit Support Group, and Pipes and Drums has increased markedly the utilization of the building.

Extracurricular Activities

Cadets participated in 92 cadet clubs and competitive teams which offered over 150 distinct activities during the 1982-83 Academic Year. Women cadets participated in 90 percent of these activities, and in 18 of the 24 competitive teams. These cadets, assisted by over 250 officer NCO advisors, elected their club leaders, managed their own budgets, and planned and conducted their own events, which during the past year included 390 trips and 300 significant activities held at West Point. At the same time during this period, there was a significant reduction in longer distance trips which detract from cadet classes or study time. In addition to the individual developmental benefits to be gained from participation in extracurricular activities in such areas as expanding leadership and managerial skills, the cadets also received excellent experience in property control and accountability.

The 24 competitive club sports allowed cadets the opportunity to participate at a high level of competition complementing the Corps Squad athletic and Intramural programs. The Fencing Team had its best season in years, finishing with a 7-1 record. The Cadet Marathon Team sent 25 cadets to the Boston Marathon. The Cadet Rugby Team's "A" side was the New York Metropolitan Rugby Union champion; finishing the season fourth in the nation with a record of 14-2. The Cadet Water Polo Team won the National Collegiate Athletic Association (NCAA) Division II Eastern Regional Championships. The Men's Bowling Team won the Tri-State (Rhode Island-Connecticut-New York) Division of its conference with a record of 13-1 in match play. Cadet Lon L. Pribble went on to win the men's national match game championship. Several cadets from the Sport Parachute Team earned first place finishes at the Collegiate Nationals: Cadet David R. Houston was first in accuracy, second in style, and first overall in the novice category; Cadet Stephen T. Houston was first in accuracy in the intermediate category; and Cadet Robert W. Fry was first in style and first overall in the advanced competition. The Club also performed over 45 demonstration jumps in support of Army athletic events and for the Recruiting Command. The Karate Team enjoyed an undefeated season including two wins over Navy. The Powerlifting Team scored well in competition and hosted the New York State Championships. The Cadet Trap and Skeet Team finished first in three of the four events and won the Eastern Intercollegiate Championships. Cadet David C. Weston led the team and received recognition as the High Overall Shooter for the second year in a row. The team went on to finish fifth in the match at the National Intercollegiate Trap and Skeet Championship. Finally, the West Point Orienteering Team won the U.S. Orienteering Federation Intercollegiate Championship, which was held in Westchester County, New York, in April against more than 40 teams comprised of over 390 individual competitors. This marks the sixth consecutive year in which the Academy team has attained this distinction. Cadet Mary J. Costello won the Senior Women's Intercollegiate title, Cadet Tasha L. Robinson won the Junior Women's Intercollegiate title, and Cadet William H. Guinn won the Junior Men's Intercollegiate title.

Extracurricular clubs and organizations offered a wide variety of activities for cadet participation. Among the more noteworthy were the sponsorship of 300 handicapped area children in the Orange County Special Olympics, again held at West Point, the 20th annual West Point camporee at Lake Frederick for some 3,300 scouts, the annual Student Conference on United States Affairs (SCUSA) conference, and participation of the various religious choirs at the Army War College, at Los Angeles, at Boston, at Montreal Canada, at the Eisenhower Statue Dedication, and at Veterans Day observances at the National Cathedral in Washington, D.C.

The Cadet Glee Club enjoyed a very busy year which started off with a recording session for a new Christmas album. The new album also features the other cadet choirs and the first recording of the Cadet Chapel organ since 1955. The Glee Club represented the country in the opening of the EPCOT Center; performed at a Gold Medal Award Dinner for Roone Arledge in New York City; appeared at the American Newspaper Convention attended by the President of the United States; and performed before a capacity crowd at Radio City Music Hall celebrating Bob Hope's 80th birthday. The Glee Club visited the St. Louis area, and toured various sites in Florida and South Carolina. The club also gave a concert in conjunction with a gift of a seven-foot Steinway piano to the Corps of Cadets by the Daughters of the United States Army. The piano, permanently located in the Ballroom of Eisenhower Hall, will be used for special presentations of the Cadet Fine Arts Forum in addition to regular rehearsals of the Glee Club.

The Catering Branch of the Cadet Restaurant expanded during the year and provided support for activities ranging from formal dining-ins to carry-out service. This improvement will permit a greater number and variety of parties to be held in the Cadet Restaurant than was possible in the past.

DEPARTMENT OF PHYSICAL EDUCATION

During this Academic Year, the Department of Physical Education (DPE) was officially organized with two Deputy Directors. This organization, used on a trial basis during the previous academic year, was approved by the Department Director, Colonel James L. Anderson. Lieutenant Colonel Robert B. Cairns served as Deputy Director (Operations) and Lieutenant Colonel Bruce J. Wicks served as Deputy Director (Supply and Administration). Additionally, at the request of the Superintendent, Colonel Anderson officially became known as the Master of the Sword, the traditional title of the Head of the Department of Physical Education. Dr. Roger C. Wiley, Head of the Men's Physical Education program at Washington State University, served as the fifth departmental Visiting Professor during the past year. His contributions involved (1) initiating a program for Masters Degree attainment in physical education at Washington State University for future DPE instructors; (2) structuring an evaluation program for physical education college students who, through their ROTC affiliation, would serve in DPE in an intern role; and (3) submitting a formal proposal for an academic program which, if implemented, could lead to a concentration in physical education at the end of four years at the Military Academy. Two officers were assigned to DPE to allow them to prepare for Olympic tryouts for the 1984 Olympic Games: First Lieutenant Jon Hallingstad (decathlon) and First Lieutenant Romey Pelletier (wrestling). Finally, a thorough review of the organization and inner workings of the Department resulted in a new DPE syllabus that was completed in May. The new updated and expanded syllabus provides a comprehensive presentation of all departmental activities.

Instructional Program

No major changes to the Fourth Class instructional program were initiated this academic year. Fourth Class cadets continued to attend the four standard courses: swimming, gymnastics, fundamentals of physical fitness, and boxing (for men) and Self-Defense I (for women). The teaching faculty again consisted of active Army officers, civilians, and ODIA head coaches and assistants.

Lecture classes from the Fundamentals of Physical Fitness subcourse have been videotaped to provide flexibility in the use and presentation of subject matter. In accordance with concerns expressed by the Department of the Army, plans also have been initiated to investigate using the USCC Dietician in the Diet/Nutrition/Weight Control portions of the subcourse.

No new courses were added to the upperclass curriculum this year. Jazz dance, which was offered on a pass/fail basis to First and Second Class cadets during the previous academic year, was offered as an elective round for First Class cadets during this academic year. The course was well received and will remain part of the upperclass curriculum. Offering five rounds of strength development and two rounds of cardiopulmonary resuscitation gave First Class cadets and cadets who were unable to take physical education because of medical problems an opportunity to receive physical education credit.

The upperclass program sponsored an outstanding guest lecture/demonstration for cadets. Mr. Tim Bassett, former professional basketball player and captain of the world champion New York Nets (American Basketball Association), taught two basketball classes and worked with both cadets and members of the West Point community in March.

The physical education (PE) semester grading system and the remedial fitness program, designed to train, educate, and evaluate those cadets deficient in PE for the previous term, were continued unchanged. Forty-eight of the 77 cadets conditioned in PE due to failure in physical performance during the first term had satisfactorily met the terms of their conditioned status by the end of the second term. Nineteen of the 29 remaining cadets failed to meet condition terms and ten were medically unable to remove condition status. Eight of the 19 cadets who failed to meet condition terms were separated or resigned and the remaining 11 were enrolled in PE for the 1983 Summer Term Academic Program (STAP). (Four of the cadets enrolled in STAP were First Class cadets.) Twenty-five cadets were found deficient in PE for second term; six First Class cadets, upon satisfactorily passing a conditioned status APRT, were graduated in May with their class. Of the remaining 19 cadets, 16 were placed in a conditioned status for the 1983-84 Academic Year, two were enrolled in STAP 1983, and one resigned. All but two of the 13 cadets who attended STAP for physical education were able to satisfactorily complete the program. Those two cadets were separated by the Academic Board.

The Corps Squad grading policy implemented during the 1981-82 Academic Year was continued this year. All upperclass Corps Squad athletes received a grade for their in-season Corps Squad participation in lieu of attendance and grade in the physical education subcourse offered at the same time. Similarly, Fourth Class Corps Squad athletes attended all physical education instruction, but could select to receive a Corps Squad grade in lieu of being graded on the Indoor Obstacle Course Test (IOCT), which would then be taken for diagnostic purposes only. Managing the Corps Squad grading policy continues to place a tremendous administrative and computer burden on DPE. Colonel Anderson is concerned over the propriety of using Corps Squad performance to determine grades of some First Class cadets when other members of their class are graded solely on their performances on three fitness tests. This procedure will be brought back to the Academic Board during the 1983-84 Academic Year.

Testing

Each cadet took three of the following four physical fitness tests during the academic year: the Two Mile Run Test (2MRT), the Indoor Obstacle Course (IOCT), the Physical Aptitude Test (PAT), and the Army Physical Readiness Test (APRT). The 2MRT was administered to First and Second Class cadets during the fall testing season. The IOCT was administered to upperclass cadets during the winter testing season and to Fourth Class cadets during the spring testing season. The PAT was administered to Fourth Class cadets during the winter testing season. The PAT replicates the Physical Aptitude Examination (PAE) that cadets take prior to entrance, with the exception that women must do pullups on the PAT as do the men. The APRT was administered to First and Second Class cadets during the spring testing season and to the Fourth Class cadets during the fall testing season. Third Class cadets took the APRT at the end of CFT at Camp Buckner as well as during the spring testing season. The spring APRT also served to qualify cadets scheduled to attend Airborne or Air Assault schools during the summer training period. As has been the case in the past, in all physical tests involving running or upper body strength the men achieve higher degrees of overall proficiency. In the sit up portion of the APRT, however, the women and men achieve generally comparable results.

Through a Doctrine of Comparable Training, the Academy has sought to compensate for the fact that men, due to their superior upperbody strength and increased heart and lung capacities, generally attain higher total scores than the women. As a result of these physiological differences, physical fitness grading scales for women have been adjusted accordingly. Thus, men and women giving equivalent levels of effort and intensity in training receive comparable grades. The result of this policy has been to facilitate the maximum degree of integrated physical training while compensating for the physiological differences in women.

One measure of the success of the evaluation standards is the similarity in the proportion of both sexes found to be deficient in the various physical tests. In the 1981-82 Academic Year, the percentage of First and Second Class cadets with deficiencies on the physical tests ranged between zero and four percent of First Class men and women. During the 1982-83 Academic Year, although the percentage of deficiencies rose, it only ranged between one and six percent on all tests except for the IOCT. From an analysis of the average levels of deficiency for the 1981-82 and 1982-83 Academic Year, it is apparent that the highest levels of deficiency occur among cadets taking the IOCT and among plebes in general.

Comparative Levels of Deficiency on Physical Tests for Men and Women Cadets

Test	<u>1981-1982 Academic Year</u>		Test	<u>1982-1983 Academic Year</u>	
	<u>Class</u>	<u>Ave % Deficient</u>		<u>Class</u>	<u>Ave % Deficient</u>
		<u>men/women</u>			<u>men/women</u>
2MRT	Upperclasses	1.2 4.8	2MRT	Upperclasses	1.9 2.6
APRT	Upperclasses	3.7 2.3	APRT	Upperclasses	3.1 3.4
	Plebes	7.6 6.9		Plebes	12.3 9.4
IOCT	Upperclasses	5.5 7.7	IOCT	Upperclasses	8.0 4.9
	Plebes	3.4 9.2		Plebes	12.1 22.4
PAT	Plebes	4.1 10.9	PAT	Plebes	7.6 13.2

During the next academic year, the APRT will continue to be administered in combat boots. Cadet tests illustrate that the amount of running required to prepare for and to pass the 2MR as part of the APRT does not cause significant injuries to well-conditioned cadets. Additionally, a pushup survey using a clickerboard was conducted in June 1983 to determine the feasibility of using that device in future APRTs to improve the accuracy of the scoring of pushups.

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. Participation was again mandatory in the fall and winter seasons, and voluntary in the spring. Some problems were experienced in fall/winter in meeting minimum team strength for all companies in all sports. A system is being established to make a more concerted effort to monitor levels of cadet participation. In the spring, 35 companies fielded softball teams, 32 fielded lacrosse teams, 29 fielded racketball, and 24 fielded cross country. No new sports were tested or offered this academic year.

Research

The Research Branch focused its efforts on an extensive research project entitled "Comparison of Metabolic Responses of USMA Men and Women in Military Load Carrying." The objective of this research investigation was to compare metabolic response differences between USMA males and females in horizontal treadmill walking and jogging velocities in three military load carrying conditions. The study, completed in the spring, will be analyzed to determine if significant metabolic response differences exist and, if so, how the findings can be applied to improve the USMA physical and military training programs.

Sports Medicine

During the academic year, there were 2,897 visitations to the Reconditioning Room. An average of 554 Fourth Class cadets visited the room per round for an average of 18.6 cadets per day per round. Some 262 cadets attended reconditioning for one or two days; 292 cadets attended reconditioning three or more days.

The Sports Medicine Section continued to be an integral link in the Cadet Weight Management Program. Over 400 skinfold measurements were performed on cadets, enlisted soldiers, and officers to estimate their percentages of body fat. The bi-annual height/weight surveys for the USCC were also conducted. The section has found that using the Durnin-Wormsley method, generally used by the Army, gives an inflated estimate for the body fat in the USMA Corps of Cadets and staff and faculty. As a result, the Jackson-Pollock method, which appears to give a more accurate measure for this highly-athletic population, is being utilized.

During CBT 1982, posture pictures were taken and evaluated for 578 cadets from the Class of 1986 with identifiable posture problems. This action was taken to improve cadet military bearing, health, and vigor. More than 70 percent of the identifiable cadets were able to correct their deficiency within a short period of time; a considerable number of the remaining 164 cadets were successful in improving their

postures after an aggressive series of follow-up sessions. The success of this voluntary program illustrates that the vast majority of the posture problems at USMA are the result of poor habits and a lack of awareness of the problem.

During the academic year, the Training Room continued to function smoothly. Over 1,600 cadets came to the Training Room for some form of treatment. The majority of these visits were for taping, strapping, or other supportive devices before physical education classes, intramurals, or club activities. This level represents nearly a 20 percent increase over the level of the previous year and is believed due to the extension of many intramural club programs into additional seasons. In addition, many cadets prefer to be seen by an orthopedist at 1700 in the training room rather than waiting to go on sick call the following morning at 0600.

The total number of injuries suffered by cadets undergoing physical education instruction was 226; 147 of these took place during plebe instruction. The number of total injuries increased substantially from the 1981-82 Academic Year total of 59. The number of injuries attributable to boxing similarly rose from 40 to 106. An analysis of the causes of injuries has failed to give any clear reason for the rise from the previous year, although these latest levels of injuries are comparable to the 141 total injuries and 98 boxing injuries which occurred during the 1980-81 Academic Year.

Footnotes

¹The United States Military Academy, Report of the Superintendent's Honor Review Committee AY 82-83 (West Point, NY, 1983), p.22.

²Ibid, pp. 17 and 29.

ACADEMY COMMITTEE HIGHLIGHTS

CURRICULUM COMMITTEE

During the past academic year, the Committee's work focused on the development of a plan that would permit USMA to offer optional academic majors, on the explanation of that plan to the Academic Board, and on the presentation of the final decisions to the Army Chief of Staff. After final approval of the plan for academic majors, the Committee shaped recommendations for policies ensuring the orderly implementation of the plan.

After spirited debate, the Curriculum Committee's plan¹ for optional Academic Majors and a paper² addressing Math-Science-Engineering (MSE) area course redesign, scheduling flexibility/transfer costs, and symmetry of dual track requirements in the '85 Curriculum were approved by the Academic Board on 27 September 1982. A summary of the approved plan for optional academic majors, including a minority report, was sent for approval to the Army Chief of Staff in October.³ The Chief of Staff approved the plan, with certain stipulations, in a letter of 2 February 1983.⁴ Minor adjustments in the language of the agreement were made later in the month.⁵

The following summary puts the majors program in perspective with other curricular developments and highlights the essential features of the Curriculum Committee's approved plan for offering optional majors:

On 23 April 1981, when the curriculum for the Class of 1985 was approved, the Academic Board made the following stipulation:

"That the Curriculum Committee analyze the possibility and desirability of offering majors to some cadets through the use of validated courses, free electives, or overloads."⁶

In August 1981 that stipulation was modified by the Superintendent's guidance to the Dean to develop a program of optional majors. The Army Chief of Staff had already informed the Superintendent in July that "the time may be right to move forward with the 'majors' concept." Both the Superintendent and Chief of Staff were concerned about "competitive recruiting," providing a "solid technical base" for the Army, and the questionable quality of an undergraduate education that did not provide the opportunity for students to major.⁷

On 24 September 1981, the Dean officially requested Department Heads to make assessments and complete plans for majors and to be guided by the following considerations:

(1) We will continue to offer fields of study as outlined in the '85 Curriculum, but students will be able to major if they desire to do so.

(2) A major should not merely duplicate a field of study; generally the disciplinary major should require more intensive study than the field.

(3) No change in the Core of the '85 Curriculum should be made. (Area Courses are not core courses, but they should not be eliminated unless additional course spaces are needed to satisfy the requirements for a major.)

(4) If necessary, the two free electives can be used to satisfy the major, but every effort should be made to retain one of those electives.

(5) The current academic organization will remain intact.

(6) Although faculty assets are considered frozen for planning purposes, Ph.D. assets should be shared across departments and disciplines; accreditation counselors suggest that about five Ph.D.'s should be associated with each disciplinary major.

(7) Consider the current number of electives an upper limit; new electives developed to satisfy a requirement for a major should replace current electives."⁸

These guidelines provided the framework for Department Heads as they developed proposals for disciplinary majors. The Humanities-Public Affairs (HPA) area-course package had to be modified to accommodate HPA majors, and free electives were relinquished for some majors. Despite these adjustments, however, the basic structure of the '85 Curriculum remains intact. Of utmost importance is the fact that the 31-course core remains unchanged. That core constitutes the professional major, and its importance will continue to be emphasized over the optional majors. Fields of study will still continue to receive top billing in the Redbook, the cadets' academic guidebook.

While plans for majors were being developed by Department Heads, the Accrediting Board for Engineering and Technology (ABET) Committee was acting on yet another stipulation associated with the '85 Curriculum decisions: "That the Academic Board agrees in principle to seek ABET accreditation of the engineering program."⁹ The ABET Committee's report was completed in November 1981; the Curriculum Committee's review was completed in January 1982; and the Academic Board approved five ABET Programs in February 1982: Civil Engineering, Engineering Management, Mechanical Engineering, Electrical Engineering, and Engineering Science. These programs (de facto majors) were developed within the framework of the '85 Curriculum, but again several minor adjustments were made to meet design requirements specified in ABET guidelines. As a result of these minor changes in the '85 Curriculum, MSE students who choose to pursue ABET programs will increase their total academic load by 1.5-2.0 credit hours. Other students' academic loads will remain the same or be decreased by .5 credit hours, depending on their track (HPA or MSE) and their choice of courses.

The planning effort in 1982 aimed at combining the best of the traditional, broad general education with the newer notion of increased specialization--more depth, more intellectual rigor within a disciplinary field. The '85 Curriculum accommodated both objectives quite well. Coming at the end of an evolutionary design process that began with the offering of the first elective to the Class of 1961, the '85 Curriculum comes very close to a full-fledged majors program. It offers two tracks (MSE and HPA), affords each student a modest degree of specialization within a field of study (six electives), leaves two electives free, and retains the traditional, balanced core curriculum. There are 32 core courses, four area courses, four military science courses, six field electives, and two free electives for a total of 48 courses.

This package provides HPA breadth beyond the core, ensures that all HPA students take a third semester of foreign language and a semester of geography, and permits HPA students to select from a distribution list one or two courses that are more compatible with their fields of study or majors. The previous package of only four courses—Foreign Languages, Geography, American Institutions, and Comparative Political Systems—was too restrictive.

Without additional changes to the '85 Curriculum USMA will offer 16 academic majors: eight HPA and eight MSE, including four of the ABET Programs. Because the requirements for an ABET-accredited Engineering Science major are too restrictive, an Engineering Physics major will be offered instead. The list of approved majors is as follows:

<u>HPA</u>	<u>MSE</u>
Behavioral Science	Chemistry
Economics	Civil Engineering (ABET)
Foreign Languages	Computer Science
Geography	Electrical Engineering (ABET)
History	Engineering Management (ABET)
Literature	Engineering Physics
Management	Mathematical Science
Political Science	Mechanical Engineering (ABET)

Aside from design considerations, which are indeed minor, there is an important related issue. The Military Academy will continually emphasize in our sessions with faculty counselors and cadets that majors are optional, that the field of study is not a second-rate path to graduation, and that the core curriculum plus our physical education and military science courses qualify cadets for commissioning in any branch or specialty in the Army. While cadets may select a branch or specialty that will maximize their undergraduate experience, there will be no required tie between the major and the branch or specialty. Cadets, academic counselors, and Army career counselors will be encouraged to keep the "professional major" foremost in their minds, so that West Point graduates at the outset will think of themselves not as engineers or economists but as professional Army officers.

Following the final decision to institute an optional majors program, the Committee concerned itself with the implementation of the plan and its integration with current practices. The Academic Board accepted recommendations for policies governing transcript entries, dual concentrations involving different combinations of fields of study and majors, and course validations. Department Heads also approved a realignment of elements in two core mathematics courses for HPA students and agreed on various procedures for cadets who shift from one track to another. The formulation of special QPA requirements, if any, for cadets pursuing majors has yet to be resolved.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

During the past academic year, the Superintendent's Honor Review Committee (SHRC), which monitors the health of the Honor Code and System, focused on the educational and procedural aspects of the Honor System. Through interviews of cadets and faculty members and through written and oral consultations with appropriate committees, offices, departments, and activities, the Committee assessed cadet attitudes and behavior regarding the Honor Code. The Committee as a whole interviewed approximately 60 selected members of the Corps, staff, and faculty, and an SHRC subcommittee made a multi-attribute utility assessment using a similarly sized selected cross-section of the USMA community.¹⁰ As a result the Committee members obtained the broad perspective essential to prepare the questionnaires required for the periodically-conducted Corps-wide honor survey, which was administered in May 1983.

The SHRC's investigations revealed considerable grounds for satisfaction. The attitude of the vast majority of cadets toward the Code seems generally encouraging. The men and women of the Corps of Cadets take great pride in the Honor Code and recognize that honorable conduct and strength of character are essential for responsible cadetship and officership. They strive for honesty in their official and unofficial conduct, and they seek to develop a greater sensitivity to ethical issues and an improved capacity to resolve complex moral dilemmas. An effective and improving educational program has now been established which, if closely monitored, can assist in the correction of conditions that concern the committee.

Although the Four-Year Honor Education Program is a rapidly evolving positive element in the Honor System, procedures followed when cadets are suspected of violating the Honor Code remain a source of controversy. No obvious systemic changes, however, seem likely to remove the sources of friction. Better education and improved communications, both for the Corps and for those who use the procedures, seem most likely to lessen the level of disagreement.

The Committee also found grounds for concern in all three dimensions of the Honor Code—lying, cheating, and stealing—as well as with the toleration clause and an inability of some cadets to live by the "spirit" of the Code.¹¹

In recent years the Cadet Honor Committee has been extending the dimensions of the prohibition against making false statements on an incremental, case-by-case basis. By the time of this Committee's review the prohibition on lying had been extended imprecisely to include certain misleading acts. In the Committee's view, the extension of the Code to this extent threatens punishment under the Honor System for trivial or prankish acts. This action leaves the Code's scope ill-defined, and prompts attempts to impose artificial geographic limitations on the reach of the Honor Code or System. The Committee also discovered that some cadets apparently feel free to mislead post agencies that control cadet privileges. Despite these concerns, the Committee recommended that a redefinition of lying and improved educational efforts could satisfactorily address both problems.

In the area of cheating, plagiarism is a significant area of concern in academics. A few cadets apparently are involved in the deceptive use of acknowledgment statements and difficult-to-trace borrowings from other cadets or from cadet

information stored in computers. The Committee recommended that the mathematics-science-engineering departments, in conjunction with the Cadet Honor Committee, give this subject close attention in the year ahead.

In an effort to prevent increasing losses of personal property, the cadet chain of command emphasized the conditions individuals must meet when using another's property. That effort has not yet achieved noticeable success. Some cadets seem, moreover, to have applied their lax attitude toward borrowing to their relations with post agencies. Such improper and irresponsible behavior poses a grave threat to the Honor Code and the reputation of the Corps and should become a major focus of the honor educational program and the chain of command.

Of all of the components of the Honor Code, the requirement not to tolerate dishonorable behavior among peers is, to many cadets, the facet most difficult to accept in principle and to apply in practice. Cadets must recognize, both for their development as cadets as well as their future responsibilities as officers, that dishonorable behavior cannot be tolerated in the Army. They must learn that despite peer pressure, camaraderie, and class unity, an individual's honor must take precedence. Changing cadet attitudes toward toleration should become a priority item for the Cadet Honor Committee and the chain of command.

Finally, the Committee felt that the Academy should do more to encourage cadets to live by the spirit of the Code, specifically by having them avoid "legalistic" efforts to narrow the area in which honorable behavior is required and by becoming better aware of the ethical dimension of doing one's duty.

The Corps-wide honor survey administered in early May should enable the Academy to determine more specifically the state of health of the Honor Code and System and the extent to which adverse attitudes pose a threat to the health of both. Following analysis by the next Superintendent's Honor Review Committee, the survey should become the basis for more pointed and effective programs in the year ahead.

ETHICS AND PROFESSIONALISM COMMITTEE

The Ethics and Professionalism Committee monitors ethical and professional education programs at the Military Academy. During the past year the Committee focused on the relationship and integration of the West Point Honor Code with the American Military Professional Ethic and the integration of the Four-Year Cadet Honor Education Program with the USMA Curriculum.

The Military Academy's stated purposes in the area of moral/ethical development are fully compatible with the recently-initiated Army-wide program of education in professional ethics. However, no systematic, monitored effort has been made to incorporate the Military Qualification Standards (MQS)-series instructional material into the USMA developmental program. For example, USCC Pamphlet 632-1, "The Honor Code and Honor System," describes moral development in terms of an "Honor Ethic." The "Honor Ethic" is a term generated at West Point in the 1970's as a label for the rationale that supports commitment to the values represented in the Honor Code. The term has not been related directly to the professional values that constitute the basis of the military professional ethic in the current Army program of education in professional ethics. The desirability of presenting a concept of

ethical behavior somehow unique to West Point is highly questionable. It is the committee's view that the Honor Code can be most effectively and comprehensively presented in relation to the professional values that constitute the American Military Professional Ethic. Emphasizing that relationship lends depth and substance to the concepts of the Honor Code and System. Such emphasis would help to eliminate the impression among some that the Honor Code is somehow unique with the Military Academy and can be left behind when graduates leave West Point. In fact, the primary purpose of the process of moral development at USMA is to produce a graduate with the character and values appropriate for a career officer in the United States Army. Therefore, the Committee recommended a shift in emphasis in honor education at West Point to focus on the American Military Professional Ethic.¹²

The committee also found that the Cadet Four-Year Honor Education Program included elements of instruction which were being taught by volunteer officer instructors. This occurred in those topics of discussion which cadets firmly believed to be essential but which they felt unable to teach. The committee objected to the use of volunteer instructors, contending those portions of the honor program should be taught as part of the USMA curriculum both to ensure that they are fully coordinated and integrated with other objectives and portions of the program and also because it is the institution's responsibility to cadets.

Since the previous Ethics and Professionalism Committee's evaluation of the USMA curriculum never appeared in a written document and because the current committee was unable to undertake a curricular review, the Committee felt it appropriate that the 1983-84 Committee undertake a review of the "ethics and professionalism thread" in the curriculum. At that time, the new curriculum for the Class of 1985 will largely be in effect. In the course of that review the committee also should review the Cadet Honor Education Program to determine the compatibility and integration of that program with the curriculum. The Committee might determine if those elements of the Education Program beyond the capabilities of cadets were duplicated elsewhere in the curriculum or, if not, recommend where additions or modifications to the curriculum might be made to include them.

Finally, the Committee made recommendations on the composition of the Committee designed to enhance the Committee member's expertise, to limit stagnation, and to facilitate policy making. The Committee felt the 11-member size of the committee sufficient and argued that it remained important to have this committee separate from, but coordinated with, the Honor Review Committee.

LEADERSHIP DEVELOPMENT COMMITTEE

In September 1982, the Leadership Development Committee conducted the second session of the Service Academies Leaders' Conference. The purpose of the conference, part of the Robert T. Stevens Development Program, is threefold: (1) to "provide Service Academy senior leadership with an opportunity for doing the practical leadership planning required to execute the responsibilities of top-level cadet or midshipman command"; (2) to "further develop and enhance the sense of interdependence and teamwork within each command group, through common understanding of objectives, priorities, criteria, and specific leadership techniques needed to run a large organization"; and (3) to "enable Service Academy command groups to exchange notions, ideas, concepts and techniques applicable to the

challenges of Service Academy senior leadership."¹³ Assisted by Committee members, cadets from each of the academies presented briefings on the leadership development program at their Academy followed by a discussion of the strengths and weaknesses of each program. The participants gained worthwhile insights into the perspectives, methods, and techniques of developing leadership utilized by each of the service academies.

In October, the Superintendent, Commandant, and Dean were briefed by Committee Chairman, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, on the Committee's review of leadership education and training at the Academy. Areas identified by the Committee as receiving strong coverage were planning, organizing groups, problem solving and decision making, directing and motivating subordinates, and inspirational leadership. Areas identified by the Committee as receiving weak coverage included conducting meetings and briefings; presenting formal instruction; devising developmental programs to correct subordinate weaknesses; assessing one's own leadership strengths and weaknesses; and creating or developing an environment in which effective communication can take place. Other items, such as preparing and conducting performance and personal counseling and reducing dissatisfiers (or irritants) among military personnel, were identified as problem areas due to sequencing in the curriculum. The Committee recommended that these problems be corrected by additions to and modifications of various military science or behavioral science courses or through extracurricular training. The Superintendent approved the committee's recommendations and action was undertaken to implement them.

At the October meeting, the Superintendent reiterated his view that the Commandant was the proponent for leadership development and, in accordance with a prearranged agreement, rotated the chairmanship of the Committee from Colonel Prince to Colonel Jack W. Dice, Deputy Director of the Department of Military Instruction (DMI).

In the first year the membership of the Committee was intentionally narrow and its purview confined to an investigation of contributions to leadership development in the academic and military training programs. During the second year the Committee undertook a broader look at leadership development across the Academy which warranted a more extensive committee composition. The membership selected in January 1983 was expanded to include the Director of the Cadet Counseling Center and other specific individuals whose knowledge and expertise in leadership development made them valuable to the Committee. In January, the Commandant also requested that the Committee provide him with recommendations to enable him to take action to accomplish four specific objectives:

- a. Develop the leadership skills of those cadets who are marginally proficient in military development;
- b. Maximize the performance of the tactical officers in their role as the primary assessor and developer of cadet leadership skills;
- c. Develop sufficient evaluation data to ensure that those responsible for assessing and remediating cadet leadership skills have information sufficiently detailed without overwhelming the administrative system; (and)
- d. Develop oral communication skills related to leadership."¹⁴

In April, the Committee presented the Commandant with its recommendations in these areas. A memorandum also was sent to the Commandant on proposed leadership development questions for the First Class Questionnaire of the Class of 1983. The questions were designed to determine cadet perceptions of their leadership development in areas perceived by the Committee to have weak coverage at the Academy and to provide an overall indicator of the health of leadership development at USMA. The results indicated that overall leadership development was perceived to be successful by cadets and that only one problem area— understanding how to reduce dissatisfiers (irritants and environmental limitations) among their subordinates—needed more attention. Additional questions on leadership skills also were added to the Cadet Advanced Training Survey to be administered following the conclusion of the CTLT and CMST programs.

Because leadership development is a comprehensive yet decentralized program that involves many departments and agencies, the committee also took action to add a discussion of leadership development to the Orientation Briefing of Newly Assigned Staff and Faculty members scheduled for the summer of 1983. This additional briefing should contribute to the orientation program by emphasizing the importance of every individual's contributing role in promoting leadership development.

The Center for Leadership and Ethics at Fort Leavenworth is the proponent agency for Army efforts to facilitate the improvement of leadership development. The Center's new draft FM 22-100 will formalize valuable military doctrine in the subject. USMA's actions in leadership development strive to integrate modern behavioral science theories of leadership development with traditional leadership principals and traits. USMA focuses on professional values, leadership skills, and the leader's knowledge of himself, his organization, and his people. The Committee is aware of the importance of integrating our efforts with those elsewhere in the Army to insure that our actions contribute to a coherent, consistent approach to leadership development throughout the service. Indeed, Colonel Dice participated in the 1982 Army-wide leadership conference held at Fort Leavenworth and provided a briefing on our actions in this area and received briefings on efforts of other agencies. USMA's activities in leadership development are fully cognizant of and consistent with the efforts of the Center.

ADMISSIONS COMMITTEE

The Admissions Committee, under the authority vested in it by the Academic Board and USMA Regulation 351-1, "Admissions Program of the U.S. Military Academy," was primarily involved during this academic year in the evaluation of over 6,000 formal candidates from a pool of over 12,000 applicants. These young men and women were judged on the basis of their academic, physical, and leadership qualifications. Some 1,443 candidates, who possessed high prospects for meeting the demands of the Military Academy and for future officership in the Army, were ultimately admitted as new cadets. The success of the Committee in meeting all established goals set by the Academic Board for the Class of 1987 is indicative of the extremely high quality of the candidate pool. Twenty-nine percent of the candidates enrolled were identified as outstanding leaders, 21 percent as top scholars, 21 percent as outstanding athletes; additionally 13 percent of the incoming class will be women, eight percent black Americans, and four percent Hispanic Americans. The proportion of admitted cadets recognized as outstanding leaders exceeded the Academy's goals.

In keeping with its responsibility as agent for the Academic Board, the Admissions Committee this year examined the system for scoring athletic and extracurricular activities on the Candidate Activities Record (CAR), a portion of the Leadership Potential Score (LPS).¹⁵ This review of the scoring system was based on a study conducted by a working group from the Admissions Office and the Office of Institutional Research. The working group prepared a detailed questionnaire, containing 113 of the 161 items on the CAR, which it administered to a selected group of high school coaches, guidance counselors, teachers, USMA cadets, and Academy admissions officers. The proposed changes to the scoring system, which were approved by the Academic Board, involved increases in the scores assigned to 14 activities and decreases in the scores of 24 other activities.¹⁶

The Admissions Committee proposed to the Superintendent a continuation of the Early Action Plan that was initiated in 1981 for the Class of 1986.¹⁷ The positive results noted for that class, in which two-fifths of the candidates stated that the program had a determining impact on their choice of college, led the committee to this recommendation.¹⁸ The committee also endorsed a proposal made by the Director of Athletics "to identify at least five outstanding (blue chip) football players annually..." and "to expedite their appointment providing they meet the USMA standards." This action, approved by the Academic Board in September 1982,¹⁹ was expanded to include the expedited admission of candidates who were outstanding in other fields of endeavor. Two of the 12 football players so identified accepted appointments to West Point and will join the Class of 1987.

The Admissions Committee reviewed in some detail the preparation of cadet candidates at the USMA Preparatory School. The practice of enrolling cadet candidates in analytic geometry and calculus courses when they had failed fundamental courses in algebra and trigonometry was questioned. After a review of this issue, the Committee recommended that candidates who had failed to achieve a 60 average in the first term mathematics courses be required to repeat those first term courses before moving immediately into more sophisticated courses. This recommendation was accepted by the Preparatory School and implemented during the spring 1983 term. Under the revised formulation those cadets failing the first term will review major elements of that material during the next term and only then will receive an introduction to analytic geometry.

One final issue considered by the committee was the desirability of systematizing the institutional guidance provided to ex-cadets who were separated for academic deficiency and who aspire to be readmitted. The Academic Board approved providing a memorandum to such ex-cadets at the time they make known their intent to seek readmission.²⁰ The memorandum advises ex-cadets that they should enroll in academic courses totaling at least 12 credit hours at another college or university and that a transcript of end of semester/quarter grades from the college should be submitted to open a file for readmission. By following this guidance evidence will be provided of the individual's ability not only to pass failed courses but also to succeed in later courses and ultimately graduate.

FACULTY COUNCIL

The purpose of the Faculty Council is to improve communications among the Superintendent, the Dean, and the faculty by providing a forum for obtaining faculty views on specific issues and providing an opportunity for faculty members to bring academic matters of interest or concern to the attention of USMA leadership.²¹

The 30-person membership which constituted the Faculty Council during the past academic year was a major reduction from the 50-person membership of the previous academic year. The Council agrees strongly that the reduced size is more effective. However, in January, the Council voted to invite two representatives from the Office of the Commandant to future Faculty Council meetings. After their attendance during subsequent meetings, the Council recommended that the charter be amended to include two representatives of the Commandant as full members.

A major area of concern to the Council was again the level of academic excellence and diligence which is perceived to characterize many members of the Corps of Cadets.²² It is believed that the attention given to academics by many cadets is insufficient to achieve the desired degree of excellence. The committee recognized that the demands on cadet attention and time from military, physical, and extracurricular activities are heavy. Nevertheless, some cadets appear to rely too completely on the supportive academic environment and do not devote the individual attention that academics warrants.²³ Council discussions devoted to this topic over the year gave all members an appreciation of its complexity and the realization that there were no easy solutions to the problem because all demands on cadet time are legitimate.²⁴ Nevertheless, the Council felt the subject to be of such import that they referred the issue to the 1983-84 Faculty Council and requested that the first order of business should be determining whether a separate and formal study group is required to address this issue.

Another major area of concern to the Council during the past year was the documentation of graded homework. Council discussions revealed that there are differences between the various academic departments (particularly in the MSE area) in the manner in which documentation of graded projects accomplished outside the classroom is handled (although procedures are clearly defined in the Style Manual), and that the use of computer-based materials and programs is not treated adequately in current guides for documentation. The Council recommended that the MSE Committee draw up guidelines for the documentation and grading of work prepared outside the classroom and that each department insure that annual instruction concerning appropriate documentation be presented to each member of the faculty. The Council referred the issue of usage of computer-based materials to the Superintendent's Honor Review Board as a matter more appropriate for its purview.

The Council reviewed and discussed in detail the Military Development System as it impacts upon the faculty. The number of ratings required and the form and content of the ratings were of major concern. The Chairman charged each departmental representative to collect and submit comments and suggestions concerning the rating form, which were consolidated and presented to the Commandant's Working Group on the Military Development System for use in ongoing revisions of the system. The Council also recommended that each department conduct instruction during its New Instructor Orientation on the operation of the System and the proper use of the System forms.

Finally, although all agreed that the physical condition and personal appearance of the faculty is generally good, there are isolated cases in which acceptable standards are not being met. The Council advised against enforcement action by the Superintendent and agreed that the maintenance of the highest standards is the responsibility of the faculty, individually and collectively. The Council prepared a "reminder" list on physical fitness and appearance and circulated it to all members of the faculty.²⁵

SHORT TERM USE OF NEW SOUTH POST WORKING GROUP

New South Post has been occupied by various tenants, some of whom were not originally anticipated by the USMA Chief of Staff. Plans for the Morale Support Activities (MSA) to operate the gym and pool in Rosary Hall, for instance, have not occurred and probably will not be feasible due both to the inability to provide adequate security for the two areas and to DA budgeting constraints on annual operating monies for leased property.

Mary Hall, which was not scheduled to be used during the first part of the lease, will be used during the summer of 1983 to house some of the Summer Augmentation Troops which support cadet summer training. This permits more cadet barracks to be worked on by contractors. Spellman Hall dormitories, which were also to remain unused, were approved for Office of Intercollegiate Athletics (ODIA) use by the Space Utilization Board (SUB). ODIA youth summer camps will use Spellman Hall for two weeks in the summer of 1983. The use of Spellman was also generated by contractor work in the cadet area.²⁶

The Library's conservation facility, which was to have relocated on the second floor of Rosary Hall, was not moved due to the cost of refurbishing the area. The second floor area, previously used as laboratories and equipped with laboratory devices, could have been used for conservation activities. Because of the need for money, however, the Ladycliff College Board of Trustees sold most of the furnishings in all buildings, leaving many rooms, including the laboratories, in an unusable state. Since restoration would have been very costly, the conservation facility elected not to move at this time.

Temporary use of the basement of Doyle Hall (the former Ladycliff College library) is being provided to the two Boy Scout troops from West Point. The Visitors Information Center (VIC) is the only permanent tenant in Doyle and has an excellent layout.

Due to problems with the signing of the lease, several milestone schedule dates had to be adjusted. The lease was approved and became effective on 15 December 1982. Upon final approval, the Assistant Deputy Post Commander-West Point (ADPC-WP) published a milestone schedule in December which revised dates used and fully coordinated in previous documents.²⁷ The current occupants of New South Post, as of 30 June 1983, are:

- (1) Doyle Hall--VIC, Daughters of the U.S. Army (DUSA), the Officers' Wives' Club, and two Boy Scout troops.
- (2) Rosary Hall--Transportation Division, Military Personnel Office (MLPO), American Red Cross (ARC), Army Community Service (ACS), and classrooms for civilian personnel training.
- (3) Spellman Hall--Two elements of the Directorate of Automation and Audiovisual System's (DAAS) Computer Systems Division - the Systems Analysis and Programming Branch and the Data Base Administrative Office. The Civilian Accounting Branch (CAB) of the Directorate of Resource Management (DRM). In addition, dormitories were used two weeks for ODIA Sports Camps.
- (4) Mary Hall--Summer Augmentation Troops.

All moves were made expeditiously, in accordance with the December milestone schedule, with little or no inconvenience to the agencies.²⁸ USMA agencies helping to ensure the smooth operation of the move included the Transportation Division, Directorate of Engineering and Housing (DEH), and the U.S. Army Communications Command (USACC). With the execution of the move of all tenets, the Working Group, chaired by the ADPC-WP, Lieutenant Colonel John M. Howell, had fulfilled its charter and therefore disbanded in February 1983.

Coinciding with the end of the Working Group, Lieutenant Colonel Howell asked that the SUB monitor the space vacated by the agencies that moved as well as areas still vacant at New South Post to ensure that space is available to accommodate a move back to the main post if or when that action is required. The ADPC-WP has maintained a working relationship with post support agencies such as the Provost Marshal, Fire Department, DEH, Purchase and Contract Division, and the Public Affairs Office to resolve minor problems at New South Post. These agencies have taken over the day-to-day operation of the buildings at New South Post just as they do on the main post.

INSTALLATION PLANNING BOARD

The purpose of the Installation Planning Board (IPB) is to recommend policy and to advise the Superintendent on all matters pertaining to major new construction and the USMA Master Plan. In recent years, the Board had drifted from this task and had begun to make decisions on low dollar projects that had little significance to the long range plans of West Point. Diverse tasks and a large number of projects limited the effectiveness of the IPB. The membership of the IPB also had grown over the years becoming large and somewhat unwieldy in its deliberations. As a result, the IPB in November 1981 requested the ODCSCOMPT to conduct a study to determine the most effective and efficient organizational structure. In March 1982, even before the report was released, the Board took action to improve efficiency of operation by establishing the Facilities Modernization Committee (FMC) as a subsidiary committee under the IPB. This Committee assumed responsibility for the Master Plan, Major Construction, Army (MCA) level projects, and items of questionable consistency with the Master Plan. Another subordinate committee, the Space Utilization Board, had already been developed under the leadership of the former Deputy Superintendent, General Charles W. Bagnal, to be concerned solely with the allocation of existing space facilities. The "Management Study-Installation Planning Board" report, which was completed in early spring 1983, recommended a reduction in size of the IPB from 16 to 9 members and recommended that another subsidiary committee be created to advise the Board on the less significant actions and projects that require IPB approval. The Board voted to reduce its size and later in the year created the Subsidiary Working Committee (SWC) charged with reviewing small, lower cost, short-range actions and projects. The management structure which has been created enables all facility decisions to be made at the lowest possible management level. As a result, the FMC and finally the IPB are able to give sufficient attention to those major issues necessitating high-level evaluation.

In addition to the organizational changes consummated during the past academic year, the Board also took action on a number of specific issues. The Board took an active role in efforts to lease the former Ladycliff College, New South Post properties, and

in the subsequent long-range planning for utilization of the facility. The Board did not object to the proposal of the Ladycliff Corporation to sell a piece of its land to the McDonald's Corporation. This action will reduce the price of the remaining property to the USMA by \$100,000. The McDonald's Restaurant will be designed to architecturally conform to the existing facilities at New South Post. The Board also reviewed and approved the Master Plan for Stewart Army Subpost (STAS) and recommended utilizing the Army's "Community Center" concept with consolidation of community services in one area. The Board approved the construction of a new commissary to be located north of the Stony Lonesome Housing Area. Construction should begin during FY86. Finally, the Board approved the new Jewish Chapel project. The Chapel construction, begun in January 1983, is financed by private funds but the Board assisted in obtaining funds from DA to install necessary utility lines to the chapel. The facility shall not only serve as a place to hold Jewish religious services but will also be a memorial to the efforts and contributions of Jews in our national service.

ATHLETIC COMMITTEE

The Athletic Committee is appointed by the Superintendent. With the Director of Intercollegiate Athletics (DIA), it is the principal source of institutional advice on matters concerning the Intercollegiate Athletic Program.²⁹ Its central purpose is to recommend policy in matters pertaining to the total USMA intercollegiate athletic experience to include competitive club activities under the supervision of the Commandant.³⁰

During the current academic year, most Committee work involved fulfilling the routine functions of its charter. However, two efforts, consideration of Academy membership in the Metro Atlantic Athletic Conference (MAAC) and study of a proposed conversion of all Army Athletic Association (AAA) accounts to a central accounting system, are particularly worthy of note.

The question of the Academy's continued participation in the MAAC continued during the past year. The conference was strengthened during the past year with the addition of Holy Cross and La Salle, which increased the number of institutions in the conference from six to eight. This addition enhances the prestige and credibility of the conference as well the likelihood that the conference winner will receive a post-season tournament selection. Accordingly, the Committee voted to continue our participation in the conference for another year. Nevertheless, our annual internal evaluations of our membership will continue and our participation remains contingent on the degree to which this meets the needs and requirements of the Military Academy and the athletic program.³¹

At two meetings in February, the Committee heard presentations from Colonel James C. Ferguson, Director of Resource Management (DRM) at USMA, and from Lieutenant Colonel Allan D. Graham, Business Manager of the ODIA, on the implications to the AAA and the ODIA of a proposed conversion of all AAA accounts to a Central Accounting System (CAS) using the Nonappropriated Fund Information Standard System (NAFISS). The proposal would have placed all financial operations of the AAA under the control of a central accounting office run at post level in accordance with DA policy specified in AR 230-65.

When AAA came under the Nonappropriated Fund (NAF) System several years ago, the ODIA Budget Office, with DA authorization, adopted some accounting procedures and made major modifications in accounts to enable the system to satisfy ODIA requirements. These special accounts, however, could not be integrated into the NAFISS and the CAS also was unable to meet the financial obligations of ODIA as rapidly as is required. Accordingly, the Committee determined that unique requirements inherent in conducting a college level athletic program would not be adequately satisfied by the CAS. As a result, the Committee recommended and the Superintendent concurred in the desirability of seeking an exception to policy to permit the AAA to continue to handle its own accounts.³² In order to meet National Collegiate Athletic Association (NCAA) requirements and in recognition of the greater level of detail required to manage ODIA resources than was provided under NAFISS employed in a CAS, an exception to policy was granted by the Office of the Comptroller of the Army in April.³³ A survey by the office also had demonstrated that the ODIA was sufficiently sophisticated in its accounting techniques and was taking steps to computerize its operation with state-of-the-art equipment.

COUNCIL OF SPORTS SCIENCES AND MEDICINE

In March 1981, two USMA orthopedists, Lieutenant Colonels Keith L. Markey and Walter W. Curl, recommended the formation of an Institute of Sports Sciences and Medicine: West Point (ISSM). In a letter to the Deputy Superintendent and Chairman of the Governance Committee, Brigadier General Arthur E. Brown, noting that the current state-of-the-art in athletic medicine incorporates a multi-disciplinary approach to each particular problem and recommended the utilization of West Point experts in such fields as medicine, nutrition, education, coaching, and exercise physiology to create a coordinated approach to the subject.³⁴ The Committee on Governance considered their recommendation and generally endorsed their proposal. The Committee decided that a standing committee, "The Council of Sports Medicine," should serve as an advisory body of the Superintendent, with proponency by the Surgeon, USMA.³⁵ In the staffing of the Committee recommendation, minor modifications were incorporated into the proposal until a Council of Sports Sciences and Medicine was established in September 1981.³⁶

The purpose of the Council on Sports Medicine is to coordinate scientific research, interdisciplinary treatment, and prevention of injuries and diseases that occur in the physically active USMA population.

During the first year, the committee began to organize into a functioning council, exchanged information, and sponsored an April 1982 symposium on "Physical Performance and the Female" which featured the results of Academy research and medical and psychology views of outside researchers in sports health care and in the field of sports medicine.

At the outset of the 1982-83 Academic Year the Chairperson, the USMA Surgeon, Colonel Freeman I. Howard, outlined the direction, goals, and objectives of the Council. The first order of business was the revision to the Council's Constitution and Bylaws to specify more clearly the membership, conduct of meetings, and rules of procedure. In the course of preparing the revised document it was deemed appropriate to segregate responsibilities of Institutional Research from Sports Medicine, thereby allowing the Committee to concentrate its efforts, resources, and

focus on the immediate Sports Medicine needs of the West Point community. During the fall and winter meetings action was taken to establish affiliations with sports medicine programs at other service academies and universities. Discussions were held on softball- and boxing-related injuries, on the use of protective mouthpieces for USMA athletes, measurements of body fat and physical performance, and dermatological problems of wrestlers. Dr. James A. Nicholas, a nationally recognized leader in the field and Director of Orthopedic Surgery at Lennox Hill Hospital, New York City, spoke to the Council on the growth of sports medicine as a medical specialty and field of study. Extensive efforts were also made to coordinate and integrate plans for a symposium to be conducted in August 1983 on "The Lower Extremity in Sports," which would deal with the prevention, treatment, and rehabilitation of sports injuries. The council also worked with the Youth Activities staff to review protective measures operating in programs offered to dependents of the West Point community.

The activities of the Council over the past year have helped to provide the Academy with a forum to monitor the continued development of the Sports Sciences and Medicine field. The Council is confident that through a multi-disciplined effort of a diversified group of individuals it can make considerable progress in enhancing the sports health of the Academy community.

Footnotes

- ¹Memo, MADN-C, 11 May 82, Sub: Academic Majors.
- ²Memo, MADN-C, 23 Jul 82, Sub: Academic Majors.
- ³Ltr, LTG Scott, USMA Supt, to GEN Meyer, CofS USA, 26 Oct 82. The Academic Board voted 14-5 for the optional majors plan.
- ⁴Ltr, GEN Meyer, CofS, USA, to LTG Scott, USMA Supt, 2 Feb 83. The Chief of Staff's letter contained several caveats, one of which was not compatible with the existing curriculum. This provision was that "each cadet will be required to study at least two years of a foreign language." This requirement, which would have doubled the language requirement for MSE concentrators, could not be accomplished without resulting in major structural damage to the curriculum. As a result, relief was requested from that provision.
- ⁵Ltr, LTG Scott, USMA to GEN Meyer, CofS, USA, 18 Feb 83. In a letter of 3 March, the Chief of Staff approved the Superintendent's proposal to change the wording to "encourage" rather than to "require" two years of language study. Majors, therefore, will be available for the Class of 1985 and subsequent classes.
- ⁶Memo, MADN-J, 23 Apr 81, Sub: Core Curriculum Decisions and Foreign Languages.
- ⁷Ltr, GEN Meyers, CofS, USA, to LTG Scott, Supt, USMA, 14 Jul 81.
- ⁸MADN-2, Letter to Department Heads, Sub: Academic Majors, 24 Sep 81. The original letter referred to fields of study as fields of concentration.
- ⁹Memo, MADN-C, 11 May 82, Sub: Academic Majors.
- ¹⁰The SHRC also sought written assessments from 28 key members of the Corps and 42 of the Academy's principal agencies. Some of those individuals sought out by the Committee provided valuable perspectives and assessments absent in earlier reviews.
- ¹¹Report of the SHRC, AY 1982-1983, 15 Apr 83.
- ¹²Memo, MADN-E, 16 May 83, Sub: Report, Ethics and Professionalism Committee.

- 13 The purpose is specified in a binder entitled "1982 Service Academies Leadership Conference: The Robert T. Stevens Leadership Development Program," p. 2.
- 14 Memo, MACC, 21 Jan 83, Sub: Leadership Development Committee.
- 15 The impetus for this action was a determination by the Admissions Study Group in 1981 that the scoring system was arbitrary and could be improved by using a modified rating system which was statistically demonstrated to be a more accurate leadership predictor.
- 16 Memo for the Academic Board, MAAR-A, Sub: Scoring Athletic and Extracurricular Activities on the Candidate Activities Record, 1 Feb 83. The changes made generally strengthened the weight given to achievements, positions of leadership, or participation in those activities deemed more relevant to success at USMA and in the Army.
- 17 The plan was begun primarily because the 1981 Admissions Study Group found that candidates who received early notice of admission were more likely to persist in their interest and report for admission on R-Day.
- 18 Memo, MADN-A, Sub: Early Action Plan, 7 Sep 82.
- 19 Memo, MADN-A, Sub: Expedited Appointments of Candidates, 10 Sep 82.
- 20 Memo for Departing Cadets, MAAR-A, Sub: Procedures for Readmission of Ex-Cadets Separated for Academic Deficiencies.
- 21 Letter, MADN, Hq, USMA, Sub: Faculty Council, 1 Sep 82.
- 22 Report to the Supt from the Academic Excellence Working Group, May 1980.
- 23 Letter, MADN-H, Sub: Minutes of the Faculty Council Meeting, 3 May 83, dated 20 May 83.
- 24 Some action was taken based on earlier Faculty Council recommendations to enhance academic excellence. The Dean accepted the 1981-1982 Council's recommendations to tell cadets at the end of each semester both their General Order of Merit and Academic Order of Merit and that academic performance be given greater weight in the granting of long-weekend privileges. The Dean rejected recommendations, however, to have cadets be required to have a term Quality Point Average (QPA) of 2.5 or better to be eligible for long weekends in a succeeding term or that department heads be authorized to excuse cadets from Term-End Examinations when the cadet's performance in the respective course was at the "A" level.

- ²⁵Memo for the Faculty Council, Sub: Minutes of the 30 Nov 82 Meeting, dated 29 Dec 82.
- ²⁶The contractors work at this point in the cadet barracks involved painting, rebuilding shower facilities, and installing energy efficient windows.
- ²⁷DF, LTC John M. Howell, ADPC-WP, to distribution, Sub: Milestone Schedule for Move to New South Post, 4 Nov 82. See also DF, COL Donald I. Bernstein, DPC, to distribution, Sub: Short Term Use of New South Post (Ladycliff), 29 Jul 82.
- ²⁸DF, LTC John M. Howell, ADPC-WP, to distribution, Sub: Milestone Schedule for Move to New South Post, 23 Dec 82.
- ²⁹Memo, Supt USMA, Sub: The Intercollegiate Athletic Program of the United States Military Academy -- Institutional Goal, Objectives, and Governing Principles, dated 16 Apr 82.
- ³⁰Letter: Hq USMA, MAPP, Sub: Athletic Committee, dated 17 Sep 82.
- ³¹Minutes - 16 Feb 83.
- ³²Minutes - 4 Feb and 16 Feb 83.
- ³³Letter, 19 Apr 83, DACA-FAA-N, LTC D.W. Mikkelson to Supt, USMA, Sub: Exception to AR 230-65.
- ³⁴Letter, 23 Mar 81, Sub: The Institute of Sports Sciences and Medicine, MAMD-HD to Deputy Supt, BG Arthur Brown.
- ³⁵Summary Sheet, 16 Jul 81, Sub: Council on Sports Medicine, COL Tillar, SASPP, to distribution.
- ³⁶MAPP, Sub: Council of Sport Sciences and Medicine, 9 Sep 81 to distribution.

BOARD OF VISITORS

The Board of Visitors (BOV) 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.

The Board's first visit to USMA in July 1982 focused on the cadet summer military training programs with direct observation and participation in both Cadet Basic Training (CBT) for the new plebes at West Point and Cadet Field Training (CFT) for the new Third Class at Camp Buckner. To familiarize newly-appointed Board members with West Point a vehicular tour of the military reservation was conducted. Members present received briefings and conducted discussions on the preparation of graduates to meet initial leadership challenges, impact aid for the Highland Falls/Fort Montgomery School District, and USMA physical facilities. The visit included a tour of the Academy's academic facilities and Ladycliff College.

The Annual Meeting of the Board took place at West Point in November 1982. Although a quorum was not present for the meeting, (three members were represented by nonvoting Congressional staffers) 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 representatives present. This meeting was devoted to two primary tasks: completion of the consideration of agenda items identified at the Organizational Meeting and development of the conclusions and recommendations of the 1982 Board. The Superintendent presented his annual assessment of the overall condition of the Academy. The Board received briefings and held discussions on optional academic majors, on excellence in athletics, and on the actions of the Leadership Development Committee. Board members also visited academic departments and attended cadet classes. The following conclusions and recommendations were prepared and unanimously approved by the members present:

(1) That "the Academy should continue to explore means to use academic course materials as a method to enhance leadership training. The Board encourages continued recruitment of qualified minority men and women for the faculty to serve as role models and as resource persons for leadership training." It was also recommended that the Academy continue to review the leadership development program and that efforts be continued to evaluate and improve the cadet summer training experience as a component of leadership training.

(2) "That Department of the Army approve the Academy's recommendations for an optional majors program at West Point."

(3) "That, in addition to competition with the other service academies, the Academy seek nationwide athletic competition that provides opportunities for parity (comparable skills and talents) as well as excellence."

(4) With regard to USMA facilities that:

"the lease of Ladycliff property, with option to buy, be promptly consummated;

"the acquisition of Ladycliff be fully funded in the FY 1984 budget; and

"the full funds of \$17.96 million previously appropriated for the Multipurpose Physical Development and Sports Facility be promptly released by OMB."

(5) That the 1983 BOV review the Academy's efforts pertaining to attrition.

(6) "That prompt resolution of (the impact aid) problem confronting the local school district be obtained through cooperative efforts of the Departments of Education and Defense. The Board strongly supports Secretary Bell's effort to resolve the immediate need but further recommends a long range plan, to include consideration of a Section 6 PL 874 contractual arrangement, be developed to fully resolve the West Point and Highland Falls-Fort Montgomery impact aid issue."¹ Board Member William Park Lemmond noted that failure to quickly resolve this impact aid issue will also substantially impact upon the quality of education provided to dependents of the staff, faculty, and cadre of West Point.

The members of the BOV who participated in the organizational meeting in Washington, D.C., and the two visits to West Point were satisfied that, in the areas of interest explored by the 1982 Board, the Military Academy is accomplishing its mission very well.

The Board recognized the significant progress made during Lieutenant General Scott's superintendency in building effective external and internal relationships. General Scott's inspirational leadership and gracious style were identified as the major factors in this progress.

The Board also noted the contributions to the Academy of Brigadier General Joseph P. Franklin, Commandant of Cadets from June 1979 to June 1982, and the contributions of Colonel Harvey H. Perritt, Jr., USMA Chief of Staff from July 1978 to July 1982.

The Board commended the Academy's admissions department in the recruitment of outstanding candidates for the Class of 1986. The Board was particularly impressed with the results obtained in minority and women admissions and endorsed continued successful efforts in this vital area.

The Board was pleased to note that the Academy has been able to fill its entire authorization for visiting civilian professors. The Board commended the Academy for its successful efforts to recruit these talented educators and encouraged the Academy to consider opportunities for expanding civilian representation on the faculty.

The Board was aware that the Academy was continuing its study of contracting for certain commercial-industrial type services currently performed on post by government employees. The Board urged the Academy to ensure that economic comparisons are accurate and that any contracts awarded be truly cost beneficial to the long term needs of the Academy. Consideration should also be given to the impact on any displaced government employees.

At the 1983 BOV organizational meeting in Washington, D.C. in April, Mrs. Shirley M. Hufstedler was elected Chair and Mr. Patrick H. Caddell was elected Vice-Chair. In addition to the Chair and Vice-Chair, Mr. Clyde H. Slease, Mr. Bernard J. Lasker, Senator Sam Nunn (D-GA), and Representatives Hamilton Fish, Jr. (R-NY), and David O'B. Martin (R-NY) were appointed to the Executive Committee.

At the meeting, those members and staff representatives present identified the following areas of interest for the 1983 Board: Retention of Cadets and Graduates, USMA No-Marriage Policy, Additional Religious Facilities at West Point, Feasibility of a Survey of Graduates, Impact Aid (Update), and Maintenance of Quarters and Facilities.

At the meeting, the Honorable John O. Marsh, Jr., Secretary of the Army, addressed the Board. After stressing the importance of the BOV, Secretary Marsh made the following points: that "the Army looks to West Point as its 'standard bearer' for excellence"; that "Board members should consider West Point in the context of the Total Army; that members should not forget the genesis (Congressional) of most cadetships"; that "retention of cadets at West Point is part of the Board's responsibility"; and that "examination of West Point should consider its programs in writing, geography, foreign language, and history."² Mr. Marsh invited Board members to visit ROTC Advanced Camp during the summer of 1983.

As of 30 June 1983, the members of the BOV included: Mrs. Shirley M. Hufstedler (Chair); Mr. Patrick H. Caddell (Vice-Chair); Mr. Clyde H. Slease; Mr. Bernard J. Lasker; LTG (Ret) Garrison H. Davidson; Ms. Matilda L. H. Forbes; the Honorable James A. McClure (R-ID); the Honorable J. Bennett Johnston (D-LA); the Honorable William V. Roth, Jr. (R-DE); the Honorable Sam Nunn (D-GA); the Honorable David O'B. Martin (R-NY); the Honorable Hamilton Fish, Jr. (R-NY); the Honorable W. G. (Bill) Hefner (D-NC); the Honorable Julian C. Dixon (D-CA); and the Honorable Toby Roth (R-WI).

Footnotes

¹1982 BOV Report, pp. 5-7. "Section 6 PL 874" refers to section 6 of the Impact Aid Act (Public Law 874) in 1950.

²1983 BOV Report, p. 27.

INTERCOLLEGIATE ATHLETIC PROGRAM

THE STAFF

Jim Young, former head football coach at both Purdue University and the University of Arizona, was named head football coach following the end of the 1982 football season. Young, 47, becomes the 30th person to hold the head coaching position at West Point. He succeeds Ed Cavanaugh, whose contract was not renewed following the season. In nine years as head coach, Young has compiled a record of 69 victories, 32 defeats, and one tie. He stepped down as head coach at Purdue in 1981 to assume the position of associate athletic director at that institution. Young was head coach at Purdue for five seasons (1977-81) and compiled a 38-19-1 record while there, guiding the Boilermakers to three bowl victories. He was head coach at Arizona from 1973-76 where he posted a 31-13 record in rebuilding the Wildcats football fortunes. Young is a 1957 graduate of Bowling Green University, and served as an assistant coach at Findlay College, Bowling Green, Miami of Ohio, and the University of Michigan before accepting his first head coaching assignment.

Les Wothke made his debut this season as Army's head basketball coach. Wothke came to West Point after successful rebuilding efforts at both Winona State College (Minnesota) and at Western Michigan University, as well as service as an assistant coach at the University of Illinois.

Lynn Arturi, a former assistant coach at Iona College, joined the Army women's basketball staff as an assistant to head coach Harold Johnson this year. She was twice named most valuable player for her undergraduate athletic performances at Northeastern University, has participated in several international events, and helped coach in the New York Empire Games in the summers of 1981 and 1982. In national and world competition, she participated in the Olympic Regional Trials (1976), World University Games National Trials (1974, 1977), and National Lacrosse Championship (1978). She entered the professional ranks and played for the New England Gulls, New Jersey Gems, New York Stars, and Philadelphia Fox of the Women's Professional Basketball League between 1979 and 1981.

Mr. Carl Ullrich, Director of the Office of Intercollegiate Athletics, reorganized the track and cross country programs to maximize coaching talent and the use of facilities. Ron Bazil, who served as the men's cross country and track coach since 1979, will be head coach for the men's and women's indoor and outdoor teams, while Craig Sherman, who coached the women's team in both cross country and track last year, assumes the reins for the men's and women's cross country squads.

Army's wrestling coach, Ed Steers, was elected "Coach of the Year" by New York State college wrestling coaches. Steers, who coached at William and Mary and East Carolina before coming to the Academy, is in his third season as coach and has compiled an overall 58-10-1 record during his tenure. Steers was also named by state coaches as the president of the State Intercollegiate Wrestling Coaches Association. In addition to coaching the wrestling team he also teaches wrestling and boxing to cadets.

Bill Crim, ticket manager and assistant athletic director in the Office of Intercollegiate Athletics, was selected as "College Business Manager of the Year" during the College Athletic Business Manager's Association (CABMA) convention in San Diego, California. His selection was determined by a vote of ticket and business managers of the more than 250 CABMA member schools.

THE RECORD

In August 1982, the Military Academy received the Metro Atlantic Athletic Conference Commissioner's Cup for having gained the highest number of points in sports competition in the conference during the 1981-82 athletic season. This is the first time this award has been presented by the conference, which was organized during the Fall of 1981. The six men's sports in which USMA competes in the conference are baseball, basketball, cross country, golf, soccer, and tennis.

Army's 26-sport intercollegiate athletic program closed out the 1982-83 season on a positive note, winning 58 percent of its contests, only slightly below its winning percentage the previous year. Overall, the cadets won 257 contests, suffered 180 defeats, and played to a tie on six occasions.

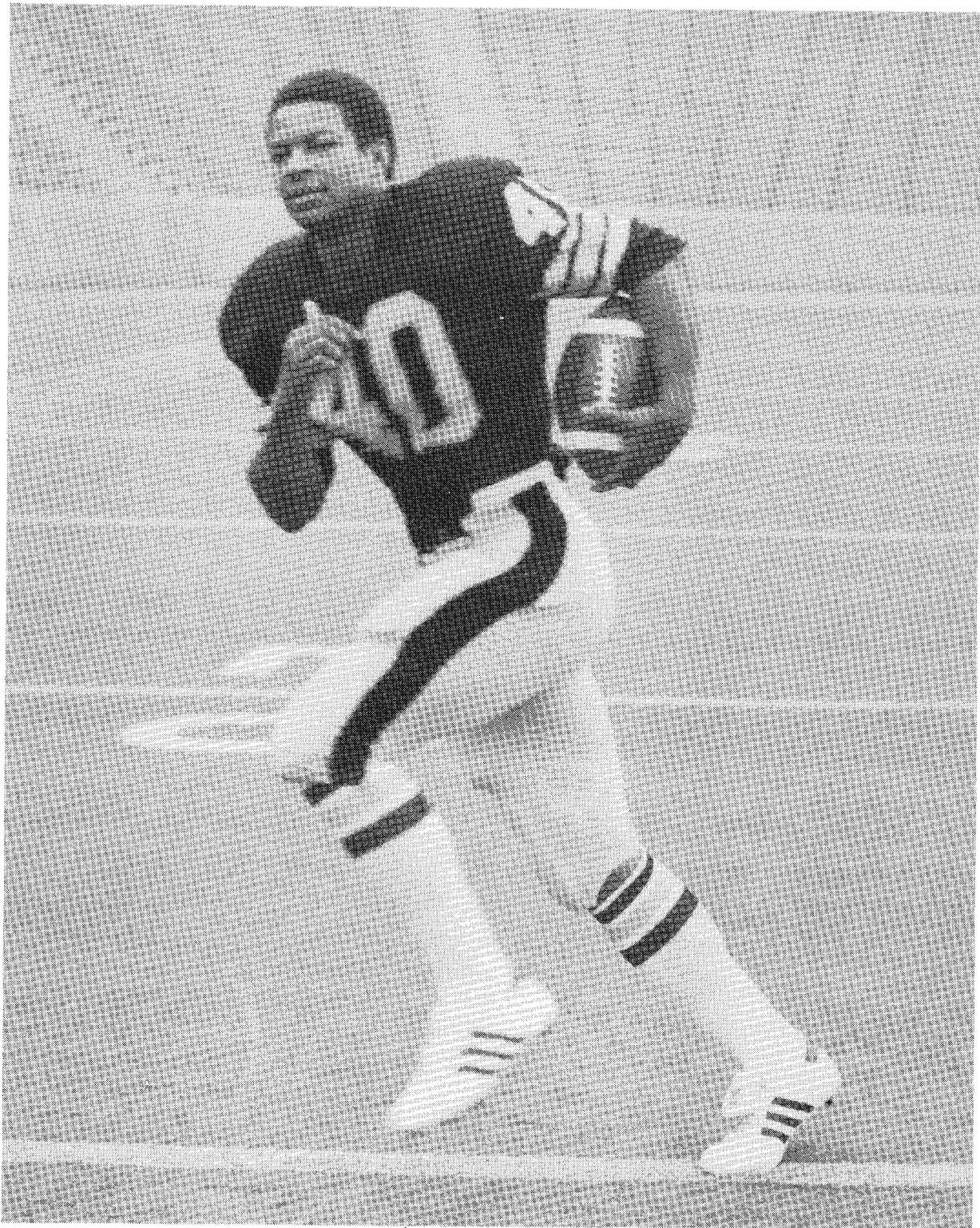
The 18 men's teams won 62 percent of their contests, fashioning an overall mark of 183-111-4. The eight women's teams fashioned a 74-69-2 mark, winning 51 percent of their contests.

Three Army teams recorded undefeated seasons: men's indoor track (6-0), women's cross country (6-0), and women's outdoor track (2-0). Other strong performances were shown in soccer (11-4-2), rifle (11-1), wrestling (21-3), golf (6-1), and lacrosse (11-3). The lacrosse team was ranked fourth in the nation by the United States Intercollegiate Lacrosse Association (USILA), and for the third consecutive year received a berth to the NCAA Lacrosse playoffs.

The Army football team compiled a 4-7 record during the fall season, claiming victories over Lafayette, Harvard, Princeton, and Columbia. Two of its losses, to Air Force and Navy, led to Air Force taking the Commander-in-Chief's trophy for the first time since its inception in 1972.

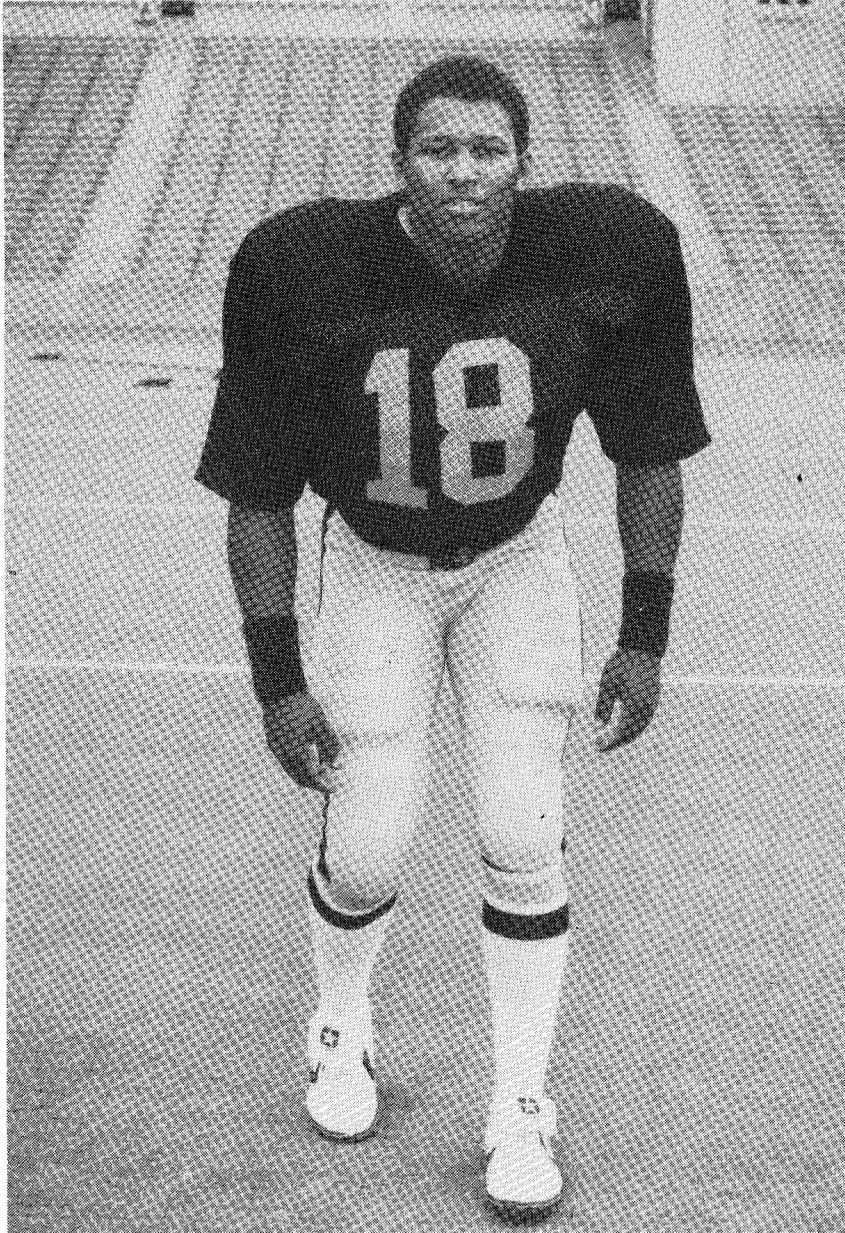
Army halfback Gerald Walker, closing out his career as the second leading ground gainer in Army history, was selected as the "Outstanding Army Player" in the 1982 Army-Navy Game at Veterans Stadium, Philadelphia, Pennsylvania. The Army halfback gained 64 yards on 24 carries during a 24-7 loss to Navy. He moved past Chris Cagle (with 2,677 yards) and into second place on Army's all-time rushing list

with 2,700 yards. (Glenn Davis is the all-time leader with 2,957 yards.) Injuries to Walker throughout the 1982 season ruined his chance to become Army's all-time leading rusher.



Gerald Walker

Army co-captain Mike Williams gained third team All-America honors as a defensive back by the Associated Press. He was an honorable mention All-America selection a year ago. Williams closed out his career in outstanding fashion, leading the cadets in tackles for the second successive year. He made 156 tackles in 11 games, including 89 primary tackles. He deflected nine passes, intercepted four passes, and caused one fumble. At the conclusion of the season, Williams gained first team all-East and third team all-America honors by the Associated Press, was named to the All-Eastern College Athletic Conference (ECAC) Division 1-A football team, and participated in the 1983 Hula Bowl. Williams, who earned three varsity letters, received the Army Athletic Association Trophy for "most valuable service to athletics" for men during his four years at West Point.



Michael Williams

Several other Army players received post-season recognition for their performances during the fall campaign. Army punter Joe Sartiano joined Williams on the All-ECAC Division 1-A team and also was a second team Associated Press All-East selection. Army defensive end Larry Carroll gained second team All-East honors from the Associated Press. Honorable mention recognition was accorded center Joe Bassil, defensive tackle Darryl Williams, and wide receiver Elton Akins.

Elton Akins closed out the 1982 football season ranking third in the nation in kickoff returns with an average of 26.9 yards per return. The Army split end returned two kickoffs for touchdowns during the fall campaign, rambling 93 yards for a touchdown against Lafayette College and 100 yards for a touchdown against Columbia University. Akins also shared the top spot among Army's pass receivers, pulling in 21 passes for 391 yards and one touchdown, averaging 18.6 yards per catch.

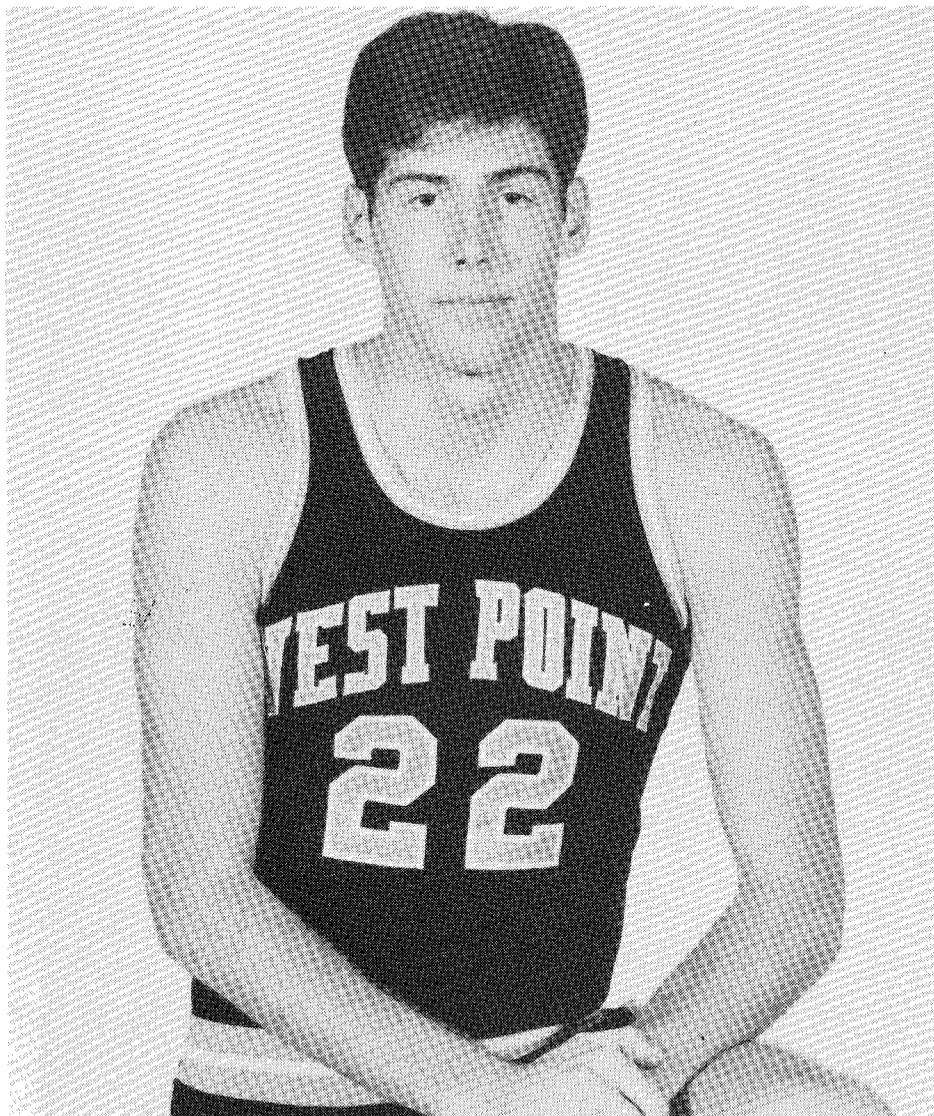


Elton Akins (23) in action against Rutgers

The Army men's basketball team, under the guidance of first-year coach Les Wothke, compiled an 11-18 record during the winter season. The 11 victories represent an increase of six victories over the 1981-82 season output. In addition, the cadets reached the semi-finals of the Metro Atlantic Athletic Conference (MAAC) playoff championships.

Randy Cozzens led the Army offense during the season by averaging 16.7 points per game, followed by Kenny Schwartz with a 14.1 average. Schwartz was the leading rebounder with an average of 5.5 per game.

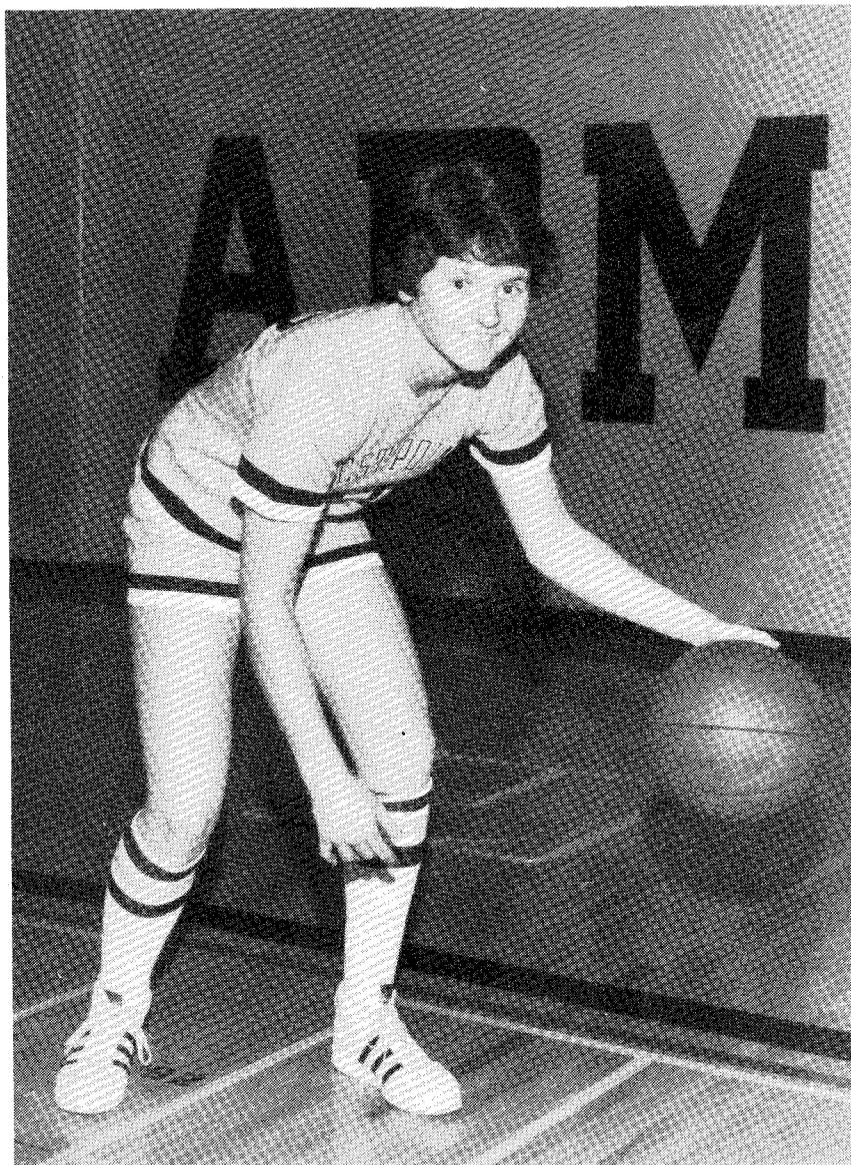
Cozzens was named to the MAAC All-Star team for the second year in succession. His season total of 484 points ranks as the ninth highest in Army basketball history, and is the best since Gary Winton's record 644 points during the 1977-78 season. Cozzens topped Army in minutes played (1,110), assists (127), steals (44), field goal percentage (.462), and free throw percentage (.871). He ranked as high as 16th in the nation in free throw percentage at one point in the season.



Randy Cozzens

The Army women's basketball team posted an 11-16 record, suffering its first losing campaign after five consecutive winning seasons. Co-captain Melody Smith led the Lady Knights in scoring with a 16.5 average, connecting on 48.5 percent of her shots from the floor while hitting 85.4 of her foul shots. She was second on the team in assists with 62 and was named to the all-MAAC team.

Smith set a new single-game record in scoring 36 points in Army's victory over Howard University at the Montclair State tournament. In closing out her third year of varsity action, Smith set a new Academy season scoring mark of 429 points and moved into third place on the all-time career scoring list with 981 points. Barring injury her final year, she could surpass the record of 1,108 points set by Pat Walter during the 1978-82 seasons.



Melody Smith

Pam Pearson finished second in scoring with a 9.7 point average per game and was the team's leading rebounder, averaging 9.3 per outing. Pearson broke the Academy mark for rebounds in a season in hauling down 250.

Eileen Mulholland, a three-year member of the women's basketball team, a team captain and three-year letter winner in softball, received the Army Athletic Association Trophy for "most valuable service to athletics" for women during her four years at West Point.

The Army hockey team closed out its most successful season in history under the guidance of coach Jack Riley, compiling 25 victories, ten defeats, and one tie. The 25 triumphs are the most in Army hockey history, eclipsing the old mark of 24 that was set just last season. Fifteen of the victories were achieved in the final 16 games. Robbie Craig led the team in scoring with 26 goals and 37 assists for 63 points, Garry McAvoy had 25 goals and 31 assists for 56 points, and the other member of that line, Mike Symes, shared third place in team scoring with 15 goals and 28 assists for 43 points. Frank "Biff" Shea also had 43 points, coming on 19 goals and 24 assists. Defensively, goalies Jeff Snow and Jim Stenson turned in strong efforts. Snow compiled a 13-4-1 record during 1,144 minutes of playing time. He was credited with 537 saves and allowed 78 goals for a goals against average of 4.09. Stenson had a 10-6 record during the season. He made 409 saves and allowed just 52 goals for a 3.71 goals against average.

Three members of the Army hockey team were selected to the All-Tournament team when the cadets successfully defended their team title at the Kent State Tournament. Stenson was selected the tournament's "Most Valuable Player." He was joined on the All-Tournament team by Army team captain Dan Cox and defenseman Bill McCarthy.

The Army lacrosse team turned in one of its finest efforts in Academy history, posting an 11-3 mark, equaling an Army record for most wins in a season. The cadets were ranked fourth in the nation by the USILA and gained a National Collegiate Athletic Association (NCAA) playoff berth for the third consecutive year. In the opening round of the NCAA's, the cadets played North Carolina and fell to the defending NCAA champions 12-6. One of the cadets' 11 victories this season, however, was a 9-6 decision over Syracuse, the only loss inflicted on the Orangemen, who went on to win the national championship.

Attackman Frank Giordano, who led the cadets in scoring with 30 goals and 22 assists, and goalie George Slabowski, who allowed just 73 goals while making 154 saves, both gained first-team All-America honors in lacrosse. Defenseman Mike Riccardi received second-team honors, team captain Paul Cino was a third-team choice, and Midfielder P.J. O'Sullivan was an honorable mention.

The Army soccer team closed out the 1982 Fall season in dramatic fashion by whipping Iona College 1-0 and trimming rival Navy 2-1 in overtime. The victories left the cadets with an 11-4-2 record and extended their unbeaten streak to eight games. Army also finished second in the MAAC for the second year in succession, and was ranked eighth in New York in the final state soccer poll sponsored by the Intercollegiate Soccer Association of America. Dave Shimkus and Steve Epling shared the team scoring lead. Shimkus collected nine goals and had one assist for 19 points, while Epling had six goals and seven assists for 19 points. Defensively, Tim Miller made 78 saves and allowed just 11 goals in 14 games.

The Army rifle team compiled an 11-1 record during the 1982-83 season, putting the finishing touches on the regular season campaign with a 7,559-7,553 victory over rival Navy, setting a new Academy record in the process. The cadets then went on to post a fifth place finish at the NCAA Rifle Championships at Xavier University in Ohio. All-America Dave Cannella and Rhonda Barush led the Army efforts at the NCAA events. Cannella was selected a first team All-America for the third year in succession. During the NCAA Championships he took runner-up honors during the air rifle competition with a score of 386, setting an Academy record. He led Army in the smallbore team event with 1,160 and also finished 27th in the individual smallbore competition with 1,143. Barush finished third in air rifle, cosharing the Academy record with a score of 386. She also finished 16th in the individual smallbore competition with a score of 1,150. For her efforts she was selected as second-team All-America.

Although the Army pistol team saw a 42-match victory streak snapped by Air Force, the team posted a 13-4 record and finished first in the National Rifle Association (NRA) Sectionals held at West Point. During the NRA Collegiate Pistol Championships, Army garnered a second-place finish in free pistol with a score of 2,014, a third-place finish in standard pistol with a 2,128, and a fourth-place finish in air pistol with a score of 1,449. Richard Shelton, who led the team at the sectionals, turned in a strong effort, finishing fourth in free pistol with a score of 524, 11th in air pistol with 363, and 29th in standard pistol with a 501.

The Army wrestling team, under the guidance of coach Ed Steers, compiled a 21-3 record during the winter season. The cadets won 20 consecutive matches, a new Army record. The 21 victories is the most ever recorded in a single season by an Army wrestling team. The team, paced by the performances of co-captains Bob Turner and Ed Wohlwender, along with Larry Beisel, finished sixth during the Eastern Intercollegiate Wrestling Association Championships held at Lehigh University. Turner finished second in the 118-pound class at the Easterns, Wohlwender finished third at 150 pounds, and Beisel finished fourth in the heavyweight division. Turner and Wohlwender qualified for the NCAA Championships based on their finishes at the Eastern Championships, while Beisel received a "wild card" berth in the event. Turner lost in his preliminary round; Wohlwender and Beisel both won in theirs, but bowed in the second round to fifth-seeded wrestlers. Turner ended his season with a 25-6-1 record, Wohlwender finished at 20-7, and Beisel at 24-7.

The Army baseball team suffered through a difficult 12-25-1 season. The team got off to a good start early in the spring, posting a 5-3-1 record, but tragedy struck the squad when second baseman Dave Cesari was killed in an automobile accident. Following that accident, Army split an Eastern League doubleheader with Yale, and then dropped ten consecutive games to fall out of contention in both the Eastern League and the MAAC.

Pete Foster led Army's offense with a .407 average in 19 games, including a record four consecutive home runs in a game against Long Island University. Gary Donaldson followed Foster with a .353 average and led the team in runs scored (25), hits (49), and total bases (76), while sharing the second spot in RBIs (21). In the pitching department, Eric Sine was the leader with a 4-4 record and was the team workhorse with 65 innings of hurling. Sine struck out 48 batters and compiled a 3.73 earned run average. Art Hartman compiled a 2-0 record with an earned run average of 2.87, the lowest on the staff.

In addition to snapping a 43-match NCAA record winning streak of the Air Force Academy, the Army golf team had successful performances during tournament competition. Army finished fifth in the ECAC Fall Intercollegiate Golf Tournament at Yale University, third at the West Point Fall Intercollegiate, 13th in a 32-team field at the Yale Invitational, and 11th at the James Madison University golf tournament. Dave Goodling turned in an outstanding effort for the cadets at the James Madison tournament, finishing in a three-way tie for sixth place with a score of 226. During the spring, the cadets successfully defended their MAAC title, Frank Vana capturing medalist honors. The cadets' tournament competitions included a third-place finish in the District 2 Championship, a fourth place in the Northeastern Intercollegiate Championship, a seventh place in the Florida International Sunshine Invitational, and a third place at the West Point Spring Invitational.

The Army women's cross country team stretched its unbeaten streak to 31 consecutive meets while compiling a 6-0 record during the fall season. The cadets capped the season by defeating Air Force 18-38 at West Point; Lori Fleming, Karen Phelps, and Sue Lenio finished 1-2-3 to lead the Army squad. The Army women's squad also finished third at the Holy Cross Invitational. Fleming set a new Army record during a victory over Barnard, touring the Army course with a time of 17:38, shattering the old mark by 25 seconds.

The team, paced by the efforts of Fleming, finished fifth out of 21 teams during the NCAA Division II Regional cross country championship at East Stroudsburg State College, Pennsylvania. Fleming turned in Army's top performance, finishing eighth among the individual leaders with a time of 18:49.1 over the 5,000-meter course. Teammates Wendy Anderson and Amy McDonald finished 17th and 18th respectively.

The Army women's indoor track team turned in a successful winter season, compiling a 2-1 record in dual meet competition and finishing fourth in the inaugural Heptagonal Indoor Track Championships for women. Tracy Hanlon turned in Army's top effort, winning three individual titles: the 55-meter hurdles in 8.12 seconds, the pentathlon event with 3,777 points, and the long jump with a leap of 18 feet, 10 $\frac{1}{2}$ inches, setting Army and Heptagonal records in the latter two events. She was also the only woman athlete to win three individual titles during the meet. Hanlon capped this effort by winning the 50-meter high hurdles at the Eastern Association of Intercollegiate Athletics for Women (AIAW) Championships with a time of 8.1 seconds and finishing second in the long jump with a distance of 18 feet. Ann Buckingham finished third and Theresa Southworth finished fourth in the high jump at the Easterns, each clearing 5 - 3 $\frac{1}{4}$.

The Army women's outdoor track team rolled over St. John's and Syracuse in its only dual meet action for a 2-0 record. Tracy Hanlon led the team, placing second in the heptathlon to nail down All-America honors during the NCAA Division II track and field championships held at Southeast Missouri State College. Hanlon collected 5,402 points in the heptathlon to shatter her own Academy record set at the Penn Relays earlier in the season. She also won the javelin throw with a toss of 144 feet, 11 inches. On the basis of her performance in the heptathlon at the Division II championships, Hanlon qualified for the NCAA Division I and the Athletic Congress championships. She placed 15th at the Division I meet and finished 16th in a field of 20 at the Athletic Congress-USA Heptathlon held at UCLA. Also competing with Hanlon were Pam Pearson and Ann Buckingham. Pearson shattered the Academy record in the long jump with a leap of 19' 8" during the preliminary qualifying round, and finished eighth in the finals. Buckingham finished 12th in the high jump finals.

The Army men's cross country team compiled a 4-4 record during the Fall 1982 season, finishing fourth during the MAAC championships, and taking fourth place during the 44th annual Heptagonal championship. Co-captains Cardell Williams and Chris Mozina finished 19th and 22nd respectively to pace the cadets at the Heptagonals with times of 25:54 and 25:59.

In dual meet action, the Army men's outdoor track team trimmed Syracuse, but fell to Princeton and Navy. At the Outdoor Heptagonal Championships, the cadets placed sixth and were led by Cardell Williams and Blake Hawkey. Williams earned his second Hep title in the 800-meter run with a time of 1:51.27; Hawkey defended his title in the pole vault in clearing 16-5 3/4. Williams qualified for the NCAA Championships during the IC4A meet with a clocking of 1:47.81 for an Academy record. He went on to place ninth at the NCAA Championships in Houston with a time of 1:47.64, shattering his own Army record, to notch All-America honors. During the NCAA Indoor championships he was also accorded All-America recognition in the 800-meter run.

The Army men's indoor track team turned in an outstanding effort during the winter season, posting an unblemished 6-0 record. Coach Ron Bazil's squad also finished fourth during the Heptagonal Indoor Track Championships (competition between



Williams, Mulholland, and Mozina win recognition

Army, Navy, and the eight Ivy League colleges). During the Heptagonals, Army took three individual championships: Cardell Williams won his third title in the 800-meter run, posting a winning time of 1:50.73, setting both an Academy and Heptagonal record; Williams, Jim Stewart, Chris Mozina, and Brian Ochsner won the 3,200-meter relay with a winning time of 7:26.75; and Blake Hawkey successfully defended his pole vault championship by clearing 15 feet, eight inches. During the regular season Hawkey shattered his own indoor record by clearing 16 feet, eight inches. Cardell Williams, a two-time All-America in track, received a special Army Athletic Association award for outstanding achievements and exemplary leadership in athletics. He earned ten varsity letters in cross country and track during his career at West Point. Mozina received the Eastern College Athletic Conference (ECAC) Merit Medal presented to the cadet excelling in athletics and scholarship while at the Academy. Mozina, co-captain of the cross country team this past fall, earned eight varsity letters in cross country and track.

Army's 150-pound football team compiled an overall 3-2 record, finishing in third place in the six-team Eastern Intercollegiate Lightweight Football League. Four members of the squad were accorded All-League first or second team recognition following the conclusion of the season. First team honors on offense went to guard Charles Crutcher and kicker Ken Bonville; first team defensive honors went to linebacker Tim Rushatz and defensive back Len McWherter. It marked the third straight year that McWherter has been so honored.

The Army men's swimming team compiled a 9-5 record in dual meet competition during the winter season, and finished ninth during the Eastern Seaboard Swimming and Diving Championships held at the U.S. Naval Academy. The cadets, under coach Jack Ryan, sparked by two individual championship performances, turned in a strong effort at the Easterns. Jerry Schlabach successfully defended his title in the 200-meter backstroke event, posting a winning time of 2:05.23 to shatter both the Navy pool record and the Eastern Seaboard record. Andy Martin won the 100-meter backstroke championship with a time of 57.58 seconds, also a new Navy pool record. Schlabach and Martin were selected to the ECAC all-Dual meet swimming team and Schlabach won all-East honors in the 200-meter backstroke. In other team competition, Army finished third during the U.S. Metropolitan Swimming Championships held at West Point.

The Army women's swimming team, compiling a 5-7 record during dual meet competition, won the first ECAC Swimming Championships held at Iona College. Lisa Palmiotto turned in Army's strongest effort by winning five individual titles: the 50-yard breaststroke (33.99), the 100-yard breaststroke (1:11.16), the 200-yard individual medley (2:19.25), the 400-yard individual medley (4:54.20), and the 200-yard breaststroke (2:34.81).

Three members of the Army women's swimming team - Palmiotto, Katie Lunsford, and Elaine Kempisty - competed in the NCAA Division II Swimming Championships held at Long Beach, California. Lunsford equalled her Academy record in the 50-yard butterfly with a time of 27.34 seconds to finish 16th in the event. Palmiotto placed 25th in the 400-yard individual medley (5:01.12), and 31st in the 100-yard breaststroke (1:11.19). Kempisty was 36th in the 100-yard breaststroke (1:12.53) and 35th in the 200-yard breaststroke (2:36.89).

The Army men's tennis team posted a 16-11 record for the year, winning the Eastern Intercollegiate Tennis Tournament in Rochester, New York, at the end of the season. During the year, Ted Wilson fashioned the best won-loss record on the team, compiling a 19-8 mark. The team went on to retain its MAAC championship, blocking a strong challenge from Fordham at the Forest Hills Tennis Club. The cadets crowned three singles champions and two doubles titlists during the final day of competition to finish with 42 points compared with Fordham's 38. Winning singles titles for Army were Ted Wilson, Grant Hayne, and Scott Poirier. Ted Wilson and Chris Wilson won the doubles title at the No. 1 position; Poirier and Dwight Beach captured the title at the No. 3 position.

The Army women's tennis team, young and inexperienced, found itself on the losing side of the ledger for a 7-12 record for the year. The team was led by Lisa Layton with a 5-4 singles mark in the fall and by Diane Leese with a 5-3 and Sue Meckfessel and Melody Smith with 6-4 records in the spring. In doubles, Meckfessel and Layton fashioned the best mark at 3-2 in the spring.

The Army squash team closed out the winter campaign with a 12-5 mark, while finishing 10th at the National Intercollegiate Squash Racquets championships. Team captain Dan Kellas climaxed his final year by being named a second team all-America. Overall, Kellas, Kurt Wangenheim, and Grant Hayne fashioned 12-5 marks, while Doug Friedly and Karl Schmidt posted 11-6 records.

The Army women's softball team turned in a 6-16 record this spring. For the second year in a row, Louise Chrisman led the team's offensive attack with a .371 batting average, collecting 23 hits. Jill Schurtz, the workhorse of the pitching staff, toiled 72 innings for a 2-8 mark, but had an earned run average of 1.75. Lori Stocker was 2-3 with a 1.55 earned run average for the lowest on the staff.

The Army women's volleyball team put together one of its finest seasons in history by compiling a 35-17-2 record during the fall season. The cadets won the Amherst Invitational Tournament and posted second place finishes at the Princeton Invitational, the West Point Invitational, the USMA Invitational, and the Buffalo Canadian-American Tournament. During the spring term, the team took runner-up honors at the Princeton Invitational, and put together a 12-game winning streak before being upended in the finals of the USMA Invitational. The cadets participated in the New York State Volleyball championships at Cornell, marking Army's first appearance since the 1979 season. Army also finished second in the Eastern AIAW championships.

The Army gymnastics team compiled a 7-6 record during the winter season and finished sixth in the Eastern Intercollegiate Gymnastics League championships. Ed Loomis turned in Army's top effort at the Easterns, finishing second in the pommel horse event with a score of 18.35. He also set an Academy record with a score of 9.4 during the preliminary round. Doug Garmer finished in a tie for third in vaulting with a score of 19.10, Bruce Dempsey was sixth on the parallel bars with a 17.60, and John Cho finished ninth on the pommel horse with a score of 16.75. As a result of his third-place finish in vaulting at the Easterns, Garmer became the first Army gymnast to qualify for the NCAA championships since George Rhynedance in 1980. At the gymnastics championships held at Penn State University in April, Garmer finished 28th.

OPERATIONS

RANGES

In recent years, USMA has been omitted from the initial staffing for development of Army-wide requirements for such significant training devices as the Infantry Remoted Target Systems (IRETS), the Weaponeer training device, and the Multiple Integrated Laser Engagement System (MILES). As a result, the Academy was not asked to communicate training requirements prior to actual procurement of the item. This failure, in the case of the MILES, may require the Academy to procure funds to acquire the equipment. If USMA had been included in the original Basis of Issue Plan (BOIP), the equipment would have been issued at no cost to the Academy.

Action was taken in September 1982 by this office to ensure that the Army's Training and Doctrine Command (TRADOC) Devices and Systems Training Support Center includes Academy requirements in any future Army-wide procurement of training devices. This action was taken in time to include USMA in the BOIP for the Weaponeer and IRETS. The Weaponeer, when obtained in Fiscal Year 1984, will be used for remedial training during rifle marksmanship instruction for the cadets and soldiers assigned to USMA.

During the academic year USMA received Department of the Army (DA) approval for the IRETS; a fully automated outdoor rifle marksmanship range (Range 5), and also for a new centrally-located modern range control facility. The new range control facility will significantly enhance overall management of the ranges and improve their utilization. Communication with other ranges by FM radios also will be improved at the new site. USMA ranges and training areas continued to be used by cadet clubs and units in the 1st Battalion, 1st Infantry during this period. Use continued to be made of the USMA training complex by other active component units; U.S. Army Reserve; Connecticut, New York, and New Jersey Army National Guards; ROTC detachments; local law enforcement agencies; and civilian gun clubs recognized by the Secretary of the Army's Director of Civilian Marksmanship. Use by these units should either continue at the present level or increase in the coming year.

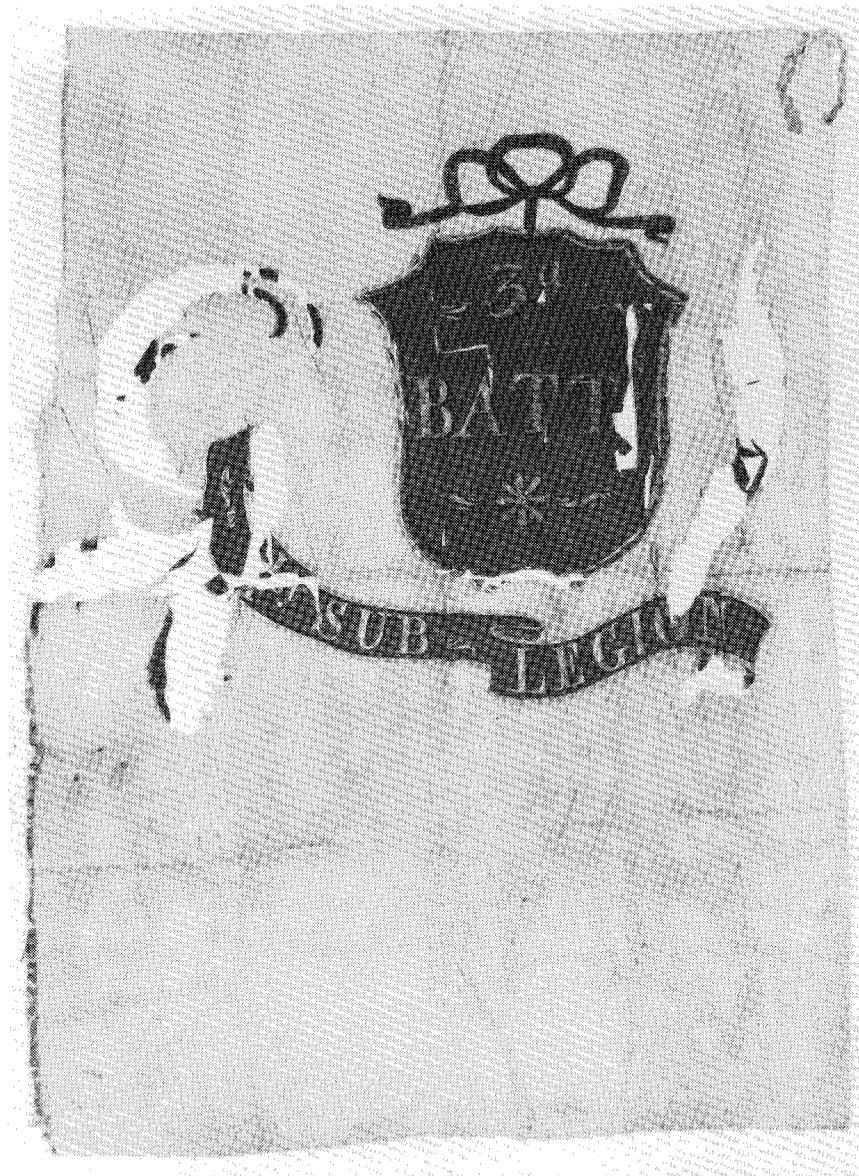
WEST POINT MUSEUM

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 60 academic displays in Thayer Hall relating to both military and social history. The History Department will now give the lectures themselves but still use museum materials. During the summer, 46 lectures were presented in support of Cadet Basic Training. Exhibits were installed in support of the Reserve Officer Training Corps (ROTC) History Workshop. A total of 201 loans were made to cadets and instructors for classroom presentations.

One change in the academic program was that the museum lecture series on the evolution of arms was discontinued. In the past, several classes of cadets would come to the museum periodically to be given a presentation of the evolution of arms. Under the new procedures, members of the History Department borrow museum equipment and conduct a discussion of the weaponry in their own classrooms. This permits a more thorough integration of museum artifacts into the instructor's lecture schedule and permits a more effective utilization of both cadet and instructor time.

A total of 128 objects were catalogued during the 1982-83 Academic Year. Outstanding acquisitions included the U.S. Army's oldest known color, that of the 1st Sub-Legion, 3rd Battalion, which participated in the Battle of Fallen Timbers in 1794; a gold-plated presentation pistol formerly belonging to Adolf Hitler; and a collection of ten drawings by the Civil War artist Alfred Waud.



1st Sub-Legion, 3rd Battalion, U.S. Army Flag

The diversity of the Museum's collections continues to be reflected in numerous requests by other institutions for the loan of Museum objects. Outstanding among the many objects loaned, were the loan of three portraits by Thomas Sully to the National Portrait Gallery for a special exhibition entitled "Mr. Sully, Portrait Painter" and the portrait of Major General Alexander Webb to the Milwaukee Art Museum, Milwaukee, Wisconsin. A total of 345 objects were shipped from the Museum in support of special exhibitions.

A special one-day museum exhibit was installed in October on the aircraft carrier Intrepid, docked in the East River, New York City. Entitled "I Shall Return," the exhibit focused on the Southern Pacific Theatre during World War II and was displayed in conjunction with a fund raising benefit held at Carnegie Hall for the Museum under the auspices of the West Point Society of New York. In May, a special exhibition entitled "The Society of Cincinnati - Faces of Liberty, 1783-1983" was installed in the Olmsted Gallery in support of a meeting of the Society held at West Point.

The first survey of visitor reaction to the Museum was conducted by the Office of Institutional Research. Although generally favorable, the survey revealed visitor discontent with the limited space devoted to the Vietnam War exhibit. (The museum has prepared plans to expand this area in the future.)

Museum attendance in general totalled 299,400 visitors during the past year, up four percent over last year to the highest level in five years. Attendance at Fort Putnam totalled only 37,500, an 18 percent decline from the level of the previous year. The decline is believed attributable largely to the excavation on the road leading to the Fort, which reduced the attractiveness of a visit to the site.

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 1982-83 Academic Year. Some of the highlights included performances at the Saratoga (New York) Performing Arts Center, Carnegie Hall, Lincoln Center, and Tanglewood (Connecticut), where thousands of people had the opportunity to hear the Band. Bands also performed for such varied events as the Macy's Thanksgiving Day Parade in New York City and at Independence Hall in Philadelphia. Assistance to the U.S. Army Recruiting Command was also extensive during this period with various elements of the band supporting recruiting in New Jersey, Pennsylvania, New York, Kentucky, Florida, and Louisiana. All of these performances were in addition to the usual community/U.S.C.C. support that the band routinely does. This year's commitments totaled nearly 1,400 public performances.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1983 of \$194.6 million supported the operation and maintenance of the U.S. Military Academy, family housing facilities, Stewart Army Subpost, and tenant units. This figure is \$.7 million above the final operating budget figure of \$193.9 million for FY 1982. The slight increase is due to increases and decreases and to minor adjustments within programs which largely cancel each other out.

Manpower resources authorized USMA by HQDA as of 30 September 1983 totaled 3,701. This is a net increase of two spaces from the total authorized on 30 September 1982. Manpower authorizations were as follows:

	<u>30 Sep 82</u>	<u>30 Sep 83</u>	<u>Net Change</u>
Officer	808	803	-5
Enlisted	599	602	+3
Civilian Full-Time Permanent	2,292	2,296	+4
Totals	3,699	3,701	+2

The strength changes shown above were the net result of several manpower actions. Most notable among these actions were: (1) the conversion of seven field grade officer positions to civilian; (2) the restoration of spaces withdrawn in anticipation of commercial activity reviews which did not result in contracting out actions; and (3) the addition of both military and civilian authorizations to support the newly-established Office of Economics and Manpower Analysis (OEMA) in the Department of Social Sciences.

As a result of the passage of the Federal Manager's Integrity Act of 1982, government managers at all levels are now required to examine areas under their control to determine the vulnerability for fraud, waste, or abuse, and to take appropriate corrective action. An Office of Management and Budget (OMB) Circular A-123 and Army Regulation (AR) 11-2, both titled "Internal Control Systems," were developed which define and assign specific requirements under the act. The Academy will be divided into 153 assessable units, each having a manager who is to identify areas of fraud, waste, or abuse, and to take appropriate corrective action. An Internal Control System Committee, chaired by COL Ernest E. Cross, the USMA Chief of Staff, was established to act as a steering and policy-making body having responsibility for broad oversight over the internal control process at the Academy. Members of the staff of COL James C. Ferguson, the USMA Director of Resource Management and Internal Control Project Manager, will educate and train the managers and supervisors of the assessable units to enable them to carry out their responsibilities to monitor the success of Academy efforts in this area. Finally, the Academy completed the Fiscal Year 1983 Internal Control Report on our efforts in this area and forwarded it to DA.

In compliance with the 1979 Department of the Army Inspector General (DAIG) Finding 112, which indicated that USMA Donor Deposit Funds were not maintained in compliance with statutory requirements for gift administration, Directorate of

Resource Management (DRM) personnel developed a new Chapter 11 to AR 210-3 "Non Standard Activities of the United States Military Academy and the West Point Reservation." This chapter gives general instructions concerning the receipt and administration of gift funds controlled by USMA. The chapter also incorporates changes resulting from Public Law (PL) 97-252 Sec 1133, which raises from \$2,500 to \$20,000 the original value of donations of which the Superintendent, USMA, can approve and control.

Activities under the Commercial Activities (CA) Program prescribed by the Office of Management and Budget (OMB) Circular A-76 (Revised) of March 1979 continued to receive considerable attention by the Directorate during the 1983 Fiscal Year. Several major CA reviews were completed during this period. A cost comparison made between the Government cost and a contractor's bid for the performance of waiter, scullery, and custodial functions within the Cadet Mess determined that it was more cost effective to perform these functions under contract. A three-year contract, subsequently awarded to Crothall American, Inc., of Newark, Delaware, to perform these functions, is expected to result in a \$4.5 million savings over the length of the contract, which commenced in January 1983. A cost comparison made between the Government and a contractor's bid for the performance of the Academy Harborcraft facilities determined that it was more cost effective to retain the function in-house. Accordingly, the solicitation was cancelled. A conditional contractor award for the performance of Custodial and Guard Service functions at various USMA facilities was reversed by a DA Appeals Board. The function will be retained tentatively in-house although the DA decision is subject to further appeal. Finally, DA has approved the Academy's request for exemptions for both the Shoe Repair Operations and the Directorate of Automation and Audiovisual Systems (DAAS) and accordingly neither will be reviewed for possible conversion to contract operations for five years. DA also determined that the nature of support provided by the Second Aviation Detachment is a governmental function and will not be subject to further review.

The physical security of the Finance and Accounting Division increased significantly with the installation of four new safes and a "Joint Services Interior Intrusion Detection System" (JSIDS). Additionally, a modern fire alarm system connected to the USMA fire station was installed.

Based on DA guidance and in an effort to reduce the level of travel waste and abuse, efforts have been undertaken to ensure that USMA employees perform their travel in a prudent manner. A new policy instituted during the past year requires supervisors to review and initial actual cost travel vouchers of their subordinates prior to submission to the Finance and Accounting Office.

Under The Army Authorization Document System (TAADS), agencies are permitted to make changes in their Table of Distribution and Allowances (TDA) twice a year. In September 1982, a revised USMA TDA and a Modified Table of Organization and Equipment (MTOE) were forwarded to DCSPER for approval. Among the changes reflected in those documents were the reorganization of the USMA staff and faculty to reflect Deputy Post Commander and directorate relationships; deletion of the 57th Military Police MTOE and its subsequent addition to the USMA staff and faculty TDA; and documentation of the Civilian Personnel Office (CPO) staffing requirements in accordance with the implementation guidance provided on the

Functional Army Manpower Evaluation System. Also in September, a request for reinstatement of spaces in the Office of the Director of Intercollegiate Athletics (ODIA) and additional manpower spaces in the Department of Military Instruction (DMI), Staff Judge Advocate (SJA), CPO, and 2nd Aviation Detachment were submitted to Headquarters, DA. This request was forwarded with a letter of endorsement by the Superintendent and was the culmination of four lengthy manpower surveys which revealed requirements in excess of current Academy assets. At the same time USMA identified 66 officer positions for peacetime fill at a lower grade.

This later action was taken in line with the Fiscal Year 1984 Command Grade Ceilings (previously designated Command Grade Objectives) from ODCSPER. These ceilings reflect the latest Force Alignment II action designed to restrict field grade authorizations among general support forces, to constrain the expansion of noncommissioned officer (NCO) requirements, and to bring authorized grade structures in line with Defense Officer Personnel Management Act (DOPMA) budget constraints. The Academy staff examined the current military grade distribution in order to assess the impact on USMA's mission. ODCSPER was advised that our compliance with the ceilings may prove inappropriate due to the military assignment timing and scheduling constraints we face as an academic institution and because the vast majority of field grade officers at USMA are in categories exempted from consideration by AR 570-4 "Manpower Management." Nevertheless, during the fiscal year, 12 percent of the officer positions at the Academy were downgraded and the proportion of authorized captains at the Academy was increased to 60 percent of the total.

During the last quarter of the fiscal year, the USMA planning cycle moved from a five to a seven year planning sequence. This action was taken to enable the Directorate of Resource Management to prepare a more usable Program Analysis Resource Review (PARR) than was possible under the previous five year plan. Under the former plan, since the first two (execution and budget) years of the period were already set by higher authorities, only the subsequent three years were programable. Now, in a seven year planning cycle, the Academy's future requirements will extend over the five years of the PARR and contribute to a more successful integration of resources and requirements.

AUTOMATION AND AUDIOVISUAL SYSTEMS

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 during the past academic year. The successful acquisition of the new Instructional Support System (ISS) has made the Academy a leader in academic automation among undergraduate institutions. The options built into the ISS contract will ensure that USMA remains a leader in this area for years to come. Action was also initiated to procure a replacement for the Academy Management System (AMS). If approved by the Assistant Secretary of the Army for Installation Logistics and Financial Management (ASA IL&FM), the AMS will be replaced during the 1983-84 Academic Year, allowing for increased administrative automation support to the Dean and the Major Activity Directorates.

The installation of a new originator modulator (head end) for the closed circuit television system has improved picture quality on individual sets used for classroom instruction. The conversion of the government-owned cable system to a commercial cable firm has improved services to West Point residents while improving support to the instructional system by reducing requirements for conflicting non-instructional television. Audiovisual support for critical, highly-visible missions such as the Eighteenth Quadripartite Standardization Discussion (TEAL XXIV) Conference, the Eisenhower Statue dedication, and the Graduation address by Secretary of Defense Casper Weinberger required the total commitment of the Academy's audiovisual resources.

COMPUTER SYSTEMS DIVISION

The Computer Systems Division (CSD) is responsible for providing centralized automatic data processing services to the Academy. Included are such functions of computer operation as computer terminal maintenance, data base administration, systems analysis and programming, systems software support, and user assistance.

During the past academic year, the division concentrated on improving the quality of service to its customers and expanding the hardware inventory. A new ISS was installed in July 1982. Consisting of state-of-the-art equipment, this system puts USMA on the leading edge of computer technology. The network was upgraded several times during the year to expand the system and make it more responsive to the Academy's needs. The network currently consists of five Prime 850 minicomputers, a broadband local area network, 27 computer-aided design stations, 66 remote printers, and 135 stand-alone microprocessors. Options to expand the contract further still exist to handle Academy needs in this area for several years.

The transition of academic users from the UNIVAC single-processor to the Prime ISS was completed in June 1983. All users having files on the UNIVAC ISS moved them to either the UNIVAC AMS or the Prime ISS. Staff and faculty files that are management-oriented were moved to the AMS; all other staff and faculty files and all cadet files were moved to the ISS. The division will continue to use the UNIVAC single-processor for software testing and development.

Procurement of a new computer to replace the existing hardware comprising the AMS was initiated. The AMS handles gradekeeping, Academy administration, candidate processing, the cadet information data base, and related cadet support activities. For several years the UNIVAC supporting this mission has been saturated. At the present time, the system is targeted for replacement by the Fall of 1983.

An extensive redesign of the Admissions Data Base has been accomplished. The complete overhaul of the Director of Admissions data base was undertaken to more expeditiously support the data retrieval needs and to enhance the reporting capabilities of that office.

Finally, the Data Base Administration Branch and the Systems Analysis and Programming Branch moved from Thayer Hall to New South Post in February 1983. The move was conducted efficiently and both branches experienced improved morale and efficiency.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

The division experienced a heavy demand for a variety of audiovisual products and services to support academic, staff, and installation activities during the past academic year. In all, some 236 television and film production requests were satisfied, 2,876 hours of closed circuit television programs were aired, and 11,322 requests for still photography, graphics, training devices, TV repairs, audiovisual equipment loans, electronic maintenance, and sound reinforcements were met. In addition, USMA rented or leased 461 films which were shown approximately three times each to an estimated total viewing audience of 1,000 cadets and instructors. While the levels of television and film requests, closed circuit television airing requests, and rental or leases were down only slightly, there was a 20 percent decline in the total number of other requests from the previous year. The decline is believed attributable partly to the institution of a single manager concept and the resultant expansion of the audiovisual property book data base. With a centralized, more effective management of requests, some projects were found to be, in reality, non-essential for academic or support functions and were thus refused. The decline is also attributable to decreases in the calls for technical equipment and assistance since the cable television system was converted from government to commercial maintenance.

The conversion from the government-owned Master Antenna Television System (MATV) to a commercial Cable Television System (CATV) also resulted in improved services over the instructional system, because of reduced requirements for conflicting non-instructional television. The commercial cable system continued to carry the Command Information Channel, fed from the instructional system head end. The technical requirements of this system are much fewer than under the previous antenna system. In addition, the preemption of local programming for academic instruction can be accomplished more easily.

The installation of a new channel origination modulator (head end) system for channels 2-13 and the addition of five "mid band" channels 17-22 resulted in a markedly improved quality of reception on individual sets used for classroom instruction and expanded by five the number of total channels available to the classroom.

In addition to normal Academy requirements, significant support also was provided to the TEAL XXIV conference hosted by USMA, the dedication of the Eisenhower Statue Memorial, and the preparation of a multimedia program, "Images of a Day," which was developed for use at the annual Association of the United States Army (AUSA) meeting in Washington, D.C. Following its successful showing at that function, extensive use of this program has been made at the Academy for a wide variety of audiences.

Other special projects at USMA also included assistance to the Departments of Behavioral Sciences and Leadership (BS&L), Military Instruction (DMI), and the Cadet Counseling Center (CCC). In cooperation with BS&L, the division completed a series of 40 programs which were videotaped for cadet instruction as well as for new officer orientations. This block of programs is comprised of classes and laboratories for the course "Military Leadership" (PL 300). The division also worked with cadets enrolled in the department's "Mass Media in American Society" (PL 382) course, helping them to produce short television programs. The production of these TV projects, part of the course requirement, provided cadets with an opportunity for first-hand experience in the process of TV production as well as providing an extra element of interest for their class. A TV series which was started last year, by DMI, "The Duty Concept," was continued this year. In this videotaped series of programs, visiting distinguished military guests talk to the cadets about their personal concepts of "duty."

Finally, the CCC turned to the division for help in building 19 programs designed to instruct cadets in methods of handling various human relations problems. To accommodate this series of programs, a special studio setting was built which duplicated a cadet room and made possible the taping of this series of programs in the TV studio.

DEPUTY POST COMMANDER

The Office of the Deputy Post Commander (DPC) was established in September 1981, as a result of the Department of the Army (DA) action which withdrew the Major General (08) Deputy Superintendent position from the Academy. The mission of the Office was to "serve as the principal executive to the Superintendent and Chief of Staff in supervising the execution of command policy concerning management of post support resources: to coordinate all such support including that provided by tenant activities at the West Point Military Reservation (USMA and STAS)."¹

By the Spring of 1982, the responsibilities of the DPC were adjusted to clarify and strengthen the authority of the position, establishing a subordinate directorate staff. The new restructuring was designed to reduce the routine workload of the Superintendent and Chief of Staff, enabling them to concentrate on the major issues facing the institution. In June 1982, the reorganized staff plan formalizing the new organization was formally instituted at the Military Academy. Basically, the general staff offices remained under the Chief of Staff and those offices providing post resource/general staff support were assigned to the DPC. The new mission of the DPC was to: "serve as the principal executive to the Superintendent in the development and implementation of command policy concerning post activities in support of the West Point Military Reservation."² The reorganization was implemented to free the Chief of Staff from everyday, routine post operating matters and from involving the Superintendent in daily, typical installation, administrative, logistical, and engineering functions.

The organizations comprising the Office of the DPC included the Directorate of Personnel and Community Activities (DPCA), Directorate of Logistics (DLOG), Directorate of Engineering and Housing (DEH), Civilian Personnel Office (CPO), 1st Battalion, 1st Infantry, STAS, and Military and Civilian Equal Opportunity (under the DPC's responsibility as the Human Relations Program Officer).

The Deputy Post Commander, Colonel Donald I. Bernstein, was tasked to accomplish the Superintendent's assigned and self or directorate-initiated tasks to support the Military Academy's mission. The DPC reported directly to the Superintendent and worked in close cooperation with the Chief of Staff to ensure unified and cohesive staff actions.

The Office of the DPC performed a variety of roles in supervising, managing, and coordinating the unified allocation of post support resources to accomplish daily operational tasks as well as occasional special events. The Office played an important and integral role in dealing with the local (Highland Falls - Fort Montgomery, New York) school tuition issue, in planning for the Jewish Chapel, and in coordinating post operations during the football season and in the Energy Conservation Investment Program (ECIP).

Occupation of New South Post (formerly Ladycliff College) and the quarters insulation project were large scale programs directed by the Assistant Deputy Post Commander, West Point. Planning for the arrival of the New York State Air National Guard at Stewart Airport from Westchester was administered by the Assistant Deputy Post Commander, Stewart Army Subpost. The Deputy Post Commander served as Chairperson of several key forums such as the Construction,

Maintenance, and Repair Board; Training and Development Committee; and Crime Prevention Council. Community relations were significantly enhanced through the establishment of a weekly meeting with local Highland Falls, New York officials.

In August 1982, Colonel Ernest E. Cross, USMA 1956, succeeded Colonel Harvey H. Perritt, Jr., as Chief of Staff. After several months, it became apparent to the new Chief of Staff and to many other observers that the existing staff arrangement was not working as efficiently and effectively as was desired. The basic problem was that while all general and special staff officers reported to the Chief of Staff, some also reported on occasion to the Deputy Post Commander. Major Activity Directors (MAD) could and frequently did bypass the DPC and report directly to the Chief of Staff, thus defeating the purpose of the DPC. The fact that the organization functioned at all was a tribute, in the opinion of many, to the actions and personality of the Deputy Post Commander, Colonel Bernstein. At the same time, DA was exerting pressure on all Army agencies to reduce the number of senior officials. Between problems of divided loyalties and divided responsibilities, split allegiances and instructions, and the pressure from DA for Colonel (06) reductions, the decision was made to combine the DPC and Chief of Staff positions. The reformulated Chief of Staff/DPC position would have essentially the same roles and responsibilities as that of the Chief of Staff position prior to the creation of the Deputy Superintendent position in 1977.

In July 1983, the DPC will be disestablished and the Chief of Staff will become the Chief of Staff/Deputy Post Commander. The Assistant Deputy Post Commander, STAS will be redesignated Assistant Chief of Staff, Post Operations, STAS and will report to an Assistant Chief of Staff for Post Operations at West Point, who will continue to perform many of the routine administrative and coordinating functions previously handled by the DPC. The Director of Personnel and Community Activities will become the Human Relations Program Officer. The entire staff will report to the Chief of Staff/Deputy Post Commander.³

Footnotes

¹Letter, LTG Willard W. Scott, Jr., Superintendent, to LTG Maxwell R. Thurman, DCSPER, 25 September 1981.

²This mission statement was agreed upon by the command group in a series of meetings in June 1982.

³Memo, MACS, 8 Feb 83, Sub: Office of the Deputy Post Commander; Memo, MACO-M, 13 Apr 83, Sub: Reorganization of the Office of the Chief of Staff; Memo, MASG, 28 Jun 83, Sub: Reorganization of the Office of the Chief of Staff.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

The 1983 Combined Federal Campaign in Orange County, New York, was coordinated by the Military Academy. Approximately 9,500 government employees in the area were solicited. Nearly \$174,000 was collected in support of the United Fund, National Health Agencies, and National and International Service Agencies. This represented a five percent increase over last year's collections. However, since the number of employees solicited also rose by nearly 20 percent, the level of monetary support per person fell from an average of \$20.60 in 1982 to \$18.30 last year.

The Military Academy's Ninth Annual Retiree Open House was conducted in conjunction with the celebration of Armed Forces Day on 30 April 1983. Invitations were extended to retirees of all military services who reside in the West Point geographical area of responsibility. Indicative of the rising popularity of the event, more than 1,500 retirees and guests (an increase of 50 percent over the previous year) attended the scheduled events.

In August 1982, the Military Personnel Division was inspected by the Department of the Army Personnel Management Assistance System Team (DAPERMAST). The inspection reviewed all aspects of the Military Academy's military personnel management operation. The DAPERMAST gave USMA its highest possible rating on each of the 17 areas inspected, an achievement matched that year by only one other military personnel office in the Army.

INSTALLATION CLUB MANAGEMENT DIVISION

Throughout the year, the club system's management worked to improve customer relations and to increase participation in the clubs. A myriad of membership programs were introduced such as Pep Rallies, Kids Day, Lobster Night, games and food in the lounge, Family Night, MASH Brunch, and a Country Jamboree.

In February 1983, the West Point Package Store opened at a new location, the former Visitors Information Center. Increased floor space and accessibility are the new facility's greatest assets. Customer reaction to the move has been very positive.

Package Beverage Branch (PBB) net income of \$210,000 continued to be distributed to the Officers and NCO/ENL Club Branches and to the Morale Support Fund. The Morale Support Fund received shares from 35 percent of PBB net income for the last fiscal year to 40 percent of PBB net income for the 1983 Fiscal Year. However, only \$60,835 was transferred to the fund this fiscal year, a 15 percent decline from the amount transferred during the previous fiscal year. This decline in funds transferred resulted from a payback to the Officers and NCO/ENL Clubs for alcoholic beverages previously stored at the PBB. When the PBB became a separate independent facility, it kept all existing supplies and reimbursed the branches instead of returning the materials. As a result of the payback, despite a net income of \$210,000, the 40 percent transfer was computed on the basis of the \$152,000 available after the payback.

The long awaited renovation of the STAS Officers' Club ballroom and lounge was finally accomplished in March of 1983. Work will begin on the renovation of the West Point Officers' Club dining room in July 1983. In addition, a covered patio and barbeque pit were built behind the West Point NCO/ENL Club in July 1982.

MORALE SUPPORT ACTIVITIES DIVISION

The Morale Support Activities (MSA) Division continued its efforts to improve services and to expand recreational opportunities for the West Point and Stewart Army Subpost (STAS) communities. Equipment acquisitions and additions during the past academic year include: a ski chair lift for the Victor Constant Ski Slope, a 15 passenger van, five Vic Commodore Computers for the Youth Activities Center, lawn mowers and car luggage racks for equipment rental, renovation of Smith Rink and Morgan Farm, and minor renovations of Outdoor Recreation facilities at Round Pond and Bull Pond. Program attendance continues to increase due mainly to the expansion of current programs in Youth Activities, the Recreation Center's Tour and Travel Branch, and new program additions such as expanded computer classes, a new water color and perspective drawing program, additional Youth Center trips, and expansion of local youth programs. In addition to scheduled programs, this year West Point hosted the Hudson Valley League Youth Soccer Tournament with 78 teams participating, hosted an Invitational Slow Pitch Softball Tournament with 23 adult teams participating, and participated in the first annual Army/Navy youth soccer game which was held at the Naval Academy.

During the past academic year, action was undertaken to prepare for implementation of the DA-directed self-sufficiency for MSA programs on 1 October 1983. Profits from PXs formerly had provided one-half million dollars to subsidize morale support operations, to keep costs as low as possible for users, and to buy capital type items. Under the revised rules, the money will be made available only for Morale Support major construction items. To compensate for the loss of these funds, efforts were made to obtain alternative appropriated funding from other sources, user fees were increased minimally, and adjustments were made in work schedules of employees to make a more efficient utilization of office personnel. At the same time, office efficiency was enhanced through the addition of the Outdoor Recreation and Sports administrative staffs to the existing Morale Support Office administration. This action has resulted in better overall office management, fewer errors, reduced time required to complete transactions and users requests, and centralized handling of user fees.

PERSONNEL SERVICES DIVISION

Army Community Service (ACS) extended assistance on over 8,500 occasions to active duty and retired military personnel, their families, unaccompanied "waiting wives," Academy civilian employees, and USMA cadets. An average of 27 volunteers per month contributed a total of 9,112 hours during the past year. Informational programs of ACS include operating the Military Installation Library, responding to consumer concerns, conducting English and citizenship classes, publishing the "Pointerette," and providing information on babysitting and cleaning teams. ACS's outreach program includes welcome packets and presentations for newly assigned personnel as well as orientations for First Class cadets and briefings for service members. The agency's services also include direction of the Loan Closet, operating the Santa Claus Shop and Emergency Food Locker, meeting emergency needs, and providing budget and financial counseling. The 1983 annual Army Emergency Relief (AER) Campaign was conducted during the spring by ACS and raised \$55,300, down from 1982 but comparable to the 1981 level of support.

The level of assistance during the past academic year reflects a 70 percent increase over the level of the previous year. The increase was primarily due to three factors: the relocation of the ACS office, an expansion in the First Class cadet orientations, and the establishment of the Child Development Services Program (CDSP).

The ACS office was relocated during the past year from the post cemetery to a location with the West Point Red Cross office at New South Post. The new location has greatly increased accessibility to the West Point community and enhanced the level and calibre of service provided.

First Class cadet orientation briefings were attended by about 50 percent more cadets than the year before. This increase was the result of a decision to permit cadet fiancées to attend the briefings and to the improved calibre of information and welcome packets made available to cadets about the posts to which they would be assigned after graduation.

As a result of the Army Regulation 608-1 "Personal Affairs: Army Community Services Program," effective 15 June 1983, the CDSP was brought under the auspices of the ACS. The establishment of the CDSP had been undertaken during the past year following a Summer of 1982 conference on child developmental facilities in the Army. As a result of the change, the Day Care Centers and Pre-Schools at both West Point and STAS were brought under the control of a Child Development Services Coordinator and supervisors of each of the centers and pre-schools were converted from non-appropriated fund to GS civilian positions. As a result, the centers became education centers with a full range of educational facilities for children of all ages. In addition, breakfasts, lunches, snacks, and dinners are provided to the children depending on parental needs and available center staffing. Following these changes child participation increased by two-thirds. ACS operation of the West Point and Stewart Army Subpost Child Development Centers (both Day Care Centers and Pre Schools) provide enhanced low-cost, quality educational and developmental programs and services. Highlights of the Child Development Services Program (CDSP) included renovation of the STAS Child Development Center and celebration of the Month of the Military Child with a KINDERMARCH and a Children's Day at the Office/Luncheon at the West Point Officers' Club.

The USMA Education Center became an official General Educational Development (GED) Testing Site approved by The American Council on Education's GED Testing Service, Washington, D.C., in September 1982. At that time, the USMA Education Center became the only Army education center in the Continental United States (CONUS) which is not dependent on a state GED agency for GED testing services. The Education Center now permanently stocks GED Test Batteries and administers and schedules tests to meet the needs of soldiers. In prior years, tests were under the control of the New York State GED Agency and administered to soldiers in Highland Falls, New York, on an annually fixed schedule.

As a result of this change, GED tests may now be given at any time desired by service members and their dependents at the Academy. This permits testing immediately after a body of knowledge is acquired by the student in accordance with sound educational policy. Accordingly, during the past academic year, tests were given more than a dozen times instead of twice a year as under the previous format.

The Advanced Skills Education Program (ASEP), designed to help NCOs meet training responsibilities as supervisors, managers, and communicators, began at USMA in January 1982. Although the program was found to be an outstanding success, the participants were initially limited to E6s, E7s, and E8s, in accordance with AR 621-5, "Army Continuing Education System." In the Fall of 1982, the Academy formally requested permission to open the program to selected sergeants and specialists in the grade of E-5 for the following reasons:

"a. Systematic development of junior NCOs in grade E-5 by the ASEP program will augment the Primary Leadership Course, which is the main organization program for initiating NCO career development.

b. ASEP courses will support the supervisory and managerial skills of those NCOs in grade E-5 who serve as squad and section leaders. It is at the squad and section leader level that there is the greater supervisor to soldier ratio.

c. Owing to age, E-5 supervisors have close association with those they supervise, and are sensitive to the needs and problems of younger soldiers.

d. The retainability of selected E-5 supervisors would be a cost benefit to the Army when compared to the expenditure of ASEP funds for NCOs in grade E-8 and E-9."¹

As a result of the USMA request, permission was granted by the Education Directorate of the Office of the Adjutant General to permit USMA to enroll selected personnel in the grade E-5 in the ASEP in the 1983 Fiscal Year.² The USMA request, along with those of other Major Army Commands (MACOMs), stimulated a review of the enrollment limitation, culminating during the academic year, in a revision of AR 621-5 permitting E5s to participate.

During the past academic year, 120 alcohol and drug education and training presentations were given to a total of 3,994 cadets, soldiers, dependents, and civilian employees. This instruction was provided during newly-assigned soldier briefings, Cadet Basic Training (CBT), U.S.C.C Alcohol and Drug Dependency Intervention Council Training (ADDIC), new tactical officer orientation, civilian supervisor training, new employee training, and special interest programs, such as at the James I. O'Neill High School in neighboring Highland Falls, New York.

Three post personnel and 23 cadets attended the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, in San Antonio, Texas. Forty-seven cadets attended the 15 hour Cadet Alcohol Awareness Education Class and 15 other military and civilians were enrolled in the 12 hour Alcohol Awareness Program (Track I). Commander use of urinalysis increased during the past academic year through special authorizations and ultimately in conjunction with modifications of earlier DA limitations. The testing level will be increased further when the Corps of Cadets begins its urinalysis testing program in September 1983. In the overall program, 1,323 individual counseling sessions were conducted with clients and 181 consultation sessions were held with commanders and families on post. The DA recommended program, "Alcohol and Drug Abuse Services to Army Families and Youth," was initiated in May 1983. Planned activities for the future include community meetings, speeches, and publications.

The Community Life Office completed a successful year which included the election of the first mayors for the West Point and Stewart Army Subpost (STAS) communities and participation at local and national conferences on military family life.

This year, mayors were elected for nine communities at West Point and STAS. The establishment of the position of mayor for communities within the post provides a forum for post residents to bring problems and issues informally to the attention of the command and to work to create a greater sense of community among the residents.

In addition to the mayoral program, this office promoted participation at two significant conferences. A family development conference entitled the "Military Family Challenge" was held at West Point in August 1982. The conference provided a forum for the USMA military family to learn what the Army has done recently and what can be accomplished in the future to improve family life. Over 100 people attended classes and workshops involving topics such as family separation and jobs for family members. Mrs. Judith Dozier opened the conference by discussing separations that she has endured. Other participants included Mrs. Rosemary A. Locke, Congressional and Department of Defense Liaison for the National Military Wives Association (NMWA), and Ms. Carolyn Becraft, director of the Information Center on Women and the Military Women's Equality Action League. The program concluded with a banquet address by LTG (Ret) Robert G. Yerks on the "Effects of a West Point Assignment."

In October, eight members of the West Point community, including several mayors, attended the Third Army Family Symposium in Arlington, Virginia. More than 500 delegates from all over the world, representing active, retired, reserve, national guard, and DA civilians attended this year's conference whose theme was "The Army and the Family—Partners in Progress." The four major areas of concern at this symposium focused on: (1) medical, dental, CHAMPUS, and family programs; (2) relocation, housing, and sponsor programs; (3) family support programs, role and identity, and minority families, (4) child care, children and youth, and education. The conference, which featured presentations by the Army's senior military and civilian personnel, is one indication of the Army's concern for and support of the military family.

The Nonappropriated Fund (NAF) Administrative Coordinator maintains administrative control and monitorship for 25 nonappropriated fund instrumentalities and ensures that only those activities essential to USMA have been granted authorization to continue their operation. The coordinator maintains command administrative surveillance over 57 self-sustaining, private organizations and grants permits for these organizations to operate at USMA based on their complete compliance with Army directives and USMA policies.

The NAF Administrative Coordinator has been designated as policy coordinator to evaluate and redesign, where appropriate, the USMA Donor Deposit Funds in accordance with a DAIG recommendation. This action is designed to restrict the use of Donor Deposit Funds at USMA in accordance with Army regulations and DA guidance. In the past, some funds were received and inappropriately designated as donor deposits. In the new arrangement, control for these funds will be shifted to a

variety of agencies here at West Point and at DA to enhance financial management and to comply with regulations. By the end of the academic year, eight of the funds were transferred or were being staffed at DA for transfer to the appropriate agencies.

PROVOST MARSHAL OFFICE

During the 1982-83 Academic Year, the Military Police at West Point have been exceptionally busy. By refocusing and concentrating the daily law enforcement effort toward crime prevention, as opposed to the less proactive resolution of already perpetrated crimes, the Military Police dedicated themselves to ensuring the safest and most secure conditions possible at the U.S. Military Academy. The redirected emphasis, though manpower intensive, has proven to be a success: there were 1,109 incidents reported to the Military Police during the past academic year, a reduction of nearly 13 percent from the level of the previous academic year but comparable to the level during the 1980-81 Academic Year. Of this total, 296 were traffic accidents and 61 were drunken driving offenses. The total number of traffic accidents decreased by 11 percent, and added attention to driving-while-intoxicated incidents resulted in a 45 percent increase in the number of drunken drivers detected. A comprehensive security/surveillance program in the cadet parking areas, coupled with increased efforts by U.S.C.C., has resulted in a reduction by one-third in the number of incidents of cadet vehicle damages/larcenies last year.

In addition to Crime Prevention measures, the Military Police have been active in investigating criminal activity. The Military Police Investigations (MPI) Section and the West Point U.S. Army Criminal Investigation Division Command (USACIDC) have investigated 574 incidents in the last year. These include 47 crimes against persons, 328 crimes against property, 46 drug offenses, and 153 other incidents.

The Provost Marshal initiated organizational changes that have contributed positively to a more secure environment at the Military Academy. The Crime Prevention/Physical Security Branch was consolidated with MPI to form the Special Operations Branch. The ultimate goal of this consolidation is to reduce crime by enhancing the exchange of information and coordination of Crime Prevention/Physical Security data with MPI findings and by analyzing crime trends more effectively.

In addition to its daily duties, the Special Operations Branch planned and conducted a door-to-door crime prevention campaign in all post housing areas again this past year. The campaign provided quarters occupants with information and techniques to be used for the prevention of property losses from the home. In conjunction with the Highland Falls (New York) Police Department and the USMA Safety Office, the Branch also hosted a joint military-civilian bicycle rodeo. The event promotes bicycle safety and theft prevention through the marking and registration of bicycles against theft. A similar bicycle rodeo was conducted at Stewart Army Subpost.

A special platoon was formed to improve gate operations by upgrading the appearance and image of the Military Police men and women who perform at these highly-visible positions. The platoon is comprised of 22 Military Police men and women especially selected and trained in drill and ceremonies and instructed in proper courtesy, bearing, appearance, and decorum.

An explosives detection dog was added to the existing Military Police Working Dog section. The new dog provides an explosives detection capability to improve the security measures implemented during VIP visits and other sensitive special events.

SAFETY OFFICE

The mission of the Safety Office is to advise the command and subordinate agencies of the Army safety policies and pertinent federal safety regulations and to design and monitor programs which assist in this effort. The USMA Safety Office conducted 87 Occupational Safety and Health Administration (OSHA) Inspections during the 1982-83 Academic Year and 18 OSHA violations, termed Risk Assessment Code (RAC) 2, were corrected. One hundred and eighty-one safety-related work orders were processed during the past year. Four hundred and ninety-eight USMA employees attended the National Safety Council Defensive Driving Course offered at the Academy during the past academic year. Of those successfully completing the course, 254 were validated for the ten percent insurance reduction program.

There were 60 civilian injuries during the past academic year, representing a decrease of 18 from the previous year. The decline is believed attributable partly to the fact that the food service workers, one element of the civilian work force which experienced a large number of accidents, were contracted out. Another contributing factor may be the initiation of back injury prevention classes for individuals susceptible to back injuries. There were 39 military injuries reported during this period, an increase of 15 compared with the previous year. The rise in military injuries was due to a more accurate reporting of injuries received during CBT and CFT. There were 11 government vehicle accidents during the year, a decrease of 17 from the previous year. The precipitous decline in the total number of government vehicle accidents is attributable to enhanced enforcement by the Provost Marshal Division. During the 1981-82 Academic Year only two individuals had been assigned to traffic enforcement, but during the 1982-83 Academic Year the number was increased to six. In addition, the number of spot checks and the use of radar increased during the period, and commanders' response to subordinates involved in government vehicle accidents was stricter than in the past.

WEST POINT ELEMENTARY SCHOOL

The introduction of a computer literacy program, the initiation of a full-time program for gifted students in grades two through six, and a review of the reading program in the kindergarten through sixth grade highlighted the year at the West Point Elementary School. In the computer literacy program members of the Department of Geography and Computer Science instructed 18 teachers on the TR5-80 microcomputer and gave classroom instruction on the microcomputer to students in selected classes. Peak school enrollment fell by 47 students (five percent) from the previous year to a total of 801. The peak enrollment has thus fallen by nearly 12 percent over the past three years from a record high of 907 achieved during the 1979-80 school year. Seventy-three eighth grade students were graduated from the school in June.

Mr. Rolla W. Baumgartner, Superintendent of the elementary school for the past eight years, announced his resignation at the end of the school year and will assume a similar position at Fort Benning, Georgia.

Footnotes

¹Letter, MAPS-E to HQDA (DAAG-GDA), Subject "Advanced Skills Education Program," 8 Oct 82.

²Message, DAAG-ED-SMA to USMA (MAPS-E), Subject "Advanced Skills Education Program," 5 Nov 82.

LOGISTICS

UNITED STATES ARMY COMMUNICATIONS COMMAND-WEST POINT

During the past academic year, the United States Army Communications Command-West Point (USACC-WP) provided telecommunications support for all USMA yearly and seasonal requirements to include Cadet Basic Training (CBT), Cadet Field Training (CFT), sporting events, graduation, as well as special events such as communications services in support of the USMA-hosted TEAL XXIV Conference.

In addition to those ongoing responsibilities, the command served as Contracting Officer Representative for the Cable Television System (CATV) contract for West Point. This effort involved planning and coordinating the conversion from the Master Antenna Television (MATV) System, an action which affected virtually every official activity and housing resident at West Point and culminated in providing service to more than 1,100 subscribers at West Point.

The command planned, coordinated, and provided for all communications in support of USMA elements relocating to New South Post (formerly Ladycliff College) during the lease period. The command also planned and coordinated communications support for the 105th New York Air National Guard in its relocation from the Westchester County Airport to Stewart Army Subpost (STAS). Installed communications will include 125 telephone main lines, more than 225 telephone instruments, associated telephone key systems, and special emergency crash circuits. Telephone services were improved for key official STAS subscribers by the installation of 19 direct dial telephone lines permitting direct access to West Point in lieu of using the USACC-WP switchboard. This execution is but the first step in a general upgrade of STAS telecommunications assets which will be completed during the next several years.

During this period, the 7th Signal Command of Fort Ritchie, Maryland, visited USACC-WP to gather data to develop a statement of work for replacing the West Point Dial Central Office (DCO). Current milestones call for funding a new system in Fiscal Year 1984 with installation during either the 1984 or 1985 Fiscal Years.

The command identified actions, obtained funding, and planned for the upgrade, enhancement, and expansion of old maintenance-intensive telephone key systems providing greater service to affected customers and cost savings in maintenance manhours to USACC.

Planning continued for the upgrade and modernization of the West Point non-tactical radio systems with state-of-the-art equipment. Funding milestones for Fiscal Year 1984 include replacing the existing Provost Marshal, Directorate of Automation and Audiovisual System (DAAS) equipment and establishing a system for the Directorate of Operations, Plans, and Security (DOPS). This action will permit intercommunication between USMA agencies which is so important, particularly at football games and at graduation exercises, and previously has not been possible. Initiatives also resulted in an Electromagnetic Compatibility Study performed at USMA to ensure communications compatibility not only for the new and enhanced systems but also for systems planned in the future which are included in the USMA Installation Telecommunications Plan.

PURCHASE AND CONTRACT DIVISION

The Division again experienced an increased workload during the year as reflected in increases in the value of processed appropriated and non-appropriated fund contracts. The dollar value of the appropriated fund obligations rose from \$38.7 million during the 1982 Fiscal Year to \$44.6 million during the 1983 Fiscal Year, while the value of non-appropriated fund obligations rose from \$4.9 million to \$10 million. The dramatic non-appropriated fund increase was due to this Division taking on procurement actions for the Cadet Mess.¹

During the second quarter, the Division commenced phasing-in its Procurement Management Information System. Upon completion, this system will provide all levels of management with on-line management data on over 500 major procurement actions. These include Plebe Issue Items, Unfinanced Requirements, Command Critical Items, as well as Construction, Service, and Supply Contracts. The system is designed to track a procurement action from planning stage or receipt of purchase request through the acquisition cycle and project performance until final payment is made and the contract is closed out. Action dates are updated by Division personnel as events occur or revisions become necessary and various reports are produced periodically. Although only Purchase and Contract personnel have the capability to "write" to the file, any activity with a remote terminal may view the files and make narrative inquiries concerning action dates and impacts upon their special projects. Responses to inquiries are made via the terminal by Division personnel. The increase of visibility has improved operational control of procurement actions and surveillance of contracts.

As a result of competitive solicitation, the Martin Marietta Data Systems was awarded a \$4.7 million contract for an Instructional Support Computer System to support academic instruction at USMA. This contract, the largest single dollar value contract ever awarded by the division, calls for the various computer systems to be operational for the 1982-83 Academic Year. Under the contract awarded to Martin Marietta, the procurement of four Prime 650 processors, 75 TERAC intelligent terminals, 12 Computer Aided Design Stations, and a SYTEK communications network was completed and installation of the equipment was accomplished during the Summer of 1982. The benchmark test was successfully passed in August 1982 and all equipment (except SYTEK which had not been delivered in its entirety) was accepted at that point.

During the year, the Division phased-in one major contract as a result of the Commercial and Industrial Type Review (CA) mandated by Office of Management and Budget (OMB) Circular A-76. A contract was awarded to Crothall American, Incorporated for Cadet Mess Waiter and Scullery Service commencing in January 1983. This amounted to \$1.3 million annually for a four year period. A decision by the General Accounting Office (GAO) may result in the award of a contract to RCA Service Company for Custodial Service at West Point. This program was the subject of a CA review during the past year. Other significant contracts awarded included acquisition of new dugouts at Doubleday Field, rehabilitation of the Warner House on Constitution Island, replacment of bleachers in the Cadet Gym, and repair to the Press box at Michie Stadium.

The Division has increased its involvement in automatic data processing equipment (ADPE). Purchases and maintenance contracts of word processing equipment for 16 academic departments totalled approximately \$431,000.

A requirements-type contract was established for three of the cadet issue items. USMA will receive a two-year supply of items on one contract. This reduces administrative time, procurement time, and most of all, results in a cost savings by obtaining one price for the two-year supply. This contract includes white gloves, laundry nets, and calculators. The Division is attempting to increase its requirements contract base.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to be responsible for providing staff advice and supervision on all matters concerning supply operations, property accountability, and service functions. In addition, the Division is responsible for administrative and technical food advice; for coordinating all cemetery interments for eligible deceased and providing mortuary services to all active duty military personnel in our area of responsibility; for operating the Self Service Supply Center (SSSC); the ammunition supply point (ASP), and the Troop Issue Subsistence Activity (TISA); and for exercising staff supervision of the operations of the Laundry and Dry Cleaning Plant, the Military Clothing Sales Store, and the commissaries at West Point and STAS.

The Supply and Services Division's Consolidated Installation Property Book Branch, which operates a \$16 million property book for USMA staff elements, continued to lead the USMA effort to increase property accountability through the consolidation of individual activity property books. Property Books in the USMA Museum, Cadet Mess, Morale Support Activities, and Corps Support Branch were absorbed by the Supply and Services Division Property Book. The Departments of Chemistry and Physics were automated and other academic departments are in varying stages of progress at the end of the year. Automation of property book accounting was extended during the period to the Directorate of Automation and Audiovisual Systems (DAAS) and, de facto, to those activities absorbed by consolidation.

The consolidation of property book functions in this division, which possesses the requisite expertise to handle this function properly, enhances organizational effectiveness and general staff efficiency. The consolidated property book officer, located in this division, is also the installation staff officer for supply procedures. As such, the officer is tasked to inspect external property book operations. A direct result of the property book consolidation effort is that the number of annual Command Supply Inspections of property book activities outside of the division performed by this officer was reduced from 20 to only nine. Even the results of the nine remaining inspections showed improvement over the findings in previous inspections.

Finally, at the end of the year, the Academy received permission from DA and the Health Services Command (HSC) to utilize the Army Medical Department Property Accounting System (AMEDPASS) in non-medical activities. In the past the Academy has used its own unique automated system. The advent of AMEDPASS, which is the automated system accepted Army-wide, has improved significantly the quality of reports transmitted. It also means that when the property books are brought under division control, these facilities, frequently maintained on a manual basis, will be brought immediately into the automated procedures in use throughout the Army.

With the acquisition of the New South Post, former Ladycliff College property, the division completed the initial inventory of donated property and provided guidance and assistance to USMA tenants on procedures for acquiring and accounting for installation property donated by the college.

Management indicators denote the high performance of the Property Control Branch (PCB) in managing the stock record account. Pre-edit rejects, which amounted to about seven percent of the total supply transactions the previous year, fell by 69 percent to just over two percent during the last academic year, indicative of more accurate data input into the Standard Army Intermediate Level Supply (SAILS) ABX cycles. The improvement in performance is due to the acquisition of a more stable full-time work force and enhanced on-the-job training. All supply support activity processing times were well within standards. Moreover, the installation's percentage for aged, paid inventory intransits (stock fund), which was 5.7 percent in May 1982, fell to .3 percent as of May 1983. This is a remarkable accomplishment in view of the U.S. Army Training and Doctrine Command (TRADOC's) objective not to exceed 15 percent.

Logistics and equipment support provided by the Division to cadet summer training improved this year with the procurement of additional inventory temporarily in use (ITIU). During the past academic year, TRADOC increased the amount of stock-funded secondary items available for the supply support activity's inventory from \$167,000 to \$266,000. In early 1983, the material category structure code for some items desired by USMA was redesignated (so that the items were no longer designated as stock fund items subject to the TRADOC limitation). Indeed, some of these items became free issued items or were purchased by the depot rather than the installation. As a result, even though the activity's inventory of stock-funded items only increased from \$167,000 to \$225,000, the value of total items now in the inventory increased more rapidly, better enabling the Academy to support cadet summer training.

In December 1982, the PCB, in conjunction with the Transportation Office, established a Central Receiving Point (CRP), co-located with PCB's Storage and Issue Section at Building 917. The activation of the CRP at West Point resulted in a marked savings in cost, labor, and energy as well as in improved processing of receipts to customer activities.

The Self Service Supply Center (SSSC) sales for the academic year were \$1,041,000, an eight percent increase over the previous academic year. The increase in sales is attributable to inflation, and to a six percent increase in the number of stock line items, one item of which, xerographic paper, was in heavy demand. During this period, the SSSC serviced 242 separate accounts, only slightly less than the number serviced during the previous year.

The consumption of ground fuels at the Academy during the 1983 Fiscal Year totaled 501,260 gallons, a decrease of four percent from the previous year and the lowest level in over a decade.

Bringing together Academy assets in nutrition and diet, the USMA Food Advisor created and implemented the first USMA nutrition education training program for all food service personnel in 1st Battalion, 1st Infantry, MEDDAC, Cadet Mess, and the club system.

The West Point and STAS Commissaries completed the first full year as independent operations. The cash sales for West Point totalled \$8.8 million and cash sales for Stewart totalled \$4 million for an overall three percent increase. In January 1983, DA approved the construction during the 1986 Fiscal Year of a new commissary at West Point to be located near the Stony Lonesome housing area.

TRANSPORTATION AND MAINTENANCE DIVISION

During the past academic year, the Military Academy obtained a 62-foot lobster-style vessel which had been confiscated by the U.S. Customs Office. This craft, with a market value in excess of \$120,000, was awarded to USMA for a total cost of just under \$6,000 to reimburse the Customs Office for the storage charges for the vessel up to the time of our accession. It is expected to arrive in July 1983 and will replace the U.S. Army vessel J-3798 which is not economically repairable.

The 45 cent average cost per mile for operations and maintenance of the division during the 1981-82 Academic Year rose to 72 cents average cost per mile during the 1982-83 academic year, amounting to a 60 percent increase. No explanation for this significant increase is available.

The Motor Pool Branch trained, tested, and licensed 565 Fourth Class cadets to drive military vehicles. An additional 125 cadets were tested and licensed to drive in support of cadet activities and training.

An Electronic Reservations Ticketing System (ERTS) was installed in the Transportation Office during the Summer of 1982. This system assists in increasing the use of discounted and low cost air fares, expediting the acquisition of airline tickets by awarding airline tickets directly rather than Government Transportation Requests (GTR), and expediting the processing of ticket refunds. The installation of this system was anticipated to result in an estimated savings of nearly \$150,000 annually. The system was heavily utilized during the 1983 Cadet Advanced Training (CAT) where, except for those cadets travelling exclusively on Military Airlift Command (MAC) aircraft, virtually all cadets were provided actual airline tickets prior to their departure from USMA.

TREASURER

In January 1983, the Cadet Mess food service, scullery, and custodial services were converted to a contract operation. The contract was awarded to Crothal Food Service. Although total sales at the Hotel Thayer fell only slightly, from \$4.5 million in Fiscal Year 1982 to \$4.4 million in Fiscal Year 1983, net profit fell from \$452,000 to \$151,000 during that period. The decline in profits was due to constrained economic conditions which resulted in decreases in conference business and in room sales throughout the country. In addition, there were increases in the size and cost of labor in the food preparation area. A \$320,000 dormitory renovation project for 43 rooms, hallways, and furnishings on three floors of the hotel was completed during the Spring of 1983. The Cadet Store again had sales on non-appropriated fund (NAF) items amounting to \$2 million in FY 1983 comparable to the figures for the previous fiscal year.

POST EXCHANGE

The most significant event at the Exchange during the past academic year was the receipt of approval and funding for construction of the Army Military Clothing Sales Store within the Main Store complex. The new Clothing Sales Store, scheduled to open in July 1983, will result in a physical consolidation of the store and will give our customers a one-stop shopping complex for Army and Air Force Exchange Services (AAFES) controlled merchandise.

Footnote

¹During the Summer 1982, the division established 29 pre-priced Blanket Purchase Agreements for over 359 items to support the Cadet Mess. These agreements were the result of solicitations issued to 76 firms and marked the first time the Cadet Mess had ever sought such a wide competition for Cadet Mess food items.

ENGINEERING AND 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 United States Military Academy Military Construction Army (MCA) Program. Highlighted in this chapter are key areas of significant accomplishment.

Reorganization/Commercial Activities (CA) Productivity Improvement

At the recommendation of the Office of the Chief of Engineers (OCE) the DEH solicitation package, originally scheduled as two packages (DEH-West Point and DEH-STAS), in late 1982 was restructured into five packages: Entomology, Roads and Grounds, Buildings and Structures, Fixed Plants, and DEH-STAS. (The Custodial services had always been a separate CA package and had received earlier evaluation.) The restructuring of the solicitation packages was done to provide packages large enough to attract big businesses but not too large to discourage small/disadvantaged businesses. A new CA-Proposed Action Summary (CPAS) was submitted to the Directorate of Resource Management (DRM) reflecting this restructuring and establishing new milestones for completion of performance work statements, management reviews, and economic analyses required for contractors to prepare bids.

A management study was instituted by DRM in conjunction with DEH and the Civilian Personnel Office (CPO). This "pre-CA" study was designed to recommend organizational changes to make DEH more efficient. Some DEH reorganizational changes were implemented in advance of CA; others are in progress at the end of the academic year. The major changes included transferring Furnishings Management from the Housing Division to the Engineer Resource Management Division's (ERMD's) Supply Branch to put all supply activities in one area and under one manager; transferring the Work Reception and Scheduling Branch from ERMD to the Building and Grounds (B&G) Division to put the schedulers and operators closer together physically and under the same manager; restructuring the B&G Division, Utilities Division, and Environmental and Energy Control Offices into an Operations and Maintenance (O&M) Division and an Environmental and Energy Management Division to enhance functional consolidation and operational control of agencies; and relocating the Chief, Housing Division from Building 626 to Building 667 to permit closer coordination and control of housing activities.

During the same period, several major programs were implemented to enhance productivity within the Directorate:

- (1) DEH converted to the automated Facilities Engineering Supply System (FESS) to improve DEH supply management and inventory operations. This is a stand-alone system which utilizes a leased mini-computer located in the DEH Supply Branch. FESS has both a dynamic, line-item inventory accounting capability for DEH's use and a dollar value inventory accounting interface with Standard Army Intermediate Level Supply (SAILS) System. This advance provides for instantaneous accounting and speeds up records monitoring to provide up-to-date information concerning every job request. Concurrent with system implementation, DEH converted from an "open"

to a "closed" warehouse concept in order to reduce inventory losses and thereby maintain integrity over the data base. Under the open warehouse concept, project foremen could bring a bill of materials list to the warehouse foreman and receive authorization to collect the materials needed. Under the closed warehouse the warehouse foreman now gathers the materials needed himself, thereby reducing the trafficking in the warehouse and promoting better management control of inventory.

(2) Established a centralized tool crib within Building 667 to service the trade shops. In the past, all 23 shops had to maintain their own tools and pick up new ones when needed from the Self Service Supply Center (S.S.S.C.). Now each shop picks up items from the tool crib simplifying the administrative control over tools. The tool crib has reduced significantly the administrative tasks of the shop foremen, enabling them to spend more time directly supervising the craft work force.

(3) On a trial basis, the Roads and Pavements Branch of the O&M Division will use a Compressed Work Schedule during the Summer of 1983. This schedule uses split shifts to enable more people to work during daylight hours during the busy summer season and is expected to result in greater efficiency and utilization of equipment.

Major Projects

The lease for the Ladycliff College (New South Post) property was signed in December 1982 by Mr. Warren Gordon, Chief, Real Estate Division, New York District Corps of Engineers, representing the Academy and Mr. Robert Schlageter, Chairman of the Board of Trustees, Ladycliff College. The lease provides for the initial Academy occupation of the site from 15 December 1982 to 30 September 1983. The lease is renewable for a period which shall not extend beyond 30 November 1987. The Academy is leasing 39.5 acres of land and five structures (Rosary Hall, Mary Hall, Spellman Hall, the Library, and Lourdes Hall). The agreement is for a yearly rental of \$375,000, with an option to purchase for \$3.5 million. During this period, an independent architectural engineering firm, The Hillier Group from New Jersey, conducted a study to determine the most economical way to satisfy existing long-term Academy usage requirements for additional academic space.

Following the signing of the lease, a number of USMA activities were installed in the former Ladycliff College property, now designated New South Post. Led by the move of the Visitors Information Center in December, the Transportation Office, Military Personnel Office (MILPO), Reenlistment Office, Army Community Service (ACS), American Red Cross Office, the Central Accounting Division (CAD) of DRM, and the Data Base Administrator and the Systems Analysis and Programming Branch of the Directorate of Automation and Audiovisual Systems (DAAS) all moved to the new site. In addition, the Training and Development Branch of CPO obtained two classrooms for instructional purposes. Plans are also underway for the eventual move of the USMA Museum and other elements of DAAS to the new site, which will help relieve some of the pressure for additional academic space in the central area. It is hoped that USMA will obtain the \$3.5 million needed to purchase this sorely needed space in Fiscal Year 1984. Negotiations have been on-going and approval of funds requires the action of the U.S. Congress. If the Academy is successful in purchasing the property, the institution will be able finally to relieve the severe

congestion that presently exists in the central post area and provide needed academic and library space.

An Environmental Assessment (EA) of the Acquisition of the Ladycliff College Property and Structures was completed in February 1983. The document was prepared to assess the potential impacts of the acquisition upon the quality of the environment. Public input on the EA was received from Headquarters, Department of the Army (HQDA), the New York State Department of Environmental Conservation, officials of the Town of Highlands, and local environmental groups. The conclusion of the EA was that the acquisition of Ladycliff College will have no significant adverse impact on the environment and that an Environmental Impact Statement (EIS) for the acquisition action is not required.

Two unusually significant projects were initiated during the past academic year - a new religious center and a new athletic facility. Ground was broken for a Jewish Chapel at West Point on December 28, 1982. Although the project has been approved by the Superintendent USMA and the Secretary of the Army, all fund raising is the responsibility of the West Point Jewish Chapel Fund, Incorporated, a private, tax-exempt organization, and is separate and apart from other fund raising for West Point which is conducted by the Association of Graduates West Point Fund Committee. After construction, the chapel will be donated as a gift to USMA. The government will provide the necessary utility services for the new Chapel, as it does for the Catholic Chapel.

Another project of considerable interest to the Academy is the sports center. In April 1983, the \$15.7 million contract for the new USMA Multipurpose Sports and Physical Development Center was awarded to Murray Walter, Incorporated of Johnson City, New York. When the 131,000 square foot facility designed by The Eggers Group of New York City is completed in the Fall of 1985, it will house under one roof both a basketball court and a hockey arena with seating capacities in excess of 5,100 and 2,800 respectively. The 75,000 square foot hockey arena will replace the existing hockey facility, Smith Rink, which was built in 1931 and is inadequate; it has limited seating and parking facilities and is difficult and expensive to maintain. The new basketball arena is necessary for the same reasons. The complex will provide much needed improvement in the area of athletic facilities.

Work progressed on several MCA projects, the most important being the insulation and window replacement in both family housing and public buildings at many locations at STAS and West Point. Other significant projects completed during this 12-month period include improvements to the utility systems at West Point, repair of garages, repair of Stony Lonesome road, upgrade of the STAS Commissary, repair of the library tennis courts, clearing of the drop zone at Lake Frederick, improvements to the swimming pool at the STAS Officers' Club, plus the replacement of gas ranges within family housing quarters.

Housing

Initial drawings were completed by the New York Engineer to convert Mary Hall, New South Post, to bachelor officer quarters. The new quarters are scheduled to replace the current bachelor officer quarters in Building 149.

The Program Budget Guidance for Fiscal Years 1984-85 indicated that \$2,471,000 will be available to reduce deferred maintenance backlog: \$838,000 for Backlog of Maintenance and Repair (BM&R), and \$1,633,000 for Deferred Maintenance and Repair (DM&R).

The 1983 Summer Selection Process assigned government quarters to 265 personnel. For the second consecutive year, cadets and the Department of Geography and Computer Sciences (G&CS) have used one module of the Housing Operations Management Systems (HOMES) for the quarters' selection process. This module has been modified to enable it to be used on the Academy's VAX computer, has reduced the DEH Housing Division work effort, and has provided a smooth and effective operation.

In early 1983, DEH sent questionnaires to a random sample (ten percent) of those West Point Family Housing occupants who requested service order work (minor maintenance and repair, 16 hours or less). Over two-thirds of those sampled responded and more than 90 percent of those reported a favorable response to the DEH work in all categories surveyed: timeliness of response, quality of work, attitudes and efforts of workmen, and cleanup operations.

1983 will mark the first year of making a concerted effort to deliver 'quality quarters' to incoming personnel. In conjunction with this, systematic deficiency inspections of housing quarters were initiated and approximately 80 percent of the inspections were completed by 30 June 1983. The inspections accurately identify the condition as well as the scope of repairs needed in each set of quarters. These inspections will enable a more orderly scheduling of work to be accomplished and, with corresponding improvements in the area of maintenance and repair work, will improve the quality of quarters available to newly-assigned personnel. An Operations Plan also has been developed and will be tested during the next year. Changes to the plan will be incorporated if an after action review deems it necessary.

Environment

USMA Regulation 200-3, "Environmental Quality - Hazardous Materials/Hazardous Wastes Management," was approved by the Chief of Staff in June 1983. The new regulation seeks to bring all USMA activities in compliance with the strict environmental statutes recently promulgated by the U.S. Environmental Protection Agency, New York State Department of Environmental Conservation, and other regulatory authorities.

A Record of Decision (ROD) was completed and signed by the Superintendent in February 1983. This document was the final step in the long legal process concerning the Environment Impact Statement (EIS) for USMA's ongoing operations. The purpose of the ROD was to select and implement one of the operational alternatives identified within the EIS. The alternative selected was that USMA continue ongoing operations with the implementation of MCA projects developed as part of its Master Plan.

Three environmental Standing Operating Procedures (SOP) were prepared or updated during this period: "Handling Asbestos Material" (SOP 16-2), "Air Pollution Episode Action Plan" (APEAP) (SOP 24-1), and "Cragston Lake Sanitary Landfill" (SOP 51-1). The procedures provide guidance and standardized methods of operation for DEH personnel for compliance with federal, state, and local environmental regulations.

In May 1983, Benton Hall (Bldg 637), located in the old Ordnance Compound, sustained significant exterior damage when its corner foundation collapsed due to erosion. This building is located in the primary historic zone of USMA. Photographs and slides were taken of the site to document the building's condition before restoration efforts were undertaken. This information will be available for future incorporation into the Historic Building Maintenance Plan to be developed for USMA.

Energy Program

The Department of the Army instituted a number of changes in the Army Energy Program stressing conservation of critical fuels and focusing on the continuing increases in electrical energy use throughout the Army. During FY 83, USMA electricity use was 66.9 million kilowatt hours, an increase of 1.4 million kilowatt hours, or less than two percent, over FY 82. New energy requirements came from the utilization of the New South Post and the greatly expanded automatic data processing systems. Total energy consumption, however, fell from 1.929 trillion British Thermal Units (BTUs) to 1.860 trillion BTUs, or a decline of 3.6 percent. This was the result of a milder winter and the impact of various Energy Conservation Investment Program (ECIP) projects described later in this section.

Partly as a result of the revised DA requirements, and to develop a more formal program for energy conservation, the Director of Resource Management (DRM) and the Engineer, together with representatives of the Major Activity Directors (MAD), established a special advisory group on energy, chaired by the DRM. The study group validated the USMA Installation Facilities Energy Plan, which identified specific conservation activities through FY 86. The plan also provided a realistic basis for forecasting energy requirements imposed by new facilities and operations which had not been considered when the DA established energy goals for the Academy. The rapid expansion of computer facilities and the acquisition of more extensive laboratory facilities are responsible for much of the unanticipated demand.

During the past academic year, \$8 million worth of major ECIP projects were under construction or installation including the extensive insulation and reglazing of about 90 percent of family quarters at both West Point and STAS, reglazing and insulation of the public buildings, retrofitting most gas furnaces, and metering, weatherstripping, and installing storm windows. Supplemental projects costing approximately \$3 million for new windows for family housing at STAS and in the Cadet Barracks were identified during the original ECIP work and, to date, \$2.5 million has been received for the STAS portion of the project.

Even as construction of the ECIP projects was underway, two new ECIP projects completed final designs for Fiscal Year 84-85 construction: lighting improvements, and an Energy Management and Control System (EMCS) for STAS.

A number of follow-on projects were submitted for DA approval during this period, including a \$5.6 million project to rehabilitate and expand the West Point EMCS system. Several programs were also proposed for family quarters to include replacement of many old oil boilers and mechanical ventilation systems, various plumbing improvements, and installation of new DOD setback thermostats.

In addition to the ECIP projects, a number of energy saving initiatives were initiated using a variety of resources. The Facilities Engineer Support Agency at Fort Belvoir selected USMA as a pilot project to test a substantial number of state-of-the-art high efficiency gas furnaces at STAS. Quick Return on Investment Program (QRIP) projects for occupancy sensing lighting controls in the Cadet Library were approved as well as a special heat recovery system for the hospital. A self-amortizing Exigent Minor Construction Funding project for the conversion of the laundry boiler plant to natural gas, using high efficiency burners, has also been contracted out at a bid of \$365,000.

A special technology study and engineering analysis entered the final phase for consideration of converting the Central Power Plant to coal slurry fuels. The conversion project to oil and liquid coal fuel would cost 50 percent less than the cost of conversion to solid coals, and would have no adverse impact on the current process of fuel delivery and storage. This project, together with conversion of the Laundry Plant from oil to gas, would free the Military Academy from dependence on residual oil fuel, most of which is of Middle East origin in this area. These projects would also mean substantial total cost savings of more than \$1.5 million per year.

Finally, one of the more visible aspects of the energy conservation program was the first retrofits of the exterior street lighting in the public areas at West Point from incandescent and mercury vapor to low pressure sodium lamps. The low pressure sodium lamps are each rated at 35 watts and produce almost twice the light of the existing 200 watt incandescent lamps. The substantial energy savings which will result from the retrofitting will permit the reactivation of all street lighting, about half of which had been turned off with the original energy crisis of 1973. The remaining complete retrofit program will cost about \$180,000 and will provide a supplemental benefit by extending the time between lamp changes from once a year to once every six years.

CIVILIAN PERSONNEL

The year was a turning point for the Training and Development Branch for it marked a shift in focus from correcting training deficiencies to satisfying future requirements and challenges. Civilian Training Coordinators, appointed by each Major Activity Director (MAD) at USMA, effectively served as points of contact between the Branch and their respective agency and made a considerable contribution to this shift in focus.

The award of a contract to Crothall American, Inc. to provide services at the Cadet Mess affected 274 Civil Service and 97 temporary employees. As a result of this action, 20 permanent employees ultimately were separated from Federal employment using reduction in force (RIF) procedures.

During the past year, the Office conducted a survey of both supervisors and employees, aimed at increasing management's understanding of local personnel management practices and working conditions. The results of the survey will be compared with results compiled for DA and for other installations of a similar size work force and will be used to identify needs and to recommend improvements.

A formal contract agreement between the Military Academy and the American Federation of Government Employees, Local 2367, was signed in April 1983, after almost two and one-half years of negotiations. The negotiated agreement between the Military Academy and the International Association of Fire Fighters, Local F-7, was signed in June 1983.

New performance standards were applied to the Adjutant General (AG) Printing and Lithographic occupations in August 1982 and the pay system for these positions was converted from a special pay plan to the standard Wage Grade (WG) system.

Two handicapped civilian employees received recognition during the past academic year. Patrick J. Brosnan, an employee of the Civilian Personnel Office, was the 1982 recipient of the American Corrective Therapy Association, Inc.'s, Achievement Award in Rehabilitation. Brosnan was injured in Vietnam in 1967 but returned to receive two undergraduate degrees from Fordham University and an M.B.A. in 1973 from the Wharton School of the University of Pennsylvania. He worked as a financial analyst for the Celanese Corporation and General Foods prior to coming to West Point, and is a member of the Board of Directors of the National Amputation Foundation, which sponsors rehabilitative activities for the handicapped, the disabled, and people with learning disabilities. Virginia D. Blenderman of the Commercial Accounts Section, Finance and Accounting Office, received the Outstanding Handicapped Federal Employee of the Year Award from Lieutenant General Willard W. Scott, Jr., USMA Superintendent.

ALUMNI AFFAIRS

During the 1982-83 Academic Year, the office planned, coordinated, and implemented the 1982 Thayer Award Ceremony, the 1982 Alumni Homecoming Program, the world-wide Founders Day in 1983, the Founders Day Dinner at West Point in 1983, the Class of 1883 Centennial Reunion, alumni events during Graduation Week 1983, reunions for 13 USMA graduating classes, and all other alumni programs conducted at West Point. The office also administered the academy gift program which involved the receipt of donations, recognition of donors, development of donor programs, and initiation and supervision of the projects financed with contributed money. Most of the donations and gifts were received through the West Point Fund of the Association of Graduates.

Major West Point Fund projects completed during the past academic year included the gift of a Recreational Reading Room to the USMA Library by the USMA Class of 1953, dedication of the beautified clock tower area in front of Eisenhower Hall by the Class of 1933, and a dedication ceremony of the enhanced fountain and garden site at Trophy Point by the Class of January 1943.

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 41,000 Academy graduates and the addresses of the 30,000 surviving graduates for the use of both the Association and the Academy. The Association distributed at cost West Point commemorative ware valued at over \$200,000 and raised over \$1,000,000 in private funds for USMA projects, activities, and memorials for which appropriated funds were not available.

The Association continued its program of providing private funds, over \$850,000 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.

In addition, the Association supported the Academy in planning and implementing USMA alumni activities, including the 1982 Thayer Award ceremonies, the 1982 Homecoming program, the 1983 Founders Day activities, and the 1983 Graduation Week alumni reunions.

The past year marked the third year of a trial program under which the Association conducts a preparatory scholarship program on behalf of the Military Academy. The Association's Civilian Preparatory Scholarship Program (CPSP) provides financial assistance in the form of partial academic scholarships to four year colleges and to preparatory schools to qualified candidates who are seeking admission to the United States Military Academy. The program is conducted in conformance with National Collegiate Athletic Association (NCAA) rules. This program is discussed in more detail in the Admissions Committee portion of the 1982 Annual Report.

The 25th annual Sylvanus Thayer Award was presented by Mr. George F. Dixon, Jr., USMA 1940, President of the Association, to Mr. David Packard on 14 October 1982. 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.

EISENHOWER MONUMENT DEDICATION

A monument honoring Dwight David Eisenhower, USMA '15, was dedicated at West Point on 3 May 1983. The centerpiece of the monument, a nine-foot, 1200-pound bronze statue of General of the Army Eisenhower in military uniform, was unveiled by John S. D. Eisenhower, USMA '44, former U.S. Ambassador to Belgium. The statue stands at the southeast edge of the Plain, and faces northwestward in the direction of the flagpole. It joins the statues of Washington, Thayer, and MacArthur in their watch over the Plain and is the first monument added to the Plain since the MacArthur statue was installed in 1969.

During the ceremony, at which Association of Graduates President George F. Dixon, Jr., USMA '40, presided, the monument was presented to the Academy by General Lyman L. Lemnitzer, USMA '20, chairman of the Association's Monument Committee, and was accepted by the Superintendent, Lieutenant General Willard W. Scott, Jr., USMA '48. The principal address was also given by General Lemnitzer, who, in addition to service as a former chairman of the Joint Chiefs of Staff (JCS), was a close associate of Eisenhower. The ceremony was followed by a retreat review of the 3rd and 4th Regiments, U.S. Corps of Cadets.

Among the one hundred and forty distinguished guests at the dedication were three classmates of General Eisenhower from the Class of 1915: General James A. Van Fleet, Major General George J. Richards, and Lieutenant Colonel John K. Meneely. Eleven Eisenhower relatives were present, covering three generations. Official guests included Deputy Secretary of Defense Paul N. Thayer and Secretary of the Army John O. Marsh, Jr.

The Monument was funded entirely through private donations which were raised over a three-year period by the West Point Fund Committee under the chairmanship of Brigadier General Paul W. Thompson, USMA '29. The campaign was sparked initially by a substantial gift from Virgil M. Pinkley. Mr. Pinkley first met General Eisenhower when he was European manager of United Press during the North African campaign, and they became life-long friends.

Over 1,200 individuals made contributions to the monument fund. Just a few of the major donors acknowledged were former USMA Superintendent General Andrew J. Goodpaster, Bob Hope, Honorable Clare Boothe Luce, Major General George H. Olmsted, Irving Berlin, David Rockefeller, and Virgil M. Pinkley. The cost of the memorial is estimated at \$300,000.

The design and construction of the monument was carried out under the oversight of the Eisenhower Monument Committee, which was well represented at the dedication.



Eisenhower Monument Committee and Superintendents attending the dedication:

Front Row, L-R: HON John S. D. Eisenhower; LTG Leonard D. Heaton; GEN James A. Van Fleet; GEN Lyman L. Lemnitzer, Chairman; BG Paul W. Thompson; and MG Charles E. Saltzman

Back Row, L-R: GEN Andrew J. Goodpaster, past Superintendent; HON Herbert Brownell; Dr. John E. Wickman; BG John R. Jannarone; BG Elliot C. Cutler, Jr., Committee Secretary; and LTG Willard W. Scott, Jr., Superintendent

The statue, which took one and a half years to complete, was sculpted by Robert L. Dean, Jr., USMA '53, at his home in Stahlstown, Pennsylvania, and then was cast in bronze and finished in Italy at the Fonderia Michelucci not far from Florence. The statue stands on a six-foot pedestal made of variegated buff red granite quarried near Barre, Vermont. The four sides of the base encapsulate Eisenhower's career: the five stars of the General of the Army, the Presidential seal, the flaming sword patch, and an excerpt of the D-Day message Eisenhower gave to the soldiers, sailors, and airmen on June 6, 1944: "You are about to embark upon the great crusade, toward which we have striven these many months. The eyes of the world are upon you. The hopes and prayers of liberty-loving people everywhere march with you..." The pedestal stands in the center of a plaza made of Tennessee crab-orchard flagstones in the shape of the SHAEF shoulder patch worn by General Eisenhower during World War II. Six granite benches and a curved backwall behind the statue complete the elements of the design, which were proposed by its builder, Mr. Douglas Logan of Cold Spring, New York.¹



Eisenhower Statue

In his remarks, General Lemnitzer noted:

"A product of the individualism and strong religious training of the American heartland in Kansas, it was here at West Point, the great incubator of America's leadership, that he set out on his path to greatness...

Few graduates of the Military Academy, if any, have undergone the rapid rise in rank and responsibility experienced by General Dwight D. Eisenhower.

Through it all he was characterized by an impressive degree of humility. In his words, 'Humility must always be the portion of any man who receives acclaim earned in the blood of his followers and the sacrifices of his friends.'

One of the best summations of Eisenhower's beliefs and character is contained in his own words sent to West Point's Founders Day in 1969, only six weeks before his death. He not only summed up some of his most deeply held beliefs but also, accurately summarized his own career and character.

'In these times, some Americans seem to think that intricate and superbly engineered machines have diminished the role of the individual in all sorts of enterprises from the management of a shop to the conduct of war or the preservation of peace; that a man's character is of less account than the sophistication of the instruments surrounding him; that such concepts as Duty, Honor, Country are outmoded relics of a simple and even primitive past. Those who so think are dead wrong.

Hardly a day passes that I do not hear or read a new proof that, in the hour of grave crisis or severe challenge, character is the chief resource of men and their nations. I do not discount, of course, the need for knowledge and skill and mastery of material resources. I do mean to stress, however, that today, even as it was a century or a millennium ago, the final index to a nation's destiny is within its people; in their commitment to principles and ideals; in their willingness to sacrifice for the common good; in their determination ever to bear themselves with courage whatever the challenge or threat.'

When all is said and done, the life of Dwight David Eisenhower is a study of devotion to duty, honor, country. Let all who come to this place remember him and what he represents for free people everywhere. And may the fine men and women who graduate from this institution be inspired to follow in his footsteps for the safety of the nation and the benefit of mankind."²



The Superintendent accepts the gift of the monument. Seated at the base of the monument are from left to right:

REV Richard P. Camp, Chaplain, USMA; GEN James A. Van Fleet, Classmate of GEN Eisenhower; GEN J. Lawton Collins, Former Chief of Staff; HON John O. Marsh, Jr., Secretary of the Army; GEN Lyman L. Lemnitzer, Chairman of the Monument Committee and Principal Speaker; Mr. George F. Dixon, Jr., President of the Association of Graduates; HON John S. D. Eisenhower, son of GEN Eisenhower; HON Paul N. Thayer, Deputy Secretary of Defense; GEN Andrew J. Goodpaster, former Supreme Allied Commander Europe and Superintendent; BG Paul W. Thompson, Chairman of the West Point Fund Committee; and REV James J. Tubridy, Catholic Chaplain at USMA

In his remarks accepting the statue, the Superintendent thanked all those who had a hand in creating the monument and closed with the following:

"The end result of generous giving, committee planning, expert sculpting, and careful building is the monument you now see before you. It memorializes the achievements of one of West Point's greatest sons, Dwight D. Eisenhower, of the Class of 1915. On behalf of the long grey line, of the past, present, and future; on behalf of the staff and faculty of the Military Academy; and on behalf of the people of the United States; I proudly accept this memorial to the career and character of Dwight David Eisenhower. It is with a deep sense of pride that we recognize this citizen-soldier who so successfully integrated the highest virtues of the American soldier with the fundamental tenets of our democratic society. It should serve as an inspiration for generations of cadets to come and encourage them to follow the example of one whose life was devoted to service to his country."³

Footnotes

¹"Eisenhower Monument Dedication," Assembly, June 1983, pp. 2-3+.

²The address of General Lyman L. Lemnitzer at the Eisenhower Monument Dedication, 3 May 1983.

³Remarks of General Willard W. Scott, Jr., at the Eisenhower Monument Dedication, 3 May 1983.

INSTITUTIONAL RESEARCH

During the 1982-83 Academic Year, the Office of Institutional Research (OIR) continued its mission of providing data, information, and analytic studies required for informed decision-making by USMA officials 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 during the past year. One study centered on establishing a new scoring system for candidate athletic and extracurricular activities. Another investigation determined how well U.S. Military Academy Preparatory School (USMAPS) grades and College Board Entrance Examination scores predict performance at USMA. Studies evaluating the effectiveness of the Scholar Contact Program and revalidating the CEER (a composite rating based on a candidate's College Board scores and high school rank) were also completed. Consultation was furnished to assist the establishment of an Admissions' Assessment Center designed to train its new officers and annual statistics were provided regarding trends in admissions variables and characteristics of new cadets. Four studies to evaluate and improve the current candidate qualification and selection process also are underway. They include: (1) an evaluation of the effectiveness of the Early Action Program, (2) the development of a new Whole Candidate Score based on weighted criteria, (3) new "cutoff" scores for College Board and American College Testing scores, and (4) a determination of the utility of using multiple rather than single applicant SAT scores in the Academy's evaluation of cadet candidacies.

Research in cadet intellectual development centered on two areas of interest. The first was a study of the cadet record of all cadets in three classes who failed one or more courses during their first year. Based on their long-term persistence at USMA, recommendations were made about establishing guidelines for dealing with similarly academically-deficient cadets in the future. Another study concerning changes in cadet choices of academic fields of study was also completed.

In the moral/ethical area, a comprehensive, longitudinal values assessment project was completed. The report describes the four-year development of personal, social, and moral values, and moral judgments of cadets in the Class of 1981. An end-of-course survey for the eight academic courses which are part of the ethics and professionalism "thread" at USMA was administered, and a preliminary evaluation was presented to the Head of the Ethics and Professionalism Committee. Finally, in coordination with the Superintendent's Honor Review Committee, a survey was designed and administered to the entire Corps to collect information about the state of health of the Honor Code and System.

Work in military/professional development centered on developing, implementing, and evaluating a pilot assessment center, to be designated the Leadership Development Clinic. The Clinic is designed to improve cadet leadership skills in 12 important areas. (This subject is discussed in more detail in the Cadet Counseling Center portion of the Military Training Chapter.) A study showing changes in cadet leadership grades from the Fourth to Third Class Years was also completed. In addition, a year-long project is underway to use squad leader evaluations of resigning cadets to gain insight into the type of cadet who resigns.

Several research studies in the physical development area were completed. One study investigated whether the U.S. Air Force Academy's new Candidate Fitness Test (CFT) data (instead of our Physical Aptitude Exam results) could be used for making qualification decisions for those candidates who take the CFT and also apply to USMA. A second study centered on whether the Athletic Activities Score (a portion of the Whole Candidate Score) could be used in lieu of the Physical Aptitude Exam (PAE) for physical qualification of candidates for admission to USMA. A third study investigated the extent of measurement/recording errors in PAE event scores.

In addition to research in the areas of admissions and four cadet developmental areas, OIR provided a number of other services. Surveys were conducted in support of the Offices of the Commandant and Director of Intercollegiate Athletics, Directorates of Operations, Plans, and Security (DOPS), Personnel and Community Activities (DPCA), and the Association of Graduates (AOG). Activities at USMA were given standard reports about new cadets, trends in cadet attitudes, evaluation of programs, and retention of cadets and officers. Technical advice and support concerning automatic data processing were provided to cadets, staff, and faculty, the AOG, DA personnel, and members of the U.S. Congress. In addition, the Data Support Branch of OIR continued to maintain the historical data files of USMA. In June 1983, the OIR sponsored a workshop on program evaluation for interested members of the USMA staff and faculty. Lastly, members of the office published articles in professional journals and presented papers at professional conferences.

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 at USMA during the 1982-83 Academic Year. The work of the office was aided by the authorization of a senior non-commissioned officer assigned to the newly established Assistance, Audit, and Follow-Up Branch.

A revision of the USMA Annual General Inspection Schedule was made to implement the new Compliance/Systemic approach in the DAIG Inspection procedures. This process, introduced at the 1983 World-Wide Inspectors General Conference, has been very successful in its initial use at the Military Academy. Under the previous format, an IG team only used a checklist prepared in advance to assess an office's level of compliance with regulatory requirements and to note those who had failed to comply. Under the new approach, a more thorough-going analysis of the entire administrative system is undertaken to determine why deficiencies exist and to uncover the root causes of systemic problems. Through this redirected emphasis, the visit of the IG should be viewed as an opportunity to discuss problem areas and to improve overall organizational performance rather than solely as the visit of an inspector attempting to uncover areas of failure. Additional USMA horizontal and vertical coordination (cross-walk) procedures have been implemented for external findings which have surfaced from the new inspection process.

PUBLIC AFFAIRS

The primary efforts of the Public Affairs Office during the past academic year, were directed towards a more aggressive public affairs operation. The office began a new policy during the period to expand media coverage of West Point activities. News releases are now sent directly to West Point parents and local newspapers rather than continuing to use the Army and Air Force Hometown News Center Program. This direct action assures a far more extensive representation of Academy events in local media than was possible in the more restrictive media coverage available under the previous program. During the year, the number of news releases distributed throughout the country quadrupled from the level of the 1981-82 Academic Year to 8,000.

At the same time, the number of parents clubs increased by more than 50 percent from 52 to about 80. This expansion resulted from energetic action by office representatives. Office personnel also were able to reinvigorate many existing parents clubs to enhance the Academy media coverage. The use of the familygram begun during the 1981-82 Academic Year, continues to make a significant contribution to the Academy's effort to highlight areas of interest to the parents of cadets.

During the past year, the Visitors Information Center was relocated to a new and larger facility at New South Post. The new facility offers twice as much floor space and a markedly improved display area. This expansion has permitted the display of an actual-size cadet room and construction of displays for all academic departments. The new facility is also air conditioned which significantly contributes to the comfort of the visitors and the attractiveness of the site.

Major Events

The United States Military Academy, like all other Army posts, conducts a variety of functions and responsibilities, many of which receive public attention and notice. In addition, there were several events and activities of outstanding importance which occurred at West Point during the past year which generated unusual notice. These events occurred because of the historic significance of the Military Academy and this location, because of the assets currently available at this post, or simply because this is an active post and subject to all of the forces and influences that impact upon military personnel.

Several events of note occurred during the period because of our past traditions, historic location, or the contributions of our graduates to the nation. The most noteworthy of these was the dedication of the Eisenhower Monument which is discussed elsewhere in the report. In August 1982, the Military Order of the Purple Heart held their national convention at West Point. This marked the 200th anniversary of General George Washington's award of the Badge of Military Merit, which was the precursor to the Purple Heart. The award was first given for unusual gallantry to three Continental Army soldiers in Newburgh New York, just north of West Point. Secretary of the Army, John O. Marsh, Jr., was keynote speaker for the festivities. In April 1983, the Military Academy and local communities participated in expensive commemorative activities marking the 200th anniversary of the signing of the Treaty of Paris ending the American Revolution. In addition to cadet reviews,

and the participation of the Army's Golden Knights Parachute Team, a cadet battalion and color guard participated in a "National Parade" through the neighboring communities recalling a similar march made by the Continental Army 200 years before. In May 1983, the bicentennial meeting of the Society of Cincinnati, was held at West Point. The Society was established just north of West Point in Fishkill, New York, near the end of the Revolutionary War. Over 1,000 descendants of the officers of the Continental Army, who had originally established the society, and their families came to the Academy for the full-day activities. In addition to tours of the post, descendants and their families enjoyed an address by the Superintendent at a luncheon in the Cadet Mess, a double regimental review held in their honor, as well as services in the Cadet Chapel. A First Day of Issue Commemorative Stamp was also released in honor of the Society's bicentennial. One other event, recalling a more recent dramatic moment in the life of West Point, was the unveiling of a commemorative plaque in January. In commemoration of the role the Military Academy played in the return to the United States of the 52 former Iranian hostages, a plaque was presented to USMA in a ceremony marking their second year of freedom. Colonel Leland Holland, senior Army officer held hostage, represented his 51 compatriots and the Family Liaison Action Group (FLAG) in making the



Colonel Holland and the Superintendent at the plaque dedication

presentation. The presentation was made at the Thayer Hotel before the Superintendent, Lieutenant General Willard W. Scott, Jr., hotel staff, and Academy faculty. On the plaque are the following words:

"Dedicated with deepest gratitude to the faculty, staff, and students of the United States Military Academy at West Point for their role in welcoming us home to freedom - the Americans held hostage in Iran, November 4, 1979 - January 20, 1981."

During the Spring of 1983, the Academy also was proud to be selected as the host site for three special Army conferences. The Army Science Board, headed by the Assistant Secretary of the Army for Research, Development, and Acquisition, the Honorable Dr. Jay R. Scully, held its organizational meeting at USMA in March. Some 120 business, academic, and military personnel attended the meeting of this agency, which is devoted to the enhancement of scientific development in the Army. The Honorable Richard D. De Lauer, Under Secretary of Defense for Research and Engineering, delivered the banquet address. For the first time, the Eighteenth Quadripartite Standardization Discussion, TEAL XXIV, was held at West Point in April. This conference serves as the high level policy and guiding mechanism of the American, British, Canadian, and Australian (ABCA) Standardization Program, which was established to facilitate the standardization and interoperability of the military forces of these nations. Leading the American delegation at the conference was General Keith, Commander, U.S. Army Materiel Development and Readiness Command (DARCOM). The visiting delegations were headed by Lieutenant General Sir Thomas Lovett Morony (Britain), Major General P.J. Mitchell, Chief Land Doctrine and Operations, National Defence Headquarters (Canada), and Major General Lawrence G. O'Donnell, Chief of Operations-Army (Australia). The First Region Annual spring meeting of the Association of the United States Army (AUSA) also was held at the Military Academy in April. This is the association's first meeting at West Point and was the first time that the region included both industrial and military exhibits at an annual meeting. The theme for this year's meeting was "Training Leaders for the U.S. Army." General Keith was the keynote speaker.

In addition to these events of unusual significance, many of which are indicative of the special position the Academy represents for the society at large and the Army, USMA is also subject to the same forces that impact upon all military posts. The reductions in federal impact aid provided to the local school district was a development which significantly affected community relations during the past year. The Highland Falls-Fort Montgomery, New York School District, whose James I. O'Neill High School is home for 175 high school aged children of USMA military personnel, has come under increasing financial pressure in recent years. This financial difficulty has resulted from significant cutbacks in federal impact aid or funding to compensate local school districts for losses in tax revenues due to the presence of federal property. In August 1982, the school board took action to attempt to alleviate the problem by voting to deny USMA students entry into the high school if it did not get assurance by mid-October that it would receive the equivalent of full tuition in impact aid for the upcoming fiscal year. The USMA Superintendent then distributed a letter to the West Point community explaining the action of the school board and noting that the Defense Department had pledged that children of military personnel would receive a free public education no matter where

they were stationed. At the end of the summer, when the school board learned that they would receive less impact aid than necessary, they rescinded their earlier action but considered sending out tuition notices to the parents of West Point high school students. In November, the school district finally did send tuition notices to the West Point parents of the high school students. When the Justice Department commenced legal action to block this action, the school district agreed to withdraw the notices upon assurances that the Department of Education (DOE) would explore additional revenue producing avenues for the district. The situation was unresolved until late in December, when Congress passed a continuing resolution which brought an additional \$200,000 in special aid to the district. The resolution instructed the Department of Defense (DOD) to transfer \$200,000 to the DOE to supplement impact aid to the district and to avert a budget deficit involving federal funds for Fiscal Year 1983. The financial problems of the school district and actions of the school board have raised strong feelings in both the Highland Falls-Fort Montgomery and West Point communities. Nevertheless, the controversy has been marked with understanding and sympathy on both sides, and concerted efforts were undertaken by the school board and USMA Board of Visitors to acquire the needed federal funding to alleviate the problem.

STAFF JUDGE ADVOCATE

During the 1982-1983 Academic Year, the Office of the Staff Judge Advocate continued its mission of providing comprehensive legal services to the United States Military Academy.

Major actions during the year included issues concerning the construction of a Jewish Chapel at West Point, such as questions of authority to begin construction, funding for construction of utility lines, and conflicts of interest issues related to fund raising; successful reconsideration of an Army General Counsel opinion which, if left standing, would have had substantial adverse effect upon the Catholic Chapel; monitoring issues related to the curtailment of Impact Aid to the local area (Highland Falls-Fort Montgomery) school district, including preparation for potential litigation; and numerous issues related to the acquisition/occupation and status of Ladycliff College. In addition to these activities, the office was involved in several court cases involving cadets: litigation in the case of Mary Anne Phillips v. United States, involving a cadet being separated for conduct deficiency; litigation in Blow v. Scott, involving a cadet being separated for academic failure; litigation in the case of Cody v. Scott, involving a cadet being separated for misconduct; as well as the resolution of numerous problems dealing with the Cadet Honor System, including a successful briefing for Secretary of the Army Marsh on legal aspects of Honor System procedures. Finally, the SJA also participated successfully in litigation in the case of Suraci vs. Malkames & Fisher, involving an employee of a concessionaire to the Post Exchange (PX) who filed suit against the manager of the PX and an instructor at USMA, claiming defamation of character, and in the prosecution of a General Court-Martial which resulted in a conviction for involuntary manslaughter.

In addition to the foregoing, the Special Assistant to the Staff Judge Advocate represented USMA in two adverse action cases, three cases of discrimination, and two grievance hearings. The Administrative Law Section issued over 1,000 written opinions on various questions of concern to the USMA staff and faculty, including some 450 actions related to procurement. The Special Actions Section handled some 135 cases of honor, conduct, or misconduct and another 350 resignations were reviewed for legal sufficiency. The Claims Section processed 468 claims against the United States Government involving payments of over \$158,000. The office also pursued collection action in the case of 68 claims resulting in the recovery of approximately \$113,000 to the Government. The Legal Assistance Section completed approximately 8,500 legal assistance actions. Defense counsel assisted approximately 120 respondents in cadet discipline and honor cases.

The Staff Judge Advocate's Office participated in arranging and hosting a variety of distinguished visitors to the Academy during the past academic year:

Major General Hugh J. Clausen, The Judge Advocate General; Mr. David Place, General Counsel, U.S. Air Force; Mr. Eugene Sullivan, Deputy General Counsel, U.S. Air Force; Colonel Ray Grunewald, Commander, 4th Judge Advocate General Detachment; and the County Criminal and Civil District Attorneys.

DENTAL ACTIVITIES

Command and control authority for the USMA Dental Activity 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. Responsibility for administering the Uniform Code of Military Justice (UCMJ) is retained within the DENTAC.

The Dental Activity was commanded by Colonel Ernest M. Edington, Jr., during this period. The military and civilian authorized strength of the DENTAC was 13 officers, 20 enlisted and 16 civilians; however, 13 officers, 23 enlisted, and 16 civilians, staffed DENTAC for most of this period.

The Stewart Dental Clinic was completely renovated with occupancy in August. During renovation, patients were accommodated within the Post Dental Clinic.

During the summer, the U.S. Army Reserve Component Modular Training was again utilized effectively to provide patient care during the absence of DENTAC personnel due to routine permanent change of station (PCS) moves. Ten officers and 19 enlisted soldiers trained with the Dental Activity this period.

The dental affiliation program for the training of dental assistants between this activity and Rockland County Community College in Nyack, New York, was again successfully conducted during the past academic year. In addition, requests were received from the Dutchess and Orange County Community Colleges to participate in the program. Following acceptance by HSC, the affiliation program was expanded to include these other area institutions.

The plebe mouthguard program was modernized during the period. In the past, mouthguards were made in a two-step process, with a mouth impression being made in the first step. Under the new procedures, similar to those used in most athletic training programs, mouthguards of equivalent value are made in a one-step operation that does not require a mouth impression. The result of this modification has decreased the amount of cadet time devoted to this procedure, enhanced efficiency, and saved annual supply and labor costs totalling over \$75,000.

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 U.S. Army Health Services Command (HSC) located at Fort Sam Houston, San Antonio, Texas. The Commander of the MEDDAC, Colonel Freeman I. Howard, is responsible directly to the USMA Superintendent for the proper operation of the West Point MEDDAC.

Personnel

Personnel turbulence was experienced in the Department of Primary Care and Community Medicine. The Department Chief was reassigned to Europe after only one year at West Point and his successor was unexpectedly assigned to the Multinational Peace Keeping Force in the Sinai for one year. Although the Department Chief is a lieutenant colonel or colonel slot, a major, the Chief of Family Practice, served as acting chief during this period.

In Logistics, a Bio-Medical Maintenance Warrant Officer was assigned, bringing a much needed enhancement of our ability to provide in-house medical maintenance.

Training

Two certified Advanced Cardiac Life Support (ACLS) courses were held at the Keller Army Community Hospital during the past academic year. All physicians, military and civilian, working regularly in the Emergency Room (ER) are ACLS certified and receive regular ACLS recertification. Nearly four dozen Department of Nursing Personnel also attended the course. Additionally, an Advanced Trauma Life Support (ATLS) course was held at West Point and completed by the Chiefs of both the Emergency Medical Services and of Primary Care and Community Medicine. Several Basic Life Support (BLS) courses were held and all enlisted personnel regularly working in ER or in the Ambulance Section were trained.

During the year, two basic Emergency Medical Technician (EMT) courses were conducted by the Department of Nursing and nearly five dozen students graduated. This extensive three-month course consisted of classes two nights a week and some weekend tests. Beside MEDDAC personnel, students included personnel from the West Point Fire Department and Ski Patrol and members of the Towns of New Windsor and Marlboro Volunteer Ambulance Corps.

The 1982 Cadet Basic Training (CBT) was supported by the MEDDAC with the assistance of 63 medical personnel from various active component units. The hours of medical instruction provided to new cadets increased from four during the 1981 CBT to ten in 1982 with the addition of various preventive medicine topics.

The MEDDAC conducted its Annual Field Training Exercise (FTX) in August at Lake Frederick. Nearly 300 MEDDAC/DENTAC personnel were trained at this time. A significant accomplishment was the completion of record firing for these personnel.

Patient Care

During the 1981-82 Academic Year, MEDDAC was fortunate to have an in-house physician qualified to treat nasal fractures. During the physician's tenure, a Nasal Fracture Management Team made up of MEDDAC personnel was instituted in coordination with the Oral Surgery Service. After his departure in 1982, the management team treated more than 20 cases of nasal fracture at the MEDDAC on a case-by-case basis. However, because of the surgery time required, the limited availability of the Operating Room (OR), and the necessary post operative care required, the decision was made to refer future severe cadet cases to Walter Reed Army Medical Center.

The Pharmacy Service implemented a Centralized Unit Dose Distribution System for the MEDDAC. A Discharge Counseling Program for patients selected by Medical Corps or Nursing Service personnel as needing counseling by a staff pharmacist also was instituted during the past year.

Improvements

Implementation of the Defense Eligibility Enrollment Reporting System (DEERS) at MEDDAC and DENTAC greatly improved the overall posture of eligibility verification for medical and dental care at this installation. Completion of installation of the computerized system occurred in July 1982. Since implementation, eligibility verification is taking place on a daily basis. Appointments, admissions, dental, out-patient clinic visits, and out-patient prescriptions are all being verified with the DEERS Central Office in Alexandria, Virginia. With the installation of DEERS at USMA, all eligible Army, Navy, and Air Force personnel need only enroll once and thereafter are assured of automatic eligibility verification at any DOD medical facility. The number of eligible patients in the MEDDAC area of responsibility similarly rose from 25,000 to 38,000 with the implementation of DEERS. An average of 117 inquiries of eligibility were being made weekly at the end of the academic year. The percentage of USMA patients enrolled in the DEERS Program at that point was 89.75 percent.

Replacement of the existing manual system with the automated Medical Stock Control (MEDSTOC) System in the Materiel Branch has facilitated a more responsive and manageable program. MEDSTOC has greatly enhanced the Logistics Division's ability to monitor its assets and to support the MEDDAC/DENTAC customers.

A comprehensive command maintenance and repair project to upgrade the utilities and energy efficiency of the Health Clinic at Stewart Army Subpost was initiated in December 1982, with completion projected for July 1983. The upgraded facility, which is part of a cantonment type hospital from WWII, will resolve several physical plant deficiencies and greatly enhance health services provided to the Stewart Community.

Involvement in the Civilian Military Contingency Hospital System (CMCHS) has resulted in considerable sharing of ideas with local civilian health care and Veterans Administration (VA) professional and administrative personnel. As of the end of the academic year, a minimum of 1,440 beds had been set aside by a total of 21 civilian and four VA hospitals for contingency purposes.

STEWART ARMY SUBPOST

The scope of activities at Stewart Army Subpost (STAS) continues to expand, due to numerous facility renovations and the arrival of the 105th Tactical Air Support Group, New York Air National Guard.

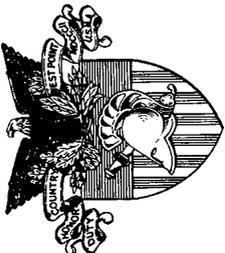
Major construction and maintenance projects continued at a high level as efforts were concentrated on elimination of major maintenance backlogs. Projects completed during the academic year included water plant repairs, installation of emergency generators at the Military Police station and fire station, the re-roofing of 16 buildings, resurfacing of the Morale Support Activity (MSA) tennis court, installation of automatic fire extinguishing systems in kitchens of the Post Dining Facility and Officers' Club, and major repairs to the Officers' Club swimming pool. A major Energy Conservation Investment Program (ECIP) project was completed that consisted of extensive insulation of all 590 family quarters and installation of electronic ignitions on all quarters furnaces. The \$250,000 project to repair and renovate the STAS Child Development Center Facility was completed in June 1983.

Major projects initiated during the 1982-83 Academic Year included significant repairs to the Health and Dental Clinics and replacement of entire heating systems at the Post Exchange, the Five Star Inn Guest House, and in the 2100 Area (an area on the north side of post primarily consisting of the STAS MEDDAC, DENTAC, and 815th Station Hospital). The complete renovation of the enlisted billet and an insulation program for the majority of the public buildings on post were also begun during the past year.

The Stewart community strongly adhered to a supportive Family Life Program with numerous activities to enhance communication between residents and the installation command. The first annual STAS town meeting was held in October 1982. The Superintendent, Major Activity Directors (MADs) or their representatives, and major STAS officials were at the meeting which was attended by a large cross section of the community. Area residents presented issues and problems that long had avoided resolution through conventional means. In each case, action was directed to review and solve these persistent Quality of Life concerns. Most issues were successfully resolved as a result of actions taken. Community Circle Meetings were held on a monthly basis to continue this dialogue and to seek residential input and ideas on methods with which to improve operations. The Office of the Assistant Deputy Post Commander, STAS, used the bimonthly STAS Newsletter, the Post Bulletin, and information flyers and letters to provide residents with information on engineering, housing, energy, and Quality of Life initiatives at Stewart.

The MSA undertook a major initiative to plan for the eventual replacement of a number of the MSA buildings. The age of existing facilities and the significant cost of repair have presented problems for STAS, particularly because of the peculiarities of Federal legislative restrictions which severely limit the funds which can be earmarked for the repair of buildings owned by the state and leased by the federal government. This general inaction has resulted in significant physical plant deterioration over the years. Recently energized plans provide for eventual replacement of the outdoor swimming pool and the bowling alley and the combination of several smaller activities to result in a more efficiently run Community Center.

The anticipated arrival of the Air National Guard became reality as the 105th Tactical Air Support Group deployed from Westchester, New York, to Stewart in the Spring of 1983. The transfer occurred because of the difficulty the 105th was having conducting exercises in the congested air space around New York City. The impact of this move was increased with the announcement that the 105th, currently a forward air observer unit, was to convert to a Military Airlift Group. In that expanded role, the unit would be expected to maintain and operate heavy lift capacity aircraft. The unit was allocated an initial issue of three C-19 aircraft, the military version of the Boeing 747. In addition, Congress appropriated \$24.3 million for the first of a three phase construction program to provide operations facilities for the unit at Stewart Airport. New fixtures will include a large hangar, a new ramp, and an operations center.



UNITED STATES MILITARY ACADEMY STAFF DIRECTORY



Main staff directory table with columns for office names, titles, and phone numbers. Includes sections for the Dean of the Academic Board, Director of the Inspector General, and various administrative offices.

U.S. MILITARY ACADEMY REENLISTMENT SPEC E MANGHEIN Tel 3023/2355 Bldg 622

OFFICE OF THE SPECIAL ASSISTANT TO THE DEPUTY COMMANDER FOR POLICY AND PLANNING

OFFICE OF THE DEPUTY COMMANDER FOR POLICY AND PLANNING

OFFICE OF THE SUPERINTENDENT

OFFICE OF THE CHIEF OF STAFF

OFFICE OF THE DEPUTY CHIEF OF STAFF

OFFICE OF INSTITUTIONAL RESEARCH

ORGANIZATIONAL EFFECTIVENESS

DIRECTORATE OF ALUMNI AFFAIRS

OFFICE OF THE DIRECTOR OF PERSONNEL AND COMMUNITY ACTIVITIES

DIRECTORATE OF OPERATIONS

DEPT OF POLICY AND PLANNING

OFFICE OF THE DEPUTY CHIEF OF STAFF

OFFICE OF THE DEPUTY CHIEF OF STAFF

OFFICE OF THE DEPUTY CHIEF OF STAFF

DEPT OF FOREIGN LANGUAGES

DEPT OF POLICY AND PLANNING

APPENDIX A-1 1 SEP 82

WEST POINT, NEW YORK 10996 AREA CODE 914-938-4011 DUTY OFFICER HC, USMA 3600 HC, 1ST BN, 1ST INF 4364

STAFF DIRECTORY PREPARED BY PUBLICATIONS BR, OFFICE OF THE ADJUTANT GENERAL AS OF 1 SEP 82

This is not an organization chart. The official organization and functions of the United States Military Academy are contained in USMA Regulation 10-1.

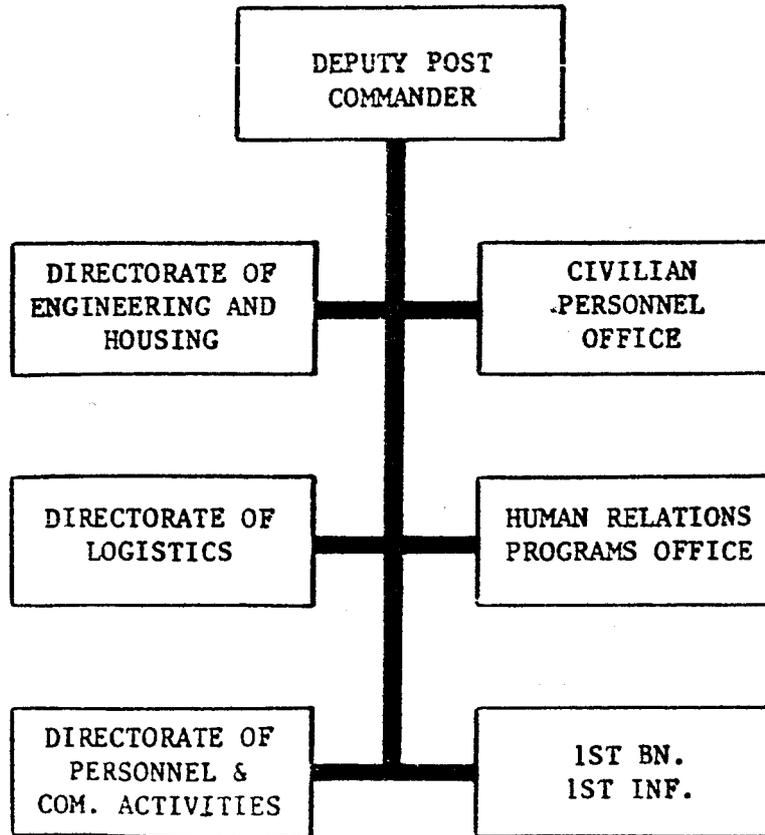
USAC, WEST POINT, NY 10996-1400

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USMA 3600 (Green Branch) 4284 USMA 3600 (Green Branch) 4144

USMA 3600 (Green Branch) 4284 USMA 3600 (Green Branch) 4144

DEPUTY POST COMMANDER ORGANIZATION
JUNE 1982 - JULY 1983



KEY USMA PERSONNEL

1982-83 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTG Willard W. Scott, Jr.	7/16/81-
USMA Command Sergeant Major	CSM Leo A. Dobmeier CSM Charles P. Williams	8/29/83- 11/5/80-6/7/83
Special Asst to Supt for Policy and Planning	COL Donaldson P. Tillar, Jr.	5/1/80-
Chief of Staff/Deputy Post Commander	Ernest E. Cross Harvey H. Perritt, Jr.	8/1/82- 7/1/78-7/31/82
Secretary of the General Staff	LTC George S. Gehringer LTC Robert A. Neitzke	3/25/83- 6/3/81-3/25/83
Director of Operations, Plans, and Security	COL John C. Cornelson COL Darrell G. Houston	6/13/83- 9/8/80-6/12/83
Director of Personnel and Community Activities	COL John J. McGinn	10/10/80-
Director of Logistics	COL Edward L. Aschliman COL Andrew J. Tuszynski	6/27/83- 6/30/78-6/83
Director of Resource Management	COL James C. Ferguson	7/6/81-

SPECIAL STAFF

Adjutant General	LTC Daniel B. Cooley LTC Anthony DiValentin	2/7/83- 6/22/81-2/7/83
Director of Alumni Affairs	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 Activity	COL Ernest M. Edington	7/7/81-
Contracting Officer	LTC Frederick G. Heath LTC Paul J. O'Donohue	6/1/83- 7/15/77-5/31/83
Director of Admissions	COL Manley E. Rogers	6/6/68-
Director of Automation and Audiovisual Systems	LTC Robert A. Kaiser	9/1/79-
Director of Institutional Research	LTC Carlton E. Bacon	6/15/78-

Director of Engineering and Housing	COL William W. Badger	6/15/82-
Finance & Accounting Officer	LTC Forest A. Klumph LTC John W. Olson	7/1/83- 6/27/80-6/30/83
Inspector General	LTC Wayne A. Rothwell LTC Robert S. Rudesill	7/29/82- 8/1/80-7/29/82
Provost Marshal	LTC Kenneth M. Alderson	7/1/81-
Public Affairs Officer	LTC Louis J. Leone LTC William L. Hicklin	9/13/82- 7/1/81-9/1/82
Staff Judge Advocate	COL Fred K. Green COL Jerry V. Witt	6/23/83- 8/79-6/23/83
Surgeon	COL Freeman I. Howard	6/23/81-
Treasurer	LTC Roger A. Grugle LTC Elliot G. Fishburne	6/27/83- 7/79-5/20/83
ODIA	Mr. Carl L. Ullrich	9/29/80-
ACADEMIC DEPARTMENTS		
Dean	BG Frederick A. Smith, Jr.	8/16/74-
Associate Dean	COL Lloyd J. Matthews	10/14/81-
Operations Division	LTC David J. Phillips LTC James H. McEliece	7/25/83- 6/5/81-7/25/83
Plans and Programs Division	LTC Norman W. Gill, Jr. LTC William R. Calhoun, Jr.	6/14/83- 2/25/80-6/14/83
Science Research Laboratory	MAJ Thomas Johnson	12/22/80-
Academic Automation Division Director	LTC Lanse M. Leach	8/1/82-
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 Dept. Head	COL John J. Costa	8/1/80-
Geography & Computer Science Dept. Head	COL Gilbert W. Kirby, Jr.	3/1/72-

History Dept. Head	COL Roy K. Flint	9/1/81-
Law Dept. Head	COL Robert W. Berry	6/30/78-
Mathematics Dept. Head	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 John H. Moellering	6/29/82-
Deputy Commandant	COL Peter W. Lash	1/9/81-
USCC Chief of Staff	COL Charles E. Johnson	6/15/81-
Special Asst to Commandant for Systems and Planning	MAJ Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Robert A. Whiteford CSM Harold Hunt	11/10/82- 8/15/82-11/10/82
Department of Military Instruction	COL Victor T. Bullock COL Frank G. Walton	7/7/83- 1/15/80-6/83
Department of Physical Education	COL James L. Anderson	9/4/74-
Director of Cadet Activities	COL Robert A. Strati	8/1/79-
1st Regiment Regimental Tactical Officer	LTC James I. Daily LTC Edmund J. Glabus	7/14/82- 7/2/80-7/82
2nd Regiment Regimental Tactical Officer	LTC George T. Hudgens LTC Robert L. Sloane	8/5/83- 7/80-6/20/83
3rd Regiment Regimental Tactical Officer	LTC John C. Ellerson LTC John C. House	7/6/82- -5/27/82
4th Regiment	LTC John C. Sloan	6/25/81-

Headquarters, 1st Battalion, 1st Infantry

Commander	LTC Jan C. Senecal LTC John G. Hoass	7/15/83- 9/80-7/15/83
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ACADEMIC CALENDAR

(AY 83-84)

Reorganization Week Begins	
First Term Begins	22 Aug 83
Labor Day Weekend (No classes)	4-5 Sep 83
Autumn Weekend (Classes)	
Columbus Day (Classes)	10 Oct 83
Homecoming (No classes)	22 Oct 83
Veteran's Day (No classes)	11 Nov 83
Thanksgiving (No classes)	24 Nov 83
Army-Navy Game (No classes)	3 Dec 83
Final Class Day, First Term	15 Dec 83
Term End Examinations Begin	16 Dec 83
Term End Examinations End	
Christmas Leave Begins	23 Dec 83
Christmas Leave Ends	8 Jan 84
Second Term Begins	9 Jan 84
Washington's Birthday (No classes)	18-20 Feb 84
Spring Leave Begins	10 Mar 84
Spring Leave Ends	18 Mar 84
Final Class Day, Second Term	5 May 84
Term End Examinations Begin	7 May 84
Second Term Ends	
First Class	12 May 84
Other Classes	16 May 84
Graduation Day	23 May 84
First Summer Academic Term	25 May--21 Jun 84
Late Graduation	22 Jun 84

SUPERINTENDENT'S LECTURES

LTG Sir James Glover, Vice Chief of the British General Staff, The Kermit Roosevelt Lecture, "The Soldier and His Conscience."

George Will, writer, The Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF CHEMISTRY

LTC William A. Alter III, Uniformed Services University of the Health Sciences, "The Physiological Effects of Ionizing Radiation."

CPT Bobby F. Dees, Department of Engineering, "Techniques of Problem Solving."

LTC Hugh J. Donohue, Keller Army Hospital, "Cancer."

Dr. Thomas H. Doyne, Visiting Professor, "X-Ray Structure Determination of Some Biologically Interesting Molecules."

Dr. James A. Friend, Drexel University, "Atmospheric Chemistry and the Effects of Mount Saint Helens' Eruptions."

Dr. Herbert E. Klei, University of Connecticut, "Chemical Engineering - A Broad View with Applications."

Dr. Benjamin J. Luberoff, Editor, Chem Tech Magazine, "Technology-Driven Change in the Next Decade."

Dr. John H. Stark, International Paper, "Development and Medical Applications of IP-70 - A Synthetic Amylose Sponge Sheet Used to Control Traumatic Bleeding."

Dr. Edward A. Teller, Stanford University, "Physiological Effects of Low Levels of Ionizing Radiation."

2LT Edward Trudd, Jr., and Ms. Anita Nurcko, University of Pittsburgh Medical School, "Medical School Seminar."

Dr. Lawrence P. Verbit, State University of New York-Binghamton, "Science Reporting in the Mass Media" and "PCBs and Coordinated Aromatics."

DEPARTMENT OF ELECTRICAL ENGINEERING

Mr. Edward Hunter, Hazeltine Corporation, "Interference Resistant Tactical Communications."

Dr. Gerald J. Kirwin, Visiting Professor, "What You Know vs. What You Don't Know."

Mr. Howard T. Schuster, New York Telephone, "Leadership for Creative Engineering."

Mr. Marc Seifer, METASCIENCE Quarterly, "The Life and Times of Nikola Tesla."

Mr. Edmund J. Thomas, New York Telephone, "Modern Communications and Its Impact."

Dr. Walter J. Kleinfelder, Technology Systems Manager for Engineering and Scientific Computers, IBM Development Laboratories, "The Computer Technology of the Future: Very Large Scale Integration."

DEPARTMENT OF ENGINEERING

General Robert T. Marsh, Air Force Systems Command, "Engineering Ethics for the Military Officer Involved in Research, Development, and Acquisition Programs."

COL James R. Bamberry, National Defense University, "The Role of Ethics in the Resurgence of Operations Research in the Military."

LTG Maxwell R. Thurman, DCSPER, "Impact of Using the Results of Quantitative Analysis on Recent Major Personnel Decisions."

Dr. Peter Cherry, Vector Research, "Large Scale, High Resolution Combat Models."

Mr. Milton Lunch, General Counsel of the National Society of Professional Engineers, "Ethics in Engineering."

Mr. Richard M. McClelland, U.S. Army Tank-Automotive Research and Development Center, "Vehicle Application of Turbine Engines."

BG Hugh J. Quinn, Concepts Analysis Agency, "Army Force Analysis."

Professor Norman C. Rasmussen, Massachusetts Institute of Technology, "Current Status and Future of the Nuclear Industry in the United States."

MG Max W. Noah, Program Analysis and Evaluation, "Operations Research in PAE and in the Army."

Dr. Clint Ancker, University of Southern California, "Research on Stochastic Duels."

DEPARTMENT OF ENGLISH

Dr. Elizabeth Abel, "Virginia Woolf."

Professor Robert Causey, "Philosophy and Behavioral Science."

Dr. Robert Creed, "Beowulf."

Professor Arthur Danto, "The Philosophy of Art."

Professor David J. DeLaura, "Religious Impulses in Victorian Prose."

Professor Scott Donaldson, "Hemingway."

Professor Charles Fried, "The Philosophy of Law."

Professor Peter Gay, "The Philosophy of History."

Professor Robert Gurland, "Philosophical Implications of Zen and the Art of Motorcycle Maintenance."

Professor Alasdair MacIntyre, "Philosophy and Politics."

Professor Hugh Maclean, "British Poetry of World War I."

Professor Howard Nemerov, a poetry reading.

Dr. Patricia Sosnoski, "Teaching Literature to College Students."

Professor Stephen Toulmin, "The Philosophy of Science."

Professor George W. Williams, "Othello" and "King Lear."

DEPARTMENT OF FOREIGN LANGUAGES

LTC Walter Bazarov, Brazilian Army, "Academia Militar das Águlhas Negras."

LTC Mohamed Bouarish, Moroccan Army, "La culture française au Maroc."

LTC Enrique Canovas, Mexican Army, "El Mexico de Benito Juarez."

Dr. Jack Child, American University, "The Peron Era."

MAJ Kenneth Clow, Department of Mechanics, USMA, "Engineer Experiences in Brazil."

LTC Alain D'Ille, French Army, "La defense nationale" and "La France contemporaine."

Dr. Reinhard K. Hennig, Department of Foreign Languages, USMA, "Deutsche Weihnachten."

Mr. Victor Herman, Author, "Realities - Might and Paradox in Soviet Russia."

LTC Heinrich R. Holl, German Army, "Die Bundeswehr."

Dr. Nora S. Kinzer, Deputy Assistant Secretary of the Army, "Foreign Language Study: A Personal Odyssey."

Dr. Andre Maman, Princeton University, "Contemporary France - Politics and Economy."

Mr. Drew Middleton, New York Times, "The Soviet Military Establishment."

Dr. Hans Josef Mundt, German Author and Publisher, "Neuere kulturelle und literarische Entwicklungen."

Dr. Samuel G. Saldivar, Department of Foreign Languages, USMA, "Marina in the Old World and the New."

Mrs. Chi-ping Sobelman, Columbia University, "Chinese-American Relations."

Dr. Radakhrisnian, U.S. Army Waterways Experiment Station, Vicksburg, Mississippi, "Computer Graphics in the Corps of Engineers."

COL Morton F. Roth, Commander, Inter-American Geodetic Survey, "IAGS Operations."

BG Thomas A. Sands, New York Engineer District, "Operations of the New York Engineer District."

MG Barton, UK, Director, Royal Survey, "Cartographic Support of the Falklands War."

Mr. D. Kramer, Columbia University, "Soviet Agriculture."

Honorable William Gianelli, Assistant Secretary of the Army, "Regional Water Policy."

Mr. Theodore Shabad, New York Times, "Soviet Energy."

Mr. Lawrence Mulligan, Sub-Director Insurance Corporation of Nicaragua, "Nicaragua Today."

Dr. Mihajlo Mesarovic, Case Western Reserve University, "World Population Trends."

Mr. Stephen Duggan, National Resources Defense Council, "The Storm King Project."

Professor Jack Childs, American University, "Geopolitics in Latin America."

LTC Thomas H. Magness III, Office of the Chief of Engineers, "Environmental Applications in the US Army."

Dr. Pierce F. Lewis, Pennsylvania State University, "Interpreting the Landscape."

Honorable Barry Hornabrook, Counsel to the US for Minerals and Energy, South Africa, "Non-Energy Minerals."

LTC James V. Coniglio, Defense Attache Managua, Nicaragua, "Problems in Latin America."

Dr. J. Lewis, Union Carbide, "Soviet Nuclear Program."

Dr. Lawrence J. C. Ma, University of Akron, "Population in China."

Mr. W. P. Tavoulaareas, Mobil Oil Corp., "Energy and the Mideast."

Dr. Gilbert White, University of Colorado, "The World Environment 1972-1982."

BG Richard E. Stephenson, J4, U.S. Central Command, "Planning Contingency Operations."

Professor Marshall W. Goldman, Harvard University, "Soviet Petroleum."

Dr. George W. Hoffman, University of Texas at Austin, "Prospects for European Energy."

Mr. Alan Hill, Chairman, Council on Environmental Quality, "The Environment Today."

Dr. Kemble Widmer, NJ State Geologist (retired), "Geologic Formations Throughout the Orange County Area (Geology Trip)."

Dr. Mark S. Monmonier, Syracuse University, "Computer-Based Geographic Information Systems."

Dr. Richard Semonin, Illinois State Water Survey, "Inadvertent Weather Modification."

Dr. Kempton Webb, Columbia University, "Latin America."

DEPARTMENT OF HISTORY

Mr. William P. Bundy, Council on Foreign Relations, "American Policy in the Vietnam War."

Professor Istvan Deak, Columbia University, "A Multi-National Army in the Age of Nationalism: The Hapsburg Forces."

Professor Charles DeBenedetti, University of Toledo, Ohio, "The Vietnam Anti-War Movement."

Reverend Sudarshana Devadhar, United Methodist Church, "The Impact of Christianity on Modern Indian Thought."

Professor Jay Luvaas, Harold K. Johnson Visiting Professor at the U.S. Army War College, "Tactics of the Civil War."

Professor Maurice Matloff, Visiting Professor, "The Mexican War," "The Cold War," "Grand Strategy in World War II," "FDR and Coalition Warfare," "Strategy for the Liberation of Europe in World War II."

LTC Harold W. Nelson, U.S. Army War College, "The Nature of Imperial Russian Society."

COL James R. Paschall, Ft Bragg, North Carolina, "The French Experience in Algeria and Indochina."

Professor George V. Taylor, University of North Carolina, "The Origins of the French Revolution."

Dr. David F. Trask, Office of the Chief of Military History, "The Decision to Intervene in World War I."

Professor Frederick T. Travis, Fordham University, "Interwar China: The Tide of Revolutionary Nationalism."

Professor Joseph F. Tulchin, University of North Carolina, "The Peron Era."

Professor Betty M. Unterberger, Texas A&M University, "The Decision to Intervene in Russia, 1918-1920."

DEPARTMENT OF LAW

Joseph C. Zengerle, former Assistant Secretary of the Air Force, "Constitutional Law."

DEPARTMENT OF MECHANICS

LTC Donald F. Matson, Jr., Director, HiTech Test Bed, Pentagon, "UH-60A External Stores Support System" and "Blackhawk Helicopter."

Mr. William H. Connon III, P. E. Material Testor Directorate, "Vibrations Testing for the Abrams Tank."

Mr. Robert Langworthy, Planning and Management Directorate, DARCOM, "Current Propulsion Technology in the US Army."

Professor Barnes W. McCormick, Pennsylvania State University, "Airplane Spin Dynamics."

Mr. Albert L. Romaneski, Sippican Consultants International, "Mechanical Vibrations."

DEPARTMENT OF PHYSICS

Mr. Jim Blink, Lawrence Livermore Laboratory, "High Energy Lasers in Laser Fusion."

Dr. Graeme Duthie, Redstone Arsenal, "Military Applications of Coherent Optical Scattering."

LTC Jerome T. Janicke, Air Force Weapons Laboratory, "Airborne Laser Lab."

Dr. Edward Teller, Hoover Institution, "Paradoxes in Physics."

Dr. Laurance B. Warner, Los Alamos National Laboratory, "Directed Energy Weapons Program."

DEPARTMENT OF SOCIAL SCIENCES

Dr. Richard Betts, The Brookings Institution, "The Political and Military Implications of Strategic Parity."

Dr. Edwin A. Deagle, Jr., Rockefeller Foundation, "American Foreign Policy."

Mr. Jay Dehmlow, Department of State, "U.S. Foreign Economic Policy."

Mdm. Garnier-Lancon, Deputy Mayor of the City of Paris, "Future of the Mitterand Socialist Regime in France."

Mr. Michael A. Hood, "Financial Intermediaries Role in Capital Formation."

Mr. Thomas E. Mann, American Political Science Association, "Providing an Analysis of the 1982 Congressional Elections."

Dr. Charles Moskos, Northwestern University, "Military Manpower Policy."

Mr. Joe Samanski and Ms. Lisa Swaiman, Investment Company Institute, "Mutual Funds and IRA's."

Mr. Henry Schwarz, Paine Webber, Inc. "Investors and the Broker."

Dr. John Spanier, University of Florida, "Utility of Force."

Miss Helen Thomas, United Press International, "The Media and Society."

Honorable R. James Woolsey, former Under Secretary of the Navy, "Warriors, Managers and Politics."

Mr. Arthur Lund, "Tax Accounting."

Dr. Melody A. Trott, Agency for International Development, "Population Growth and Agriculture" and "The Role of AID in Third World Development."

Dr. Napoleon A. Chagnon, Northwestern University, "Yanomano Religion."

Harold K. Schneider, Indiana University, "Political & Economic Anthropology."

Dr. Jack Weatherford, "The Anthropology of Congress."

LTG Daniel O. Graham, The High Frontier, Inc., "The Role of Outer Space in National Security and its Impact on Arms Control."

Dr. Debra Stone, Massachusetts Institute of Technology, "European Health Care Systems."

Honorable Mitchell Shapr, Northern Pipeline Agency, "Pierre Trudeau and Political Leadership in Canada."

George E. Hudson, Wittenberg University, "Women, Sex, and Family Life in the USSR."

Jerry Hough, Duke University, "Leadership Succession in Soviet Union."

Donald H. Haider, Northwestern University, "National Economic Policy."

Mr. Chad Keck, Smith, Barney, Harris, Upham and Company, "Financial Assets and Financial Intermediaries."

Richard Samuels, Massachusetts Institute of Technology, "Japanese Energy Policy."

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VARSITY SPORTS SUMMARY

<u>Team</u>	<u>Games</u>	<u>Won</u>	<u>Lost</u>	<u>Tied</u>	<u>Pct.</u>	<u>Navy</u>	<u>Captains</u>
Women's Cross Country	6	6	0	0	1.000	----	Sally Phoenik
Men's Indoor Track	6	6	0	0	1.000	Won	Charles Babers
Women's Outdoor Track	2	2	0	0	1.000	----	Amy McDonald
Rifle	12	11	1	0	.916	Won	Jim Timmer
Wrestling	24	21	3	0	.875	Lost	Bob Turner & Ed Wohlwender
Golf	7	6	1	0	.857	Lost	Bob Smith
Lacrosse	14	11	3	0	.786	Lost	Paul Cino
Pistol	17	13	4	0	.765	Lost	Ed Wentworth
Soccer	17	11	4	2	.706	Won	Tim Miller & Tim McDonald
Squash	17	12	5	0	.706	Lost	Dan Kellas
Hockey	36	25	10	1	.683	----	Dan Cox
Women's Volleyball	54	35	17	2	.667	Lost	Kelly Harriman & Joyce Schoussau
Women's Indoor Track	3	2	1	0	.667	----	Kathy Schmidt
Swimming	14	9	5	0	.643	Lost	Ted Martin
150-lb Football	5	3	2	0	.600	Lost	Lenny McWherter
Tennis	27	16	11	0	.592	Lost	George Geczy
Gymnastics	16	7	6	0	.538	Lost	Rich Gesing
Cross Country	8	4	4	0	.500	Lost	Cardell Williams & Chris Mozina
Women's Basketball	27	11	16	0	.467	Lost	Melody Smith & Alma Cobb
Women's Swimming	12	5	7	0	.417	Lost	Judy Cain
Men's Basketball	29	11	18	0	.379	Lost	Paul Mongan
Women's Tennis	19	7	12	0	.368	----	Kim Dee & Kathy Spaulding
Football	11	4	7	0	.364	Lost	Gerald Walker & Mike Williams
Women's Indoor Track	3	1	2	0	.333	Lost	Todd Kulik
Baseball	38	12	25	1	.329	Lost	Kevin Batule
Women's Softball	22	6	16	0	.237	----	Eileen Mulholland
Total	443	257	180	6	.580	3-17	

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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
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Chief of Legislative Liaison	1
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SASPP	3
IG	1
PAO	4
SJA	1
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Catholic Chaplain	1
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DIR	6
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