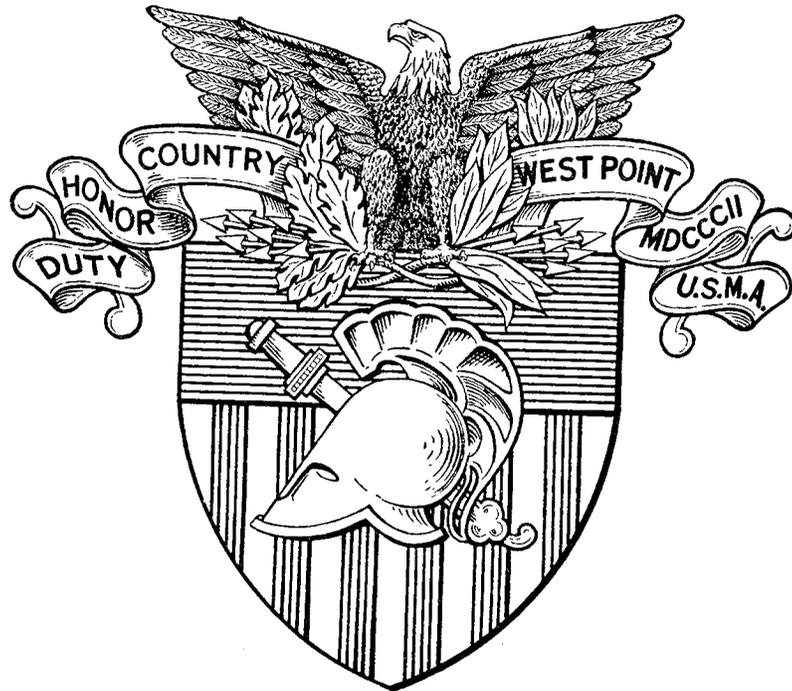


**THE ANNUAL REPORT OF THE
SUPERINTENDENT
1984**



United States Military Academy

ANNUAL HISTORICAL REVIEW

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

1 July 1983 — 30 June 1984



LTG WILLARD W. SCOTT, JR.

Superintendent
16 July 1981 —



BG FREDERICK A. SMITH, JR.

Dean of the Academic Board
16 August 1974 —



BG JOHN H. MOELLERING

Commandant of Cadets
29 June 1982 — 22 June 1984



BG PETER J. BOYLAN

Commandant of Cadets
26 June 1984 —



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

1 July 1984

This report provides a comprehensive review of the activities of the United States Military Academy during the period 1 July 1983 through 30 June 1984. This period marked the third year of my Superintendency, and several significant developments in the evolution of the Academy. A major effort receiving considerable attention was ensuring that our recent initiatives in curriculum innovation support our fields of study, optional majors program, and our seeking of Accreditation Board of Engineering and Technology (ABET) accreditation. The final acquisition of New South Post, which occurred at the end of the reporting period, will open up vital additional space to assist in the upgrading and expansion of our academic facilities. Although this was a period of concentrated focus on new initiatives and post expansion, the dedication of a plaque to those alumni who lost their lives in service to our country since the Korean conflict helped remind us that our primary objective remains to educate, train, and inspire future officers for the Army and nation.

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

A handwritten signature in dark ink, appearing to read "Willard W. Scott, Jr.", written in a cursive style.

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

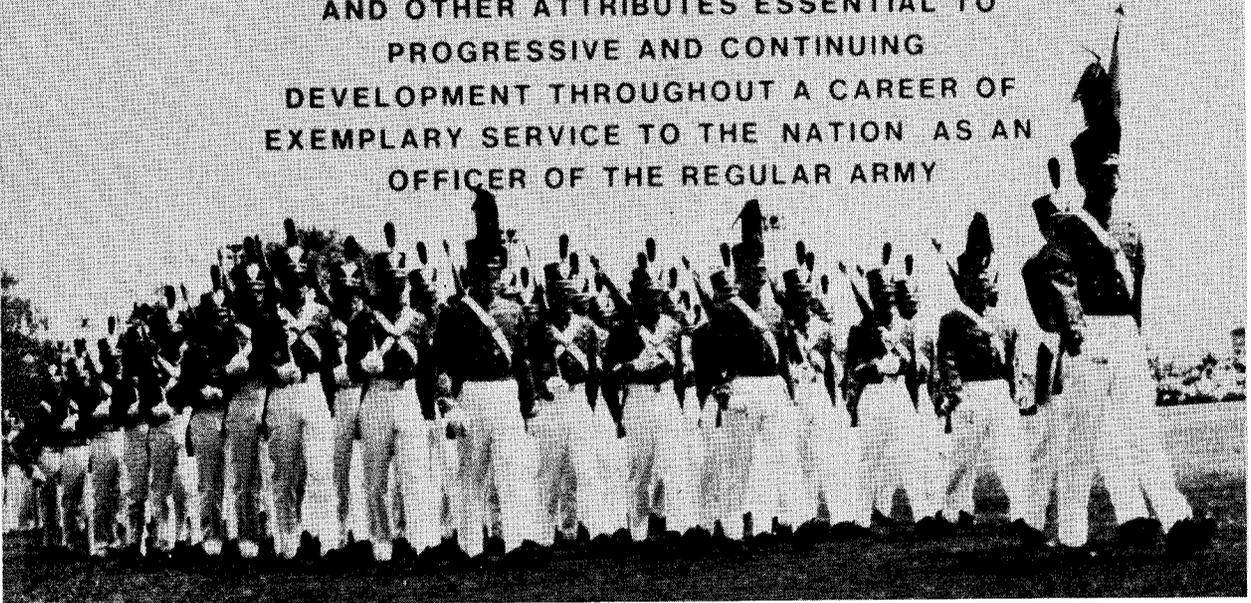


TABLE OF CONTENTS

ADMISSIONS PROGRAM.....	1
ACADEMIC PROGRAM.....	4
MILITARY TRAINING PROGRAM.....	31
ACADEMY COMMITTEE HIGHLIGHTS.....	59
BOARD OF VISITORS.....	73
INTERCOLLEGIATE ATHLETIC PROGRAM.....	77
POST OPERATIONS OFFICE.....	93
OPERATIONS, PLANS, AND SECURITY.....	95
RESOURCE MANAGEMENT.....	98
AUTOMATION AND AUDIOVISUAL SYSTEMS.....	101
PERSONNEL AND COMMUNITY ACTIVITIES.....	104
LOGISTICS.....	111
ENGINEERING AND HOUSING.....	115
CIVILIAN PERSONNEL.....	121
ALUMNI AFFAIRS.....	122
INSTITUTIONAL RESEARCH.....	124
INSPECTOR GENERAL.....	126
PUBLIC AFFAIRS.....	127
STAFF JUDGE ADVOCATE.....	133
CHAPLAIN.....	135
1ST BATTALION, 1ST INFANTRY.....	136
DENTAL ACTIVITIES.....	137
MEDICAL ACTIVITIES.....	138

APPENDICES

- A Staff Directory
- B Key USMA Personnel
- C Academic Calendar
- D Lecture Program
- E Varsity Sports Summary
- F Superintendent's Annual Report Distribution

ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 6,118 candidates nominated and examined for the Class of 1988, 737 of whom were women. Of this total, 2,726 were found qualified, and 1,401 (159 women) entered the United States Military Academy on 1 July. Eighty-three percent ranked in the top one-fifth, and 95 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 565 on the verbal portion and 637 in the math, in contrast to national averages of 426 and 471, respectively. More than 98 percent of the new cadets taking the SAT 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 24.4 on the English and 29.2 on the math portions, compared with the national means of 18.0 and 17.3, respectively. More than 98 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 858 cadets were members of the National Honor Society and 425 were class, student body, or student council presidents while in high school. Some 1,190 lettered in varsity athletics, 692 of whom were team captains. Scouting participants numbered 623 including 123 who were either Eagle Scouts (Men) or First Class Scouts (Women). Minority candidates totaled 212 or 15 percent of the Class of 1988.

ADMISSIONS MEDIA BRANCH

The Media Branch initiated several major recruiting projects this year while continuing to revise and update current publications and films. For the first time at West Point, a telemarketing system has been implemented which provides toll-free service to admissible candidates and to the general candidate population in selected student populations. The new program is still in the test and evaluation stages.

Production and distribution for three major, joint, U.S. Military Academy/U.S. Army Recruiting Command (USMA/USAREC) initiatives will be completed by the end of 1984: (1) conversion of West Point's general-purpose recruiting film, "A Path to Success - West Point," to videodisc format and distribution worldwide to all recruiting commands down to company level; (2) distribution nationwide of the Army's new office career and lifestyle booklet entitled "The Path of Leadership: Your Future as an Army Officer" (which includes a discussion of all officer accession programs including USMA); and (3) the inclusion of a full-page, color West Point advertisement in USAREC's two national magazines distributed annually to one million seniors and juniors at selected high schools.

A multimedia high school program of the Admissions Office now features a slide/tape or laserdisc presentation of West Point prepared by the Learning Research Network. This new effort was initially tested on some 200 high schools during the 1983-84 Academic Year with the anticipation of its full expansion to the entire Learning Research Network listing of over 1,250 selected high schools nationwide. The short video program gives students who visit the guidance counselor's office an overview of West Point's opportunities and challenges and a toll-free phone number and address for those who want more information.

Several detailed articles about admissions and the admission process have been written for graduates and other audiences to upgrade public awareness of how those not now directly associated with Academy operations can assist in the vital recruiting mission. The Media Branch has sought to increase the quantity and to upgrade the quality of all admissions communications this year.

ADMISSIONS FIELD FORCE

In June 1984, the Admissions Participants Conference and the USMA/Reserve Officer Training Corps (ROTC) Liaison Officer Conference were held jointly for the first time. The participants conference, previously held in May, is conducted to train new civilian members of the field force and to provide refresher training to experienced members. The liaison officer conference performs a similar function for officers to assist in the recruitment efforts of both the Military Academy and the four-year ROTC scholarships. The two conferences were combined because only 14 new civilian members were being added to the field force compared with nearly five dozen new officers. Combining both conferences also reduced the administrative workload of the Admissions Office since orientations and briefings were now only to be presented once.

The liaison officer's program now consists of 426 officers, 28 of whom are minority group members, five of whom are women, and 99 of whom are USMA graduates. COL William M. Yates, the Academy's U.S. Army Reserve Liaison Officer, directed the conference. Briefings included presentations by representatives of the Office of the Dean, Commandant, Director of Intercollegiate Athletics, and Director of Admissions. The session was highlighted by presentations made by Major General John P. Prillaman, Training and Doctrine Command (TRADOC) Deputy Chief of Staff for ROTC; the Commandant, Brigadier General John H. Moellering; and the Dean, Brigadier General Frederick A. Smith, Jr. Participants gained a wider perspective of the interrelationship of the Reserve, ROTC, and USMA policies and programs in effect. The field force organization, providing a critical and timely link to the admissible candidate, continues to be a viable part of the Admissions' effort.

CANDIDATE TESTING

More than 9,100 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was scheduled for nearly 9,900 individuals at 168 Army posts, National Guard armories, ROTC facilities, and select independent facilities.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 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 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, 693 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 393 admissible candidates to spend 27 hours at the Academy escorted by a cadet from their home state.

MINORITY RECRUITMENT PROGRAMS

The Cadet Summer Enrichment Program was conducted in nine cities in the Summer of 1984. 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 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 to minority members at USMA. Television and radio interviews and visits to high schools and junior high schools stressed the theme of preparing oneself properly for higher educational opportunities. Additionally, contacts were established with high calibre minority youths capable of entering USMA. Follow-up letters and telephone contacts by these officers completed an intensive recruitment effort.

EDUCATOR VISITS

The Educator Visits program continued in 1984. 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, 165 educators and Congressional staffers participated in the program.

ACADEMIC PROGRAM

THE FACULTY

The academic faculty of the Military Academy made relatively few significant changes during the 1983-1984 Academic Year. The permanent faculty, who are departmental leaders and curriculum mentors, lost only one faculty member through retirement and had four promoted within the academic ranks, as the Military Academy moved closer to its majors program and accreditation by the Accreditation Board of Engineering and Technology (ABET). Colonel Robert M. Wilson, Professor and Head, Department of Mechanics, retired on 31 December 1983, after nine years as Head of the Department. The permanent faculty members promoted in the academic ranks include Colonel William F. Carroll to Professor and Head of the Department of Mechanics on 1 Jan 1984; Lieutenant Colonel Robert A. Doughty to Professor and Deputy Head in the Department of History, effective 8 May 1984; Colonel James K. Strozier to Professor of Aerospace Engineering in the Department of Mechanics in August 1983; and Colonel Paul M. Bons to Professor of Psychology and Organizational Behavior in the Department of Behavioral Sciences and Leadership in December 1983.

Three tenured USMA members participated in one year academic sabbaticals during the last academic year. Colonel David H. Cameron, Permanent Associate Professor in the Department of Mathematics, served at the Engineer Studies Center at Fort Belvoir, Virginia, and conducted research and writing at West Point during the year. Lieutenant Colonel George F. Palladino, Permanent Associate Professor in the Department of Chemistry, conducted research at the American Health Foundation's Naylor Dana Institute in Valhalla, New York; and COL George K. Osborn III, Permanent Associate Professor in the Department of Social Sciences, spent the year conducting research and writing at West Point.

Other tenured faculty members on professional development training assignments during the past year included: Lieutenant Colonel Tyrus W. Cobb, Permanent Associate Professor in the Department of Social Sciences, assigned to the National Security Council; Major Charles F. Brower, Permanent Associate Professor in the Department of History, serving as a presidential aide at the White House; Colonel Peter D. Heimdahl, Permanent Associate Professor in the Department of Mechanics, serving as the West Point Fellow at the Army War College; and Major Timothy R. O'Neill, Permanent Associate Professor in the Department of Behavioral Sciences and Leadership, attending the Armed Forces Staff College.

Sixteen permanent professors and scholars served as visiting professors in 12 departments during the past academic year: Professor William E. McEwen of the University of Massachusetts in the Department of Chemistry; Professor Ronald C. Houts of the University of Alabama in the Department of Electrical Engineering; Dr. Richard Chait of the Army Materials and Mechanics Research Center in the Department of Engineering; Dr. Konstantin Kolenda of Rice University in the Department of English; Professor Johannes W. Vazulik of North Dakota State University in the Department of Foreign Languages; Professor Williamson Murray of Ohio State University and Professor John W. Gordon of the Citadel in the Department of History; Professor Wendell M. Basye of the University of Oregon and Professor Daniel J. Meador of the University of Virginia School of Law in the

Department of Law; Professor Peter W. Zehna of the Naval Postgraduate School and Professor Dix H. Pettey of the University of Missouri at Columbia in the Department of Mathematics; Dr. J. Winn Dalley of the University of Texas at Arlington in the Department of Mechanics; Professor Alfred Leitner of Rensselaer Polytechnic Institute in the Department of Physics; Professor George E. Hudson of Wittenberg University and Professor D. Alton Smith of Abt Associates in the Department of Social Sciences; and Dr. George H. Sage of the University of Northern Colorado in the Department of Physical Education.

Two USMA faculty members were selected as White House Fellows during the past year. Majors J. Robert Wood and Patrick A. Putignano, Assistant Professors in the Department of Social Sciences, were to serve as White House Fellows for one year starting in the Fall of 1984. Their selection brings to 25 the total number of USMA graduates who have been selected for this position and to 15 the number of individuals who also have either taught or served as tactical officers at West Point. Among the distinguished list of fellows are Major General John H. Moellering, until the end of June the USMA Commandant; Major General John W. Woodmansee, Jr., Commanding General, 2nd Armored Division; Brigadier General (Ret) Peter M. Dawkins, Lehman Brothers Kuhn Loeb; Brigadier General Bernardo Loeffke-Arjona, Defense Attache in Peking; and Colonel (Ret) Dana G. Meade, Executive Vice President of International Paper.

The academic credentials and composition of the faculty remained stable in most categories for the 1983-1984 Academic Year. The percentage of faculty members holding Ph.D. degrees and of those completing all but dissertations were 19 and 11 percent, respectively, an increase from last year. Graduates from universities other than USMA again comprised at least 35 percent of the faculty for the seventh consecutive year. Although the number of women officers on the faculty fell slightly from 22 during the 1982-1983 Academic Year to 20 during the past academic year, it marked the third consecutive year that at least 20 women were on the faculty. However the number of minority group members which had risen from 18 to 23 in the 1982-1983 Academic Year fell back to 16 during the past year. Although the decline was minimal from earlier levels it still technically was the fewest number of minority group members on the faculty in at least eight years. The number of sister service officers on the academic faculty remained constant at 16 with ten Air Force and six Naval officers. Additionally, one officer each from Brazil, Germany, and Mexico served in the Department of Foreign Languages.

CADETS

On 23 May 1984, Vice President George H. Bush delivered the commencement address to 942 members of the Class of 1984 (860 men and 82 women). Eighteen members of the Class (17 men and one woman) graduated later after completing additional requirements. Finally, 26 other members of the Class (24 men and two women) graduated at midyear in December 1984. A total of 986 individuals were thus graduates in the Class of 1984, the largest in Academy history.

Three of the 50 Distinguished Cadets of the Class of 1984 received special academic recognition. Lieutenant Richard C. Staats, Jr., became the Academy's 23rd Hertz Foundation Fellowship winner. Lieutenant Staats has been granted a deferment to serve four years in the military before undertaking the study of operations research

at the Massachusetts Institute of Technology. Lieutenant Patrick M. Wray became the Academy's 32nd National Science Foundation Fellow. Lieutenant Wray will study civil engineering at Lehigh University for three years of fully-funded graduate study prior to his first field assignment. Lieutenant Jerry L. Schlabach became the Academy's 15th National Collegiate Athletic Association (NCAA) Postgraduate Scholarship recipient. He was awarded a \$2,000 scholarship for excellence as a scholar-athlete in swimming to be used for postgraduate study at the university of his choice. Lieutenant Schlabach also was granted a deferment to serve four years in the military prior to undertaking postgraduate study.

During the Spring of 1984, the Deputy Chief of Staff for Personnel (DCSPER) approved implementation of a Technological Enrichment Program (TEP). The TEP provides fully-funded advanced education for 20 commissioned Army lieutenants beginning in the Fall of 1984. The TEP is designed to develop expertise in emerging technological disciplines among junior officers allowing for progression and development throughout a full career of service. Following commissioning, individuals selected for this program are sent immediately to school to obtain an advanced degree and incur a three-for-one service obligation. They will be either single tracked into a specialty code based on their academic discipline or permitted to develop along traditional lines with their advanced degree utilized as an additional specialty. Eight of the nine USMA graduates who sought enrollment and were endorsed by the Academy for this year's program were accepted and entered the program. Individuals selected, their disciplines, and universities to be attended are: Lieutenant William A. Arbaugh, Computer Engineering/Artificial Intelligence at Columbia University; Lieutenants Robert L. Demont and Joseph V. Marigliano, Operations Research at Stanford University; Daniel L. Hogan, Jr., Operations Research at the Naval Postgraduate School; Lieutenant Phillip M. Fine, Vertical Lift Technology at the University of Maryland; Lieutenant Norbert H. Fortier, Vertical Lift Technology at Rensselaer Polytechnic Institute; Lieutenant Keith E. Matthews, Mathematics (Cryptology) at the Georgia Institute of Technology; and Lieutenant Richard R. McCracken, Robotics at Duke University.

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-four members of the Class of 1984 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. Twenty-one members of the class were selected for admission and the following 20 (representing two percent) were permitted to attend: Lieutenant Steven W. Hammond at the University of Colorado; Lieutenant Rory J. Howard at the Albany Medical College of Union University; Lieutenant Alexander Lambert at Howard University; Lieutenant Brian C. Lein at Temple University; Lieutenant Colin K. Miller at the University of Iowa College of Medicine; Lieutenant Robert W. Molinari at the Mount Sinai School of Medicine; Lieutenant Rickey C. Myhand at the Medical College of Georgia; Lieutenant Jeffrey M. Oettinger at the University of Southern California; Lieutenant Robert J. Oglesby at the University of South Alabama; Lieutenant George E. Peoples at Johns Hopkins University; Lieutenant Darrell K. Scales at George Washington University; Lieutenant David S. Wiggins at the New York Medical College; Lieutenant John O. Xenos at Georgetown University; and Lieutenants Kent L. Bradley, John M. Cho, Gary W. Clark, Gerald L. Farber, Jeffrey A. Lawson, Albert V. Porambo, and John R. Rowe 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 1986 made initial general selections similar to those made the year before by the Class of 1985:

	<u>Class of 1986</u>	<u>Class of 1985</u>
Applied Science and Engineering	31%	38%
Basic Science	9%	9%
Humanities	6%	6%
National Security/Public Affairs	35%	33%
Undecided (including Management)	19%	15%

Like the members of the Class of 1985, the Class of 1986 again was split evenly between those selecting an optional major and those selecting a field of study. Sixty-three percent of those cadets concentrating in Applied Science and Engineering, 58 percent of those cadets selecting Basic Science, 34 percent of those cadets selecting Humanities, and 37 percent of those cadets selecting National Security/Public Affairs decided to major in their respective specialties. The distribution of the Class of 1986 between fields of study and majors was as follows by the end of the 1983-84 Academic Year:

	<u>Field of Study</u>	<u>Major</u>
Applied Science & Engineering*	16%	27%
Basic Science	4%	6%
Humanities	4%	2%
National Security/Public Affairs**	<u>26%</u>	<u>15%</u>
Totals	50%	50%

*Includes MSE Management

**Includes HPA Management

Of the optional majors open to cadets in the Class of 1986 at the time of their counseling during the Spring of 1984, mechanical engineering, computer science, and civil engineering were selected by the largest number of cadets, 9.0 percent, 3.5 percent, and 3.5 percent, respectively. Of the fields of study open to cadets in the Class of 1986 at that time, Humanities - Public Affairs (HPA) management and foreign area studies were selected by the largest number, 4.4 percent and 4.4 percent, respectively.

The Class of 1987 made their initial "tracking" decision during the Spring of 1984. Of 1,168 cadets, 535 (46 percent) selected the HPA track and 633 (54 percent) selected the Mathematics-Science-Engineering (MSE) track.

There were fewer separations of cadets in the Class of 1987 for academic deficiency during the 1983-84 Academic Year than among cadets in the Class of 1986 during the prior academic year. Forty-eight cadets from the Class of 1987 were separated as compared to 87 cadets from the Class of 1986 at the end of their initial year. This improvement may be attributable to better academic credentials at entrance for the Class of 1987.

THE CURRICULUM

With the inception of the optional majors program in March 1983, the period of major curriculum innovation at USMA came to a close. Focus then shifted to ensuring that the courses and programs developed adequately supported the 27 fields of study and 16 optional majors.

The most significant curriculum change was a realignment of the core English courses commencing for the Class of 1988. Although cadets will continue to take composition in the first semester of freshman (Plebe) year, under this new sequence they will take literature during the second semester. A second semester of composition will be offered in the junior (Second Class) year as an Advanced Composition course and will focus on ensuring that cadets have the writing skills necessary for careers as commissioned officers. Actions also continued to obtain accreditation by the ABET for the programs in Civil Engineering, Mechanical Engineering, Electrical Engineering, and Engineering Management. In November 1983, the programs received a pre-evaluation by a five-person consultation team. The team consisted of Dr. David A. VanHorn (Chairman), Chairman and Professor of the Department of Civil Engineering at Lehigh University; Dr. Gene M. Norby (Civil Engineering), Chancellor and Professor of Civil Engineering, University of Colorado at Denver; Dr. Joseph Bordogna (Electrical Engineering), Dean and Professor, School of Engineering and Applied Science, University of Pennsylvania; Dr. Albert B. Bishop (Engineering Management), Professor, Department of Industrial and Systems Engineering, Ohio State University; and Dr. Leroy S. Fletcher (Mechanical Engineering), Associate Dean, College of Engineering, Texas A & M University. The basic objectives of the pre-ABET evaluation were (1) to thoroughly review the four engineering programs, (2) to evaluate the programs relative to their meeting the ABET criteria for accreditation, (3) to suggest revision to Volumes I and II of the ABET Questionnaire, (4) to offer other suggestions which would enable the Academy to be prepared thoroughly for all aspects of the accreditation process, and (5) to offer recommendations for consideration in future planning for the engineering programs. The visiting team's report concluded that USMA has developed an excellent presentation for ABET evaluation. The team also made suggestions for revisions to strengthen the case for accreditation. Based upon this evaluation, appropriate departments made minor program adjustments in preparation for the formal visit of the ABET in the Fall of 1984.

"The academic curriculum (now) consists of a core program, which contains the essential elements of a broad general education, supplemented by an elective program. The core program of 32 courses is designed to give cadets a fundamental knowledge of the arts and sciences, while the elective program permits individuals to explore, in greater depth, a field of study or optional major in which they may have a particular interest or aptitude.

"At the end of the cadet's plebe year, a cadet chooses between two "tracks": mathematics-science-engineering or humanities-public affairs. This decision begins the process of specialization in preparation for the field of study or optional major. In some core courses cadets take a tracked version. For instance, cadets who opt for the humanities-public affairs track take "physics for humanities-public affairs concentrators." Additionally, each track also includes four required courses that relate to the disciplines within the track; these required courses are called "area" courses.

"Formal selection of an elective program in one of the 27 fields of study or 16 optional majors is accomplished in the spring of the cadet's sophomore (Third Class) year. Successful completion of the USMA program leads to a bachelor of science degree. Transcript credit is given for successful completion of the requirements of a field of study or major but the degree is awarded without specification.

"The core curriculum contains the following courses (number of semesters indicated in parentheses): mathematics (4); computer science (1); chemistry (2); physics (2); electrical engineering (1); mechanics (2); civil, electrical, nuclear, weapons systems, or general engineering (2); literature (1); English (2); foreign language (2); general psychology (1); history (2); law (2); military history (2); military leadership (1); economics (1); political science (1); international relations (1); philosophy (1); and terrain analysis (1). In terms of semester courses in the core program, 17 are devoted to social sciences and humanities and 15 to mathematics, sciences, and engineering."¹

As anticipated at the time of its adoption, enrollment in the optional majors program, while popular, has been far from universal. Cadets continue to recognize that the core program and a field of study, in combination with their military science and physical education courses, prepare them for their primary vocation as career officers.

This year, the enrollment of the Class of 1986 in the majors program was 50% of the class, and the enrollment of the Class of 1985 dropped from 50 to 47 percent, as cadets opted to pursue the broader fields of study.

ACADEMIC COMPUTING

The emphasis during the 1983-84 Academic Year has been on continued integration of the new Instructional Support Computer System (ISS) into academic courses. The ISS, installed in July 1982, and expanded to meet increased demand during the Summer of 1983, consists of an integrated system of micro and minicomputers, color graphics workstations, and terminals connected together by a communications network.² Usage of academic computing facilities by cadets and faculty included more than 140,000 terminal sessions on the ISS computers during the second academic term alone. When combined with usage of microcomputers and department computer facilities, overall usage during the 1983-84 Academic Year was significantly higher than any previous academic year.

Resources available to cadets and faculty members were expanded to include more than 500 computer terminals and microcomputers, of which more than 200 are accessible from the barracks and available to cadets 24 hours per day. As an experiment this year, terminals were installed in the rooms of the Brigade Staff for the exchange of electronic mail and to support the need of the chain of command of the Corps of Cadets. Based on the success of the experiment, terminals then were installed on a permanent basis.

The academic computing research facility continued its experimentation with the latest state-of-the-art computer technology to include voice interaction with microcomputers and the integration of local area networks with micro and minicomputers.

In early 1984, the Dean's Academic Computer Advisory Committee established the Cadet Personal Computer Planning Subcommittee under the direction of Lieutenant Colonel Lanse M. Leach, the Assistant Dean for Academic Automation. The subcommittee was tasked to evaluate the state-of-the-art of personal computers and to delineate the requirement and initial functional specifications for personal computers in cadet rooms. The subcommittee is scheduled to complete its report by the end of 1984. Following staffing of the subcommittee report through the Academy, a formal plan will be presented to the Superintendent. Implementation of the Academy's plan for a computer in the room of every entering cadet is tentatively scheduled to commence during the 1986-87 Academic Year.

FACULTY RESEARCH

During the 1983-84 Academic Year, Lieutenant Colonel Thomas H. Johnson served as the Assistant Dean for Academic Research and Director of the Science Research Laboratory. Major John K. Robertson was the Executive Officer of the Science Research Laboratory.

Funding continues to be primarily from Army and Defense Department laboratories. The Association of Graduates, through the West Point Fund, provides 10% of the Academy's research budget. This 10% represents 90% of the support available for social sciences and humanities research at USMA. Total funding for faculty research rose slightly from the 1983 Fiscal Year total of \$358,000 to \$365,000 during the 1984 Fiscal Year.

USMA LIBRARY

Responding to the institution of optional majors, the USMA Library strove to broaden its collection of materials during the past year by purchasing a larger volume of books than usual and by increasing the number of periodicals received. The additions to the collection were made as an outgrowth of a USMA Library staff survey of libraries at ABET-accredited institutions. Fifty new journal subscriptions and over 1,000 monographs in the fields of engineering and mechanics were ultimately added to the collection. The acquisition of these items will strengthen the collection for the ABET review scheduled for the 1984-85 Academic Year.

Another technique for identifying collection requirements is utilizing the Library computer system to produce listings of the most frequently circulated books. Identification of these heavily used resources, which warrant the purchase of additional copies, provided a valuable and heretofore unavailable method to support cadet use of the library. Funding for these efforts was obtained through the Program Development Increment Package (PDIP) initiative (of over \$380,000) which effectively doubled the library budget for the 1984 Fiscal Year.

Automation in the Library also continued to progress with the implementation of the Community Access Module (CAM) on a permanent full-time basis. CAM allows faculty, cadets, and staff to access the Library database from any terminal on post that is connected to the Sytek network. During the year, an additional 10 ports were added to the two already attached to the Library computer thereby allowing ten additional users to simultaneously access Library files through this system.

In addition, the Library increased the number of in-house terminals from 18 to 30, markedly reducing the waiting period for terminals during peak periods of use in the evenings. A test mode was also established for the new on-line catalog module which is scheduled to be implemented during the 1985 Fiscal Year. The new on-line catalog has a number of enhancements which will improve greatly search capabilities for all Library users when it is ready for general use.

The User Services Division expanded its database searching capabilities in May by adding the Defense Technical Information Center (DTIC) Defense Research, Development, Test and Evaluation Online System (DROLS) program to its bibliographic search services. On-line searches of the DROLS database can now be performed in the Library and DTIC documents can be ordered directly using this computer system. In addition, service hours in the Library were extended by the decision to open Library doors each day during the school week at 0720 hours instead of 0745. This expansion in hours gives cadets going to early classes an opportunity to drop off or pick up books first thing in the morning. This revised standard schedule of Library hours was agreed upon by the Librarian and the Library Committee and approved by the Dean.

As part of a continuing study of Library security conducted by the Library Committee, an inventory survey sample of the circulating collection of the Library was taken in January, March, and June 1984, to show a loss rate for the total collection as well as a missing rate for books which disappear from the shelves for short periods of time. The information gained from this survey will be used to formulate plans for requisite security measures in the Library.

New archival preservation and arrangement projects undertaken this past year include the organization and conservation of the USMA Cemetery Records, 1816-1982, and the screening, conservation, and organization of the photographic collections currently held in the Archives. (This later project will result in the establishment of extensive photo files of most graduates of the Classes of 1860-1950, as well as a topics file relating to the Academy and its activities such as buildings and grounds, sporting events, and cadet life and activities.)

A major effort of the Technical Services Division focused upon a "retrospective conversion" cataloging project designed to convert all remaining cataloging records for books in the Circulating Collections into machine readable form so they could be located through the Library computer system. In April 1984, Phase I of this project was completed adding another eight percent (20,500 records) to the Library database. Phase II of this project deals with nearly all of the remaining four percent (8,300 problem records); these require extensive original cataloging and will take much longer to convert. When this phase is completed virtually all of the circulating collection records will be located on the Library computer system.

As a step towards improving inventory control over the total book collection, barcoding of departmental reference collections was also initiated in November 1983. Upon completion of this step books in these collections will be fully accessible in the Library computer system. Barcoding the reference collections in the Departments of Chemistry, Geography and Computer Science, and Mathematics have been completed; barcoding references in the other departments is expected to be finished before Fall 1984 classes begin.

In April, as a step towards improving physical security in the Library, three Joint-Services Interior Intrusion Detection System (J-SIIDS) security systems were activated. Two are installed on the fourth floor in the Special Collections Division and the USMA Archives; the other is on the first floor protecting the Ring Case.

The past year was an active one for the Friends of the West Point Library. The November meeting featured a slide-talk presentation by William Cullen Bryant III, entitled "West Point, The Cradle of the Hudson River School of Painting." The spring meeting featured a talk by Lieutenant Colonel Wallace E. Walker, a former White House Fellow, who discussed the structure of President Reagan's cabinet. At this meeting Brigadier General Douglas Kinnard (Ret), currently Chief of the Center of Military History, was elected President of the Friends for a two-year term succeeding General William A. Knowlton (Ret), former Academy Superintendent.

During 1984, the Special Collections Division and the USMA Archives established a conservation work area in the Bachelors Officers Quarters (Building 149) basement. This area will now be used to work on preventative conservation and to accomplish minor repairs of deteriorating Library materials.

The preservation of the USMA Library's Special Collections and Archival resources also was greatly enhanced in April by a bequest from the estate of Mrs. Betty Pehrson Weeks, widow of Colonel John Arthur Weeks, USMA, June 1918. The total value of the bequest from Mrs. Weeks (the first person to be elected a life membership in the Friends of the West Point Library), will exceed \$260,000. The purpose of this bequest for the Library is the "restoration and renovation" of the volumes of the Library. This bequest will enable the Library to restore the more seriously deteriorated books, maps, manuscripts, photographs, and archival materials by sending them to conservators. It is also anticipated that a conservator will be hired or contracted to work in the Conservation Work Area.

The West Point Fund granted the Library \$20,000 to continue the preservation of the John Gregory Bourke Diaries and \$5,000 to restore Philippine Insurrection photographs. Ninety-six of the diaries are now undergoing treatment at the Northeast Document Conservation Center at North Andover, Massachusetts. The bulk of the albumen photographs have been cleaned and restored.

Significant collections of other gifts during the year include 16 letters of Eliza Leslie written from West Point in the 1820's and 1830's; letters of Colonel and Mrs. Charles R. Noyes (USMA, 1879) from 1898-1922; the papers of Colonel Donovan Swanton (USMA, April 1917), which contain letters from 1912-1943; and 3,000 photographs of the American involvement in the Spanish-American War which were purchased through the Douglas MacArthur Memorial Fund. These original photographs were taken for the Underwood and Underwood Company, which made them into stereographic sets of the war.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1983-84 Academic Year, the Department of Behavioral Sciences and Leadership continued its support of the Academy's primary mission--developing effective, professional leaders for the U.S. Army. Offering a fully integrated curriculum, the department has provided cadets with a course selection which focuses on the theories, concepts, issues, and skills that are applicable for effective leadership in peacetime and in combat. The elective courses capitalize on the foundation established in the two core courses, "General Psychology" (PL 100) and "Military Leadership" (PL 300), and concentrate on the role of the leader in developing effective subordinates, teams, and organizations.

Courses offered by the Department enable the cadets to make a thorough investigation of the many factors which will enable a leader to achieve success in a myriad of situations. The underlying assumption is that a key to the development of effective leadership is an understanding of human behavior -- the leader's and the soldier's. Military leaders must have the ability to motivate and train soldiers and to provide them with appropriate feedback on their performance. All courses in the Department place specific emphasis on action-oriented learning strategies to enable cadets to learn to recognize and utilize appropriate leadership methodologies.

During the past year, the Department has continued the development of the behavioral sciences field of concentration and optional major. The new optional major program necessitated a more integrated curriculum, and in response to this "Introductory Sociology" (PL 371), "Theoretical Perspectives in Sociology" (PL 384), and "Sociology of the Military" (PL 482), previously designated "Military Sociology," were completely revised and new textbooks with updated material were ordered. In the area of individual psychology, the Department has fixed clearly the sequence of courses that entail the behavioral sciences optional major. The Class of 1985 will be the first class to complete that curriculum. Necessary revisions of elective courses to meet the rigor of the optional major program were accomplished. In addition, two new elective courses, offered for the first time last year, will represent the capstone experience for behavioral sciences majors: "Colloquium for the Behavioral Sciences" (PL 488) and "Seminar for the Behavioral Sciences" (PL 497).

The major academic change in the organizational leadership electives has come in "Organizational Development" (PL 479). In the past this course has dealt primarily with organizational effectiveness and the Organizational Effectiveness Officer, to include tools, capabilities, and current trends in the field as they applied to the Army. In the 1984-85 Academic Year the course will take on a new flavor. The course will deal with issues such as organizations and change; the role that the leader, members, and an organization's design play in an organization's ability either to facilitate or to impede change; and the skills and environmental variables which must be understood when trying to induce change.

The human factors psychology area was completed when the capstone course "Human Factors Psychology" (PL 485) was taught for the first time during the past year. Through seven laboratory periods, an oral presentation, and a design project students were required to demonstrate their knowledge of the limits of human performance as well as how these limits affect the parameters of the man-machine interface.

The final phase of the Human Sciences Laboratory expansion was completed in the Fall of 1983 with the installation of a two-room acoustic-sealed chamber, a newly-furnished psychobiology laboratory, and a vision laboratory. In addition, a mobile laboratory van was acquired from the Human Engineering Laboratory at the Aberdeen Proving Grounds, Aberdeen, Maryland, and was equipped with a computer-controlled gunnery simulator. It was deployed to a field site where research on target tracking performance and the effectiveness of "dazzle" camouflage patterns to retard tracking was conducted through a grant from the Army Research Institute for the Behavioral and Social Sciences.

Work on two other grants continued: an investigation for the Defense Nuclear Agency (DNA) on environmental factors that influence the performance of nuclear installation security personnel and an investigation for the Army Research Institute on the use of the contrast sensitivity measure of human vision as a predictor of battlefield target detection. In addition, a newly-awarded grant from the Forces Modernization Division of the U.S. Army Training and Doctrine Command (TRADOC) calls for an investigation of the effects of camouflage patterns in multiple target engagements.

The Military Leadership (PL 300) text, Leadership in Organizations, continues to be improved and updated based on student and faculty feedback. The text was well received by students during the past year and was also used by the Organizational Effectiveness Center and School at Fort Ord, California, and by the Naval Reserve Officers Training Corps (ROTC) program at the University of Rochester (New York). The text has been printed and is available to the general public for the first time through the Government Printing Office.

Department activities continued to enhance the educational experiences for cadets in the behavioral sciences. The Department sponsored Behavioral Science Club Seminar, now in its fifth year, provides cadets opportunities to pursue their interests in the study of leadership, psychology, sociology, and related behavioral sciences fields through projects, lectures, trips and seminars. By the end of the year, its membership totalled 350, a dramatic increase over previous years and reflective of the value of the activities for cadets. During the fall semester the club was honored by the New York State Legislature in the form of a State Resolution for its work with the Orange County Special Olympics Committee. The Orange County Special Olympics is an annual event and by far West Point's largest community service program. Some 310 cadets and 40 local volunteers from area schools such as Sara Lawrence College, Mount St. Mary College, Katherine Gibbs Secretarial School, and 50 students from the local Highland Falls (New York) High School, participated in the planning and operation of this year's Special Olympics held at West Point, in April. This was the tenth year the Academy and particularly the Corps have hosted this event. Former U.S. Olympic long jump gold medalist and world record holder, Bob Beamon, administered the Special Olympics Oath to the athletes. About 325 of the county's handicapped citizens from age 6 to 60 participated in these events, which are designed to instill a sense of pride in all who compete. The Special Olympics is an opportunity for the Academy and its cadets to demonstrate their commitment to, and interest in the area's handicapped. The story of USMA's involvement in the Orange County Special Olympics is permanently displayed in the USMA Visitor's Center.

In December, the club sponsored a lecture by Lieutenant General James Vaught (Ret), about the development of a leadership philosophy. Later during the winter the club hosted a track officials' clinic in the cadet gym and traveled to St. John's University for a Peer Leadership Seminar with its ROTC detachment.

The Behavioral Science Summer Internship Program was continued for selected behavioral science concentrators who worked this summer principally with DCSPER on policies and issues involving soldier's compensation, equal opportunity, and organizational effectiveness.

Finally, the Rockland Project, in its eleventh 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 (County) Children's Psychiatric Center (RCPC) in Orangeburg, New York. During the first semester one officer and 21 cadets worked with 21 emotionally disturbed children in a one-to-one helping relationship. During the second semester, 12 cadets worked with 12 children. A total of eight visits were made each semester; cadets made four to RCPC and the children made four visits to West Point. The highlights of the visitation program included a full-day visit to RCPC in which the cadets visited the children's classes, sat in on group therapy sessions, and consulted with the psychiatric staff. A recognition banquet held at the hospital honored MAJ Donald G. Goff, Project Officer in Charge, as the Hospital's Volunteer of the Year.

The Department continued to support Army and Academy leadership development programs through active participation on various committees. In particular, the Department participates in the evaluation of the state of leadership development instruction and provides behavioral science input for the review and monitoring of ethical and honor instruction at USMA. Again this year Department members continued to act as consultants to the Military Development System (MDS) used to evaluate the military performance of cadets. In this capacity they worked to create revisions and modifications that will help lower rating inflation and to substantially increase the educational benefits of the system for cadets, staff, and faculty. They also continued to serve as validity testers of this important evaluation instrument. Finally, several Departmental personnel assisted the 1983 Army football program. They designed a data management system to support the scouting of Army football opponents, which not only improved the data system previously employed to analyze opposing offensive capabilities but also offered analysis of the opposing defense as well. USMA is believed to be one of the first institutions in the country having a data system for scouting both offensive and defensive capabilities. Early in 1984, they began using statistical indicators to develop the foundation for an internal, quality control system that would highlight problem areas in the performance of the Army football team as well as increasing the predictability of the future performance of our new football recruits.

Departmental personnel, through a research program funded by DNA, studied the effects of audio input on emotional behavior and vigilance tasks as they relate to physical security.

The Department hosted the Army Science Board at a one-day working conference in May 1984, to address the issue of precommissioning leadership training. Subjects discussed at the conference included selection processes which enable USMA and the Army to access potential leaders, leadership evaluation processes (such as our MDS), and leadership education concepts. A round-table discussion of junior faculty members with the Superintendent was also included. Members of the Army Science Board indicated that precommissioning leadership training and development at USMA seem to be focused properly and indicated enthusiastic support for the directions being taken to ensure that junior officers are adequately prepared for their leadership duties.

The Department continued to provide leadership consultation and expertise to the Center for Leadership and Ethics of the Combined Arms Center at Fort Leavenworth, Kansas. Recent actions have included validation of junior officer leadership competencies and the development of a common core of leadership instruction for officer advanced courses throughout TRADOC. The latter project is in the final stages and lesson plans are being prepared for implementation in the Fall of 1984.

Other scholarly presentations were delivered by Departmental personnel to such varied settings as the Ninth Psychology in the Department of Defense Symposium at the United States Air Force Academy (USAFA), the American Psychological Association, the American Educational Research Association, the New York State Association of Transportation Engineers, the U.S. Coast Guard Academy, and the National Guard Professional Education Center in Little Rock, Arkansas.

DEPARTMENT OF CHEMISTRY

During the 1983-84 Academic Year, the Department of Chemistry presented, for the first time, "Advanced General Chemistry" (CH 151-152). This two-semester, two and one-half attendance per week, optional course was taken in lieu of the core "General Chemistry Course" (CH 101-102) by cadets who scored high on the departmental placement test, given annually during Cadet Basic Training. The final enrollment for this course was 170 cadets.

Planning continued for two new electives to be offered for the first time during the 1984-85 Academic Year: "Advanced Inorganic Chemistry" (CH 472A), which will feature an in-depth study of selected chemical elements and their compounds with emphasis on practical applications, reaction mechanisms, and industrial processes; and "Directed Research in Chemistry" (CH 487), which will permit cadets to conduct research projects of limited scope under the direct supervision of an instructor. "Polymer Chemistry" (CH 472B), which provides an introduction to macromolecules and their properties, to include military applications of polymers, is scheduled to be offered for the first time during the second semester of the 1985-86 Academic Year.

The West Point Student Affiliate of the American Chemical Society (ACS) became an official cadet activity under the Director of Cadet Activities (DCA) during the past year. Thirteen guest speakers addressed the group during the academic year. The Department and the ACS Student Affiliate hosted a dinner meeting of the Mid-Hudson Section of the ACS at West Point in February 1984.

Preliminary agreement was reached with the Research Division, U.S. Army Chemical Research and Development Center (CRDC), Aberdeen Proving Ground, Maryland, for a cooperative research project with tenured faculty members from the Department beginning during the Summer of 1984.

Lieutenant Colonel George F. Palladino, Professor of Chemistry, performed cancer research during sabbatical leave with the American Health Foundation's Naylor Dana Institute for Disease Prevention at Valhalla, New York. He has also served in April 1984 as a consultant in curriculum and laboratories to Mu'tah University, a new four-year military college in Jordan. The effort was coordinated by the John F. Kennedy Center for Special Operations, Fort Bragg, North Carolina.

DEPARTMENT OF ELECTRICAL ENGINEERING

The Department of Electrical Engineering continued its work of the past five years to implement its new curriculum. In November 1983, a program review for ABET accreditation was conducted by a team of consultants. Their review substantiated that we were progressing well toward accreditation of our engineering program. In June 1984, the departmental responses to the ABET questionnaire were submitted for evaluation prior to the accreditation visit in the Fall.³

With the advent of the USMA dual-track curriculum and a change in the status of the Electrical Engineering course from an option to a requirement for all Math-Science-Engineering (MSE) concentrators, the enrollment of cadets rose sharply. During the 1982-83 Academic Year, there were 1,100 semester enrollments in the Second Class core courses; the number rose to nearly 1,600 during the past academic year.⁴ As a result of the increased cadet contact hours, the Department was authorized six additional faculty members for the 1984-85 Academic Year.

In September 1983, a Student Branch of the Institute of Electrical and Electronic Engineers (IEEE) was officially formed at West Point. Sponsored by the Department, the branch brought in speakers and organized academic trips in the electrical and computer engineering fields. In conjunction with the Mid-Hudson Section of the IEEE, the Department sponsored the 1984 Computer and Technology Meeting held here at West Point in April, at which over 300 prominent educators and industry representatives attended.

The Department continued to acquire equipment to support the expanded curriculum. Eighteen Zenith Z-100 microcomputers were obtained for Department, cadet, and faculty support. Two digital logic analyzers were purchased for equipment maintenance and to support several computer architecture and systems courses. Eleven strip recorders, two spectrum analyzers, and one transistor curve tracer were obtained for specific courses, general departmental support, or to replace aging equipment.

The Department continues its research activities in support of academics and professional development. Colonel Dean A. Herman, Jr., studies thin film magnetics with the IBM Thomas J. Watson Research Center; Lieutenant Colonel Daniel M. Litynski researches the propagation of optical pulses through active media with the Rensselaer Polytechnic Institute; Major Gene C. Barton studies the use of search algorithms that accelerate by learning; Major Lawrence A. Rapisarda studies analog

multifrequency fault diagnosis with Purdue University; Captain Herbert L. Hess studies three-phase induction motor configurations; and MAJ John M. Pullen studies novel computer system architectures for associative processing.

Professor Ronald C. Houts, Department Visiting Professor, contributed immeasurably not only in departmental daily operations and in support of other instructors, but also in his guidance in preparation for ABET accreditation. During the year, Colonel Herman has served as Chairman of the USMA ABET Accreditation Committee.

DEPARTMENT OF ENGINEERING

In August 1982, the Dean of the Academic Board formally submitted an application for the accreditation by the ABET of four engineering programs at the Military Academy effective for the Class of 1985. The Department of Engineering has direct responsibility for the programs in Civil Engineering and Engineering Management, and it shares responsibility for the Mechanical Engineering program with the Department of Mechanics. During the 1983-84 Academic Year, the Department prepared documentation required for accreditation and received a pre-ABET evaluation by a group of distinguished educators in November 1983 which is discussed earlier in this chapter.

The Department's Computer Aided Design (CAD) Laboratory, installed in August 1982 concurrent with the installation of the Academy's Prime Computer System, evolved into an active laboratory supporting a variety of courses during the 1983-1984 Academic Year. The laboratory consists of 12 TEKTRONIX 4113A color graphics terminals with extensive supporting equipment and graphics software. A new permanent associate professor, LTC John H. Grubbs, assumed his duties as director in August 1983. Many design problems in engineering courses were completed and enhanced via work on the TEKTRONIX 4113A graphics terminals. As part of the "Computer Aided Design" (AM 370) course requirement, cadet teams have accomplished numerous computer graphic projects (such as graphic display of structures, 3-D display of search algorithms, or linear programming models) which will be used to support other courses. With the anticipated procurement of a numerically controlled (NC) milling machine, cadets will be able to take an engineering design problem from initial problem description to manufacture of a specific structural/mechanical component. Delivery of a TECNOVATE 4661 NC machine is expected in the Fall of 1984. Additional improvements are anticipated when the new TEKTRONIX 4115 is received.

In April, the Engineer-in-Training (EIT) Examination, which tests basic principles in mathematics, science, and engineering, was administered to 220 cadets and 17 officers; two additional cadets also were tested in Virginia in conjunction with temporary duty in that area. By special arrangement the examination was proctored by the New York State Education Department for the Commonwealth of Virginia. Cadets examined this year were all MSE concentrators; most officers examined were instructors in science and engineering departments. Seventy-six percent of the cadets and 94 percent of the officers successfully passed the examination, which is the first step towards registration as a professional engineer in most states.

Departmental research on the Model Validation Program (MVP) initiated in response to a request from the Commandant, U.S. Army War College, to analyze combat results simulated by the McClintic Theater Model (MTM), continued during the current year. The MVP is being accomplished by a statistical analysis team from the Department of Engineering and an historical analysis team from the Department of History. The statistical analysis involves examining sensitivity of combat results to variations in certain key variables; the historical analysis requires a comparison of past military campaigns with battle outcomes predicted by the MTM. This past year the MTM was converted to run on the PRIME Computer System and used to support both classroom instruction and special cadet research. LTC Vernon M. Bettencort, next year's departmental research officer, will be conducting research on "Validation of Large-Scale, Low-Resolution Combat Models."

Colonel Allen F. Grum, Professor and Head of the Department, was inducted into Tau Beta Pi, the National Engineering Honor Society, as an eminent engineer at ceremonies at the Cooper Union in New York City, in December 1983. Captain John W. Holly was selected as the USMA recipient of the coveted 1984 William P. Clements, Jr. Award for excellence in education. This award is given annually to recognize the instructor at each service academy who best contributes to the intellectual, moral, and physical development of cadets. Captain Holly taught both mechanical and general engineering courses, presented papers at scholarly conferences, and received the Ralph R. Teeter Educational Award at the 1984 Society of Automotive Engineers International Congress and Exposition. Captain Greg H. Parlier received the Military Operations Research Society's (MORS) Award for Excellence in Graduate Research while completing studies for a MS in Operations Research at the Naval Postgraduate School. Numerous papers and briefings were presented by Department officers on a wide variety of engineering disciplines and topics at symposia and conferences both at West Point and throughout the country.⁵

Through the efforts of Dr. Richard Chait, Visiting Professor from the Army Material and Mechanics Research Center, the Department thoroughly overhauled the Materials Laboratory and completed a five-year laboratory plan. Construction work also began on a new concrete laboratory on the bottom floor of Mahan Hall.

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 Performing Arts Series of the Cadet Fine Arts Forum (CFAF), once again enjoying great popular and critical success, presented a carefully balanced selection of program offerings, including John Houseman, Agnes of God, the Smothers Brothers, the Ohio Ballet, The Regimental Band of Her Majesty's Scots Guards, Dinah Shore, and the Boston Symphony Orchestra. For the Gala Tenth Anniversary of the Eisenhower Hall Theatre, Edward Villella, West Point Visiting Artist in 1981-1982, acted as the evening's host; Ben Vereen was the featured performer. This year's visiting artist, photographer Steven Shore, conducted four seminars for cadets

interested in photography, and also served as judge for this year's CFAF photography contest. The Class of 1929 Gallery in Eisenhower Hall offered four exhibitions this past season and drew appreciative viewers throughout the year. The Film Seminar again managed the Great Films Program, presenting 31 movies to the Corps this year.

In cooperation with other scholars at the University of Southern Mississippi, Faulkner Concordance Series researchers at USMA brought out the concordance to Intruder in the Dust (the eighth in the series) and continued to prepare The Town for concordance publication. In addition, Major Dwayne R. Boettcher developed a series of programs to prepare the two texts of Sanctuary for publication of a conflated concordance. Concordance publication and work in progress was cited in American Literary Research and the Society for the Study of Southern Literature Newsletter.

The Department was privileged to have as its visiting professor Dr. Konstantin Kolenda, McManus Professor of Philosophy at Rice University. He taught electives, gave two public lectures on "The Bipolarity of Morality" and "Ethical Relativism," and served as mentor to the English faculty. Cadets studying in elective courses continued to profit from the teaching of tenured faculty members, who also directed and taught core courses. Other members of the Department published reviews and articles in professional journals, presented papers at such professional meetings as the Hastings Center Conference, and participated in such academic conferences as the Modern Language Association (MLA) Convention and the Northeast MLA Convention.

DEPARTMENT OF FOREIGN LANGUAGES

During the 1983-84 Academic Year the Department added 11 upper-level electives to its course offerings, bringing the total available courses to 92, spread over seven languages. These additions provide the depth necessary to support the optional foreign language majors program. The new offerings included courses in literature, culture, language of the media, and a course in general linguistics open to all cadets. Because of a decision of the Academic Board to permit cadets to begin language instruction during their initial (plebe) year instead of being required to wait until their second year, cadets have been provided increased scheduling flexibility to complete major or concentration requirements in foreign languages. Computerized scoring of term-end exams in basic and advanced German inaugurated computer-assisted pedagogy in the Department in the spring term. While maintaining the learning priorities of understanding, speaking, reading, and writing, the Department is seeking ways to use computers to support acquisition of those skills.

One new course offered in the 1983-84 Academic Year, "Advanced German Composition and Conversation" (LG 390), was developed by Dr. Johannes W. Vazulik, Visiting Professor of German. Dr. Vazulik's activities during the year also included instruction in the basic German course as well as research, publication, and departmental representation at various scholarly sessions.

Tenured faculty provided a number of oral presentations and publications before DA and scholarly societies during the past year. In November 1983, Colonel John J. Costa, Professor and Head of the Department, attended a conference held at ODCSPER in which DA foreign language requirements for newly-accessioned officers

were discussed. Colonel Costa presented the Academy view on this topic and offered insights into the identification and tracking of linguist resources in the Army. Dr. Frederick C. H. Garcia, Professor of Portuguese, was elected chairman of the Lusio-Brazilian Division of the Northeast Modern Language Association for 1985 and also contributed to the Modern Language Association of America International Bibliography. Lieutenant Colonel Craig W. Nickisch and Dr. Samuel G. Saldivar, Civilian Professor of Spanish, presented a joint workshop at Youngstown (Ohio) State University on multi-media packages in foreign-language teaching. Dr. Saldivar's activities also included the functions of coordinator for Middlebury College's undergraduate program at the Spanish Summer School in the Summer of 1983.

Major Joseph J. Drach, a member of the Spanish faculty, taught an off-duty course in Italian, open to the entire West Point community. This is but one of many evidences of the Department's interest in encouraging and enhancing foreign language study outside of the regularly-scheduled cadet instruction.

The Department also provided escorts and interpreters for numerous visits of senior foreign civilian and military officials, including such notables as the Minister of Defense of the People's Republic of China, the Chief of Staff of the German Army, Spain's Minister of Defense, and the Superintendent of the Austrian Military Academy. These visits provided opportunities for meaningful exchanges between these foreign dignitaries, USMA faculty, and cadets. These visits, unique in traditional academic settings, are particularly rewarding for cadets who can display and practice their foreign language skills with these leaders. Foreign academy exchanges held during the academic year are also of great benefit to cadets. As a result of the recent decision to make all academy exchanges annual, most cadets concentrating in foreign languages had the opportunity to visit and travel in a country whose language he or she has studied. In addition 17 cadets concentrating in Russian completed an intensive three-week course at the U.S. Army Russian Institute in Garmisch, West Germany.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The activities of the Department of Geography and Computer Science during the 1983-84 Academic Year continued to reflect the increasing academic interest and the pursuits characteristic of these disciplines nationwide. The approval of a position for a Permanent Associate Professor of Mapping, Charting, and Geodesy (MC&G) in the Department in November 1983, is indicative of accomplishments that will enhance the academic development of the cadet.⁶ There was again, during the past year, an increase in enrollment of cadets in the geography and computer science elective courses. The extensive summer intern program continued to place cadets in Department of Defense and Army activities throughout the world. Additionally, the research conducted by both cadets and faculty and the increase in state-of-the-art systems supported the Department's recognition as one of the top undergraduate organizations in geography and computer science in the nation.⁷

Geography

Sixty-eight geography concentrators graduated with the Class of 1984 in May, an increase of 70 percent over the number of concentrators who graduated from the previous class. The Class of 1985, the first to have the opportunity to major in a specific discipline, has 64 cadets in the geography program, 33 of whom are majors. Twenty-three faculty members now support the 32 courses offered to students enrolled in geography core, area, and elective courses.

The Honorable John Block, Secretary of Agriculture, led a long list of distinguished lecturers who supplemented course offerings and provided vital enrichment to the faculty.

Departmental faculty research continued on a much broader scale this year. Colonel Gerald E. Galloway, Jr., and Lieutenant Colonel William J. Reynolds once again received National Science Foundation funding in natural hazards research of ice-jam flooding and hurricane erosion/storm surge flooding; Colonel Galloway presented papers and published several journal articles on computer science education and other water resources related issues. Lieutenant Colonel Reynolds continued cooperative work on amphibious operations doctrine with TRADOC and the 7th Infantry Division. Captain Kent H. Butts continued his research work on strategic minerals and the South African ferro-chromium industry and has been called upon to consult for the Defense Intelligence Agency (DIA) on several occasions.

Work has been completed on the third edition of the Atlas of Landforms. Publication is scheduled for August 1984. This edition is a significant upgrade of previous editions, and includes LANDSAT imagery and other color photo products.

For the first time since 1974, the Department hosted the 1983 Meeting of the Middle States Division of the Association of American Geographers. Some 182 of America's top geographers met at West Point in September to discuss topics and problems in the field of geography. Professor Peirce F. Lewis of Pennsylvania State University, national president of the Association of American Geographers, gave the evening banquet address on "New American Landscapes."

Computer Science

The number of cadets taking electives or concentrating in computer science continued to grow. Although only 63 members of the Class of 1984 concentrated in computer science, 108 members of the Class of 1985 and 82 members of the Class of 1986 chose either the computer science field of study or the optional majors program. Elective enrollment also increased to 779 cadets, nearly ten percent above the level of the previous academic year. The Department now offers 16 computer science electives. The most recent change was the split of "Computing for the General User" (EF 382) into two versions -- one for MSE cadets and one for HPA cadets.

All instruction in "Introduction to Computers and FORTRAN Programming" (EF 105) is now completely on a series of fully-networked 16 bit 64K TERA microcomputers, using eight-inch floppy diskettes. During this course cadets purchase their own floppy diskettes so they can operate the microcomputers. Most computer programming courses of this type taught at other American colleges use dumb terminals tied into a main frame computer. This method does not give the student sufficient experience with, or exposure to, microcomputers, which are rapidly becoming the predominant type of computer in the nation. The Military Academy is the first college in the nation to use a fully-networked system of microcomputers, which is similar to that which they will find in the regular Army. The TERA's full-screen editor and University of California at San Diego (UCSD) Pascal Operating System make the TERA easy to learn and use. The cadets were also introduced to the PRIME Instructional Support System and the USMA Library Geac On-Line Community Access Module system, using TERA in a terminal emulator mode.

The faculty was active in a wide variety of computer science research and related activities. Lieutenant Colonel Wendell O. Jones served as a moderator at a Decision Support Systems conference in Washington, D.C., in October 1983; he chairs the computer science division of the Decision Support Research Institute. He also provided computer science questions for the National Engineering Examination.

Much of the cadet and faculty research in computer science continued to center around efforts in the Department's Computer Graphics Laboratory (CGL). In January 1984, the department received a MICROFIX System One workstation. Captains Todd S. Bacastow and John J. Cimral have become two of the Army's experts on MICROFIX. As members of the Belvoir Research and Development Center New Equipment Test and Evaluation Team, they traveled to several Army posts and presented topographics of the New Equipment Training (NET) workshops with terrain teams. A topographic software configuration for MICROFIX was presented to FORSCOM and is being used in the development of software for Army terrain units. The Department also completed Phase 1 work in making MACE, a battalion-level computer-based battle simulation, operational on CGL equipment.

Majors Mark B. Bilodeau and George W. Heyworth were successful in bringing on line the Army Battalion Automated Battle Simulation (BABAS) system which is being developed at Fort Leavenworth and tested at Fort Lewis. The system is microcomputer-based and employs state-of-the-art video disk technology. BABAS is designed to exercise command, control, communications, and staff planning at battalion-level. The Department will assist the Department of Military Instruction in the evaluation of BABAS for possible cadet instruction.

The CGL continued to upgrade both hardware and software in an effort to accommodate increased research. Programmed hardware upgrades included a new tape drive, expanded state-of-the-art Winchester disk storage, and expanded internal memory for the VAX research computer. Much of this upgrade was being made in an effort to repair the VAX for the delivery of the Ada Language System, currently being developed by the Center for Tactical Computer Systems (CENTACS), Fort Monmouth, New Jersey. This is the Army's response to the DOD Ada Support Environment Initiative. The laboratory has recently received the Tektronix Interactive Graphics Library and the EUNICE/UNIX operating system. These two major software packages will be used in a variety of research and academic areas. The Department remains at the leading edge in Ada language education. Major Kevin Cogan participated in numerous seminars and speaking engagements on Ada education at various scientific and technical conferences. Additionally, the Department hosted this year's Ada Education Workshop sponsored by the Center for Tactical Computer Systems and the Southeastern Center for Electrical Engineering (SCEE). The intensive ten day workshop focused on Advanced Ada concepts. It was well received by the six SCEE fellows invited to attend. Majors Cogan and Heyworth represented the Department. The Department is scheduled to receive one of the first validated Ada Language Systems. This system will provide cadets and research officers with the latest Ada programming tools.

Cadets were actively involved in computer science research and development projects. In the Summer of 1983, 36 cadets participated in the Geography and Computer Science Volunteer Summer Training Program. These cadets worked at a diverse array of agencies in research which directly contributed to Academy usage and understanding of computer systems.

DEPARTMENT OF HISTORY

During the 1983-84 Academic Year, the Department faculty of 53 officers and two civilian professors taught 13 core courses organized in one- and two-semester sequences and 27 different one-semester elective courses.

The civilian visiting professors, 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, lectured in various courses and taught the core course in military history. Ira D. Gruber, Professor of History at Rice University, and Elizabeth C. Pickering, Assistant Professor of History at Auburn University, accepted appointments as visiting professors for the 1984-85 Academic Year. Lieutenant Colonel Charles F. Brower IV, spent the year detached from the Department as Aide to the President of the United States. Members of the History Department published four articles in various periodicals and gave 21 other lectures, addresses, and presentations outside USMA. Among the more noteworthy was an appearance by one Department member, Chaplain (MAJ) John W. Brinsfield, Jr., on the nationally broadcast PBS-TV special "Bill Moyers: A Walk Through the 20th Century," on a program entitled "Arming the Earth." Finally, eight officers in the Department, chaired by Lieutenant Colonel Kenneth E. Hamburger, conducted a historical study on the nature and characteristics of successful and unsuccessful combat leadership for the DA Officer Personnel Management System (OPMS) Study Group.

The History Department conducted the 15th Annual ROTC Military History Workshop, a demanding five-week program of instruction in military history. Eight officers from the Department and one civilian professor provided by TRADOC assisted 47 college professors in preparing to teach military history to ROTC cadets at their respective universities.

DEPARTMENT OF LAW

In May 1984, the Department conducted the sixth annual Legal Reorientation for Departing Personnel to highlight recent developments in military and criminal law for departing officers and senior non-commissioned officers. In April, the Department published the 1984 edition of the "Field Legal Guide for Officers." Each graduating cadet and attendees to the reorientation conference are issued a copy. In addition, the Department responds to many requests from the field for copies of the guide.

In December 1983, Professor Wendell M. Basye returned to the School of Law at the University of Oregon after serving for one-and-a-half years as the visiting professor in the Department. In January, Professor Daniel J. Meador, the James Monroe Professor of Law at the University of Virginia School of Law, arrived to serve as visiting professor during the second term.

The Department co-hosted (with the Office of the Staff Judge Advocate) a dinner at the West Point Officer's Club in celebration of Law Day. The guest speaker, Rudolph Giuliani, United States Attorney for the Southern District of New York, delivered an address entitled "Law Makes Freedom Work."

DEPARTMENT OF MATHEMATICS

The 1983-84 Academic Year was marked by expanded emphasis on the use of computers in the classroom. In the Summer of 1983, a series of familiarization courses on the TERA microcomputer was held for all Department instructors. Included in the course was a programming module requiring the use of graphics and encouraging the officers to follow the academic community's lead into the highly-structured languages, such as PASCAL. To allow hands-on applications in the classroom, the Department's complement of TERA hardware was increased from 10 in November 1982 to 17 units by September 1983. An Apple IIe was secured to take better advantage of the considerable libraries of mathematical demonstration software available commercially.

After many years of valued service as consultants to the Department, Professor Herman H. Goldstine of the Institute for Advanced Study at Princeton University and Professor Richard W. Beals of Yale University were presented Outstanding Civilian Service Awards in March 1984. Professors Alan F. Tucker of the State University of New York at Stony Brook and James V. Herod of the Georgia Institute of Technology were selected by Colonel Jack M. Pollin, Professor and Head of the Department, to continue this vital work in the upcoming academic year. Professor Herod thus will renew his association with the Department, having served as our 1981-82 Visiting Professor.

The Department was fortunate in having two visiting professors this year. Professor Peter W. Zehna, Professor of Mathematics at the United States Naval Postgraduate School, served during the fall term and, in addition to teaching the core probability and statistics course, conducted a series of seminars on the use of mathematics in solving significant research problems. Professor Dix H. Pettey of the University of Missouri at Columbia served during the spring term and, in addition to teaching the advanced plebe core calculus course and an elective course in combinatorics, presented faculty seminars on combinatorics.

Academic achievements by cadets were highlighted when the USMA team finished 95th out of 345 participating colleges and universities from the United States and Canada at the 44th Annual William Lowell Putnam Mathematics Competition. Cadets Keith E. Matthews and Richard C. Staats of the Class of 1984 recorded the best showings, ranking 203rd and 588th respectively in a field of 2,045 competitors. Cadet Staats also won first prize in the mathematics, physics, and engineering category at the 38th Annual Eastern Colleges Science Conference held at Providence College, Rhode Island, in April 1984. Thirty-five colleges and universities were represented in the competition with approximately 150 presentations made in four general areas of research. Cadet Staats received the award for his paper entitled "Bayesian Techniques in Modelling Reliability Growth Using the Gamma Distribution." The paper of Second Lieutenant Mark A. Johnstone, USMA '83, on "Bayesian Estimation of Reliability in the Stress-Strength Context," which won the first place award in mathematics at last year's conference, recently was published in the December 1983 issue of the Journal of the Washington Academy of Sciences.

Travel by tenured members of the faculty centered on maintaining and updating military proficiency and presenting scholarly papers at various symposia. Of particular note is the collaboration of Colonels James W. McNulty and James S. Armstrong with faculty from the Stevens Institute of Technology to identify uses of the computer in support of undergraduate mathematical programs.

Major John R. Edwards, who occupied a research officer position in the Office of the Dean, worked closely with the Center for Naval Analysis, the U.S. Army Air Defense Center and School at Fort Bliss, Texas, and the Studies and Analysis Gaming Agency (SAGA), Office of the Joint Chiefs of Staff. Colonel David C. Cameron, Deputy Head of the Department, on sabbatical to the Engineer Studies Center, U.S. Army Corps of Engineers during the past year, was commended by Lieutenant General Julius K. Bratton, Chief of Engineers, for a major study for the Federal Emergency Management Agency directing the development of a methodology for determining the sizes, mix, and location of nuclear blast shelters for key industrial workers across the county.

DEPARTMENT OF MECHANICS

The mechanical engineering curriculum continued to be fine-tuned for the upcoming ABET accreditation visit in the Fall of 1984. Starting with the Class of 1985, two courses which were previously electives, "Heat Transfer" (ME 482) and "Mechanical Vibrations" (ME 486), were made required engineering courses for students majoring in mechanical engineering.

Increased emphasis has been placed on the computer programming thread by requiring students in "Thermodynamics" (ME 301) and "Fluid Mechanics" (ME 362), both required mechanical engineering courses, to complete original programming requirements in conjunction with assigned design problems. This programming requirement also exists in many of the upper-level mechanical engineering elective courses.

Colonel Robert M. Wilson retired 31 December 1983, after serving nine years as Professor and Head of the Department. He was succeeded by Colonel William F. Carroll, the Deputy Head of the Department, on 1 January 1984. Colonel Peter D. Heimdahl served as the West Point Fellow at the Army War College for the past year.

Dr. J. Winn Dalley, University of Texas at Arlington, was the Visiting Professor of Engineering Mechanics for the year. Dr. Dalley is noted for his work in experimental stress analysis and is a past president of the Society for Experimental Stress Analysis.

Among an extensive series of research activities was the work of Colonel James K. Strozier, Professor of Aerospace Engineering, and Captain John W. Rutherford who spent the Summer of 1983 conducting research at the U.S. Army Aeromechanics Laboratory, at the National Aeronautics and Space Administration (NASA) Ames Research Center and Colonel Michael A. Paolino and Captain John M. McMurray who conducted research in conjunction with Benet Weapons Laboratories, Watervliet Arsenal, New York, in support of DA's Howitzer Improvement Program (HIP). Captain John R. McMurray also assisted the 172nd Light Infantry Brigade in analyzing the thermal response of liquid fuel blivots which are air-dropped in sub-zero temperatures.

In order to enhance the overall effectiveness of educating the students in the design process, the Department conducts extensive coordination with Army Research and Development centers to allow select senior cadets to conduct research at the centers during their summer training period. The Cadet Summer Research Program for 1983 included training at the Army Missile Command, Structures Laboratory, Aeromechanics Laboratory, NASA-Ames Research Center, and Mechanics and Materials Research Center.

The paper of Cadets Maurice A. Lescault and Francisco B. Villanueva entitled "A Study of the Flow Recirculation Problems Within a Hover Test Chamber" was selected as the best paper submitted in the Undergraduate Division of the Northeast Region American Institute of Aeronautics and Astronautics (AIAA) Student Conference held at West Point, in April 1984.

DEPARTMENT OF PHYSICS

A new elective course, "General Relativity, Astrophysics and Cosmology" (PH 385G), was offered for the first time during the past year. The Department has continued its efforts to improve the validity and reliability of examination results. Using a 3,000+ item problem file, the Department has been able to construct four different examinations which will yield equivalent results in each class based on previous cadet performances on similar questions. The lessons learned from this statistical endeavor formed the basis of a paper presented by MAJ James H. Stith to the summer American Association of Physics Teachers meeting.

In response to a request from the Jordanian government and in coordination with the Military Assistance Program (MAP) offices at the U. S. Embassy in Amman, Jordan, Colonel Wendell A. Childs, Deputy Head of the Department, along with Lieutenant Colonel George F. Palladino, Professor of Chemistry, conducted a thorough review of the programs in physics and chemistry proposed for Mu'tah University, a new Jordanian university, in April 1984. This institution, to open in September 1984, is designed to produce military officers, police, and civil servants. The review covered both curricula and facilities, with special emphasis on laboratories and equipment. The visit was deemed highly successful by both Jordanian and MAP officials.

In April, the Department hosted the Spring Meetings of New York State Sections of the American Physical Society and the American Association of Physics Teachers at West Point. More than 300 educators and students from most of the state's major universities and colleges attended this meeting which focused on "The Physics of International Security." The speakers were all experts in their fields, many with national prominence, and represented a cross section of scientific, academic, industrial, and government activities.

Major Bruce G. Oldaker was selected as a Hertz Fellow in April 1984. As a result, Major Oldaker will be permitted to receive four years of fully-funded graduate work at the doctoral level while remaining on military duty. Major Oldaker is the first faculty member since Captain Bruce L. Smith in 1981 to receive this recognition. Professor Alfred Leitner from Rensselaer Polytechnic Institute, the Department's Visiting Professor, will be retained for a second year in that capacity during the 1984-85 Academic Year.

In addition to the normal colloquia presented for the benefit of interested faculty members, the Department initiated a new series of lunchtime colloquia for cadets concentrating in either physics or basic science who are either sponsored or counseled by the Department. To minimize any scheduling conflicts, voluntary colloquia were held over the lunch hour with box lunches for the cadets provided by the Cadet Mess. The colloquia are designed to introduce cadets to topics in physics that are not normally covered in the undergraduate program yet are of sufficient interest to stimulate their intellectual growth. The reception among cadets and faculty was positive and toward the end of the academic year the presentations were drawing over 100 cadets each, far in excess of the number of physics and basic science concentrators.

DEPARTMENT OF SOCIAL SCIENCES

During the 1983-84 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. George Hudson of Wittenberg University and Dr. Alton Smith, formerly of ABT Associates, Cambridge, Massachusetts.

The 35th annual Student Conference on United States Affairs (SCUSA), held at West Point on 16-19 November, was attended by over 200 student delegates representing 95 colleges and universities. The conference theme was "The Politics of U.S. Foreign Policy: Domestic Constraints, National Interests, and International Challenges." The Honorable Lawrence S. Eagleburger, Under Secretary of State for Political Affairs, presented the keynote address and Mr. Adam Yarmolinsky, a former official at the Defense Department and the U.S. Arms Control and Disarmament Agency, delivered the banquet address.⁸ The Department also sponsored the 22nd Senior Conference, 31 May-2 June. Some 47 distinguished scholars, government officials, military leaders, business leaders, and others discussed the topic: "Defense Technology." Banquet addresses were delivered by Dr. William Perry of Hambrecht and Quist, Professor John Keegan of Princeton University, and Mr. Louis G. Michael, Assistant Under Secretary of Defense for Research and Engineering.⁹

In the Spring of 1983, an Office of Economic and Manpower Analysis (OEMA) was established in the Department. Staffed by three officers, OEMA performs a major research and analysis function for DCSPER, focusing on Army manpower and personnel issues.¹⁰

Department members continued to participate in numerous conferences, to present papers, and to publish articles. Colonel Lee D. Olvey, Professor and Head of the Department, Colonel James R. Golden, and Dr. Robert Kelly (a former departmental member) coauthored a book entitled Economics of National Security. Colonel Golden also authored The Dynamics of Change in NATO and was coeditor with Lieutenant Colonel Asa A. Clark IV and Major Bruce E. Arlinghaus of Conventional Deterrence: Alternatives for European Defense. Chapters in this book were written by 11 department officers. The Defense Reform Debate, coedited by Lieutenant Colonel Clark, Major Jeffrey S. McKittrick, Major Peter W. Chiarelli, and Captain James W. Reed, was published by the Johns Hopkins University Press in May. Finally, Cadet David R. Breuhan, Class of 1984, won an essay competition

sponsored by the magazine Defense Science 2001+. His article entitled "A Question of Capability: An American Perspective on the Problems of Defending Western Europe" discussed strategy and tactics of ground combat in Western Europe. It won first prize in the subcategory of ground defense. This article (which was based on a term paper for a department course), along with those of other winners (who were generally government consultants), appeared in the magazine's August issue.¹¹

The Debate Team hosted the Sixteenth Invitational Debate Tournament, attended by 38 teams representing 20 colleges and universities, in October 1983. During the year, the team participated in competition at 26 tournaments which included 121 rounds of national debate tournament debate, 44 rounds of cross examination debate, and over 200 individual speaking rounds. The team won a total of 30 team and speaker awards during the year. The program was also expanded to include participation in parliamentary-type competition. Members of the West Point Forum took part in six model United Nations and five academic conferences. At the 1984 National Model United Nations in New York City, the Academy's contingent won its first national intercollegiate title and was designated as the "outstanding delegation." This year's conference brought together 1,300 students from 110 colleges and universities from the United States and Canada. In addition to recognition received by the cadet team headed by Cadet Todd Struble, Cadet Jeff Erickson headed the International Security Assistance Staff, which served as military advisors at the convention, and Cadet Richard Laquement served as student director of the First Political Committee of the General Assembly, one of the senior student positions at the conference.

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 Finance Forum took two trips to Wall Street, where members visited the New York Stock Exchange, the Federal Reserve Bank of New York, and the Commodity Exchange.¹²

FOOTNOTES

¹Fact Sheet, "A Summary of the USMA Academic Program," Information Office, May 84.

²The specific components of the ISS were described in the "Academic Computing" section of this chapter in the 1983 Annual Report.

³Vol 1, "Questionnaire for Review of Engineering Programs, by the Accreditation Board for Engineering and Technology" was prepared by the ABET Accreditation Committee. Four different volume twos were prepared by the departments concerned with the ABET accreditation effort. The title of this department's response was "Electrical Engineering Questionnaire for Review of Engineering Programs by the Accreditation Board for Engineering and Technology."

⁴In addition, the department picked up an area course "Digital Computer Logic" which increased enrollment from 100 to 130 and a senior engineering sequence which rose from 30 to 50. (With nearly 120 signed up for Academic Year 1984-85.)

⁵Research conducted and presentations made are detailed in the Academy's Annual Report of Faculty Research.

⁶Lieutenant Colonel Leon Thompson was selected to hold this position.

⁷This assessment was reported in an article entitled "The Overlooked Departments of Geography" which appeared in the September-October 1981 issue of the Journal of Geography, pages 170-175. The article, which ranked USMA's Geography and Computer Science Department fifth overall in the nation, was based on a comparative analysis of geography departments across the country conducted by Drs. Anthony de Souza, Ingolf Vogeler, and Brady Foust of the Department of Geography at the University of Wisconsin.

⁸Richard M. Saunders, CPT ed. The Thirty-Fifth Annual Conference on United States Affairs. United States Military Academy, West Point, New York, November 16-19, 1983.

⁹John F. Lilley, MAJ, ed. Senior Conference XXII Program. Department of Social Sciences, United States Military Academy, West Point, New York.

¹⁰A fuller discussion of the establishment of the office is contained in the 1983 Superintendent's Annual Report.

¹¹Annual Report of Faculty Research, Department of Social Sciences, 13 July 1984 (Draft).

¹²Year End Report, Debate Council and Forum, Department of Social Sciences, 2 May 1984.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

Brigadier General Peter J. Boylan, completing a tour as Assistant Division Commander, 82nd Airborne Division at Fort Bragg, North Carolina, became USMA's 60th Commandant on 26 June 1984. He succeeded Major General John H. Moellering, who served as USMA Commandant for the past two years and now goes on to command the U.S. Army Engineer Training Center at Fort Leonard Wood, Missouri. Brigadier General Boylan, a 1961 USMA graduate, holds masters degrees in aerospace engineering and information and control engineering from the University of Michigan and served for three years as an instructor in mechanical engineering at USMA. During service in Southeast Asia, he received numerous awards including the Silver Star, three Bronze Star Medals for Valor, and the Purple Heart.

The Military Development System received numerous computer software improvements during the past academic year. The number of printouts and requirements placed on tactical officers by the system was reduced. Education concerning Military Development was emphasized throughout the year. To enhance continuity, the Military Development Evaluation Officer (MDEO) was appointed as the Executive Officer for Cadet Field Training (CFT) in 1984 after serving as the CFT Administrative Officer (S1) the previous year.

Discipline and Separation

Procedures for the outprocessing of cadets designated for academic separation were revised and expanded in early 1984. Cadets resigning from the Academy previously had been given ample opportunity to consider their course of action and to receive support and guidance, but separated cadets usually had received no similar assistance. In the past, the outprocessing of these separated cadets was fragmented between agencies and there were no overall comprehensive procedures to handle the process. In January, a new outprocessing program was initiated for cadets undergoing academic separation from the Academy. Under the new program, separated cadets will normally undergo a three-day outprocessing program, which will speed up administrative details and logistics and will give them access to advice and counsel by the Center for Leadership and Professional Development (CLPD) in such areas as involuntary stress and procedures for applying for readmission. The intent of the change is to provide the supportive environment appropriate to individuals in their situation and to permit them to begin the road to a new career or to recover their old one as expeditiously as possible.

For the past several years, several First Class cadets had been separated shortly before graduation from the Academy. Some of these separated cadets approached members of Congress in 1983 questioning this policy. The congressional interest stimulated a review of the process to determine why deficient cadets were detected so late in their cadet careers. In February 1984, a committee headed by General Roscoe Robinson, Jr., the U.S. representative to the North Atlantic Treaty Organization (NATO) Military Committee, made a thorough survey of cadet disciplinary procedures at USMA. The committee interviewed officers, cadets, and personnel throughout the West Point community to evaluate and make recommendations to improve our current system. The committee affirmed the thrust of the vast majority of United States Corps of Cadets (USCC) disciplinary

procedures, but recommended several modifications to increase Academy sensitivity and to fine tune the procedures. Among these were to relate disciplinary punishments to the age and maturity level of cadets, to reward good performance more directly, and, most importantly, to involve the entire West Point community in instilling the duty concept in the Corps of Cadets. Following the recommendations of this committee and suggestions made by the Board of Visitors, and staff members of the House Armed Services Committee, the "Cadet Disciplinary System," Regulation 351-1 was rewritten. It is anticipated that the new regulation, due to be published in August 1984, will integrate many of the recommendations and will bring the system more in line with actual USMA policy.

Alcohol and Substance Abuse

The Academy undertook a variety of significant initiatives to deal with the issue of alcohol and substance abuse within the Corps of Cadets during the past year. A Corps-wide urinalysis program was initiated in the Summer of 1983, providing for randomly-scheduled inspections designed to detect drug usage. By the end of the academic year no cases of drug use were found by this method. In the Fall of 1983, in conjunction with DA actions to tighten restrictions against those found guilty of Driving While Intoxicated/Driving While Ability Impaired (DWI/DWAI) offenses, the Deputy Commandant, Colonel Peter W. Lash, signed a new USCC policy letter on these cases. The USCC disciplinary regulations, promulgated during the Summer of 1983, are similar to the toughened DA policy position except that some specific punishments were adjusted to be more appropriate for the Academy environment. Colonel Dean H. Darling, the USCC Chief of Staff, prepared a Track III letter which detailed administrative procedures under which cadets identified as having an alcohol dependency could receive treatment at an in-resident program at the Bethesda Naval Hospital at Bethesda, Maryland. Four cadets were referred to the Bethesda Center during the past year, two of whom were ultimately separated from the Academy.

Although the Academy continued its usual efforts, a breath analyzer was set up for voluntary cadet usage in the Fall of 1983 at Eisenhower Hall, and Tactical Officers and USCC Alcohol and Drug Dependency Intervention Council (ADDIC) Representatives presented numerous classes on drugs and alcohol to members of the Corps.

Academy programs received a major stimulus from the interest of DA. In January 1984, at the recommendation of the Army Chief of Staff, General John A. Wickham, Jr., the Commandant of Cadets, Brigadier General Moellering, established an Alcohol Task Force under Colonel Lash to assess USCC policies and programs relating to alcohol. Members of the task force included an officer from S-1, an officer from the Department of Military Instruction (DMI), a Tactical Officer, an officer from the CLPD, and the USMA Head of the Alcohol and Drug Abuse Control Branch in the Directorate of Personnel and Community Activities (DPCA). Members of the Task Force visited other service academies and selected civilian colleges to evaluate their programs. They also visited DA to gain additional insights into the Army's alcohol policies, programs, and problems and Fort Hood, Texas, both to gain additional information about what is regarded as the Army's model program and to interview junior officers and recent Academy graduates.

In April 1984, a two-day seminar was held for those elements of the USCC and post which interface directly with cadets. The conference featured Dr. Ruth Engs of the University of Indiana, a nationally recognized expert on alcohol abuse among college-aged students. Attendees were educated in the problem of alcohol abuse in our society and in state-of-the-art methods for dealing with alcohol abuse among young people at colleges and in the military. Some 30 recommendations to the Superintendent and Commandant were made based on this program/policy review, many of which will be implemented during the 1984-85 Academic Year to assist efforts to enhance the responsible use of alcohol by cadets. In May 1984, a USCC ADDIC Conference was held for all company ADDIC representatives in the Class of 1985. In the conference two members of the US Army Drug and Alcohol Technical Agency (USADATA) provided information on various topics including counseling, alcohol intervention, and Army policies for dealing with alcohol abuse. Members of the USMA Alcohol Task Force gave information on USMA alcohol and drug abuse policies.

In the area of Academic Liaison, improved coordination occurred throughout the year among ODIA, USCC and Corps Squad athletes. Through increased emphasis on monitoring and counseling athletes, coupled with an improved All Sports Academic Watch list, the academic performance of athletes was generally considered to be better than in past years.

In January 1984, the entire Corps of Cadets was given authorization to travel outside the gate to the neighboring town of Highland Falls, New York, from 1230 to 1800 on Saturdays and Sundays. This authorization was the result of a year-and-a-half trial period which convinced the USCC that the policy was workable. The rule does not apply to those cadets who have fewer restrictions, such as First Class cadets who have cars and are permitted to drive to more distant points and to cadets granted weekend passes based on their need or standing in their classes. Although this is part of a general easing of regulations in this area, it is still short of those which apply to Naval and Air Force Academy cadets.

INFORMATION SYSTEMS DIVISION

An automated cadet absence system was implemented at the beginning of the second term of the 1983-84 Academic Year. This system, which had been under development and testing since May 1983, replaced the manual process of tracking class attendance. It provides management reports to Academy personnel which outline the attendance history of individual cadets and the reason for each individual's lateness/early departure or non-attendance at classes. Management data now can be obtained which can reveal time and organizational commitments and their impact on cadet performance. In addition, attendance data for specific courses can be provided.

A revision of the Cadet Activities System, which incorporates data from the Department of Physical Education (DPE), the Director of Cadet Activities (DCA), and the Director of Intercollegiate Athletics (DIA), was completed. This major change includes revisions to streamline the updating of club, intramural, and corps squad data; better accountability of "academic half-day" and "evening study period" absences to compare with data provided through the Cadet Absence System; and new management reports to organizations and the capability to transfer other information between organizations through automated rather than manual means.

Completion of a computer update program to the Cadet Record Brief (CRB) during the 1983-84 Academic Year now permits an automated updating of information stored on each cadet in the Cadet Information Data Base. The CRB now can provide an extract report that can be generated individually or by class, company, or regiment listing items that are important for the cadet to verify on a periodic basis. Once verified or modified, changes are posted to the data base which, through an interactive program run by Cadet Personnel, will improve significantly the accuracy of the information stored on each cadet.

Several other systems in USCC were identified for future revision or restructuring during the past year. Although the branch selection process was automated and the system validated during the manual selection process for the Class of 1984, program revisions are planned for the 1984-85 Academic Year to make this system more flexible and capable of reacting to last minute changes by DA. Automation of the Cadet Discipline System to provide management reports, to provide an update capability on the Cadet Information Data Base, and ultimately to post information on the Cadet Record Brief also will be accomplished next year. In addition, the Cadet Advanced Training (CAT) system will be reprogrammed on a more systematic basis.

LOGISTICS

Through a major effort by the USCC Logistics Officer (S4) in 1983, the Directorate of Resource Management (DRM) became more cognizant of the pressing need for the orderly replacement of cadet barracks furniture. In the past, this need had been overlooked because of other high priority mission-related requirements. At the start of the 1984 Fiscal Year, a life cycle management and maintenance program was begun. This will ensure the allocation of \$250,000 each year to replace all 4,600 sets of furniture in the cadet barracks over the next ten years. Near the end of the 1983 Fiscal Year, funds also were made available for the purchase of Battle Dress Uniforms (BDU) for the entire Corps of Cadets. This resulted in the conversion of cadet uniforms from the fatigue to the BDU much more rapidly than had been anticipated.

The Laundry/Dry Cleaning Plant operations were contracted to Tri-States Service Co. of Springfield, Missouri, on 1 October 1983, on a firm fixed-price contract. The cost for laundry dry cleaning service to the Corps was established at \$22.00 per month. This cost was reviewed on a quarterly basis and had been reduced to \$21.50 per month by the third quarter of the 1984 Fiscal Year. The cost of the monthly laundry service, although fluctuating modestly in recent years, generally has been contained despite inflationary increases in utility costs. The contractor implemented a new dry cleaning procedure simplifying the procedure of completing the laundry tag. Special services also were devised for cadets who separated from the Academy after the first semester.

Because the Corps of Cadets began the academic year at its highest level in history, ten additional tables were added to the Cadet Mess to accommodate the increase. Until the size declined due to attrition, the Regimental Room also was used for cadet dining.

Throughout the academic year, planning continued for the complete renovation of Grant Barracks. In order to accomplish the renovation, at the graduation of the Class of 1984, three cadet companies were moved to other barracks. This will result in additional three- and four-person rooms in some barracks until the renovation is completed sometime in the Summer of 1985. Planning also was completed during the past year for the renovation of Washington Hall, which ultimately will provide additional classroom and office space.

Finally, the Cadet Hair Salon was opened in August 1983, staffed with two full-time personnel. A full line of services is available for female cadets; service is provided on an appointment basis with walk-ins serviced as time permits.

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT

The Commandant directed that the Cadet Counseling Center be redesignated as the Center for Leadership and Personal Development (CLPD). This change was consistent with the growing involvement of this center in leadership developmental programs. Center programs in this area include Leadership Skills Training Program (LSTP), Leader Development Clinic (LDC), Personal Assessment Program (PAP), Time Management, Study Skills, and Stress Management programs. All of these programs were a product of identifying specific problem areas in individual counseling sessions and then developing proactive efforts to deal with the cause of problem areas. LSTP appears to be well received by cadets. LDC, although highly resource intensive, was found to be highly beneficial by participant cadets.

The LSTP was implemented for the entire Corps of Cadets during the Summer of 1983. This effort, a task-oriented skills development program, strives to teach cadets some of the communication, leadership, and counseling skills necessary for their successful performance as cadet cadre members at West Point and as junior leaders and drill instructors at CTLT or DCP assignments. Although most cadets had been exposed to training of this nature in the past, this formalized developmental program ensures that cadets have a comprehensive understanding of interpersonal skills and an opportunity to integrate these techniques into their leadership styles.

The counseling activities in the Center were consistent with those experienced in previous years. Approximately 25-30 percent of any class was seen at the Center by the time the class graduated. The majority of clients continued to be Fourth Class and Third Class cadets, however a slight trend was found during this time period reflecting a decrease in underclass clients and an increase in upperclass clients. The majority of cases entailed clarification of personal issues highly consistent with the 17-22 year old age group. The increase in upperclass utilization may be attributable to the addition of the leadership development activities to the Center's offerings.

In early 1983, a pilot program was established to assess cadet leadership skills. During the spring, the leadership skills of 18 cadets were evaluated in 12 behavioral dimensions, such as sensitivity, initiative, and decisiveness. During the summer, officers working in the program attended various training seminars to enhance their knowledge of leadership assessment. During the following academic year, training sessions were held for 12 new tactical officers in USSC who then conducted assessments of an additional 36 cadets in the 12 behavioral dimensions. The cadets found the assessments of great value and benefited from the individualized developmental program which was designed for them and monitored by their tactical officer to improve their identified deficiencies.

Seven officers were assigned to the Center during the 1983-84 Academic Year. Two of these officers worked on the leadership development programs specifically. The Center experienced a loss of all assigned officers, except the director, in the Summer of 1984. Although the Center now has the additional responsibility of leadership development, the size of the staff was kept at four officers and a director.

LEADERSHIP DEVELOPMENT

Service Academies Leaders' Conference

On 9 thru 11 September 1983, the Third Annual Service Academies Leaders' Conference (SALC) 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, passed away and was buried at West Point with full honors in February 1983. Representing the J. P. Stevens Company at this year's SALC were Mr. Stevens' son Whitney, Stevens Company President; Mr. James Franklin, Director of Corporate Public Relations; and Mr. Marshall Palmer, Director of Administration.

The Conference included a day and a half seminar of leadership skills led by Colonel (Ret) Dandridge M. "Mike" Malone, former leadership instructor at West Point and the Army War College. He was assisted by the Chairman of the USMA Leadership Development Committee, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership. A session for cadet and midshipmen activities officers, hosted by Colonel Robert A. Strati, the USMA Director of Cadet Activities, was also included. Lieutenant General Walter G. Ulmer, Jr., former USMA Commandant, now III Corps Commander at Fort Hood, Texas, gave a brief talk to attendees during a Dining-Out, followed by the Superintendent's presentation of a bronze cup from the Association of Graduates to Mrs. Stevens commemorating her husband's contributions to West Point, the armed services, and the country.

Fourth Class System

For many years, dating back to 1975, 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, Plebe Parent Weekend continued to be held during Spring Leave and recognition still took place during Graduation Week. 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 and total upper class participation in anticipation of the lessened restrictions. To correct these deficiencies the Commandant eliminated precise, predetermined phases starting during the 1982-83 Academic Year. 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.

In November 1983, Brigadier General John H. Moellering, USCC Commandant, directed the establishment of a Fourth Class System Task Force under Lieutenant Colonel John N. Sloan, 4th Regimental Tactical Officer. The purpose of the task force, which included representation from tactical officers, the USCC staff, and the Corps of Cadets, was to determine the extent to which the Fourth Class System is fulfilling its mission and objectives. A survey of the Corps of Cadets was conducted in December 1983. The task force sought to ensure that the Fourth Class System at USMA is compatible with broader Academy goals and maintains consistent standards and requirements over time. A survey of the Corps of Cadets was conducted in December 1983; The study group reported to the Commandant in 1984 that the Fourth Class System was generally sound and will not require any significant modification.

The group did recommend some changes: (1) eliminating laundry carrier as a "rostered" plebe duty and making it instead a general duty of a plebe, thus any plebe who was in the vicinity could be expected to carry out that task; (2) permitting squad leaders to excuse from Fourth Class Development Time (FDCT) those plebes whose development progressed ahead of schedule; (3) adding a "can" orderly as a duty (in view of the recently-passed legislation in New York State carrying a five cent deposit on all cans); (4) having only those plebes who were late or needed correction (when they come out for drill or ceremonies) to report to a plebe chaser instead of having every plebe report to a chaser; and (5) not adding new knowledge requirements without deleting an equal number of other requirements.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 31 foreign nations during 1984. 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 operate 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 1984 Fiscal Year, 87 cadets from 25 foreign military academies visited USMA and 116 USMA cadets visited 29 foreign countries. West Point hosted cadets from 13 Latin American countries and other cadets from Haiti, Mexico, Brazil, Australia, Japan, Korea, Jordan, Morocco, Austria, France, Greece, and Spain. West Point cadets visited 13 Latin American countries and Haiti, Mexico, Brazil, Australia, Korea, Philippines, Jordan, Morocco, Saudi Arabia, Belgium, France, Great Britain, Portugal, Spain, West Germany, and the Netherlands.

During the past year, Saudi Arabia and the Philippines have been added to the program as official exchanges. Regrettably, exchanges with Nicaragua, Jamaica, and Panama were cancelled due to politically or financially sensitive situations. It is hoped that these programs will be able to continue at a future date.

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 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.

During the 1983-84 Academic Year, this program included a series of television tapes broadcast regularly on the USMA television network among which were updates on "Aviation," "Division 86 Overview," "Army 86," and equipment modernization.

The television tapes were also supplemented by written material disseminated by branch representatives and by officer professional development classes sponsored by DMI and open to all officers and noncommissioned officers at USMA. The most notable presentations were by Major John S. Brown, Department of History, on "Women in the Army"; Lieutenant General Robert M. Elton, Deputy Chief of Staff for Personnel (DCSPER), on Personnel Management; Professor Stephen Dalziel, a "threat" analyst at Sandhurst, on "The Soviet Soldier: Cradle to Grave"; Dr. Edgar F. Puryear, consultant to the Chief of Staff, U.S. Air Force from 1975-82, on "Character in Leadership"; Lieutenant Colonels Joe P. Babb and Gerry K. Sellman, members of the Deputy Chief of Staff for Logistics (DCSLOG) briefing team, on the "State of the Total Army Report (START)"; a special team of officers and noncommissioned officers headed by Lieutenant Colonel Wesley B. Taylor, Jr., Commander of the 1st Battalion, 75th Infantry (Rangers), and Lieutenant Colonel Jack L. Hamilton, Commander of the 2nd Battalion, 325th Infantry, on Grenada; and Lieutenant General William J. Livsey, Deputy Commander, US Army Forces Command (FORSCOM) and Commander, 3rd US Army, on "Leadership Challenges in Today's Army."

In addition, officers from the Military Personnel Center (MILPERCEN) and the Combined Arms Combat Development Activity (CACDA) of Fort Leavenworth delivered presentations on "The Regimental System and Cohort" and "The Army of Excellence," respectively.

HONOR

Honor Education

The Honor Education Program completed its third year in operation and all four classes of cadets in the USCC now have been trained under the program. Although it is still premature to assess the effectiveness of the program, it has gained the general acceptance of the Corps and has greatly enhanced the quality of cadet honor education at USMA. Indeed, the Superintendent's Honor Review Committee Report for the 1983-84 Academic Year commented "achievements of the new four-year

education program suggest that USMA is now more effectively orienting cadets on the fundamentals of the Honor Code".¹ To further add consistency and continuity to the Education Program, a four-year Honor Education booklet containing all lesson plans was published in March 1984.

The Honor Committee conducted several seminars and conferences throughout the year to educate its members on their duties and responsibilities. The conference during Reorganization Week was held at Camp Buckner for the entire Cadet Honor Committee and concentrated on the policies and procedures for the upcoming academic year. Training sessions were conducted in February to educate the newly-elected Third Class company honor representatives as to their duties and responsibilities. Finally the annual spring Honor Conference was held in April to educate and to train the newly-elected 1985-86 Cadet Honor Committee members on their duties and responsibilities. The comments of the Superintendent and the Commandant at the conference provided valuable insights into the role of the Honor Committee. In early May 1984, the new Honor Committee members assumed their positions for the upcoming year.

A great deal of emphasis was placed on the Cadet Liaison Program during the past year. In the fall, the Cadet Honor Committee Chairman and the Commandant's Special Assistant on Honor briefed most departments and agencies on the Honor Code and the Honor System. During the spring, two luncheons were held at the Officers' Club for department heads, executive officers, and department honor liaison officers. These activities greatly enhanced the Cadet Liaison Program and opened lines of communication. For the upcoming year continued emphasis will be placed on this program to aid in developing a strong working relationship between the Honor Committee and all academic departments and various agencies on post.

Honor Committee Procedures

The Honor Committee Procedures used to investigate and to make findings concerning violations of the Honor Code for the 1983-84 Academic Year were the same non-adversarial procedures adopted by the Corps in May 1979. USCC Pamphlet 15-1, "Honor Committee and Procedures," however was updated and published in June 1984. No significant changes in the procedures or processing of honor cases are indicated in this pamphlet but many modifications were made to clarify points and implement minor changes.² The only change to the overall Honor case procedures from the 1979 pamphlet is that now after reviewing a completed case and recommending separation to the Secretary of the Army, the Superintendent can suspend a cadet, placing the cadet on leave with pay, pending approval of the dismissal of the cadet by the Secretary of the Army. Overall, the authorities involved in processing and reviewing cases from the company honor representative to the Superintendent continue to be "viewed as fair and impartial by most cadets."³ The Report of Superintendent's Honor Review Committee also showed there is a good deal of concern regarding cadet's participation in the discretion decision. The issue revolves around the idea that some board members vote an accused innocent, even though they believe the cadet is guilty, because they feel the offense does not warrant separation.⁴

Annual Service Academies Honor Conference

The executive staff of the Honor Committee, Major Alan A. Fox (the outgoing Special Assistant for Honor), and Captain George S. Oliver (the incoming Special Assistant for Honor), attended the semi-annual Federal Service Academies Honor Conference held at the U.S. Air Force Academy in February 1984. The theme of this conference was Honor Education. Discussions also included honor investigative procedures, sanctions, and general ways to improve the Honor System. The conference was of considerable value to the USMA cadets. The group left with the general feeling that USMA's honor education system is more advanced than the effort undertaken by the other service academies.

DUTY CONCEPT INSTRUCTION

Duty Concept instruction is part of a four-year education program at the Academy. Initially, at Cadet Basic Training (CBT), five one-hour sessions are used to discuss duty as a developmental concept and its pertinence at the Academy. Two one-hour classes are conducted by company tactical officers during the Fourth Class academic year to amplify the USMA Duty Concept, to encourage its discussion, and to integrate its consideration with other relevant military topics. Third Class instruction includes two one-hour sessions during Cadet Field Training (CFT): the first is presented by either the Superintendent or the Commandant on their own concepts of duty; the second is a meeting with members of the cadet cadre to discuss the briefing. Two other one-hour sessions during the academic year cover senior-subordinate relationships and help to prepare cadets for Second Class summer training. Second Class cadets attend a one-hour session during the first semester to discuss experiences during their past summer's training. Many academic courses such as English, history, law, psychology, leadership, and military science reinforce the Duty Concept throughout the four years at the Academy. In the final year, First Class cadets are exposed to a number of speakers from the Army's senior leadership who address the Duty Concept, among other topics.

The Duty Concept Working Group was dissolved in the Fall of 1983 after accomplishing its mission of establishing an active duty concept education program. The Professional Development Branch of the Department of Military Instruction continues to monitor our activities in this area using feedback from various sources to adjust and improve existing instruction.

TRAINING

Cadet Basic Training 1983

Cadet Basic Training (CBT) in 1983 began on 1 July (Reception Day) and concluded on 16 August with the annual reception of the Class of 1987 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 1987 began training with a total of 1,434 cadets, which included 1,258 men and 176 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.

CBT in 1983 was 47 days long, an increase of six days from the previous year. As a result of this, the Program of Instruction (POI) increased by nearly 100 hours (from 514.5 in 1982 to 612.75 in 1983). The increase in the POI (and reductions in the time required for academic, administrative, and logistical activities) resulted in additional hours devoted primarily to military training (36 hours), moral, ethical, and cadetship training (45 hours), and physical training (23 hours).

As a result of the increase in hours in military training, the following subjects were added to the POI: Nuclear, Biological, and Chemical (NBC) Defense Training; Guard Duty; M-14 Mechanical Training; and Driver Training.

In the area of moral, ethical, and cadetship training, the Leadership Skills Training Program was added and squad leader time was doubled from the previous year (27 hours to 54 hours). Leadership Skills Training for the new cadets consisted primarily of developing interpersonal communication skills. The increased squad leader time gave the cadet cadre additional opportunity each evening to counsel, to orient, and to prepare the new cadets for the upcoming day's activities.

Other changes included the addition of a Band Concert on July Fourth, an increase from 25 hours (in the 1982 CBT) to 40 hours (in the 1983 CBT) in Physical Conditioning, and an increase in personal maintenance time for new cadets. A pre- and post-Army Physical Readiness Test (APRT) continued to be administered during CBT.

Often modifications included expansions of Basic Individual Training (BIT) to include an orientation of squad tactics; First Aid Training, to include treatment of burns and cold injuries; and M-16 training, to include the modified field fire targets (transition range) and additional cleaning and maintenance time. In addition, Organization Day, the culmination of CBT, was moved to Lake Frederick, from West Point proper. Finally, additional administrative processing and nearly all academic validations were accomplished on weekends to devote weekdays to military training.

The Military Qualification Standards, Level 1 (MQS-1) tasks originally included in the 1982 CBT were continued and additional tasks were added. The (MQS-1) tasks taught in the 1983 CBT included ten skills in Preventive Medicine and First Aid, one in Weapons, six in NBC Defense Training, and four in Operations and Tactics.

Cadet Basic Training continues to include a diversified training program which challenges and motivates the new cadets while preparing them for entrance into the Corps of Cadets.

Of the 1,434 cadets who entered the Academy as members of the Class of 1987, 1,320 successfully completed their seven week summer training program and joined the Corps of Cadets in August. The attrition rate of 7.9 percent for the Class of 1987 is higher than the levels of the preceding three years but is below the overall attrition rate of 8.2 percent for the Classes of 1981-87.

Third Class Summer Training 1983

The military training conducted during Cadet Field Training (CFT) at Camp Buckner is designed to teach basic soldier skills, to provide cadets with training in the basic fundamentals of Combined Arms Operations, and to promote an understanding of the combat support activities in the Army. In 1983, CFT was expanded from six and one half to eight weeks, with five Military Qualification Standard-I (MQS-I) tasks added to the program of instruction. Training was reintroduced in Preventive Medicine and the Confidence Obstacle Course, previously moved out of the CFT period when the training period had been reduced in recent years. Given the additional time, the training program was able to follow a more balanced and organized schedule.

Infantry training was increased by one day to six and one-half days and included, for the first time, a 36-hour field training exercise (FTX). The FTX integrated tactical intelligence, field artillery, and NBC training into a tactical scenario. Realism in the FTX was increased by incorporating the Multiple Integrated Laser Engagement System (MILES), available for the first time at West Point in this CFT. Mountain technique instruction (which includes activities such as rappelling) was enhanced by the addition of survival-related concurrent training stations. The company night live fire exercise of the 1982 CFT was deleted during this CFT because the topographic constraints of the West Point training area severely limited the degree of realism available for the training.

The integrated training of the previous summer was enhanced by expanding tactical intelligence training to provide a four-hour MQS-I oriented block of instruction in prisoner of war handling, camouflage techniques, ground surveillance radar, and report procedures.

Training in NBC skills increased from six to eight hours with emphasis on both survival and operational skills. Additionally, the skills taught during the formal instruction were reinforced during the infantry and field artillery training.

Training conducted at Fort Knox continues to be a highlight of the CFT program. Combined Arms concepts were emphasized during armor, mechanized infantry, artillery, and air defense training. Additionally, new equipment displays such as Tac Fire and the Patriot missile were presented to the cadets.

The CFT conducted in 1983 continued to align the training program with the Training and Doctrine Command (TRADOC) MQS-I tasks. Thirty-seven tasks were integrated into the requirements for the successful completion of CFT. This was an increase of five MQS-I tasks from the previous summer. Cadets were trained to meet or exceed MQS-I standards and were tested on a GO/NO GO basis. Several retraining and retesting periods were included on the training schedule allowing failures and absentees to complete the required training.

Cadet Advanced Training 1983

Summer Training for the Classes of 1984 and 1985 consisted of Cadet Troop Leader Training, the Drill Cadet Program, Cadet Military Specialty Training and Volunteer Summer Training.

Giving each cadet "hands on" leadership experience at the small unit level remains the primary objective of Cadet Troop Leader Training (CTLT). This is accomplished by assigning cadets to junior officer positions within active Army units with the commensurate responsibilities of a junior officer. Some 648 cadets from the Classes of 1984 and 1985 participated in the 1983 CTLT program, 58% of the Cadet Advanced Training (CAT) 1983 program total. Cadets served in one of two five-week cycles at 16 posts in the Western Hemisphere, Europe, or Korea. Assignments were made in ten branches, all but two of which (Infantry and Armor) were open to women cadets. Training at CONUS sites was undertaken by 363 cadets; training in Europe by 183; training in Alaska, Hawaii, or Panama by 68; and training in Korea by 34. Cadet training with active Army units remains one of the most valuable experiences of cadet life.

As in the CTLT Program, increasing the cadets leadership experience continues to be the primary goal of Drill Cadet Program (DCP). DCP places cadets in basic training companies performing the duties of noncommissioned officers. Participation in DCP was stabilized at approximately 40% of the total Second Class cadets in the CAT Program. The same eight posts were utilized in the program as last year. Women cadets continue to be restricted to assignments at Forts Dix, Jackson, McClellan, or Leonard Wood. A total of 477 cadets from the Class of 1985 participated in the program, an increase of 52 percent from the number participating the year before. More than two-thirds of the total trained at Forts Leonard Wood, Dix, Benning and Jackson.

Cadet Military Skills Training (CMST) consists of seven individualized military 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 cadets. The only change in the program this year is that cadets participated in Air Assault Training at Fort Hood, Texas, as well as at Fort Campbell, Kentucky. 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 1985, were represented in varying strengths in each of the following training programs: Airborne (481), Air Assault (208), Jungle Operations Training (157), Flight Training (103), Survival, Evasion, Resistance, and Escape (SERE) (77), Northern Warfare (72), and Naval Special Warfare Orientation Course (10) at Coronado, California. Of the 1,108 cadets participating in CMST programs, 1,050 (or 95 percent) successfully completed the training. Fifty-seven of the 58 cadets who failed were in Airborne or Aviation training, where 94 percent and 87 percent of the cadets, respectively, successfully completed the training.

Volunteer Summer Training

The Summer of 1983 was the second year an attempt was made to monitor cadet participation in the various Volunteer Summer Training (VST) Programs 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 CAT Branch, in the Operations Section (S3), USCC where the cadet's participation in the VST program is integrated into the cadet's entire summer training package. This provides for a more complete and effective utilization of each cadet's time during the summer, and helps to correct the problems of lack of control and lack of accountability which had frequently characterized these programs in the past.

The 1983 CAT marked the transition of cadets participating in the various VST programs from First and Second Class cadets to First Class cadets only. During the summer, some 400 First Class cadets participated in one of the more than 40 VST programs as a valuable source of additional training to supplement and enhance their USMA educational experience.

This was the first year participation in VST was integrated into the CAT assignment process rather than being merely recorded "after the fact." Further, the VST Program was organized for administrative purposes into five sub-divisions: special summer options, academic summer programs, summer admissions programs, summer sports programs and other summer training. The overall affect was to increase the degree of reliability in our accounting for cadets during the summer time frame.

Cadets participating in each of the three programs under the special summer options (Cadet Summer Intern, Operation Crossroads Africa, and Cadet Summer Research Program) are permitted to participate in lieu of a First Class cadet leadership assignment. Each of the four cadets participating in the Crossroads Africa Program had nearly two months' duty in different civic affairs projects in one of the following nations: Gambia, Lesotho, Sierre Leone, and Sudan. The five cadets participating in the Cadet Summer Reserch Program, coordinated by the Science Research Laboratory, trained in a variety of scientific fields. The summer intern program, on the other hand, coordinated with the Social Sciences Department, provided for eight-week tours by nine cadets, seven with a variety of governmental departments and agencies in the Washington, D.C. area, one at the Supreme Headquarters, Allied Powers Europe (SHAPE) in Mons, Belgium; and one with the Supreme Allied Command Europe (SACEUR) at Vaihingen, West Germany.

Academic summer programs, sponsored by various academic departments, occur during summer leave periods for First Class cadets, and do not interfere with required military training. For instance, under this program 19 cadets participated in the Cadet District Engineer Program. They each spent four weeks working as Assistant Project Inspectors/Engineers at Corps of Engineer Districts worldwide, working on such projects as the space shuttle complex at Vandenberg Air Force Base and the King Abdulaziz Military Academy in Riyadh, Saudi Arabia. Thirty-six cadets participating in the Geography and Computer Science Summer Training programs

worked at a wide variety of agencies including the Hydrographic and Topographic Center, the Aerospace Center, and the InterAmerican Geodetic Survey of the Defense Mapping Agency; the Rocky Mountain Arsenal; the Los Angeles, Portland, and Seattle Districts of the Corps of Engineers; and the Computer Systems Command. Overall, nearly 140 cadets participated in one of 14 different academic summer programs during the summer.

Nearly 60 cadets participated in summer admissions programs such as the Summer Enrichment Program and the Invitational Academic Workshop, sponsored by the Director of Admissions. These programs sometimes involved missing military training.

Seven dozen cadets participated in an advanced strength training program while nearly two dozen cadets participated as members of corps squad, club squad, or as individuals in a variety of international, national, or regional competitions representing USMA. These activities are normally conducted during leave periods.

Finally, nearly 120 cadets participated in other summer training programs which included the Foreign Academy Exchange Program and the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, Texas. In addition, some cadets went to the U.S. Military Liaison Mission-Berlin, and others worked at the Empire State Military Academy at Camp Smith, New York, serving as tactical officers for the New York National Guard Officer Candidate School. All of this training was conducted during a leave period.

First Class Summer Training 1983

Members of the Class of 1984 furnished the chain of command for the Fourth and Third Classes summer training programs and served as instructors for the Third Class at Camp Buckner. Although the benefits obtained by the cadets in this program are diverse in nature, the First Class Summer training program does serve to reinforce lessons learned in previous summer programs and to further develop the skills and perspectives necessary to fulfill cadets' future responsibilities as Army officers.

MILITARY SCIENCE

During the 1983-84 Academic Year, the Department of Military Instruction continued to refine and improve the military science curriculum.

The MS 101 course "The Military Heritage and Standards of Professional Behavior" was redesignated as the "Introduction to the Military Profession" for the 1983-84 Academic Year. The change in title was made to make the title more descriptive and understandable. Regardless of the name of the course, MS 101 continues to provide new cadets with an introduction to the military profession. In this course cadets trace the evolution of military officership from its origins in America to a modern definition of a professional. The course continues to include a lecture and seminar program on professional behavior and ethics, a topic which receives reinforcement throughout the course.

The "Small Unit Tactics" (MS 102) course introduces cadets to map reading and to basic infantry squad and platoon-level tactics. In addition, cadets are also exposed to performance-oriented training and are required to present a short class on a military-related piece of equipment. Continuing a recent trend, Fourth Class cadets received instruction on 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.

During the 1983-84 Academic Year, the "Combined Arms Operations" (MS 200) course incorporated five hours of leadership training based on case studies to help prepare cadets for CTLT and DCP and required each cadet to present an information brief (as required by MQS-1), on a variety of subjects related to the course material. Both of these initiatives greatly increased cadet interest and participation in the course. Instructional techniques utilizing the terrain board continue to be developed for use in the course.

"Army Systems Management" (MS 300) provides Second Class cadets a survey of the Army's functional subsystems (personnel, training, supply, maintenance, and readiness) and explores the role of the small unit leader within these subsystems and within the Army. The public speaking component of the course has been increased and now includes a theory of effective oral communication. The component develops cadet skills through a series of speaking exercises which culminate in each cadet presenting a ten-minute persuasive speech.

CLASS OF 1984 BRANCH SELECTIONS

In November 1983, Brigadier General William C. Roll, Director, Officer Personnel Management Directorate, Military Personnel Center (MILPERCEN), addressed Class of 1984 on their specialty selections. The chart on page 47 illustrates the results of the January 1984 branch selections of 961 cadets of the Class of 1984.

The Signal Corps was the only branch or specialty whose quota was filled before physically-qualified male cadets were restricted in their selections to the combat arms; Military Intelligence, and the Chemical, Transportation, Ordnance, and Quartermaster Corps were the only branches filled before physically-qualified female cadets were restricted in selections to combat arms. In addition to the Signal Corps, male cadets filled all available slots in Military Police, one of the two Quartermaster and all three of the Ordnance specialties. Male cadets satisfied only the minimum quotas in Infantry, Armor, Field Artillery, and Air Defense; women filled only the minimum quotas in Field Artillery and Air Defense. (The branches of Infantry and Armor are closed to women.)

Each year about 20 cadets from the graduating class apply for medical school and fill branching and specialty quotas before they graduate. In view of the fact that each year most of the USMA applicants are accepted into medical school and therefore reduce the available officers for some branches, MILPERCEN agreed not to have the medical school applicants select branches starting with the Class of 1984. Those individuals who are ultimately not selected for medical school will be permitted to later select a branch based on the position they held at the time of the January branch selection. Thus, only 961 of the 986 graduates of the Class of 1984 selected branches, as compared to 886 of the 892 graduates of the Class of 1983.

1984 SPECIALTY SELECTION

<u>SPECIALTY/ *</u> <u>BRANCH</u>	<u>QUOTA</u>				<u>SELECTIONS</u>	
	<u>MALE</u>		<u>FEMALE</u>		<u>TOTAL ASSIGNED</u>	
	<u>MAX</u>	<u>MIN</u>	<u>MAX</u>	<u>MIN</u>	<u>MALE</u>	<u>FEMALE</u>
11 (IN)	229	204	N/A	N/A	204	N/A
12 (AR)	157	139	N/A	N/A	139	N/A
13 (FA)	184	165	5	1	165	1
14 (AD)	92	82	5	2	82	2
15 (AV)	110	97	9	1	102	7
21 (EN)	105	93	6	1	96	2
25 (SC)	18	0	18	0	18	16
31 (MP)	8	0	10	0	8	5
35 (MI)	26	0	11	0	25	11
73 (OD)	2	0	4	0	2	4
74 (CM)	11	0	1	0	6	1
75 (OD)	3	0	4	0	3	4
81 (QM)	1	0	1	0	1	1
91 (OD)	10	0	12	0	10	12
92 (QM)	11	0	10	0	10	10
95 (TC)	7	0	8	0	<u>6</u>	<u>8</u>
Total					877	84

*Military Intelligence specialty code 37 and Transportation Corps specialty code 71, previously open to cadets, were not available for selection in 1984.

Because medical school applicants did not select a branch with the Class of 1984 and because a career in the combat arms is not as popular as it once was for women, the percentage of the Class of 1984 selecting a combat arms specialties branch or specialty fell from 84.2 percent in 1983 to 81.5 percent in 1984. However, of the cadets who selected branches, 83.2 selected the combat arms. Ninety percent of the men but only 14 per cent of the women selected combat arms specialties compared with 88 percent of the men and 31 percent of the women the year before. This is due also to the fact that the minimum quotas for men rose by 83 to 780, and for women fell from 14 to five in combat arms between 1983 and 1984.

SANDHURST TROPHY COMPETITION

The Sandhurst Trophy, awarded annually during the spring to the Regiment achieving the highest score of military excellence, was presented to the 3rd Regiment of the U.S. Corps of Cadets by Brigadier Stephen R. A. Stopford, Member of the Order of the British Empire, Commander, British Army Staff and Military Attache. This is the second time in three years that the 3rd Regiment has won this recognition.

The competitors, consisting of four, four person teams from each company (144 patrols in all), were tested in a seven station course which measured stamina, agility, and military knowledge. Patrols competed in swift movement, map reading, NBC training, communications skills, assembly and disassembly of the M-60 machine gun, M-16 firing (sub-caliber device), and equipment inspection at the indoor range. One change from the previous year was the deletion of the land navigation course, which previously had taken an entire day to navigate, in favor of an indoor map reading exercise. This change was made in line with the Dean's desire to condense training time.

The major modification from the 1983 competition was the movement outdoors of all stations, except map reading and the firing of the M-16. During the 1983 competition only the land navigation and the swift movement portions of the competition had been conducted outdoors. Instead of having the various stations of the competition conducted in various rooms of the rifle range, now the competition was spread throughout various stations outdoors and patrols received credit for the speed with which they navigated the course and completed the exercise. The entire competition was now timed except for the equipment inspection station. (The inspection station had always been included as part of the competition and is merely the check to ensure that each patrol returns with all of the requisite equipment and has not misplaced anything along the course.) The change to the outdoor station format is believed to have added to the overall challenge and demanding nature of the training and thereby enhanced professional development and promoted team work.

CADET CLUB ACTIVITIES

During the 1983-84 Academic Year, the Directorate of Cadet Activities (DCA) experienced several changes. On 1 October 1983, Colonel Charles E. Johnson became the second permanent Director of Cadet Activities following the retirement of Colonel Robert A. Strati. Under his guidance, DCA continues to provide a variety of opportunities and experiences that compliment the cadet experience.

The Fine Arts Forum presented a varied series of popular, classical, dramatic, and visual arts offerings during the 1983-84 season. Among the more notable presentations were the Broadway plays and musicals "Joseph and the Amazing Technicolor Dreamcoat," "Pump Boys and Dinettes," and "Agnes of God." Classical presentations included the Boston Symphony Orchestra, Roberta Peters, and the Philharmonia Virtuosi. Celebrity appearances were made by John Houseman, Chuck Mangione, the Smothers Brothers, and Dinah Shore. The Sunday Music Series made progress in generating greater audience interest. The Class of 1929 Art Gallery was host to five exhibitions during the course of the year including one displaying works by Stephen Shore, the 1983-84 USMA Visiting Artist. Mr. Shore, an accomplished and highly regarded contemporary photographer, worked with the cadet members of the Cadet Fine Arts Forum, the Photography Club, and others interested in photography. The cultural programs offered at Eisenhower Hall during the past year continued to be sufficiently profitable financially to sustain other valuable cultural activities under DCA.

In March 1984, the Cadet Fine Arts Forum celebrated ten years in the Eisenhower Hall. An extensive evening presentation to highlight the event included four musical groups from the USMA Band, a mime, a juggler, 1,200 balloons, a special show starring the West Point Glee Club, a 27-piece orchestra, and Ben Vereen. The evening was hosted by Edward Villella, one of America's most celebrated ballet stars, who was the USMA visiting artist during the 1980-81 Academic Year.

The Ring Weekend Banquet and dance, at which 2,690 cadets and guests were in attendance, led off the academic year cadet social calendar. Autumn Weekend consisted of formals for Fourth Class cadets in Cullum Hall and for upperclass cadets in the Ballroom of Eisenhower Hall. The annual Army-Navy party was held at the Convention Center in Pasadena, California, with about 7,000 persons in attendance. One Winter Formal was held for Fourth Class cadets with excellent attendance. During the second semester, some 2,300 cadets and guests attended the 500th Night activities where Mr. Andrew Rooney was guest speaker. The 100th Night dinner dance was attended by 2,270 and featured U.S. Ambassador to the United Nations Jeanne J. Kirkpatrick as guest speaker. The Yearling Weekend, with 2,500 cadets and guests, featured Major General George S. Patton IV as guest speaker. Plebe Parent Weekend activities were held in March with 4,300 cadets and guests. Graduation Week activities featured a formal banquet and hop for over 5,000 cadets and guests with newsman Walter Cronkite as the banquet speaker.

Extracurricular Activities

Cadets participated in 91 cadet clubs and competitive teams which offered over 150 distinct activities during the 1983-84 Academic Year. This was a decline from the previous year in which 92 clubs and competitive teams were offered. The reduction in the total number of clubs was due to the consolidation of the fishing and hunting club with the archery club into a new archery, fishing, and hunting club; the deletion of a woodsman club from lack of cadet interest; the addition of a student affiliate of the American Chemical Society; the addition of a cadet publications club; and the deletion of the Water Polo Club as an extracurricular club. Water Polo was elevated to corps squad status this year and transferred to the Office of the Director of Intercollegiate Athletics (ODIA). Women cadets participated in 85 percent of these activities and in 18 of the 23 competitive teams. Cadets, assisted by over 250 officer, NCO, and civilian advisors, elected their club leaders, managed their own budgets, and planned and conducted a wide variety of events. On the average each cadet participated in two clubs.

The cadet clubs and teams participated in 385 trips and some 300 significant events were held at West Point. During the 1982-83 Academic Year there had been a significant reduction in longer distance trips which had detracted from cadet class and academic study time. The number of trips was kept at the lower level during the past academic year.

Eighteen academic clubs provided hundreds of cadets an opportunity to expand their academic interests in languages, cultural arts, engineering, mathematics, geology, and the sciences. The Cadet Debate Team hosted the Sixteenth Invitation Debate Tournament, attended by 38 teams representing 20 colleges and universities; the team also competed at 26 other tournaments, which included 365 rounds of debate, and won 30 team and speaker awards. The Cadet Model United Nations Team, representing the United States, won its first national intercollegiate title in April 1984, when it was named "outstanding delegation" at the 1984 National Model UN Conference held in New York City. This year's conference brought together 1,300 students from 110 colleges and universities from the United States and Canada. In addition to recognition received by the cadet team headed by Cadet Todd Strubble, Cadet Jeff Erickson headed the International Security Assistance Staff, which served as military advisors at the convention, and Cadet Richard Laquement served as student director of the First Political Committee of the General Assembly, one of the senior student positions at the conference. Cadets Chuck Cushman and Kevin McKelvy became the first cadets ever to qualify for the American Forensic Association's National Individual Events Tournament. They earned this distinction by placing in the top ten percent of all competitors at the Northeastern District tournament hosted by Fordham University in March. Although McKelvy was unable to participate, Cushman did attend the tournament held at Kansas State University in Manhattan, Kansas. The Student Conference on U.S. Affairs (SCUSA) again was held at West Point in November 1983 with 310 delegates in attendance. The Cadet French Club organized and executed an Academy Exchange Visit Program with the College Militaire Royal at St. Jean, Quebec, Canada. The West Point Student Chapter of the American Institute of Aeronautics and Astronautics (AIAA) traveled to Cape Canaveral, Florida, to tour the space launch facility.

Nine hobby clubs provided cadets with a recreational outlet and supervised training for such activities as archery, hunting, fishing, mountain climbing, SCUBA diving, skiing, white water canoeing, pistol marksmanship, and military tactics.

The 23 competitive club sports allowed cadets the opportunity to participate at a high level of athletic competition, complimenting the corps squad athletics and intramural programs.

The Men's Bowling Team placed third in its conference and the women placed second in theirs.

The Fencing Team compiled a 10-6 record, including a second place finish in a 15-team field at the Annual Royal Military College Invitational Tournament.

Cadet Millicent Wright, a member of the women's gymnastics team, was one of eight competitors selected without qualifying through normal means for the Women's National Collegiate Gymnastics Association (NCGA) Division III tournament. Her best performance at the tournament was on the vault where she finished 15th out of four dozen competitors. She placed 25th in the "all-around" competition and was selected as the National Scholar-Athlete of the year. This award, voted on by coaches, is based on athletic ability, citizenship, leadership, and scholastic standing.

The Handball Team placed sixth of 18 teams at the National Collegiate Athletic Association (NCAA) Championships held at Colorado Springs, Colorado, with Cadet Joe Cecin, winning the C Division title.

The Judo Team placed first at the Eastern Collegiate Championships hosted by Navy; at the National Judo Championships held at Odessa, Texas, the men placed fifth and the women fourth.

The Marathon Team swept the top three places in the University Division of the team competition in the Marine Corps Marathon in Washington, D.C.; won the first Annual Infantry 1/2 Marathon held at Fort Benning, Georgia; sent 17 cadets of the 22 Academy runners to the Boston Marathon; and hosted the ninth Annual West Point 10-Km Run, with 650 runners participating. Cadet Christopher Gaertner broke his own Academy record by 3 minutes at the Boston Marathon with a time of 2:23.50, placing 71st in a field of 6,700. Cadet Tamela Halstead set a record for women cadets at the marathon with a time of 3:04.28.

Cadet Kenneth K. Lindell won the first Empire State Triathlon competition over 279 competitors in August 1983. A member of the West Point Marathon Team, Lindell finished first in the triathlon with a time of 2:15.58. The triathlon, which was held at Harriman State Park, required competitors to swim one mile, bike 25 miles, and run ten kilometers.

The Orienteering Club won the National Intercollegiate Club Championships for the seventh consecutive year. Cadets Sandra E. Draper and Tasha L. Robinson were selected to serve as principal and alternate members, respectively, of the U.S. Women's Student Team in the women's competition at the World Student Championships held in Sweden in August.

The Powerlifting Team finished third in the nation at the National Collegiate Championships held at Villanova University (a performance which included wins over both the Naval and Air Force Academies).

The Racquetball Team placed second in the Eastern Collegiate Racquetball Conference and eighth in the New York State Championships.

The Riding Team participated in five Intercollegiate Horse Show Association (IHSA) horse shows, performed a riding demonstration for the Corps of Cadets and alumni for Homecoming, and conducted a training session at the Pebble Beach Equestrian Center during spring break.

The Rugby Team's four sides compiled a 46-13-3 record with the "A" side winning the New York State Championships and being ranked fourth in the nation at the collegiate level. The Team also hosted a visit by the Royal Military College Sandhurst Team.

The Sailing Team hosted five regattas with area schools and participated in ten away competitions.

The Cadet Trap and Skeet Team finished first in three of the four events and won the Eastern Intercollegiate Championship held at Ringwood, New Jersey, in April. Cadet David C. Weston led the team and received recognition as the High Overall Shooter for the third year in a row.

The Nordic (Cross Country) Skiers on the Cadet Ski Team won the National Collegiate Ski Association (NCSA) Eastern Division Championships (NCSA) and the men placed tenth and the women 11th at the national championships. Individual performances were highlighted by Cadet M. Jamie Pearce's seventh place finish in the men's 20-kilometer race and Cadet Brenda Childs' fifth place finish in the women's 10-kilometer race.

The Women's Soccer Team completed its most successful season, boasting a 9-3 record, and was undefeated at home. The team also played three exhibition games in California in conjunction with the Army-Navy Football classic.

The Sport Parachute Team excelled at the National Collegiate Parachute Championships held in Marana, Arizona, in December 1983. Cadets won at least one of the top four places in all four levels of competition. In the master's (501 or more jumps) category, Cadet Robert W. Fry took second place in style, fourth place in accuracy, and finished with a fourth place overall. In the advanced (301-500 jumps) category, Cadet Stephen T. Houston led all cadets with a second place overall finish; in the intermediate (101-300 jumps) category, Cadet BettyAnn S. Watson finished third; and in the novice (up to 100 jumps) category Cadet Michael A. Munoz and Cadet Jason E. Noe finished first and second in all categories.

The Men's Team Handball Team compiled a 20-7-1 record, and both the Men's and Women's Team Handball Teams won major tournaments held at Ohio State University.

The 12 religious clubs contributed significantly to cadet moral/ethical development and to the support of religious-oriented activities at West Point. Various religious choirs participated in a wide variety of activities. The Cadet Chapel Choir performed a part of Veterans' Day observances at the National Cathedral in Washington, D.C.; the Catholic Chapel Choir performed at the Army War College, at EPCOT Center, Disneyworld, and at a funeral service for Cardinal Cooke in New York City; the Jewish Chapel Choir performed at the dedication of the West Point Jewish Chapel and at the New York City Hall for the annual Hanukkah services; and the Gospel Choir served as the primary choral group at the New York Council of Churches Easter Sunrise Service held at Radio City Music Hall in New York City, in April 1984. Cadets also taught Sunday school and supported denominational services.

Activities of the 16 cadet support clubs were oriented toward providing support to the Corps of Cadets and to the West Point community at large. These clubs included cadet publications such as Bugle Notes, Howitzer, the Pointer, and Slum and Gravy. The 1982 Howitzer received the 1983 Printing Industries of America Graphic Arts Award Certificate of Merit in March, and, for the first time since 1954, the 1983 Howitzer was presented in person to the President of the United States.

The Cadet Scoutmasters Council organized and provided cadet weekend escorts for over 400 scout troops and hosted the annual West Point Spring Camporee at Lake Frederick for over 3,000 scouts.

The Cadet Pipes and Drums hosted their fifth Annual Tattoo at West Point and performed at the Naval War College and Royal Military College, Canada.

The Cadet Ski Instructor Group and Ski Patrol provided support for the West Point community at the Victor Constant Ski Slope.

The Spirit Support Group, including the Cadet Band, Rally Committee, Yell Leaders, Dance Team, and Mule Riders, played a key role in supporting the Army athletic program.

The Cadet Radio Station, WKDT, provided entertainment throughout the year at Eisenhower Hall and Cullum Hall as well as remote sports broadcasts of Army football, basketball, soccer, hockey, lacrosse, and baseball games. These cadets also provided a 24-hour news, sports, weather, and music program to the listening audience.

The Cadet Publications Photography Club, in its first year of existence, took more than 15,000 photographs of over 350 different events.

The Cadet Hop Bands performed at various Corps social functions and at the nearby Castle Point Veterans Administration Hospital.

The Cadet Glee Club, directed by Mr. Bill Cosby, enjoyed another successful year. The choir performed at several events in California as part of the Army-Navy Football Game activities, sang a benefit concert to help raise funds for the Statue of Liberty refurbishing, and traveled and performed at several locations in Texas during spring leave.

DEPARTMENT OF PHYSICAL EDUCATION

Based upon a recommendation from Brigadier General Joseph Franklin, USMA Commandant, the Department of Physical Education (DPE) was organized with two deputy directors during the past two years. However, with the departure of the two incumbent deputies, LTC Robert B. Cairns (Operations) and LTC Bruce J. Wicks (Supply and Administration), when they made permanent change of stations, the office was reorganized with a single deputy director. In 1981, a permanent associate professor position of Deputy Director of the Department was established. Colonel Alfred S. Rushatz was selected for this position and will assume the position during the Summer of 1984. Dr. George H. Sage, Professor of Physical Education at the University of Northern Colorado, served as the sixth departmental visiting professor during the past year. Dr. Sage served on the Department's Committee on Professional Development, made recommendations for a faculty enrichment program, prepared a report on "Mental Toughness and Its Relationship to Army Officers," and represented the Academy at numerous national conventions and at several colleges and universities. In June 1984, the Department, on behalf of USMA, hosted the final training camp for the contingent of American athletes who were preparing to represent our country at the International Games for the Disabled. One hundred and twenty athletes and coaches attended this final preparation for the games. The camp was a very worthwhile event which provided some well-deserved recognition for USMA. Finally, two officers who are assigned to DPE qualified for the Olympic Trials: First Lieutenant Jon Hallingstad (decathlon) and First Lieutenant Romey Pelletier (wrestling). Unfortunately, neither ultimately qualified for the Olympic Games.

Instructional Program

No major changes to the Fourth Class instructional program were initiated this academic year. Fourth Class cadets continued to attend four standard courses: swimming, gymnastics, fundamentals of physical fitness, boxing (for men) and Self Defense I (for women). Arrangements have been made, however, for Captain Jane Coffin, the Dietician, to teach the Diet, Nutrition, and Weight Control lectures in the "Fundamentals of Physical Fitness" course during the 1984-85 Academic Year.

The Fourth Class Course Director made one significant proposal which will impact on the scheduling of Fourth Class physical education subcourses. That is to modify the current course offerings for Plebes by deleting the "Fundamentals of Physical Fitness" course. Men would take wrestling, boxing, swimming, and gymnastics; women would take Self Defense II in addition to Self Defense I, swimming, and gymnastics. The "Fundamentals of Physical Fitness" course then would become a required nine lesson upperclass course. This recommendation was made to add more combatives to the plebe year schedule and to move the "Fundamentals of Physical Fitness" course to a more appropriate time for cadets. As upperclass cadets, they would take the course and apply it to the maintenance of their long-term physical conditioning as well as to the physical conditioning they will schedule for the troop units they will be leading.

The teaching faculty for Fourth Class cadets again consisted of active Army officers, Department civilians, and ODIA head coaches and assistants. No new permanent additions were made to the staff. The Director of Fourth Class Physical Education, Dr. Gordon Calkins, will depart to accept a position at the Virginia Military Institute in August 1984.

No changes were initiated in the upperclass instructional program this year. Upperclass cadets continued to take their core courses (wrestling for men, Self Defense II for women, and close quarters combat for both men and women) in addition to selecting an elective which has "carry out" value or contributes to the Intramural Program. The faculty for upperclass cadets was comprised of civilians and Army officers.

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 into the Academy with the exception that women as well as men must do pullups on the PAT (rather than the flexed arm hang the women do on the PAE). The APRT was administered to the upper three classes during the spring test season. In addition, the Third Class took the APRT during CFT at Camp Buckner,

and the Fourth Class took the APRT as its fall test. The Professor and Head of the Department, Colonel Anderson, has revised the first semester fitness tests for First Class cadets; the APRT will replace the 2MRT. This change, effective during the first semester of the 1984-85 Academic Year, will mean that all upperclass cadets will now have an identical battery of tests.

In June 1983, a feasibility study was conducted to see if a training device called "the clicker board" could provide a better means of evaluating the pushup. The results of the study indicated that the clicker board provided a better means of evaluating objectively the pushup while not significantly (.05 level of statistical significance) changing the number of pushups performed. Therefore, the clicker board was adopted for the 1983-84 Academic Year to evaluate the pushup on the APRT.

At the outset, the institution of the clicker boards did have a significant impact upon the number of pushups recorded for cadets. Indeed, at the Fall 1983 APRT, the first time that the plebes had used the clicker boards, the number of pushups recorded fell by ten percent for the men and by 30 percent for the women, although the number of situps and the times recorded for the two mile run was slightly superior to the performance registered by the plebes the previous year. This unanticipated decline was believed attributable to the fact that the plebes had no experience doing pushups in the manner required to be registered on the clicker board. After the initial test, cadets became more comfortable using the clicker board and by the end of the year the performance of all four classes of cadets was generally identical to the year before. The pushup performance for women varied only at the lower third of the scale (where women usually did three pushups less with the clicker board). The 1982-83 Academic Year pushup standards were continued in the past academic year and no changes are proposed for the 1984-85 Academic Year.

An alternate testing program is still being utilized for cadets having a medical profile limiting them from doing certain exercises. It is designed to specifically evaluate the same physiological variables measured by the primary test, yet taking into account the nature of the cadet's medical profile. For instance, if a cadet was unable to take the 2MRT portion of the APRT due to a medical profile, an alternate test consisting of the 10-K bike ride or 10-minute swim would be administered. The Army also has adopted a similar alternate test program for those unable to perform the normal APRT. The administration of the alternate test program was streamlined by early identification of profiles and enhanced coordination with hospital staff. The existence of alternative tests makes the entire APRT less time consuming administratively. It limits the number of cadets who are unable to take the test to those with more severe injuries (at the acceptable level of less than two percent).

Guidance Program

The physical education grading system was based upon a semester evaluation consisting of fitness testing and sports courses. The remedial conditioning program, designed to train, educate, and evaluate those cadets deficient in physical education from the previous term, was continued throughout the 1983-84 Academic Year. A total of 109 cadets were conditioned in physical education due to failure in physical performance during the first term of the 1983-84 Academic Year. Upon completion of the second term of the 1983-84 Academic Year, 79 of these cadets had

satisfactorily met the terms of their conditioned status. Ten of the remaining 30 cadets failed to meet condition terms and 20 cadets were medically unable to resolve the terms of their conditioning. Three of the 10 cadets who failed to meet condition terms were separated or resigned and another five (two of whom were First Class cadets) were enrolled in the 1984 Summer Term Academic Program (STAP). The remaining two cadets were continued on a conditioned status. Fifty cadets were found deficient in physical education for the second term; four of these were First Class cadets of whom three were able to satisfy terms of conditioning and graduated with their class in May. (The remaining First Class cadet was enrolled in the 1984 STAP.) Thirty-two cadets were conditioned in physical education for failure during the second term. The disposition of the remaining 14 cadets included the separation or resignation of four cadets, the enrollment of eight cadets in the 1984 STAP, and the continuation of conditioning into the first term of the 1984-85 Academic Year for the remaining two cadets. A total of 13 cadets were enrolled in the 1984 STAP for physical education. The physical education STAP 1984 population consisted of three First Class cadets, six Second Class cadets, and four plebes. All but one of these cadets satisfactorily completed STAP.

Corps squad participation grades continued during the 1983-84 Academic Year. An additional change was afforded to selected Corps Squad football players; they received course credit in physical education for spring football participation. Selected upperclass football players were not required to attend a second term physical education course since they did not have an available hour to attend the course. However, they were required to complete the requisite class fitness tests.

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. In the spring, 36 companies fielded softball teams, 31 fielded lacrosse teams, 33 fielded racketball teams, 25 fielded cross country teams, and 25 fielded team tennis teams. Two new activities were introduced in the spring program: team tennis and aerobic dance competition. Both met with a large measure of success and will be continued in the 1984-85 Academic Year.

Research

The Research Section focused its efforts in the 1983-84 Academic Year on a research project entitled "Comparison of Metabolic Responses of USMA Men and Women in Military Load Carrying II." The objective of this research investigation is to compare metabolic response differences between USMA men and women in vertical elevation walking in three military load carrying conditions. Preliminary results show the metabolic responses of USMA men and women cadets to be dependent upon the military load carried and the vertical elevation negotiated. Final analyses of this study is expected to be completed in the late Summer of 1984.

The 1982-83 Academic Year study of the metabolic response differences of USMA men and women in horizontal walking in different military load bearing capacities was completed during the past year. The results of the study revealed that although

there were no significant differences in the metabolic responses of men and women doing identical load bearing tasks, the women did expend a greater degree of their available energy. While the maximum oxygen consumption, as a measure of expended energy, was similar for the sexes in the various military load bearing tests, the women expended a greater proportion of their total available oxygen than did the men so they had to work harder (expend greater energy) to achieve the same results.

Sports Medicine

During the 1983-84 Academic Year there were 2,556 visitations to the reconditioning room compared with 2,897 the year before. This 12 percent decline was similar to a 15 percent decline (from 554 to 469) among Fourth Class cadets. Cadets report to the reconditioning room because of injuries which do not permit them to participate in their scheduled physical education classes. Overall, an average of 16.6 cadets per day of physical education class reported for reconditioning compared with an average of 18.6 cadets the previous year.

Over 1,600 cadets required attention by the department's training room; most required taping or other supportive devices before physical education classes, intramurals, or club activities. The total number of moderate injuries suffered by cadets undergoing physical education instruction was 210; 175 of these took place during plebe instruction. The total number of moderate injuries changed slightly from 147 plebe injuries and 226 total injuries the year before. (A moderate injury results in a designation of an individual being on a "profile" status for seven days or more.) A "profile" status prevents individuals from participating in some physical activities.

During the intramural season football related injuries represented two-thirds of all moderate injuries received by cadets. The number of boxing injuries increased from 106 during the 1982-83 Academic Year to 123 during the past year. This figure, the highest in several years, is believed attributable mostly to a greater sensitivity to dealing with boxing injuries, not to a more demanding boxing program. In support of this contention is the fact that the large majority of boxing injuries are nasal injuries which do not preclude cadets from participating in other types of physical activity.

The Sports Medicine Section continued to be an integral link in the Cadet Weight Management Program. The section conducted bi-annual height/weight surveys for USCC and over 400 skinfold measurements on cadets, officers, and non-commissioned officers. A hydrostatic weighing was undertaken for those cadets who failed both surveys. Those also failing the highly-precise hydrostatic weighing were enrolled in the Cadet Weight Management Program.

During the 1983-84 Academic Year the responsibility for conducting the training program for the cadets conditioned in physical education was shifted from the Guidance Section to the Sports Medicine Section. The number of cadets conditioned in physical education, which totaled only two cadets in 1980, grew to over 120 cadets last year.

During the 1983 CBT, new cadets were again screened for poor posture and approximately 500 were identified as having identifiable posture problems. Over three-fourths of the total were corrected by the end of the academic year, the others will continue to receive help next year.

Two research projects instituted by the Section during the past year were conducted with DENTAC and used members of the USMA Football Team and Volleyball Team. Each study dealt with the repositioning of the temporal-mandibular joint and changes in muscular strength. Neither study showed that jaw position could alter muscular strength.

Supply and Services

Improvements in the department during the past year include renovating the fourth floor gymnastic area, installing a new elevator, improving basketball facilities, upgrading combative matting, installing six new badminton courts, and upgrading the wind screens on the tennis courts.

The demand for gym space continued to increase last year requiring an even greater coordination with all user agencies for scheduling facilities. A computerized facilities scheduling system will be implemented in the Fall of 1984, utilizing a computer already on-line in the Supply and Services office. The Directorate of Engineering and Housing (DEH) handled the custodial requirements for the gymnasium (Building 727) for eight months until the end of March 1984. When DEH found it could not be responsive to the needs of this Department without a supervisor in the gym, the Department reassumed responsibility for the custodial function.

The Department, in cooperation with Military Police, conducted a surveillance/undercover operation that apprehended several robbery suspects and significantly reduced larcenies in the gymnasium.

¹United States Military Academy, Report on the Superintendent's Honor Review Committee (SHRC) Academic Year 83-84 (West Point, N.Y. 1983), p. 1.

²USCC Pamphlet 15-1, "Honor Committee Procedures," June 1984.

³SHRC Report, p. 15.

⁴SHRC Report, p. 14.

ACADEMY COMMITTEE HIGHLIGHTS

ADMISSIONS COMMITTEE

The Admissions Committee is an integral part of the admissions system. It is a standing committee of the Academic Board and is made up of representatives from the offices and departments engaged in the education, training, and inspiration of the Corps of Cadets. During the year, the Admissions Committee spent the majority of its time evaluating and selecting applicants to comprise the Class of 1988. The Admissions Committee ensured that the 1,401 candidates who joined the Corps of Cadets on 2 July 1984 met the legal and medical requirements specified by the laws and regulations governing USMA; that their academic, physical, and leadership qualifications indicated a high probability for their meeting the demands of the Military Academy; and that they were well-rounded young people, highly suited for careers as U.S. Army Officers. The Admissions Committee also ensured that those selected for admission contributed to the class composition goals prescribed by DA and the Academic Board.

The Committee convened once a week starting the second week of November 1983 and met twice a week starting in February 1984. This pace continued until the end of April, when meetings were reduced to one per week. During that period the Committee evaluated approximately 4,000 candidate applications and determined that about 2,700 were fully qualified for admission. Offers of admission were made to over 1,950 of the qualified candidates; 1,401 of those accepted their offers and took the oath as new cadets on Reception Day. The 70 percent acceptance of offers of admission was identical to the level of acceptance the year before.

The Early Action Plan, first instituted with the Class of 1986, continued to provide a higher rate of accepted offers of admission than the candidate pool as a whole. Under this plan, applicants who considered West Point as their first choice of a college notified the Academy of their desire for consideration by 1 November. The 1,600 applicants who applied were then required to complete their files by 1 December. By the end of January, some 450 qualified early applicants were offered admission conditional upon their medical and nomination status. Over 78 percent accepted the offers of admission.¹ The majority of the remaining applicants were advised that they had not been selected, but that their applications would be considered again during the normal admission process.

The annual goals proposed by the Admissions Committee and approved by the Academic Board for the composition of the Class of 1988 generally have been met. Twenty-two percent of the entering class has been indentified as "scholars"; 17 percent as "leaders"; and 21 percent as "athletes." Eleven percent of the class are women, seven percent are blacks, and four percent are Hispanics. The only category in which the admissions goal was not met is in the "leadership" category where the proportion entering is below the 20-25 percent desired. Since all candidates had excellent leadership scores, the failure to meet this goal appears to be more a reflection of a very restrictive definition of "leaders" than to a lack of focus on selecting leaders for admission.

Based on data provided by the Office of Institutional Research (OIR), the Admissions Committee ultimately recommended and the Academic Board approved adjusting the designated level of "academic risk" on the English component of the American College Test (ACT). Raising the level from a score of 19 to 20 was done to have similar proportions of academic risks identified on the English ACT as are currently identified by the Scholastic Aptitude Test (SAT) verbal scores. Candidates receiving academic scores in the "risk" category must achieve higher scores in other portions of the whole person evaluation to gain admittance because weaknesses in English may lessen their overall chances for success through four years at USMA.²

CURRICULUM COMMITTEE

During the 1983-84 Academic Year, the Curriculum Committee served the Superintendent and the Dean of the Academic Board by studying all issues pertaining to the curriculum and by recommending future actions. This year's theme was adjustment and consolidation, appropriate after the 1982-83 Academic Year in which the Military Academy made its third major curriculum change since 1978.

The Committee recommended approval of a realignment of core English courses to increase the effectiveness of the curriculum in developing cadet writing skills.³ The Committee also recommended several other minor adjustments to the curriculum to take effect in the 1984-85 Academic Year. A proposal to increase the number of courses counting as engineering core courses was disapproved, although the Committee did develop a functional description of engineering courses in the core curriculum, which could guide future decisions on proposed changes. The Math-Science-Engineering (MSE) Committee is currently studying the proposed description of the courses. Aiming to provide an orderly basis for other decisions as well, the Committee secured the Academic Board's approval of ground rules governing changes to offerings in the elective program.⁴

In response to some opinions that current selections of area courses do not support sufficiently all fields of study, the Committee conducted an informal review of that category of courses, analyzed problems, and considered a wide variety of solutions. Possible recommendations for altering the selection of Humanities-Public Affairs (HPA) area courses will be considered by the HPA Committee.

The desire to construct programs that encourage academic excellence inspired the Committee's study of an honors program and special standards for admission to and retention in a majors program. The Committee decided that the Academy should not require cadets selecting majors to enroll in an honors program even if an honors program by itself were desirable. In the future, when USMA is better able to assess how positively the majors program has affected academic excellence, the Committee may be able to offer a fully informed recommendation on an honors program. The Committee applied the same concern for giving the majors program a chance to prove itself without unnecessary interference when it recommended that, as with the Fields of Study, there be no minimum Quality Point Average (QPA) for entering or staying with particular majors. The Committee decided that it would better serve the curriculum by letting experience guide its future recommendations on this matter.⁵

Near the close of the second semester, the Curriculum Committee surveyed the instructors of all 400-level elective courses to determine the nature and extent of writing required of cadets and to solicit from instructors both an evaluation of their students' writing and suggestions for improving it. The data, being analyzed at the end of the academic year, should facilitate the future recommendations for strengthening the capacity of the curriculum to develop the writing skills of cadets.

In addition to the pending actions already described and the routine consideration of departmental requests for curriculum changes, during the 1984-85 Academic Year the Committee intends to evaluate the placement of core courses in the Fourth and Third Class years, study any problems that may arise as a result of USMA's attempt to gain Accreditation Board of Engineering and Technology (ABET) accreditation, and continue a review of interdisciplinary and interdepartmental academic offerings.

FACULTY COUNCIL

The 1984 Faculty Council, appointed on 21 November 1983, met first on 8 December and monthly thereafter to raise issues related to academic matters and communicate its opinions to the Superintendent and the Dean. A Steering Committee, elected from the Council and chaired by LTC John W. Wilson, Department of Mathematics, formulated meeting agendas from topics presented by members. During the past year, the Committee recommended improving cadet academic counseling by modifying the "Redbook" and improving communications between the Dean's counselors and department/company counselors.⁶ This action was taken to make the counseling materials clearer to enhance the usability of a system which had become markedly more complex following the institution of the optional majors program. The Council recommended against instituting a 50-minute instruction period; the Academic Board ultimately concurred with the Council's opinion. The Council recommended delegating authority to the Department Heads to change individual cadet term-end examination schedules. This proposal was rejected by the Dean because of the insufficient physical space for examinations and the concern that cadets would reduce their preparation time for the examinations by requesting closely scheduled consecutive examinations to give themselves a longer holiday or summer leave period.⁷ The Council encouraged publicizing the professional value of the USMA faculty assignments by initiating an active campaign to publicize faculty contribution to the Army at large in educating Regular Army-bound cadets and in carrying faculty members' five-year schooling-teaching experience into the line Army.⁸ User reactions and recommendations concerning the automated absentee reporting and cadet grade recording systems were discussed directly with the Dean's Academic Automation staff attending the April Council meeting.⁹ At its May meeting, members made specific recommendations regarding the composition and appointment of the 1984-85 Faculty Council.¹⁰

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 health and scope of the Honor Code, procedures of the Honor System, and honor education. A major tasking for the 1983-84 SHRC also was to review, validate, and analyze the results of the Corps-wide honor survey administered in May 1983.

The major conclusion of the Committee was "that the overwhelming majority of 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 to being a cadet and future Army officer. Further, it appears that the current four year honor education program is accomplishing its stated aim of better presenting and reinforcing the tenets of the Honor Code."¹¹ However, some danger signs exist and corrective action is required to ensure that the Honor Code and honor system remain integral components of the West Point experience. Cadet support of the Honor Code can and should be improved by forthright action to resolve and clarify areas of uncertainty or disagreement. Some cadets are prone to tolerate dishonorable acts and this toleration remains a major problem in the otherwise healthy honor system. There are legitimate questions about the appropriate limits, geographically and behaviorally, of the Honor Code and Honor System that should be examined in detail in the near future. The four-year education program is working well but some improvements should be made. Cadet borrowing and documentation procedures remain as areas of concern.

After the SHRC's evaluation of the 1983 honor survey and its own assessment of the honor environment at the Military Academy, several recommendations were made. The Committee specifically recommended tasking the Cadet Honor Committee to improve the education of cadets on honor through positive feedback on the Corps' attitudes on honor and by eliciting ideas on appropriate corrective action; to improve the four-year honor education plan by improvements in the instructional techniques and by continuing to use officers to present some honor instruction; and to remain vigilant in efforts to detect abuses in the Honor System. The Dean was tasked to improve, standardize, and clarify documentation procedures. The Commandant was tasked to review and enforce those procedures that apply to cadet borrowing, to investigate additional methods to ameliorate this problem area, and to use surveys to provide more feedback on honor matters. It also was recommended that the Superintendent remove the off-limits provisions for Fourth Class rooms during the evening call to quarters period and let the cadet chain of command enforce the sanctity of plebe study time.¹²

ETHICS AND PROFESSIONALISM COMMITTEE

The Ethics and Professionalism Committee evaluates aspects of the ethical and professional development programs at the Military Academy. This year the Committee was particularly concerned with (1) identifying and integrating the academic courses and course content appropriately viewed as part of the "ethics and professionalism thread" at USMA and (2) determining the degree to which the current Academy curriculum incorporates the content of the ethics and professionalism instructional material utilized in the Army-wide Military Qualification Standards (MQS) training program.

After a curriculum review, the Committee identified eight specific core curriculum courses that are the major contributors to cadets' ethical and professional development. These courses constitute the "ethics and professionalism thread" in the curriculum: "Introduction to the Military Profession" (MS 101), "General Psychology" (PL 100), "Military Leadership" (PL 300), "Philosophy" (PY 201), "History of the Military Art" (HI 301-302), "Constitutional Law" (LW 401), "Military Law" (LW 402). The content of each course was carefully examined to identify redundancy, inconsistencies, and the degree to which MQS I materials are incorporated.

As part of the Academy "ethics and professionalism thread," the Committee examined the Four Year Honor Education Program administered by the Cadet Honor Committee. The Honor Education Program was formally stabilized this year through the publication of a Program of Instruction (POI) that includes detailed lesson plans for all 34 periods of instruction. Examination of the lesson plans allowed the Committee to determine the degree to which material in the Honor Education Program is and can be reinforced by instruction in the core curriculum "ethics and professionalism thread" courses and also the degree to which the Honor Education Program incorporates MQS I materials concerning ethics and professionalism. It is easier now to avoid inconsistencies and to reinforce concepts both within the POI and the curriculum as a whole. The POI also integrated recommendations made by this Committee during the previous academic year to shift the emphasis in honor education at West Point from an "Honor Ethic," somehow unique to West Point, to the concept of a general American Military Professional Ethic.

The Committee found that overlap in course material in the "ethics and professionalism thread" is not a matter for concern and that no inconsistencies existed in the instruction. However, after comparing the contents of the academic courses with material presented in the Honor Education lesson plans, the Committee not only made some suggestions for improving the lesson plans, but more importantly identified specific lesson plans that can be reinforced in existing core curriculum courses.¹³ The most important step required to achieve this result is ensuring that the appropriate academic instructors are aware of the content of the Honor Education Program. The Committee made specific recommendations in this regard and the Honor Education Program POI has been distributed to all academic departments.¹⁴

The Committee found that most of the MQS I material is, in fact, covered in existing core curriculum courses and/or the Honor Education Program, though in some cases the specific terminology of the MQS I instructional material is not used. The coverage of MQS I material in the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS) programs is limited to 12 hours of instruction. Many of the topics are covered in much greater depth in USMA's four-year curriculum. To ensure that USMA graduates successfully synthesize the variety of instruction concerning ethics and professionalism presented over four years, however, the Committee suggested that USMA consider a "capstone" block of instruction in First Class Year. This capstone also could cover the MQS I "Ethics and Professionalism Training Support Package," elements of which are not specifically included in other discussions at USMA.

With respect to the Committee itself, the members recommended that Committee appointments should be for two years, not the current one year tenure, to ensure continuity of Committee effort.

LEADERSHIP DEVELOPMENT COMMITTEE

The Committee's activities during the 1983-84 Academic Year were primarily focused on the fine tuning, continued assessment, and implementation of the leadership development changes approved in October 1982 by the Superintendent. A presentation on leadership development was added to the annual Orientation Briefing for Newly Assigned Personnel during the summer to inform the staff and faculty of leadership development at USMA and to emphasize each individual's role as a leader/developer.

Cadet perceptions of the state of their leadership competence were reported in the results of the First Class Questionnaire for the Class of 1983. Similar findings were obtained when leadership questions were administered in August 1983 to cadets after the completion of Cadet Troop Leader Training (CTLT) and Drill Cadet Program (DCP). These surveys indicated that cadets had positive views of their leadership proficiencies. Informal feedback from commanders in the Field Army continues to indicate that USMA lieutenants also are performing effectively as leaders.

Although the cadet questionnaires revealed that cadets felt prepared to handle most of the responsibilities of leadership, some improvements in the leadership development program were considered. During an October 1982 briefing to the Superintendent, the Committee had recommended a series of changes in leadership-related courses taught in the Departments of Military Instruction and Behavioral Sciences and Leadership. The most significant change enacted in the 1983-84 Academic Year curriculum was the introduction of a four-hour block of instruction on "leadership in garrison." This instruction, offered in the Third Class "Combined Arms Operations" Military Science course, is designed to prepare cadets more effectively for their responsibilities at CTLT and DCP.

During the past academic year, the Military Development Rating Program (MDRP) also was reviewed by the committee. MDRP has been found to be an adequate identifier of levels of military leadership proficiencies, but there are several problems in its utilization at the Military Academy. These problems center around a lack of familiarity with the MDRP's objectives, purposes, and mechanisms among cadets as well as officers, which seems attributable to insufficient emphasis in some elements of the Academy. While modifications to the current system may bring improvements, the current program will function satisfactorily if properly supported.

Colonel Jack W. Dice, Chairman of the Leadership Development Committee and Deputy Head of the Department of Military Instruction, and Major Robert M. McDannell of the Department of Behavioral Sciences and Leadership, participated in the Army-wide "Leadership Conference 83" held at Fort Leavenworth, Kansas, in December 1983. In conjunction with briefings from several agencies and commands on their respective leadership activities, Major McDannell gave a 30-minute presentation on leadership development at USMA. The USMA program is consistent with the nature and objectives of the Army leadership development program.

At the initiative of the Commandant, the Superintendent, Dean, and other key personnel were briefed of the activities of the Leadership Development Committee in April 1984. This briefing covered all activities of the committee since the October 1982 briefing. The purpose of the briefing was to update the Superintendent and receive guidance as to his concerns about leadership development at the Military Academy. General Scott was satisfied with the current state of leadership development and directed no specific, substantial, or organizational changes. In May, members of the Secretary of the Army's Army Science Board on Leadership were briefed by members of the Committee on various aspects of leadership development at USMA. Informal feedback from the Board members present was positive.

The current state of leadership development at USMA is healthy. Recommended changes have been implemented during the past academic year which should help improve the leadership development program. The current organizational structure for leadership development is not in need of change, and the various programs and courses which support leadership development are on track. Future efforts of the Committee will be directed toward monitoring the leadership development program and recommending incremental changes when required to meet the needs of the Army and Academy.

ATHLETIC COMMITTEE

The Athletic Committee oversees the conduct of athletic programs at West Point: both the intercollegiate athletic programs that are the responsibility of the Director of Intercollegiate Athletics (DIA) and the competitive club athletic programs supervised by the Commandant of Cadets. The function of the committee is to make recommendations to the Superintendent on athletic matters, and to provide advice to the DIA and Commandant. A principal responsibility of the Committee is to monitor the financial status and functioning of the Office of the Director of Intercollegiate Athletics (ODIA) and the Army Athletic Association (AAA). The membership of the Athletic Committee is appointed as a non-appropriated fund council to fulfill regulatory requirements for supervision of the non-appropriated funds of the AAA.¹⁵

During the past academic year, most of the activity of the Committee involved routine responsibilities. However, several actions were worthy of note.

The addition of water polo to the list of intercollegiate sports supported by the ODIA was discussed and recommended for approval.¹⁶ The addition of water polo permits cadet competition in an athletically-demanding sport against some fine teams in the Northeast. The addition was made in view of the availability of adequate coaching resources to assist in this sport and with the recognition that the usage of the pool would not interfere with the requirements of the swim team. The desirability of having the women's basketball team enter a league was discussed and recommended for approval at a subsequent meeting. The Committee recommended that the women's team join the Empire State Basketball Conference in order to provide better scheduling and opportunities for post-season recognition.¹⁷ At the same meeting a proposed increase in certain ticket prices was reviewed and approval recommended to compensate for inflationary increases in expenses. The Committee later recommended approval of a proposed increase in the cadet athletic fee from \$45 to \$50 per year.¹⁸

The financial difficulties encountered by the football team and the Corps of Cadets in the trip to the Army-Navy football game in Pasadena in November 1983 was a matter of concern throughout the year. Although the Committee did not play a direct role in the continuing attempts by the DIA and other interested agencies to resolve the problems, the Committee was kept informed of the situation as it developed.¹⁹ The financial implications of the loss of expected revenue will be a matter for consideration in development of future budgets.

When a proposal was advanced by the Mirage Bowl that the Army football team travel to Japan to meet the University of Montana during the 1984 football season, the Committee was briefed on the details and supported the decision of the DIA to go forward with the project. A formal recommendation to the Superintendent was not made by the Committee, since the matter was a DIA responsibility, but the Committee endorsed the concept as it developed. The DIA decision to participate in the Mirage Bowl was made to take advantage of an opportunity for additional favorable publicity and to give special recognition to the team.²⁰

The decision to enter, at least provisionally, the new ECAC hockey league was arrived at by the chief executive officers of the league members which included the USMA Superintendent. The DIA briefed the Committee on the details of the projected membership by USMA. The implications of that membership were discussed at the meeting of 26 October 1983.²¹ Since the matter was already agreed to by USMA in advance of the Committee's consultation, the Committee did not choose to make a formal recommendation to the Superintendent.

The details of the Military Academy's position with respect to the changes in intercollegiate football television programming were handled for the most part directly by the DIA. He kept the Committee informed and was provided advice by the Committee. The Committee expects to maintain a similar close interaction as this matter will continue to be of concern in the coming months.

COUNCIL OF SPORTS SCIENCE AND MEDICINE

In August, the council hosted the Second Annual Sports Medicine Symposium at West Point. This symposium, entitled "The Lower Extremity in Sports," featured Dr. James A. Nicholas, Director of Lennox Hill Hospital in New York City, as keynote speaker, and dealt with the prevention, treatment, and rehabilitation of sports injuries in that region of the body. Over 50 athletic directors, trainers, team physicians, coaches, and members of the general public attended this year's symposium. The response of the attendees to the conference was very positive.

Early in the 1983-84 Academic Year, considerable attention was focused on the physical profiling of cadets who were injured as a result of physical activity. Cadets on profile refers to those individuals who have an identifiable physical deficiency which prevents them from participating in various athletic activities. On some occasions in the past, insufficient rehabilitation or reconditioning time was provided at the end of the profile period before injured cadets were expected to pass various physical tests. As a result of more attention being paid to this issue and better communication between the Medical Department Activity Command (MEDDAC) and the Department of Physical Education (DPE), greater sensitivity to individual requirements has been shown. Sufficient reconditioning time now has been built into the cadet schedule in advance of physical tests and potential problems have been avoided.

In support of the Army Total Fitness Program, Health Services Command (HSC) Regulation 40-27, "Medical Services: AMEDD Support of Army Total Fitness Program" of 22 December 1982, was implemented which directed each MEDDAC to appoint a Health Fitness Advisory Team (HFAT) "to plan and coordinate medical input to the installation total fitness program." Because the responsibilities of such an HFAT would essentially duplicate those already being handled by this Council, permission was requested in the Fall of 1983 to integrate the purposes and functions of the HFAT and the Council.²² In November, permission was received from HSC to take that action with the understanding that all Army total fitness program components specified in the HSC Regulation 40-27 would continue to be provided and that the MEDDAC staff members associated with total fitness program components would participate in the meetings of the council.²³

The Council also published a calendar of upcoming programs in Sports Medicine throughout the year to enable all Academy elements with professional interest or responsibilities in the field to participate. This calendar helped to make a more cohesive, supportive environment for sports medicine at West Point.

The Council conducted training programs for the coaching staff of several Morale Support Youth Activities to help them identify minor injuries and to understand more about the treatment. This action helped to make the West Point community more aware of these matters and enhanced their appreciation of the importance of wearing protective equipment.

INSTALLATION PLANNING BOARD

The Installation Planning Board (IPB) prepared a revised regulation, USMA Regulation 210-3, "Installations: Installation Planning Board (dated 7 Sept 1983), prescribing policies and responsibilities for the Board which provides for three subsidiary committees. The three committees permit a more detailed analysis of problems and needs, while allowing the IPB the necessary time for comprehensive planning and coordination of USMA facilities. The three subsidiary committees are: (1) the Facilities Modernization Committee (FMC), charged with identifying, developing, and prioritizing long-range requirements of the Military Academy; (2) the Subsidiary Working Committee (SWC), charged with resolving short-range actions and projects, screening or resolving matters without requirement for consideration at the IPB, and reporting to the IPB on issues of immediate concern; and (3) the Space Utilization Board (SUB), charged with the management of space allocations in existing facilities which do not involve major construction.

One of the principal responsibilities of the IPB is to manage the Military Construction Army (MCA) Program. Each year, the IPB identifies and establishes priorities among the existing master planning projects for the Military Academy MCA funding requests. The Fiscal Year 1984 submission to Department of the Army (DA) included a five-year program resource requirement totaling \$216 million. An additional 34 master planning projects (with a total value of \$129 million) were included in the long-range program submitted to DA. These additional projects, which exceed the DA program budget guidance for the five-year program, will be integrated into subsequent five-year budget programs based on the availability of program funds.

During the past year, one change in the Military Academy Master Plan was approved by the IPB. The IPB approved a relocation of the site for the development of a replacement commissary from its original location near the Post Exchange (PX) to a site identified as "Site E" near the Stony Lonesome housing area in the vicinity of Stony Lonesome Road and Patrick Trail. The change will allocate approximately six acres for the commissary, which will total 70,000 square feet, and include space for the future relocation of the PX. Movement of the commissary to this new location will release more than 40,000 square feet in the central post area for cadet support.

The IPB, upon the recommendation of the FMC, reviewed and approved revisions to the master planning guidance originally contained in the 1974 plan. The modifications generally were minor in nature and limited to updating the original master planning guidance in light of (1) the acquisition of New South Post property, (2) the revised location for the new commissary, and (3) additional command goals in the master planning guidance.²⁴ Precision in the specification of master plan concepts is essential to ensure that all of the USMA MCA requirements are in concert with valid, identifiable goals. The revised basic governing concepts for the master plan are as follows:

- "a. The Academy will continue to adhere to those traditional standards of quality and excellence which have evolved during the history of West Point.
- b. The Unity of the Corps of Cadets will be preserved.
- c. Time and distance factors associated with the operation and movement of cadets will minimize the loss of cadet time.
- d. Optimum use will be made of existing facilities and real estate.
- e. As a national historic landmark, West Point will continue to be visited by increasing numbers of visitors for which reasonable facilities will be provided.
- f. Development and updating of facilities will be continuous to meet the diverse academic and other needs of the Corps of Cadets.
- g. The West Point Scene will be preserved.
- h. Necessary living and support facilities will be provided for the population of the community."²⁵

The IPB continued its overview of the construction of the Multipurpose Sports Facility. During the year, most of the foundation and site work was completed and the main building supports were raised. The Board reviewed the interior design details and approved interior design detail changes to aid in attendance control.

The fact that the Cadet, Catholic, and Jewish Chapels are located in such close proximity to each other necessitated a review of parking possibilities when the time of scheduled events may conflict. Based on recommendations of the SWC, the IPB developed a parking plan for the Jewish Chapel to ensure adequate traffic control during special events at that facility.

The Board, at the request of the Superintendent, examined a proposal by the Arden Foundation of Tuxedo, New York, to donate a large residential property in the vicinity of Tuxedo to the Military Academy. The FMC prepared cost benefit studies and facilities evaluations. Based on their recommendation, the Board reported to the Superintendent that the Military Academy would not benefit sufficiently from acquisition of the property given the operation and maintenance cost requirements. Accordingly, the acquisition was subsequently not approved.

The IPB reviewed a two-year feasibility study prepared by the Burns & Roe Industrial Service Corporation for the fuel conversion of the main power plant. The conversion of the fuel system would permit combustion of coal/water/slurry (CWS), an advanced, locally-produced, coal-based fuel, to replace the use of residual oil at the main power plant. Taking into consideration environmental issues, aesthetics, and economic benefits the Board recommended that the Military Academy pursue the project on a not-to-compete financial basis with other academic MCA projects.

Through an FMC study, the Board completed its review of a proposed class gift to replace the Superintendent's Reviewing Stand. The Board recommended that the replacement unit be constructed of a demountable type of granite-faced construction of the same general size and height as the existing stand.

Based on tightened security concerns during the year, the Board considered a proposal to improve security at the adjacent United States Bullion Depository, located here at West Point. The program, approved by the Board, provides for a relocation of the existing golf club warehouse which now obstructs the depository security surveillance area. The cost of relocation will be shared between the Military Academy and the U.S. Treasury.

The Board evaluated the architecture and program for the additions/renovations of the Washington, Eisenhower, and MacArthur Barracks Complex (Bldg 745). The addition will provide specialized classroom and laboratory space for the Department of Military Instruction (DMI) and the Department of Geography and Computer Science (G&CS). During the examination, a variety of historic and architectural issues were analyzed. Additionally, Master Plan requirements were considered by the Superintendent in his final direction to select Gothic-style architecture utilizing a granite facade.

Finally, the IPB continues defining space and functional relations and operations at New South Post. Activity in the MCA Programs include a total of six projects spanning four years to support the eventual development of 120,000 square feet of additional academic space. The Board also will be selecting a location for offices for the Association of Graduates (AOG), provisions for the Fourth Class Cadet Club, and reviewing aspects of two class gifts: the development of a replacement, monumental gate for Thayer Gate and the previously-mentioned replacement of the Superintendent's Reviewing Stand.

Footnotes

¹This figure is somewhat below the 86 percent level of acceptance of candidates for the Class of 1986 and the 85 percent level for the Class of 1982. No identifiable reason for the decline has been found.

²"Academic risk" refers to those candidates whose performance on one or more of the evaluation measures used by the Admissions Committee is below recommended guidelines. For those candidates presumed to be at "risk" of not being able to graduate from USMA, a special review must be undertaken prior to an offer of admission. For example, a cadet whose academic credentials included a score below 480 on the verbal SAT or below a 20 on the English ACT would have to receive an acceptance from the Chairman of the Department of English. Those cadets with an SAT math score below 510 or an ACT math score below 23 similarly would have to receive acceptance from the Chairman of the Department of Mathematics. Cadets also would fall into the risk category if their CEER (a composite rating based on a candidate's College Board scores and high school rank) was less than 500, their Leadership Potential Score (LPS) was below 500, if their Physical Aptitude Examination (PAE) was below 425 for men or 390 for women, or their whole candidate score was below 5,000.

³The realignment involves switching the literature course taken in the Second Class year with advanced composition taken during the second semester of plebe year. The action was taken for several reasons. It was very difficult to assert significantly more rigorous standards in the second semester's advanced composition course than had been established during the first semester. In addition, writing performance often stagnated after the first year rather than being a developmental progress improving with time. With the realignment of these courses USMA can expect that college-level writing introduced in the first year will develop into graduation-level writing in an upperclass advanced composition course. Cadets will then be more experienced in writing, more mature, and more aware of the relevance of writing for his future success in the Army.

⁴These ground rules are contained in the committee's formal memorandum, Memo, MADN-2, 28 September 1983, Sub: Curriculum Changes for Academic Year 1984-85.

⁵Memo, MADN-2, 10 August 1983, Sub: Criteria for Enrollment in Majors Program.

⁶Minutes, Faculty Council, 14 Feb 84. The "Redbook" refers to the red-backed booklet, Academic Program, which is revised at least annually by the Office of the Dean and details all aspects of the Military Academy curriculum.

⁷Minutes, Faculty Council, 17 Jan 84, 24 Apr 84.

⁸Minutes, Faculty Council, 27 Mar 84.

⁹Minutes, Faculty Council, 24 Apr 84.

- ¹⁰The Council recommended that the membership of the council be selected earlier in the academic year. In the 1983-84 Academic Year, members were not selected until December 1983 and, as a result, the Council's functions were severely limited. This recommendation was accepted and members of the 1984-85 Council were appointed in September 1984. In view of the fact that Colonel Jack L. Capps Professor and Head of the Department of English, who served as Council Chairman during the 1983-84 Academic Year, also served on the Policy Board and the Academic Board and could bring Council concerns directly to the Superintendent through these mediums, there were no recommendations for revising the procedures for selecting the chairman, or council members from the tenured faculty.
- ¹¹Report of the SHRC, AY 1983-84, p.2.
- ¹²This recommendation will be implemented in the 1984-85 Academic Year.
- ¹³The recommendations referred to in this section may be found in the document entitled "Report: Ethics and Professionalism Committee, AY 83-84," May 1984, Chairman COL Anthony E. Hartle.
- ¹⁴Among the significant recommendations was that the "Ethical Foundations in the Honor Code" segment of the Honor Education Program be examined for its possible integration into academic instruction. If this is not feasible, the Committee recommended that it either be taught by a qualified, knowledgeable officer or dropped completely from the honor instruction.
- ¹⁵Memo, Superintendent USMA, Subject: The Intercollegiate Athletic Program of the United States Military Academy -- Institutional Goal, Objectives, and Governing Principles, dated 16 Apr 82. Hq USMA, MAPP, Subject: Athletic Committee, dated 17 Sep 82. The rules pertaining to fund council supervision of a non-appropriated fund instrumentality are contained in chapter 9 of AR 215-1, "Administration of Morale, Welfare, and Recreation Activities and Non-appropriated Fund Instrumentalities," 6 Mar 84.
- ¹⁶Minutes of the Athletic Committee, 7 Sep 83.
- ¹⁷Minutes of the Athletic Committee, 26 Oct 83. Operating outside of a league severely restricted the women's ability to play against many area teams who were frequently prevented by their league commitments from participating against independents.
- ¹⁸Minutes of the Athletic Committee, 7 Mar 84.
- ¹⁹Minutes of the Athletic Committee, 26 Oct 83.
- ²⁰Minutes of the Athletic Committee, 7 Dec 83.

²¹Minutes of the Athletic Committee, 26 Oct 83. The move to membership in the ECAC changed West Point's status from Division I independent to a Division I league affiliation. The change was made to involve USMA in competition with schools of similar academic standing. Had we not taken that action, the team could have been prevented from playing those institutions joining the league and thereby being relegated to playing independent teams below our academic calibre.

²²Ltr, MAJ David W. O'Quinn to LTC Slayton, Commander, Health Services Command, USA, 24 Oct 83.

²³1st Ind, COL R. O. Gray to Commander, US Army MEDDAC, 14 Nov 83.

²⁴Paragraphs b, d, e, and g were unchanged from the 1974 version. The explanatory language of paragraphs a, c, and f (not included above) were modified to bring them up to date or to put them in appropriate planning terminology. Paragraph h was added to enable master planners to be aware that, to the extent not constricted by available resources, the command is interested in supporting this goal.

²⁵These Master Plan Basic Concepts were approved by the Superintendent following the distribution of 12 October 1983 from the Facility Modernization Committee, chaired by Colonel Wilson, subject "Master Planning Guidance."

BOARD OF VISITORS

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

Eight BOV members made separate visits to the Academy during the summer which focused on cadet military training programs. In addition, each member received briefings as requested in topics such as the 1985 Curriculum and Optional Majors, the Cadet Disciplinary System, and the Acquisition and Expansion of USMA Facilities. The Academy requirements for additional academic space, the upgrading of laboratory and athletic facilities, and the Academy's interest in the acquisition of Ladycliff College were of primary concern to all who visited.

The annual meeting of the Board took place at West Point in November 1983. A quorum was present for the meeting, which was devoted to two primary tasks: completion of agenda items identified at the Organizational Meeting in April and development of the conclusions and recommendations of the 1983 Board for its Annual Report to the President. The Superintendent presented his annual assessment of the overall condition of the Academy. The Board received briefings and held discussions on cadet and graduate retention, religious facilities at West Point, maintenance of quarters and facilities, status of the Ladycliff College acquisition, USMA's no-marriage policy, an impact aid update, and the feasibility of a survey of USMA graduates. Board members also visited academic departments, attended cadet classes, were introduced to the academic instructional computer support system, and viewed a multi-media "Education for Leadership" presentation.

The following conclusions and recommendations were prepared and unanimously approved by the members present and appear in the 1983 Annual Report.

(1) "Although voluntary resignations from the Academy are not disproportionate when compared to the other service academies and USMA's rate is declining, retention has not yet reached the target set by the Department of the Army. Therefore, cadet retention must be a continuing concern of the Academy and of the Board. Retention is affected by many variables, not all of which can be controlled by the internal policies and practices of the Academy. All retention measures must be consistent with the Academy's mission. Before other retention measures can be recommended, a more sophisticated data base should be developed."

"In addition to the data now being collected from exit interviews, the Board recommends that the Academy, in cooperation with Department of the Army, explore the feasibility of independently conducted personal interviews with former cadets several months after they have resigned from the Academy. Data obtained from those interviews may produce useful information in predicting retention, trends affecting selection and attrition, and other patterns of conduct that can assist the Academy in reaching the Department of the Army's retention goals. Further, the Board recommends to its successor Board, as an agenda item, the examination of the cadet selection process."

(2) "The resignation of experienced Academy-trained officers continues to be of concern. However, the Board was pleased to note the steady increase over recent years in the number of resignees continuing to serve in the reserve components. Research has not yet disclosed any significant causal connection between graduate attrition and the policies and practices of the Academy. Nevertheless, the Academy in cooperation with the Department of the Army should continue to observe graduate retention to discover if actions at the Academy can be related to such retention."

(3) "The Board was briefed on the facilities in existence and under construction, and on the current religious programs at the Academy. At the present time, the Board sees no reason to suggest that any additional physical facilities are appropriate."

(4) Regarding maintenance of facilities, "the Board was thoroughly briefed on (1) the maintenance master surveys, (2) the systems for identifying, establishing priorities for, and performing the maintenance work. The systems and programs are carefully designed, cost effective and efficient; the systems are consistent with the needs of the Academy and with budgetary constraint." The Board recommended "that the existing systems for maintenance of the facilities be implemented as rapidly as funds can be made available to meet the programmed goals."

(5) "...The Board continues its strong support" of the acquisition of Ladycliff College. A recommendation was made for "favorable consideration by the Congress of the Academy's requests for funds to accomplish each of the steps identified in the Academic Facilities Master Plan for West Point (The Hillier Group, September 1983)."

(6) "The Board reviewed the history and present statement of Department of the Army policy which prohibits marriage of a cadet. After discussion of the implications of cadet marriage, the Board sees no substantial reason to change the present policy, and persuasive reasons not to do so."

(7) "The 1983 Board has continued intense interest in this issue (of Impact Aid) and has been kept abreast of the situation by the local School District Superintendent and President of the School Board. The Board appreciates the response by Congress and Department of the Army to provide stopgap funding for Academic Year 82-83....The quality of education available to West Point children was seen as a key factor affecting the Academy's ability to attract and retain a first-rate staff and faculty...." "The Board strongly supports efforts 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."

(8) "After a thorough briefing on USMA procedures for the separation of cadets found to be deficient in conduct, together with examination by individual members of the Board of specific cadet records, it was concluded that the procedures and practices fully comply with existing law."

In the Board's report commendations were made to the following individuals: Lieutenant General Willard W. Scott, Jr. for continued leadership that inspires "confidence both within the Academy and with the institutions and constituencies that serve and are served by the Academy. He has succeeded in building institutional stability without rigidity and in conducting continuing internal evaluations without inappropriate criticism....." Brigadier General Frederick A. Smith, the Dean, "for managing the smooth and effective transition to optional academic majors, the challenges of accreditation, and the curriculum revisions earlier approved...." The Commandant of Cadets, Brigadier General John R. Moellering, "for extending from six to seven weeks the period of summer training for the 3rd (sophomore) class and 4th (freshman) class. The added time to establish among the new cadets a substantive base of discipline appears particularly valuable...." The USMA Engineer, Colonel William W. Badger, who, with his staff, developed and implemented "thoughtful and substantial systems for the continuing maintenance and improvement of the physical plant of the Academy."

Recognizing "that Congressional members of the Board have special difficulties in arranging their schedules to attend Board meetings, the Board requests that the Secretary of the Board visit the Congressional members and invite their suggestions about means to improve the opportunities for their participation in the work of the Board. The non-Congressional Board members express appreciation to the Congressional members who have sent a knowledgeable staff member to those meetings that the members themselves could not attend."

"Finally, the Board will encourage the interchange of information among the Boards of the Service Academies by circulating the Annual Reports of these Boards to one another, by inviting Board Chairmen/women to a USMA Board meeting and by inviting informal meetings of USMA Board members with their counterparts."¹

At the conclusion of the meeting, Mr. Bernard J. Lasker was appointed interim Chair for the period 31 December 1983 until elections were held during the 1984 Organizational Meeting.

The 1983 Report was reviewed by Department of the Army and Department of Defense and was approved by the President on 5 April 1984.

General (Ret) Albert C. Wedemeyer (USMA 1919), and Mr. William D. Mounger (USMA 1948), were designated by the President to succeed Mrs. Shirley M. Hufstedler and Mr. Patrick H. Caddell whose term expired at the conclusion of 1983. Unfortunately, due to health reasons, General (Ret) Wedemeyer declined to serve. New congressional appointees were: Senators Carl M. Levin (D-MI) and Paula Hawkins (R-FL). All other congressional members were reappointed.

The Organizational Meeting of the 1984 Board was held in Washington, D.C., in April. Mr. Lasker was elected Chairman and Mr. Clyde H. Slease was elected Vice-Chairman. In addition to the Chairman and Vice-Chairman, Lieutenant General (Ret) Garrison H. Davidson, Ms. Matilda L. H. Forbes,

Senator Paula Hawkins, Representatives Hamilton Fish, Jr. and David O'B. Martin were appointed to the Executive Committee. The Board heard reports from representatives of the Naval and Air Force Academy Boards which detailed their respective operations and activities. Also, agenda items for the 1984 Summer and Annual Meetings to be held at West Point were decided upon which included: academic program (optional majors, military history, and writing thread); admissions and retention (including athletic recruiting); discipline and honor instruction; impact aid; means to achieve increased congressional participation in Board activities; and the role of the Board as perceived by its members, the Academy, and Department of the Army.

As of 30 June 1984, the members of the Board of Visitors included: Mr. Bernard J. Lasker (Chairman), Mr. Clyde H. Slease (Vice-Chairman), Lieutenant General Garrison H. Davidson (USA-Ret), Ms. Matilda L. H. Forbes, Mr. William D. Mounger, Senator J. Bennett Johnson (D-LA), Senator James A. McClure (R-ID), Senator Carl M. Levin (D-MI), Senator Paula Hawkins (R-FL), Representative Hamilton Fish, Jr. (R-NY), Representative W. G. (Bill) Hefner (D-NC), Representative Julian C. Dixon (D-CA), Representative Toby Roth (R-WI), and Representative David O'B. Martin (R-NY).

¹1983 BOV Report, pp. 7-10.

INTERCOLLEGIATE ATHLETICS

THE STAFF

Jack Emmer, former lacrosse coach at Washington and Lee University, was named head lacrosse coach at the Military Academy. Emmer succeeded Dick Edell, who resigned his position to accept an offer to be the head coach at the University of Maryland. During Edell's seven seasons as Army coach, he compiled a 66-24 record and qualified for a national tournament four times. As coach at Cortland State, Emmer compiled a 32-6 composite, and was recognized as a "Coach of the Year." Emmer went on to serve as lacrosse coach at Washington and Lee for the next 11 years, authoring a 109-47 record and twice receiving recognition as "Coach of the Year." Overall, during his 14 year coaching career, Emmer has averaged ten victories a season and has had eight teams gain berths in the National Collegiate Athletic Association (NCAA) championship tournament. As a senior at Rutgers, he was the team's most valuable player (MVP) in lacrosse and a second team All-America defenseman.

Bob Gambardella, former women's volleyball coach at George Williams College at Downers Grove, Illinois, succeeded Gail Bennett as coach of the Army women's volleyball team. Bennett authored a 77-61-3 mark during her three years at USMA. Gambardella, who came to West Point following a successful three-year coaching stint at George Williams, his alma mater, has compiled an overall record of 153 wins against 71 losses in four years of coaching. In his first season he authored a 55-10 mark, capturing both state and regional Midwest Association of Intercollegiate Athletics for Women (MAIAW) championships. In his final season, he led his team to runner-up honors in the Chicago Metro Conference, NCAA Division III. Gambardella graduated from George Williams in 1977 and was a member of the National Association of Intercollegiate Athletics (NAIA) 1977 national volleyball championship team. Just prior to joining the USMA staff, Gambardella served as head coach of the USA Men's East team at the National Sports Festival held at the U.S. Olympic Committee Training Center at Colorado Springs, Colorado, and led the team to a bronze medal.

Chuck Winters, head lacrosse coach and an assistant director of athletics at Cortland State, joined the staff in the fall as the Assistant Director for Facilities. During his 11 year tenure as head coach at Cortland, Winters compiled a 94-55 mark. He took the Cortland Red Dragons to post-season play nine times, advancing to the finals four times while winning the national championship for Division III twice.

THE RECORD

Army's 27-sport intercollegiate athletic program closed out the 1983-84 season on a positive note, winning 63 percent of its contests, improving on last year's 58 percent winning percentage. Overall, the cadets won 305 contests, suffered 177 defeats, and played to a tie on four occasions.

The 19 men's teams won 61 percent of their contests, fashioning an overall mark of 206-129-4. The eight women's teams fashioned a 99-48 mark, winning 67 percent of their contests.

Three teams recorded undefeated seasons: 150-lb football (8-0), women's outdoor track (5-0), and women's indoor track (4-0). The rifle, women's basketball, men's indoor track, golf, hockey and women's cross country teams all compiled winning percentages of 80 percent or better.

The 1983 Army football team compiled a 2-9 record featuring victories over only Dartmouth and Rutgers. The season was marked by the playing of the Army-Navy game (before 81,000 fans) at the Rose Bowl in Pasadena, California, the first time the football classic had been played on the West Coast.

Despite a disappointing season, several cadets made contributions worthy of note. Elton Akins, who was ranked 16th in the nation in kickoff returns with a 22.8 average and 11th in all-purpose running, led Army in rushing during the season with 713 yards, a 3.7 yard average per carry, and three touchdowns. Quarterback Rob Healy led Army in passing, completing 50 percent of his passes for 913 yards and three touchdowns. Split end Scott Spellmon, the leading receiver, caught 48 percent of Healy's completions for 501 yards, averaging 14.7 yards per catch. Kicking specialist Craig Stopa was the team's leading scorer with 50 points, connecting on all 14 extra points and converting 12 of 17 field goal attempts. Defensively, linebacker Jim Gentile was the team's leading tackler with 134, including 68 primary tackles. He had five tackles behind the line of scrimmage and recovered one fumble. Linebacker Jon Roney ranked second in tackles with 112, including three behind the line of scrimmage.



Joe Sartiano

Army punter Joe Sartiano gained honorable mention All-America honors from the Associated Press (AP) following the conclusion of the 1983 season. Ranking 15th nationally in punting, Sartiano set an Army season record with an average of 42.5 yards on 71 punts. He also holds four other Army punting records for career number (274), average (40.6), game average (57.6 yards against Navy in 1981), and the longest punt (79 yards against Navy in 1981). His 57.6 yard average in the 1981 Army-Navy game established an NCAA record, which stood until September 1983, when Chris Norman of the University of South Carolina broke the record.

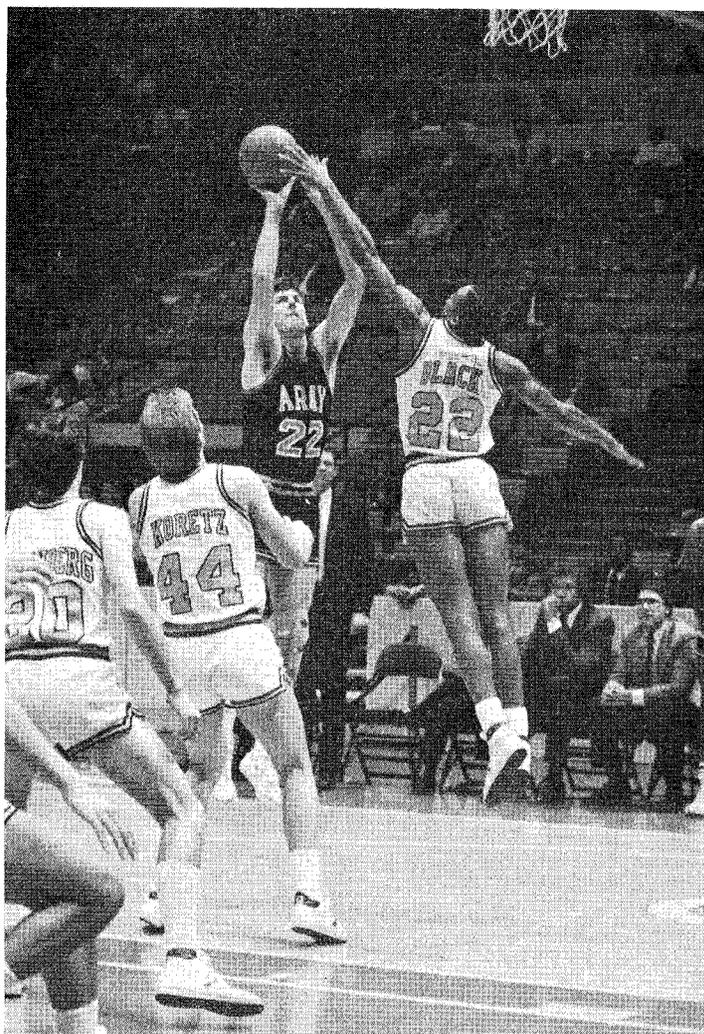
Four members of the Army football team - punter Joe Sartiano, tailback Elton Akins, defensive end Larry Carroll, and defensive back Dee Bryant - were selected to the Division 1-A All-Star team announced by the Eastern College Athletic Conference (ECAC). Sartiano, who holds all of Army's punting records, was named to the ECAC squad for the second straight year. Akins, Army's leading rusher, also ranked 16th in the nation in kickoff returns with an average of 22.8 yards per return and 11th in the nation in all-purpose running. Carroll ranked fourth on the team in tackles made with 90 and had three interceptions during his career. Bryant led all of Army's defensive backs in tackles with 77, including four tackles behind the line of scrimmage. He also caused two fumbles and recovered two fumbles.

The AP, in announcing its All-East team for 1983, recognized five Army players: defensive end Larry Carroll and punter Joe Sartiano were named to the second team; tailback Elton Akins, place kicker Craig Stopa, and linebacker Jim Gentile were given honorable mention honors.

The Army men's basketball squad ended the regular season with a 61-59 heartbreaker to Navy and finished with a record of 11-17. Randy Cozzens averaged 14.9 points per game and made 134 rebounds to lead the team in both departments. Cozzens, who was named to the Metro Atlantic Athletic Conference (MAAC) second team at the end of the season, ranks eighth on the all-time scoring list with 1,224 points; he was one of only 15 Army players with 1,000 career points.

Kevin Houston, the second leading scorer, was named "Rookie of the Year" by the MAAC. He finished the season with an 11.9 average, hitting 48 percent of his attempts from the field, while converting 83 percent of his free throws. His 334 points this year are the most scored by an Army freshman since Gary Winton scored 472 nine years ago. In 15 MAAC games, Houston averaged 13.7 points per game and logged 579 minutes in playing time out of a possible 600, more than any other player in the conference.

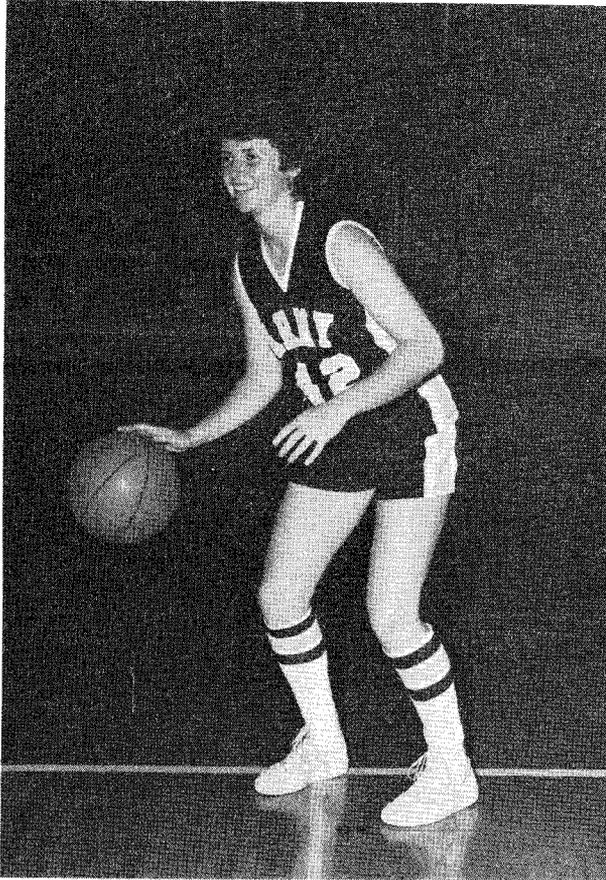
The Army women's basketball team, under fourth-year coach Harold Johnson, fashioned its finest season in the seven-years of Army women's basketball with a 25-3 mark. The Lady Knights, who ranked fifth in the Division II national rankings, closed out the regular season by avenging a two-year losing streak to Navy, posting a 66-53 victory. Army, just one of five pre-selected teams to receive an early bid to the NCAA playoffs, received a bye in first round play and went on to capture the East Regional Championship by posting a 59-53 victory over Utica. In that contest Melody Smith was named MVP. That victory tied the Academy mark for most consecutive wins in a season (10), set earlier in the year. Valdosta State, ranked third nationally, then snapped Army's winning streak. The Lady Knights also captured the R.T. French (formerly the Lady Widmer Poll) Women's Cup for N.Y. State (Division II).



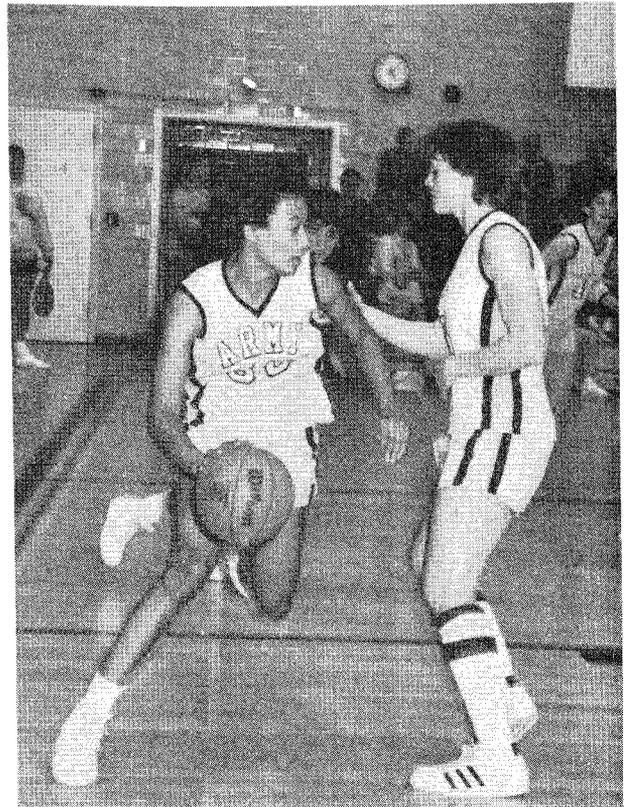
Randy Cozzens (22) in action

Pam Pearson and Melody Smith were honored by the American Women's Sports Federation. Pearson was named a second team All-America and selected for first team All-Region honors for the Northeast section. Pearson is the first USMA player to be accorded All-America honors in women's basketball. The 6'1" center closed out the season with a 12.3 scoring average to finish second in that department while leading the team in rebounding for the second year in succession. She averaged 12.3 caroms per game, shattering her own Academy record with 314, and currently stands fifth on the career rebounding charts. The 5'7" guard, Melody Smith, the career scoring leader with a four-year total of 1,420, was also selected for first team All-Region honors for the Northeast. Smith paced the team in scoring with a 15.7 average and went on to shatter her own Academy record for points in a season by finishing with 439.

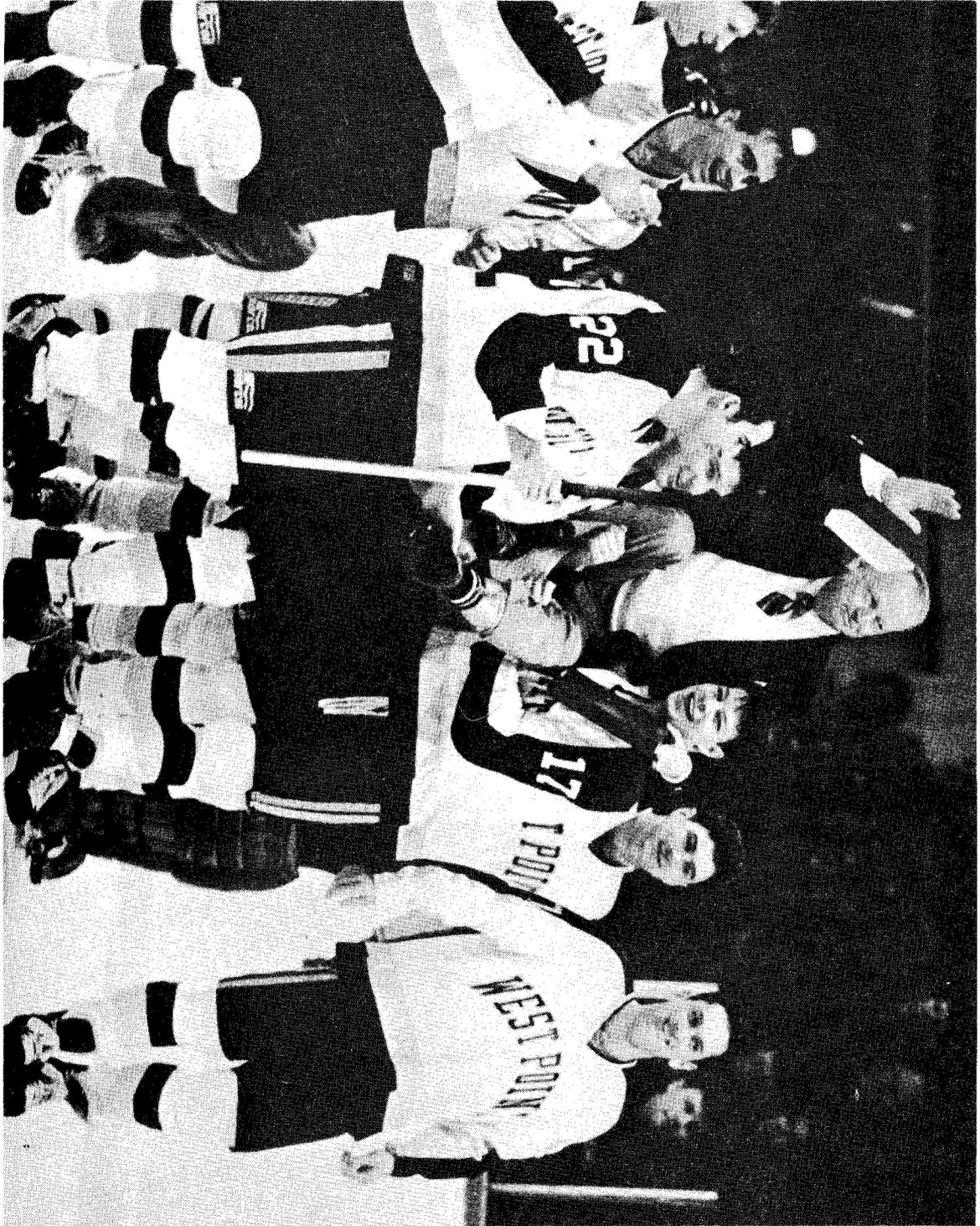
Coach Johnson, who has brought the women's basketball program to national prominence, was selected "Coach-of-the-Year" in the Northeast Region and honored as an All-American Coach by the American Women's Sports Federation. The Lady Knights have had winning campaigns in three of their last four seasons, and under Johnson's tutelage have won 61 percent of the contests, compiling a record of 72 victories against 46 losses.



Melody Smith (42)



Pam Pearson (30)



Coach Jack Riley at his 500th career victory

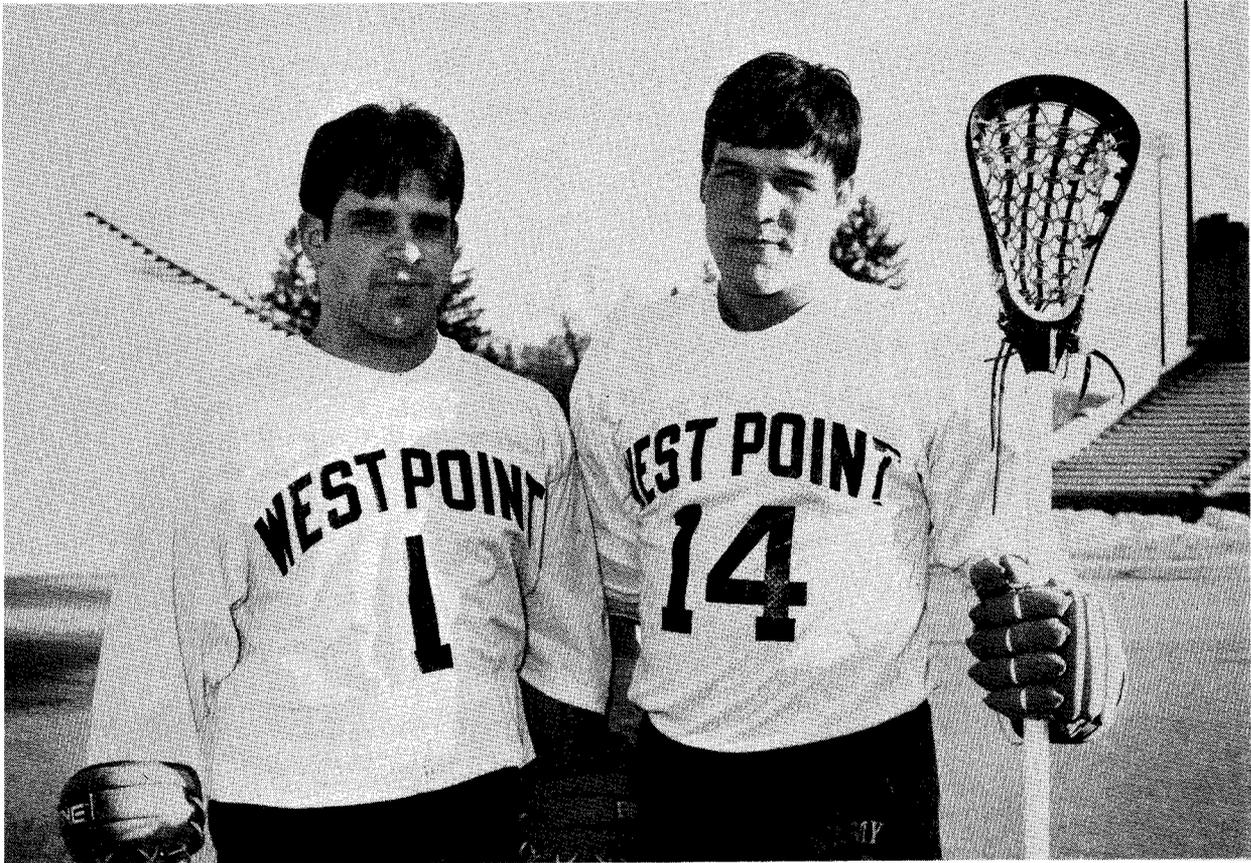
The 1983-84 hockey season is one to be remembered not only by the record books, but also by the coach and players who wrote the story. Coach Jack Riley, who guided the U.S. hockey team to its first-ever gold medal in the 1960 Olympic Games, reached a milestone in his career when his cadets recorded an 11-2 victory at West Point over the University of Massachusetts of Boston on 1 February 1984, for his 500th career victory. He then became one of only three American collegiate hockey coaches who have won that many games. The late John MacInness of Michigan Tech is the leader with 555; the second is John "Snooks" Kelly of Boston College, who retired with 501. The cadets went on to win six more games and set a record for the longest winning string in Army hockey with 17, giving Riley his 506th career win and second place among all-time hockey coaches.

In compiling a 28-5-1 record this season, the cadet skaters broke last year's record for most wins in a season (24). Mike Symes led the team in scoring with 38 goals and 44 assists for 82 points. Frank Shea was next with 29 goals and 45 assists for 74 point. In the net, Jim Stenson made 566 saves and allowed just 71 goals for a goals-against-average of 3.33 in an overall record of 17-5-1.

The Army soccer team finished its 1983 Fall season with a 9-7-3 record. Coach Joe Chiavaro's squad was paced by Steve Epling with two goals and seven assists and Jim O'Dea with five goals and one assist. Defensively, goalie Dick Machovina made 89 saves and allowed just eight goals in 12 games. At one point, Machovina was named "ECAC Player of the Week" for his performances during a nine-game unbeaten streak by the cadets. John McHugh also saw goalkeeper's duty, making 50 saves while allowing nine goals in eight games. At the conclusion of the fall season Epling received honorable mention Division 1-A All-New York State honors, a significant honor since some of the nation's top college soccer teams are located in New York, including Columbia, the NCAA second place finisher. In addition, three members of the Army team were selected to the MAAC All-Conference squad: goalkeeper Machovina, midfielder Epling, and defender Jack Bradford.

Under first-year coach Jack Emmer, the lacrosse team closed out with an 11-3 mark, received its fourth straight NCAA post-season bid, and went on to reach the semi-final round of the playoffs. The cadets closed out regular season play at 10-2, which included a 9-6 victory over Navy. At the tournament, the cadets, seeded sixth, upset third-seed Pennsylvania, 8-7, in first round play. That victory sent Army into second round play for only the second time in nine tries and the first since 1971. In the semifinals the cadets bowed to Syracuse, the defending national champion, 11-9.

Defenseman Mike Riccardi garnered first team all-America honors in lacrosse this spring, while in the net George Slabowski, an all-America last year, was accorded second-team honors. Slabowski finished the season with 145 saves against 74 goals for a saves percentage of 66 percent. Honorable mention honors were bestowed upon Pete Short (who led the cadets in scoring with 17 goals and 23 assists for 40 points), Tom Donovan, and Rich Sajkoski.



Lacrosse Captains George Slabowski (1) and Mike Riccardi (14)

The men's indoor track team compiled a 7-1 mark, suffering its only defeat to Navy at the close of the regular season. The team bounced back at the Heptagonal Championships in finishing third in the ten-team field. Army had three individual champions crowned: Earl Newsome, 35-lb weight (61'1"); Jim Stewart, 1,000-meter run (2:25.01); and Tom Szoka, 800-meters (1:53.58). Stewart and Szoka each ran a leg on Army's winning two-mile relay team which posted a time of 7:37.96. Other members of that quartet included Phil Williams and Kendrick Kahler. Bob Mabrey and Bob Muska posted runnerup honors in the 400-meter dash and shot put, respectively; Wendell Champion, who was fourth in the finals of the 55-meter hurdles, broke the Academy record in the preliminaries with a clocking of 7.50.

The women's indoor track team closed out its dual meet season with an undefeated 4-0 mark and went on to compete at the Princeton Relays, the West Point Invitational, and the Heptagonals. Kathy Harrison and Tracy Hanlon led the squad to a first place finish at the Heptagonal Championships. Hanlon, who smashed her own pentathlon record in compiling 3,791 points, was named MVP of the women's division. Harrison, a double winner, nipped teammate Michelle Collins by 1/100th of a second to capture the 55-meter dash in a Heptagonal record time of 7.10, and went on to capture the title with a time of 25.18 in the 200-meter dash. She finished second in the long jump and anchored the record-setting 3:53.13 in the 1,600-meter relay team which included Collins, Maria Smith, and Karen Turner. Also winning Heptagonal titles were Ann Buckingham in the high jump (5'7 1/4) and the 800-meter relay team of Smith, Lisa Thompson, Marilyn Gibbs, and Cathy Kubista who recorded a time of 1:46.82.



Tracy Hanlon

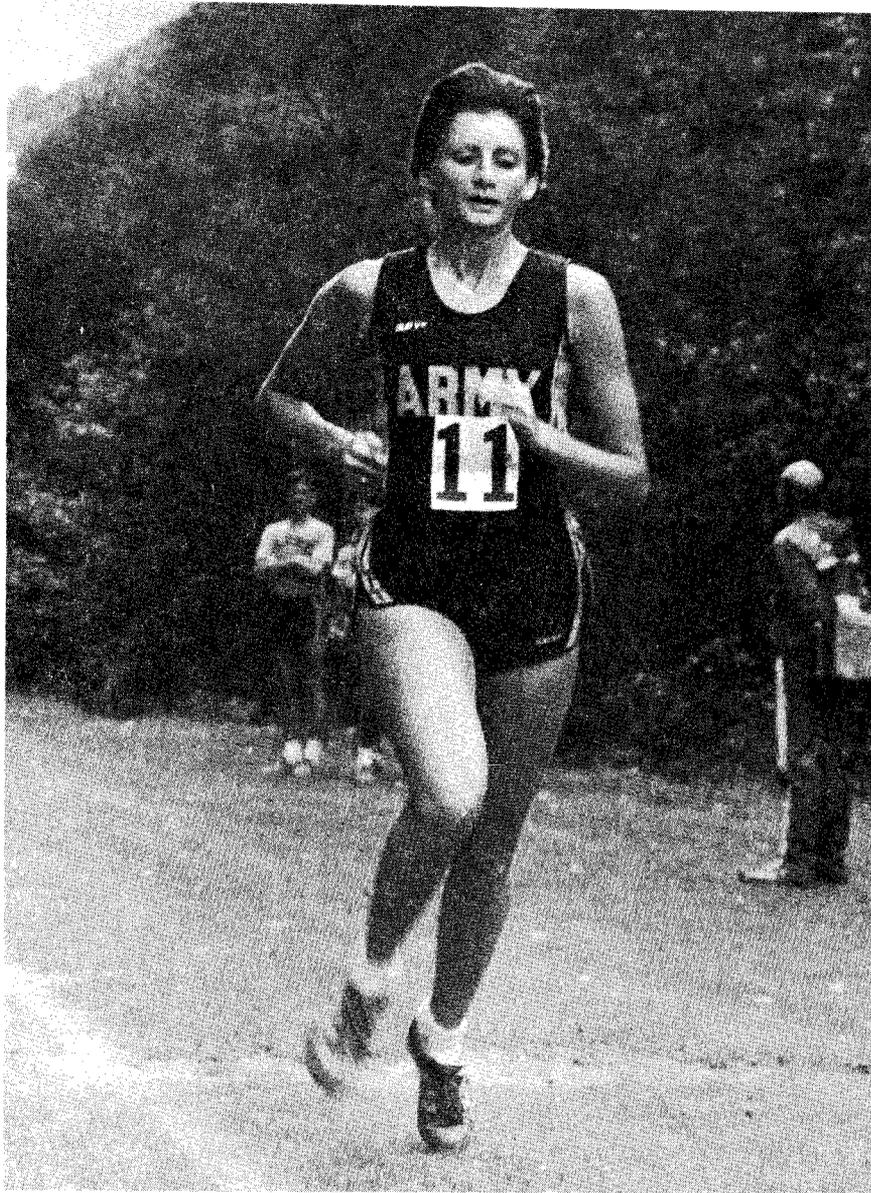
The men's outdoor track team had a generally successful season and even finished first in 12 of 19 events in the annual rivalry with Navy, although they lost overall to the Middies, 82-81. The cadets finished eighth of the ten schools competing at the 50th Heptagonal Championships at West Point, where Earl Newsome successfully defended his title in the hammer throw with a heave of 194'8" and James Stewart won the 800-meter run in 1:59.09. At the IC4A competition, Newsome was sixth in the hammer and Bob Peller took eighth in the long jump.

The women's outdoor track team duplicated its indoor accomplishments in closing out the spring unbeaten and also captured the 50th annual Outdoor Heptagonal Track Championship held this year at West Point. The cadets compiled a total of 135 points, defeating runnerup Pennsylvania by 30 points. Kathy Harrison was voted the "Outstanding Women's Competitor" after capturing three events and being a member of two winning relays. She captured the 100 and 200-meter dashes, setting new meet and Academy records of 11.85 and 24.45 seconds, respectively, and finished first in the long jump. Tracy Hanlon successfully defended her title in the Heptathlon, setting a meet record of 5,307 points and finishing first in five of the seven events. Hanlon earlier opened the spring season by winning a heptagonal meet in Florida where she captured six of seven events and amassed a total of 5,523 points, a new Academy record. She fell only 27 points short of qualifying for the Olympic trials. At the Penn Relays she shattered the Academy record by compiling 5,538 points, finishing first in that seven-event competition.

Hanlon and Mary List garnered all-America honors at the 1984 NCAA Division II track and field championships at Cape Girardeau, Missouri. Hanlon finished second in the heptathlon while List was fifth in the 800-meter run. Hanlon's placing qualified her for the NCAA Division I championships in Eugene, Oregon, where she placed fifth in the field with 5,560 points, a new Academy record. That finish added another all-America certificate to her list of achievements while her point total enabled her to qualify for the Olympic trials. She went on to finish in the top 20 among olympic trial competitors, however, only the first four qualified for the olympic team.

Men's cross country team, under coach Ron Bazil, improved its record to 8-3 this fall, finishing sixth out of eight teams competing during the 45th Annual Heptagonal Cross Country championship. During the championship, Jim Stewart turned in Army's top effort, finishing 20th with a time of 25:32, only 33 seconds behind that of Jim Sapienza of Dartmouth who successfully defended his Heptagonal title.

The Army women's cross country team, rolling out to a 5-0 mark early in the season, had a 36-meet winning streak dating back to the 1978 season snapped by Cornell in the last meet in September. The team went on to compile an 8-2 record under the guidance of Coach Ron Bazil. Army finished third out of 13 teams at the Holy Cross Invitational as Lorie Fleming finished 12th with a time of 19:06, Karen Phelps was 16th at 19:16, and Amy McDonald was 17th at 19:17. The cadets also finished sixth at the NCAA Division II Regional Championship at Holy Cross. Lorie Fleming finished 15th, covering the 5,000-meter course in 18:33.4. Three other runners finished in less than 20 minutes and helped Army score its position: Karen Phelps, Karen Hurd, and Amy McDonald.



Amy McDonald

The Army rifle team closed out its regular season mark at 16-1, highlighted by the cadets notching their fourth straight win over Navy in a 7,605-7,561 victory. The cadets went on to place sixth in the aggregate scoring at the NCAA Rifle Championships. Dave Cannella, the team captain, paced the cadets at the NCAAs. He was accorded first-team all-America honors in air and second team in smallbore, the fourth year he was selected for honors in both disciplines. As a team at the NCAAs, Army finished seventh in air rifle and fifth in smallbore, posting a season high of 4,575. Cannella led the way in smallbore with an 1,161, while Gordon Taras, an honorable mention in air rifle, followed with a personal high of 1,156. Rhonda Barush, selected a second team all-America in smallbore for the second straight year, followed with an 1,142; Al Scott rounded out the group with a 1,116. Individually, Cannella placed seventh in air and tenth in smallbore, while Barush and Taras were tied for eighth in air.

Under first-year coach Jack McJunkin, the pistol team finished with an 11-5 mark, was first at the National Rifle Association (NRA) Sectionals, and placed in all three team disciplines at the Nationals. Army took fourth in free, fifth in standard, and eighth in air pistol at the Nationals. Richard Shelton, the top point producer throughout the season and selected for all-America honors in free and air pistol by the National Pistol Association, was among the individual leaders at the Nationals. Shelton was runner-up in free (535), fourth in air (370), and eighth in standard (543).

The Army 150-lb football team compiled an unblemished 8-0 record during the fall season. Coach Bob Knapp's squad won the Eastern Lightweight Football League championship for the 17th time and defeated rival Navy twice during the fall. In November 1983, the Army and Navy 150-lb football teams met at the Pottsville Joint Veteran's Council, the local community raised funds to cover the costs of room and board for the cadets and midshipmen. The cadets and midshipmen visited local schools where they met students and attended school assemblies conducted in their honor. Following the game, which Army won 38-13, quarterback Steve Baca was voted game MVP, tight end Paul Coyne was named offensive MVP, and linebacker Jeff Bertocci was named defensive MVP.

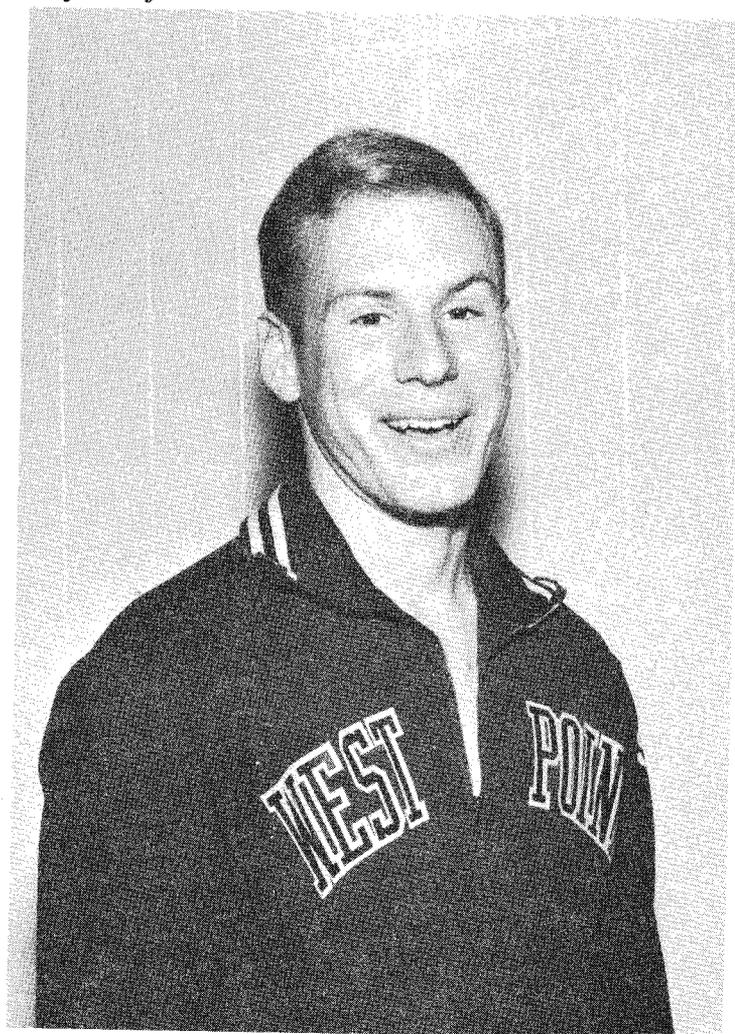
Eight members of Army's championship team gained first team All-League recognition following the fall campaign: Steve Baca, Paul Coyne, Jeff Bertocci, place kicker Pat Delaney, offensive guard Kurt Burner, defensive end Mike Rubitski, defensive tackle Bob Werthman, and defensive back Dave Isom.

The gymnastics team opened the second half of the winter campaign early in 1984 by presenting coach Ned Crossley with a victory over Lowell University, his 100th career win. The team went on to compile a 12-4 mark during the season and placed fifth in the Eastern Intercollegiate Gymnastics League championships. Mike Smith led the way at the Easterns, qualifying for the finals in three events: producing a 9.6 in vaulting for third place, a 9.25 on the high bar for another third, and fifth in floor exercise with a 9.4. Also qualifying for the individual finals in vaulting were Doug Garmer and John Nalan.

Smith, rated third in the East in floor exercise and fourth in vaulting, qualified for the NCAA Gymnastics Championships at the University of California at Los Angeles (UCLA) and placed 46th out of 71 competitors in floor exercise and 31st out of 69 in vaulting.

The Army baseball team finished the season with a 10-27 mark, dropping ten of its final 11 games, nine of them coming in Eastern League play. Jon Reinebold led the team in batting with a .333 average and Erik Everton finished second among the regulars in batting with a .304. Everton led the team in home runs with five and tied Karl Tappert for the team lead in runs batted in with 24.

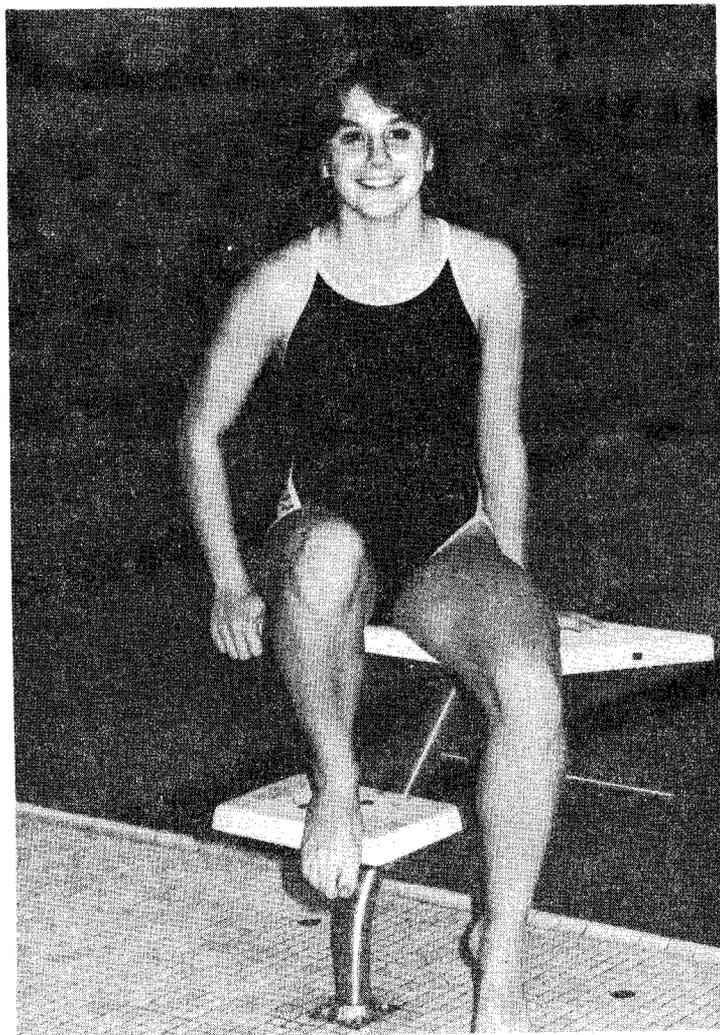
In the sixth straight win of the season, the Army men's swimming team nipped Navy, 58-55, in the season's finale, to snap a four-year dominance by the Middies in the annual rivalry. In post season activity the men's swimming team finished fourth in the Eastern Seaboard Swimming and Diving Championships held at West Point. Though Army had no individual champions at the Easterns, several Academy and plebe records were set as the cadets amassed 30 place awards. Tom Albanese twice lowered Academy and plebe records in winning the consolation final in the 100-yard butterfly with a time of 50.98 and followed with a sixth in the 200-yard butterfly with a record-setting 1:50.65. Jerry Schlabach set an Academy record in the 200-yard backstroke, finishing fourth with a time of 1:52.03, while VanSant placed in three events, setting an Academy and two plebe marks. VanSant was fourth in the 200-yard I.M.; sixth in the 100-yard breaststroke with a new plebe time of 58.75; and third in the 200-yard breaststroke in which he set both Academy and plebe marks with a 2:05.13. Schlabach was named to the ECAC All-Star team in the 200-yard backstroke along with Kevin Casey in the 500-yard freestyle, Albanese in the 200-yard butterfly, and VanSant. VanSant was named to the All-Star Dual team in the 200-yard breaststroke and 200-yard Individual Medley (IM) along with being a member of the 400-yard medley relay.



Jerry Schlabach

Despite a disappointing 7-9 mark in regular season meets, the women's swimming team bounced back in post-season competition by defending its title at the ECAC Championships. Clare Hramiec won five events and swam a leg on the record-setting 400-meter relay team, while Jane Riley's third place finish in the 1,500-meter freestyle lifted the cadets to their second straight title. Hramiec won Eastern titles in the 50, 100, and 200-meter breaststroke and the 100 and 200 I.M.. Katie Lunsford won the 100-meter butterfly and Kathy Pierce won the 200-meter butterfly.

Although the team lost the regular season finale against Navy, a number of impressive records were set by the Army women's team. Pierce set USMA standards in three events while qualifying for the NCAA Division II Women's Swimming and Diving Championships with times of 2:09.70 in the 200-yard butterfly, 59.77 in the 100-yard butterfly, and 2:12.90 in the 200-yard I.M. Hramiec set Academy marks while qualifying for the NCAAs with victories in the 100 and 200-yard breaststroke events, along with swimming a leg on the record-setting 200-yard medley relay team which also qualified for the nationals. Hramiec was clocked in 1:07.11 in the 100-yard breaststroke for a new Navy pool record, and lowered her own mark with a 2:26:37 clocking in the 200-yard.



Clare Hramiec

Hramiec was twice selected for all-America honors following her first appearance at the NCAA Division II championships. Hramiec garnered all-America certificates in the 100 and 200-yard breaststroke events, finishing eighth overall in both. She was timed in 1:08.2 in the 100-yard breaststroke and posted a 2:30:15 in the 200-yard. Hramiec also swam the second leg on the 200-yard medley relay team which finished 22nd with a time of 1:55.82. Also scoring was Pierce who placed 19th in the 100-yard butterfly, 21st in the 200-yard I.M., and 16th in the 200-yard butterfly.

The Army wrestlers posted a 12-9 mark in dual meet competition and finished ninth at the Eastern Intercollegiate Wrestling Association Championships. Mike and Dan Parietti were the top finishers for the cadets at the Easterns; Mike took fifth in the 142-pound class, Dan took fifth in the heavyweight class. Chris Greer finished sixth in the 134-pound class as did Dan Sullivan in the 158-pound class. Dennis Semmel led the team with a 22-6 mark followed by Greg Perrotta at 17-9.

The Army squash team posted its sixth winning season in compiling a 14-8 mark, finishing in a tie for ninth at the National Intercollegiate Squash Association Championships. Rich Clarke, team captain, who closed out the season with a 20-2 record, was selected a second-team all-America by the Intercollegiate Squash Championships. Clarke fell in quarter-final action at the championships, while Doug Friedly walked off with the consolation championship in the "A" bracket with a 19-9 mark.

The Army water polo team, returning to intercollegiate competition for the first time since 1978, recorded a 13-12 record under the guidance of first-year coach Ray Bosse. Art Chasen was the team's leading scorer with 82 goals; Todd Friedman ranked second with 56 tallies. Defensively, goalie Joe Martin made 162 saves.

The Army golf team closed out the dual meet portion of its spring campaign with a 6-1 mark, highlighted by a 394-398 victory over Navy, and captured its third straight MAAC championship. At the MAAC tournament, the cadets finished the 36-hole course with a score of 766, 16 strokes ahead of runner-up Fairfield. Goodling finished second and Eric Rodney finished third among the golfers at the tournament. Although the team finished fourth at the NCAA District II championships, only the top two teams qualified for the NCAA Championships. Army golfer Dave Goodling, selected as an honorable mention all-America, competed at the NCAA Division I championships, but missed making the first cut by seven strokes.

The men's tennis team posted a 16-10 mark during the 1983-84 season. Ted Wilson led the team at the No. 1 singles position to close out with a 19-7 mark in the combined seasons. Wilson teamed with Scott Poirier for a 15-9 mark overall in doubles competition. The Army men's tennis team finished second to Fordham at the MAAC championships by a single point, 39 to 38, the first time in three years that Army did not win the title. Despite the loss, Ted Wilson, Charles Deal, and Chris Wilson won singles titles. Ted Wilson won at the number one position; Charles Deal and Chris Wilson won at the number two and number four positions, respectively. Scott Poirier and Ted Wilson won the number one doubles championship.

The women's tennis team posted an 11-6 mark during the combined fall and spring seasons. In the fall the cadets were 5-2, finished fifth at the New York State Championships, and third of the eight teams at the MAAC tournament. Aimee Lenz compiled a composite 13-4 record and Tanja Shipman closed with a 12-5 mark. In the MAAC championships, Lelia True turned in the best effort in singles, reaching the semi-finals before bowing. In doubles, Jamie Ruffing and Kris Powell gained the quarter-final round before being eliminated by the eventual doubles champions.

The Army women's volleyball team, under first-year coach Bob Gambardella, compiled a 21-14 record during the fall season. One of those victories was defeating Navy in a five-match series. In addition, the cadets finished fourth in the New York State volleyball championships.

Tracy Hanlon, who set records in Heptathlons and participated in the Olympic trials, and George Slabowski, who anchored the Army Lacrosse team as goalie, were selected as the 1984 recipients of the Army Athletic Association (AAA) Trophy presented to the male and female athletes who contributed the most valuable service to athletics during their careers as cadets. Amy McDonald, a stellar athlete in women's track, and Jerry Schlabach, a champion swimmer, were winners of the 1984 ECAC Merit Award for excellence in both athletics and scholarship. Special AAA awards for outstanding achievement in athletics and exemplary leadership were also presented to David Cannella, a four year all-American in rifle, Melody Smith, who holds the women's basketball scoring record with 1,420 points, and Alma Cobb, a standout in women's basketball and twice an all-American in track.

In 1984 Coach Paul Assaiante, coordinator of all racquet sports at USMA, was selected to serve as the Executive Director of the Rules and Infractions Committee of the U.S. Squash Racquets Association for a three-year term. In his seven years as a member of the Academy coaching staff, Assaiante has led squash teams which won 66 percent of their contests and included three all-Americans in squash and led his tennis squads to victory in 57 percent of their meets. Assaiante is past president of the National Intercollegiate Squash Rackets Association and Secretary-Treasurer of the Eastern Tennis Association.

Specialist 5 Vesco Bradley, assistant track coach, competed at the Pan American Games held in Caracas, Venezuela, in August 1983. In the broad jump competition, Coach Bradley won the silver medal with a jump of 26'2".

POST OPERATIONS OFFICE

On 18 July 1983, a previously approved staff reorganization was implemented in the USMA command group. Colonel Ernest E. Cross, USMA Chief of Staff, assumed the additional title and major responsibilities of Deputy Post Commander. Lieutenant Colonel James E. O'Donnell assumed new duties as Assistant Chief of Staff for Post Operations (ACSPO), and began to assist Colonel Cross in his new dual role. The ACSPO manages and coordinates many of the post support functions formerly performed by the Assistant Deputy Post Commander - West Point, as well as some administrative functions previously performed by a separate Deputy Post Commander. The Assistant Deputy Post Commander position at Stewart Army Subpost (STAS) was redesignated Assistant Chief of Staff for Post Operations (STAS), with little or no change in responsibilities. The ACSPO (STAS) reports through the ACSPO to the Chief of Staff.

The functions of the ACSPO at West Point are many and varied. The office coordinates the range of post support activities of the major activity directors (MAD), the severe weather coordinating operations at West Point, and requests for the utilization of Academy facilities by outside agencies. It also exercises the command function of suspending the Academy driving privileges of individuals charged with driving while intoxicated (DWI) until their cases are finally adjudicated.

In the past, the Housing Division of the Directorate of Engineering and Housing (DEH) had been the proponent of the West Point Area coordinators program, a responsibility which was detailed in USMA Housing Regulation 210-23. When the regulation was revised in 1981 the section on area coordinator stated that the "ADPC-STAS/WP are proponents of the Area Coordinator Program and are responsible for its conduct."¹ Although senior occupants in housing areas were occasionally called upon informally to address problems in housing areas, there was no formally established area coordinator program at USMA. While the number of problems in the housing area was not large, it was believed beneficial to have a formal mechanism continually in place to handle disputes, enforcement problems, and generally address difficulties involving the conduct of residents. Some of the existing Community Mayors felt that this would complement their own, more positive activities in the housing areas.² Accordingly, an Area Coordinator Program was established in January 1984, and a new USMA Regulation promulgated by the ACSPO - West Point.

The USMA Regulation 210-9 "Installations: Area Coordinator Program" in January 1984 established a Housing Area Coordinator Program at West Point and STAS. The selection of Housing Coordinators, command-appointed military sponsors who are usually the senior occupant in a given subdivision, is intended to complement the Community Mayors Program by providing residents with an alternate mechanism to resolve quickly and at a low level problems and disputes which represent a source of friction among neighbors. Although mayors are family members, volunteers, and popularly-elected, and an effective means of coordinating the resolution of most community concerns, the military personnel selected as Housing Coordinators will have the responsibility and authority to inquire into and resolve the more sensitive problems involving the inappropriate behavior of specific area residents.

There was one other special function which this office participated in during the past academic year. On 28 June 1984, representatives of the Military Academy led by Robert Pfaff, Chief of the Real Estate Division for the Corps of Engineers, and Lieutenant Colonel O'Donnell at West Point met representatives of Ladycliff College and obtained the Ladycliff College property. The action added 26 acres and eight structures to the post at a total cost of \$3.4 million. The transfer of ownership from the Archdiocese of New York to the U.S. Government marked the end of negotiations that began more than a year after Ladycliff College closed its doors in 1980 due to financial problems. The acquisition is designated to permit the movement of non-academic and non-training facilities out of the Central Area and to allow for the expansion of academic and laboratory facilities near the cadet barracks. Several of the existing buildings had been housing USMA offices on a temporary basis. The first phase of the Academy's academic modernization plan will begin during the 1986 Fiscal Year when four buildings will be demolished and two other buildings will be converted to meet Academy requirements.

¹Summary Sheet, ASCPO, LTC O'Donnell, sub: Area Coordinator Program, 17 Nov 83.

²Ibid.

OPERATIONS, PLANS AND SECURITY

RANGES AND TRAINING AREAS

In June of 1984, the first USMA Range and Training Complex Five Year Plan (5YP) was prepared and staffed at the installation level. The 5YP is intended to consolidate the USMA effort to improve and upgrade the West Point Range and Training Complex to permit USMA cadets to receive the best possible military training while at the Academy. In July 1984, the 5YP will be presented to the Army Master Range Prioritization Board which plays a decisive role in the approval and funding of Army range construction and upgrade projects.

In April 1984, the Military Academy received the Weaponeer, a rifle marksmanship training device, and successfully integrated it into the summer military training programs of cadets during Cadet Basic Training (CBT) and Cadet Field Training (CFT). The Weaponeer was emplaced at Range 3, in a newly constructed, climate-controlled facility, to permit year-round utilization. The acquisition of the Rifle Engagements Target System (RETS) range at USMA continues to be delayed due to a lack of available funds. RETS was delayed to FY 87, and it appears that a costly and large scale rework of the electrical system at the current range may be necessary to keep that facility operational.

The upgrade of three ranges in FY 85 remains on schedule, with construction anticipated to begin in the Spring of 1985. The three ranges include Range 3A (Night qualification course), 4A (Turning target pistol qualification course), and 4C (Combat pistol qualification course). Additional Military Construction, Army (MCA) projects submitted to DA for future authorization include a M60/SAW Machine Gun Range and an anti armor missile tracking range (both proposed for FY 88), and a Chemical decontamination training area (proposed for FY 89).

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 continues to support the Departments of History and Military Instruction by providing 69 academic displays in Thayer Hall. The Reserve Officer Training Corps (ROTC) History Workshop was supported by the loan of weapons for lectures and seminars and by the installation of ten exhibits featuring various periods of military history. Over 40 weapons presentations were made for Cadet Basic Training pertaining to the development of the assault rifle and the current family of military weapons.

A total of 190 objects were catalogued during the 1983-84 Academic Year. Outstanding among these were the gifts of a Plains Indian beaded vest and beaded saddle bags, and a Regimental coat, epaulettes and breeches belonging to a New York State Militia officer during the early 18th century. A British flintlock musket from the pre-Revolutionary War period, issued to the First New York Regiment during the American Revolution, was also acquired by purchase.

Two special exhibits were installed in the Olmsted Gallery during the past academic year: "The Land of Counterpane" displaying toy soldiers from World War II to the present, and "Soldiers of the New Nation" featuring the U.S. Army's oldest known color, that of the 1st Sub-Legion, 3rd Battalion, 1792-1796, supported by paintings, arms, uniforms and accoutrements of the War of 1812.

The diversity of the Museum's collections continued to be reflected in numerous requests by other institutions for the loan of Museum objects. Outstanding among the many objects loaned were portraits of General Douglas MacArthur and General Frederick W. Castle for a special Medal of Honor exhibition aboard the Aircraft Carrier *Intrepid*. A total of 217 objects were shipped from the Museum in support of special exhibitions.

To ease the congestion of visitors near the main entrance, the turnstile entrance has been redesigned to provide a better traffic flow. The future construction of several partitions and the development of a visitor information display area will complete the project. A new Museum guide for both Fort Putnam and the West Point Museum was published at the USMA Printing Plant. The number of visitors to the Museum was 272,700, nearly nine percent below the previous year; 32,000 visited Fort Putnam, a 15 percent decline from the year before. The declines are part of a general decline in attendance during the period experienced by many American resorts and historic sites, believed attributable to the attractiveness of travel abroad with a strong American dollar. The installation of new Fort Putnam directional parking signs and the improvement in parking facilities on Delafield Road should result in increased visitor attendance at the Fort.

The collection of Superintendent's portraits at Washington Hall have been restored and rehung with protective coverings. Members of the Museum staff assisted in developing plans for the restoration of the Cadet Chapel stained glass windows. Ten framed enlargements of prints of West Point and World War I and II posters were installed on the first and second floor areas of the Headquarters Building (Building 600). The 150 Pounder Armstrong Gun Carriage was reinstalled at Trophy Point as a gift of the Class of 1932.

USMA BAND

In addition to the support provided for on-post military ceremonies, and athletic and social events during the 1983-84 Academic Year, the United States Military Academy Band participated in many special activities among its 1,423 musical commitments.

For the first time since 1964, a portion of the USMA Band played with the New York Philharmonic Orchestra, under the direction of the Maestro Zubin Mehta. The occasion was the first in a series of free concerts performed in Central Park, New York City by the Philharmonic. The selected Band members joined the Orchestra in the performance of Tchaikovsky's "1812 Overture," before an audience of 250,000 in August 1983. During the Summer of 1983, the Band performed at the Tanglewood Performing Arts Center in Lenox, Massachusetts; opening ceremonies of the Hambletonian Harness Race at the Meadowlands Track, New Jersey; and the dedication ceremonies of the New South Street Seaport in New York City.

The entire Academy Band traveled to Pasadena, California, over the Thanksgiving weekend, to participate in two concerts, a parade, pre-game, half-time, and post-game activities associated with the Army-Navy football game.

During the winter months, the band participated in tapings of the NBC-TV Network Special "The Stars Salute the United States Olympic Team, " which aired in March; provided ceremonial musical support for the Medal of Honor luncheon attended by President Reagan in New York City; participated in a patriotic pre-game presentation for the New Jersey Generals' opening game in Giant Stadium at the Meadowlands, New Jersey; and provided a small ceremonial group for the rollout of the 500th Black Hawk Helicopter at the Sikorsky Plant in Bridgeport, Connecticut.

In the spring, the USMA Band presented a patriotic musical program for the 1984 National Fitness Foundation Awards Dinner at the Waldorf Astoria Hotel in New York City; presented two concerts in Scranton, Pennsylvania, to open that city's Armed Forces Week celebration; performed the opening ceremonies for "Army Day" at Yankee Stadium; and performed for the 28th Annual All-Eastern Band and Instrumental Clinic held at the Armed Forces School of Music, Naval Amphibious School at Little Creek, Virginia.

The Band continued its ceremonial duties with a patriotic performance for the Red, White, and Blue Ball which was held in the Trump Tower, New York City, to honor the Vietnam veterans, and for President Reagan's appearance at the National Sheriff's Association Convention held in Hartford, Connecticut. In June, the Band performed at the Saratoga Performing Arts Center in Saratoga, New York, for the third consecutive year.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1984 of \$223.7 million supported the operation and maintenance of the U.S. Military Academy, family housing facilities, Stewart Army Subpost, and tenant units.¹ This figure is \$29.1 million above the comparable figure of \$194.6 million for FY 1983. The addition in available funds in FY 1984 was due in part to an \$11 million increase in the Military Construction Army (MCA) category for the rehabilitation under way of Grant Hall Barracks and the acquisition of the former Ladycliff College (New South Post) properties. Another \$8 million was principally due to the addition of the Army Athletic Association (AAA) budget to the overall Nonappropriated Fund (NAF) accounts. The rest of the overall increase was due to general inflationary increases in several budget categories.

The USMA had an unusually successful Fiscal Year 1984 Year-End Close-Out by obligating 99.9 percent of our Operations and Maintenance (OMA) and Army Family Housing (AFH) budgets. This represents a combined obligation of over \$101.5 million compared with an OMA unobligated balance of only \$25,400; our finest performance for any USMA year-end closing in recent memory. Through our reprogramming of funds internally at USMA and by DA providing additional funds, we generated nearly \$4.8 million to finance other valid USMA unfinanced requirements.

In October 1983, a strategic planning conference was held by the Superintendent to discuss the integration of the USMA Five Year Plan for the Fiscal Years 1986-90 with the USMA Planning, Programming, Budgeting, and Execution System (PPBES). COL James C. Ferguson, Director of Resource Management, began the session, presenting an overview of the PPBES for the five-year period. Following that analysis, the attendees, made up of the Military Academy's senior decision-makers, conducted an extensive examination of the Academy's goals and objectives specified in the Five Year Plan. As a result of the discussion, it was resolved that the USMA planning priorities for the five-year period would be improving academic facilities, extending computer education to support cadet instruction and upgrading ranges and training sites for cadet military training. Through this conference, which will be conducted annually, the Academy's funds will be allocated to priority needs and USMA's request for assistance from higher authorities also will be made with the concerted and unified support of the West Point community.

The Program Analysis Resource Review (PARR) was forwarded to DA in January 1984. The PARR was prepared for the first time using the USMA Five Year Plan augmented with input received directly from Major Activity Director (MAD) planners. USMA submitted its total high priority requirements in excess of that requested by the 1983 edition of "Army Guidance," Vol II, prepared by the Director of Program Analysis and Evaluation (DPA&E) at the Pentagon. This action was taken to provide HQDA with written documentation of USMA additional resource requirements and to establish a continuity for presentations in future years.

Manpower resources authorized USMA by HQDA as of 30 September 1984 totaled 3,544. This is a net decrease of 157 spaces from the total authorized on 30 September 1983. Manpower authorizations were as follows:

	<u>30 Sep 83</u>	<u>30 Sep 84</u>	<u>Net Change</u>
Officer	803	803	0
Enlisted	602	602	0
Civilian Fulltime Permanent	2,296	2,139	-157
Totals	3,701	3,544	-157

Although the military strength remained stable during FY84, our civilian fulltime permanent strength was reduced as a result of a Program Budget Decision (#605) which allocated a shared prorata end strength decrement to the Army, and to the conversion of the Cadet Mess Waiter and Scullery Force to a contractor-operated mode of operation²

An 11 January 1984 memorandum from Lieutenant General Arthur E. Brown, Jr., Director of the Army Staff, to the Deputy Chief of Staff for Personnel (DCSPER), proposed a ten percent reduction in Field Operating Agency (FOA) authorized end strength by the end of the 1985 Fiscal Year. This reduction was required to achieve the Army of Excellence and to support the force structure changes to the heavy and light forces by redistributing existing civilian and military resources.

As a FOA, USMA was tasked by DCSPER to identify the manpower spaces the Military Academy proposed to reduce, along with an impact assessment of this imposed decrement. In a February 1984 message, USMA advised DCSPER and others on the Army staff that an exemption for USMA was prudent and justified.³ The exemption request was not favorably received outside of DCSPER, and in a March message USMA detailed how we might achieve that reduction and the serious adverse impact which would result.⁴ However, following a review and analysis of available documentation from the Academy which demonstrated our stability in personnel strength over the past two decades (during a period of dramatically increasing enrollment) and our concentrated efforts to comply with prior FOA reductions, the Director of the Army Staff did reduce the size of the Academy's decrement from ten percent to four percent. The number of spaces affected would be 76 military and 70 civilians.⁵

In response to an ever-widening gap between requirements and authorizations, in early 1984, for the first time in recent history, the USMA staff (via panel representation) participated in a general reprogramming of civilian authorizations. Although only 12 spaces were actually reprogrammed, 197 were evaluated and ranked. More importantly, 24 new requirements at USMA which could not be accommodated within the end strength personnel totals were able to compete in a process designed to assure that allocation of manpower resources is consistent with our priorities. Based on the success of the effort, the USMA Chief of Staff directed that this effort become an annual activity.

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 1984 Fiscal Year. An ambitious CA cost study schedule has been developed which includes six studies that could potentially impact nearly 550 civilian spaces: Real Property Maintenance and Repair - West Point; Fixed Plants (Water, Sewage, Boiler) - West Point; Fixed Plants (Water, Sewage) - STAS; Adjutant General (AG) Administrative Support Services; Supply and Services; and Custodial Services. In accordance with DA directives and policy, all the scheduled cost studies must be completed by the end of the 1987 Fiscal Year.

Military pay service to the soldier was greatly enhanced by the deployment of the Joint Uniform Military Pay System (JUMPS) Automated Coding System (JACS) software to the Finance and Accounting Division during the past fiscal year. The United States Army Finance and Accounting Center, at Fort Benjamin Harrison, the JACS proponent, is extending the system worldwide in an effort to improve the quality and timeliness of soldier pay. Dividends in terms of reduced error rates and more timely input of pay-related transactions were readily apparent.

Continued emphasis was placed on the elimination of fraud, waste, and abuse in the area of official travel by USMA staff and employees. This has been highlighted by even greater supervisory reviews of subordinate's travel vouchers prior to submission to the Finance and Accounting Divisions. Also in the area of travel, modified procedures were instrumental in making the administration of the Finance and Accounting Division's role in Cadet Advanced Training more efficient and effective. The utilization of reimbursable orders negotiated between USMA and the various host commands/installations created a contractual relationship under which cadet billeting costs were paid directly by the Finance and Accounting Division, rather than by individual cadets. The advantages included more accurate estimates of the lodging cost portion of Cadet Advanced Training; more timely liquidation of travel related obligations; and more accurate estimates of advanced per diem amounts paid to individual cadets.

¹The term budget refers to the total funds available to the Military Academy (investment, operating, and nonappropriated).

²Ltr, OSD, 18 Jan 83, sub: Decision to Decrement Army Direct Hire Civilians. The conversion of the Cadet Mess Waiter and Scullery Force to contractor operation resulted in the elimination of most of the positions.

³Msg, Supt, USMA, to DA (DAPE-ZX), 9 Feb 84, sub: Field Operating Agency Management.

⁴Msg, Supt, USMA, to DA (DAPE-ZXM), 5 Mar 84, sub: Field Operating Agency Management.

⁵Ltr, GEN Brown, Dir, Army Staff, to GEN Scott, USMA Supt, 6 June 84, sub: Military Manpower Restorals for Field Operating Agencies (FOA).

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.

COMPUTER SYSTEMS DIVISION

Many new on-line software packages were developed for the Academy Management System (AMS), and user interest and interaction was at a peak by the Summer of 1983. The Sperry hardware used to support the AMS had been saturated for several years. The need to execute an upgrade of the AMS had become increasingly critical, and primary mission areas were being affected such as admissions, academic support and registrar functions, and military training.

A System Decision Paper seeking approval to acquire a replacement for the existing UNIVAC 1110 and 1112 AMS with the UNIVAC 11H62 or its equivalent was approved by the Assistant Secretary of the Army (ASA) for Installation Logistics and Financial Management (IL&FM) in August 1983. Subsequently, the AMS System Acquisition Request was submitted and approved in September. In January 1984, procurement approval was released by the General Services Administration (GSA) to the U.S. Army Computer Systems Selection and Acquisition Agency (USACSSAA) and subsequently redelegated to USMA. The Request For Procurement (RFP) was in the final stages prior to release when the effort to upgrade the AMS by expanding memory and improving supporting peripherals received a setback due to a moratorium on leasing data processing equipment mandated by Congress. Planning for the upgrade continued, however, and other acquisition approaches are being considered. Additionally, an exemption from the leasing restrictions was requested based on the Academy's track record of purchasing equipment rather than continuing with prolonged leases. In the Academy's request for an exception it was pointed out that

"Over 99 percent of our ADPE (automatic data processing equipment) is owned. Most of it was procured through initial lease with accrual of purchase credits. We have always aggressively sought procurement funds in all stages of the acquisition process and have normally been able to purchase the equipment within six months of delivery..... We ask for your approval to lease the AMS upgrade as an exception to current policy, so we can release the request for proposal and proceed with this vitally needed project."¹

A response from Assistant Secretary of the Army (Financial Management), the Honorable Pat Hillier, was expected by the end of the Summer of 1984.

The delivery of new computer terminals was completed during the Fall of 1983. The order totaled 152 standard cathode ray tube (CRT) terminals and 48 graphic CRTs primarily for Instructional Support Systems (ISS) utilization.

An INFOREX 1303 intelligent key entry system was installed at the Post Computer Operations Branch (PCOB) in July 1983. The new system enables computer operators to record information directly on disks, eliminating the initial typing on punch cards. At any time desired the material may then be converted from disks to magnetic tapes. The efficiency of key punching will be enhanced significantly by this acquisition. All possible conversions from the IBM 029 and 059 (keypunch and verifier) system to the INFOREX were completed by the end of the Summer of 1983.

The PCOB had a highly successful year, highlighted by an almost flawless end of fiscal year closeout processing. Additionally, much emphasis has been given to planning for Project Vertical Installation Automation Base Line (VIABLE), an Army-wide multi-million dollar processing system of hardware and software, which is scheduled to replace the current Base Operations (BASOPS) hardware system in 1985. Planning for VIABLE is on track and a smooth transition is expected.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

Texas Instruments (TI) 820 computer terminals were installed in two sections of AVIT during the Summer of 1983, which resulted in more effective management control of activities and better service to customers. As a result of this acquisition, computer-assisted surveys of audiovisual services are available. These surveys enable customers to access products more expeditiously through a key word or phrase from a more up-to-date inventory. This addition is facilitating the identification and use of audiovisual holdings.

At the same time, a two-year project was initiated during the Summer of 1983 to revise the Academy's Electronics Maintenance Density Catalog which will result in a higher level of management control of the maintenance effort. Through the use of computer terminals providing an electronic interaction with density catalogs, the monitoring of the demand and usage of audiovisual equipment will be facilitated. In September 1983, the existing 2 inch video tape recorder equipment was replaced with a smaller, and more efficient 1 inch video tape equipment. The new equipment is state-of-the-art and will contribute to a more effective operation. The renovation and expansion of the Academic Closed Circuit Cable Television System was completed in March 1984. This upgrading included new amplifiers, cable connectors and the replacement of cable receptacles. A significant increase in image quality has been noted and the system expanded from 17 to 22 channels. As a result, the quality of video tapes which can be made from closed circuit television has been significantly enhanced. A general upgrading of the television studio master control room and the photographic laboratory also was completed during this period.

In a significant advance for the AVIT Division during the past academic year, in collaboration with the Army Communicative Technology Office of Fort Eustis, Virginia, the division produced the first prototype video disk for evaluation by the Departments of Geography and Computer Science and History.

In addition to normal Academy requirements, significant support also was provided to the ceremony marking the first gold coin bearing the West Point mint mark, the Jewish Chapel dedication ceremony, and a West Point display at the Association of the U.S. Army (AUSA) national conference in Washington, D.C. The display, entitled "West Point through the Years," began with George Washington's expression of a need for a military academy and progressed through the years to West Point today.

¹Letter, Willard W. Scott, Jr., Superintendent, USMA, to Assistant Secretary of the Army (Financial Management), Honorable Pat Hillier, Subject: Request for Exception to Policy to Lease the Academy Management System for the United States Military Academy, 29 May 1984.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

The 1984 Combined Federal Campaign in Orange County, New York, was coordinated by the Military Academy. Approximately 9,600 government employees in the area were solicited. Nearly \$185,000 was collected in support of the United Fund, national health agencies, and national and international service agencies. This represented a six percent increase over last year's collections. The Corps of Cadets contributed over \$89,000 of this total, the most ever in the 13 years of the campaign's existence. The level of monetary support per person rose from \$18.30 in 1983 to \$19.25 last year.

The Military Academy's Tenth Annual Retiree Open House was conducted in conjunction with the celebration of Armed Forces Day on 5 May 1984. Invitations were extended to 4,200 retirees, widows, and widowers of all military services who reside in the West Point geographical area of responsibility. Some 1,500 retirees, dependents, and guests attended the scheduled events held in recognition of their dedicated service to the country.

In September 1983, the Military Personnel Office was evaluated by the Department of the Army Personnel Management Assistance System Team (DAPERMAST). The team conducted an indepth analysis of 14 functional areas. Overall, the Military Personnel Office was judged by the DAPERMAST to be providing satisfactory personnel service to the United States Military Academy.

In February 1984, Lieutenant Colonel (Ret) Jack Miller, from the Evaluation System Office, U. S. Army Military Personnel Center (MILPERCEN), came to West Point to conduct a seminar on Officer Evaluation Report (OER) senior rater profiles. More than 100 individuals attended the seminar, the first of its kind to be held in several years at USMA. At the sessions, senior raters were advised on ways to develop credible rating information, how personnel management selection boards compare the senior rater's evaluation of individual officers with the total distribution of the senior rater's evaluations (senior rater profiles), and the kind of information MILPERCEN looks for on OERs.

HUMAN RELATIONS PROGRAMS OFFICE

In July 1983, the position of the Deputy Post Commander was disestablished and the Chief of Staff became the Chief of Staff/Deputy Post Commander. The Human Relations Program Officer responsibility was moved from the Deputy Post Commander to the Director of Personnel and Community Activities. This redesignation enhanced the ability of the Military Equal Opportunity Branch to interact closely with USMA personnel and community-related activities. This occurred because the agencies were better integrated functionally, organizationally, and logistically, all of which provided enhanced coordination of efforts and a more supportive and responsive environment.

HUMAN RESOURCES DIVISION

During the past academic year the designation of this division changed from the Personnel Services Division to the Human Resources Division. The change was made because the earlier name resulted in confusion in the minds of many concerning the relationship between the division and the civilian and military personnel offices. The present designation aligns the Academy's agencies organizationally with the state-of-the-art structures used in the Army and throughout civilian industry. Among the many diverse agencies under this division, the activities of two are deemed particularly worthy of note during the past year - the Army Education Center and the Alcohol and Drug Abuse Counseling Center.

Effective 30 April 1984, the Army Education Center added the Master's Degree in Accounting, from the School of Public Accountancy at the C.W. Post Campus of Long Island University, to its available offerings to the West Point community. A Master's program in Business Administration (MBA) and a Master's in Counseling Education from C.W. Post and a Master's in Public Administration (MPA) from the John Jay College of Criminal Justice are also offered. All of these master's programs are in response to the educational requirements and desires of West Point personnel.

In addition to the advanced educational offerings available through the Army Education Program, a full range of other educational opportunities are made available to West Point personnel. During the 1984 Fiscal Year, 156 individuals enrolled in different portions of the Basic Skills Education Program (BSEP) and 355 portions of the program were completed; 106 individuals enrolled in portions of the Advanced Skills Education Program (ASEP) and 124 elements of the program were completed; and finally, 14 individuals enrolled in General Educational Development (GED) testing and six received the full GED diploma.

During the past academic year, 118 alcohol and drug education and training presentations were given to a total of 3,729 cadets, soldiers, dependents, and civilian employees. This instruction was provided during military unit training, newly-assigned soldier orientations, Cadet Basic Training (CBT), USCC Alcohol and Drug Dependency Intervention Council Training, tactical officer orientation, civilian supervisor training, new employee training, and special interest programs such as Community Family Meetings.

Twelve cadets attended U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston in San Antonio, Texas. Thirty-six cadets attended a two-day workshop on alcohol information taught by one of DCSPERS's Drug and Alcohol Technical Activity teams from Falls Church, Virginia. Sixty cadets attended a thirteen and one-half hour Cadet Alcohol Awareness Education Class. The Alcohol and Abuse Counseling Center participated in an extensive USCC survey of cadet alcohol policies and attitudes. Included in the survey was travel to other service academies, civilian colleges and universities, and active Army posts, direct surveys of USMA cadets, and a two-day seminar with participation by a cross section of policy makers from USMA and USCC. The urinalysis testing level at USMA originally set at a maximum quota of 800 per month by DA in the Fall of 1983 was reduced to a maximum of only 300 per month for most of the academic year because of difficulties at the Fort Meade laboratory processing the tests. In the overall

program, 1,001 individual and 70 group counseling sessions were conducted with clients and 125 consultation sessions were held with commanders. The "Alcohol and Drug Abuse Services to Army Families and Youth," a relatively new DA-recommended program which began in May 1983, initiated a community-wide meeting, a Speaker's Bureau, and the publication of a Family Handbook on Alcohol and Drug Abuse.

INSTALLATION CLUB SYSTEM

Two major club renovation projects were accomplished during the 1983-84 Academic Year. First, the West Point Officers' Club underwent a \$250,000 renovation of the Pierce Dining Room and lobbies. This much needed project included new furniture, chandeliers, wall treatments, drapes, and carpeting. The second project was the \$100,000 renovation of the NCO/ENL Club basement (formerly the Package Store). The basement serves as a night club and features the latest technology in sound and light design.

Package Beverage Branch (PBB) net income of \$185,600 for the 1984 Fiscal Year continued to be distributed to the Officers and NCO/ENL Club Branches and to the Morale Support Fund. This is a 12 percent decline from the net income for the previous fiscal year and is in line with national declines in hard alcohol consumption, a deglamorization of alcohol consumption in society, and a harder line by the Army against such alcohol-related problems as driving while intoxicated. The Morale Support Fund again received shares from 40 percent of PBB net income for the 1984 Fiscal Year. Some \$57,900 was transferred to the fund this fiscal year, only five percent below the amount transferred during the previous fiscal year. This decline in funds transferred resulted from earnings retained by the PBB for store maintenance and improvements.

MORALE SUPPORT ACTIVITIES DIVISION

The Morale Support Activities (MSA) Division continued its efforts to provide new services and expanded recreational programs to the West Point and STAS communities. As a result of a DA-directed reduction in the number of officer spaces at West Point, the field grade officer position in charge of the Division was civilianized during this period. Mr. Todd T. DuMoulin of the Division's Physical Activities Branch was selected to assume the position. The civilianization of this position is typical for most Army installations.

The first year under the DA-directed self-sufficiency began in October 1983. With adjustments made in our staffing, usage fees, and in our programmed activities, we are well on our way to self-sufficiency, having a \$50,500 net income after depreciation at the end of 1984 Fiscal Year. Equipment acquisitions during the period helped to augment our revenue producing activities. Among the more noteworthy acquisitions were the new 15-passenger van for the Information Tour and Travel section, the new VIC Commodore Computers for Youth Activities classes, and our most ambitious project, the installation of the triple chair lift for the Victor Constant Ski Slope, inaugurated by the ride of the Superintendent in December 1983. The new, three-person chair lift to the top of the slope increases the slope's capacity by 150 percent over the previous two-person T-bar, which went only two-thirds of the way up the hill.

Our training program received a big boost with the hosting of an Army-wide Physical Activities and Sports Workshop, co-sponsored by FORSCOM, in October. Over 150 Army and Air Force representatives attended the four-day event, which focused on methods to build and operate appropriate and efficient outdoor recreation and sports programs. Many important contacts were established with personnel of both Army and Air Force recreational programs and valuable information was exchanged.

Several of our facilities received an uplift with major COMAR renovations at the Morgan Farm, Delafield Pond and the Physical Fitness Center at STAS. Our customers have been quite pleased with the changes. A request was also submitted for the Post Engineer to install a fifteen station "Fun and Fitness Trail" near the main troop areas of New South Post. With the transfer of responsibility for the STAS Officer's Club Pool to the Morale Support Division and its redesignation as the "upper pool," the overcrowding in the former NCO pool, redesignated the "lower pool," eased considerably and provided a more equitable and balanced service to the members of the STAS community.

In addition to our regular schedule of programs, MSA hosted the 1983 National English Springer Spaniel Field Trials at Galeville Airport, hosted the Hudson Valley League Youth Soccer Tournament with 100 teams participating, hosted two Invitational Slow Pitch Softball Tournaments with 30 teams participating, and also consecutively hosted the All-Army and Interservice Wrestling Tournaments in March 1984. The latter tournament featured competition among the Army, Air Force, Navy, and Marine teams in Freestyle and Greco-Roman wrestling. Three West Point military personnel qualified for Olympic wrestling trials by their performances at these championships: First Lieutenant Romey Pelletier won the gold medal in the 163-pound Greco-Roman competition and a silver in the freestyle; Second Lieutenant Brad Anderson took the gold in the 180.5-pound freestyle; and Private First Class Lou Banach took second in the freestyle 220-pound class.

POST CHAPLAIN DIVISION

The Post Chaplain Division identified four continuing goals for the year: to foster the working and living together of persons in joy, concern, learning, and sharing; to promote and support personal and family growth; to build a community atmosphere encompassing all the chapel families; and to provide programs of professional and personal enrichment to members of the West Point community.

To achieve these goals, various programs were developed and presented throughout the year to the community. Counseling services for individuals, engaged and married couples, and families were provided, as well as opportunities for individual, couple, and family participation at marriage and family enrichment retreats and seminars. Personal Effectiveness Training, presented to the enlisted soldiers at West Point as a human relations enrichment program, taught skills in a Transactional Analysis format designed for job, marriage, family relationships, and interpersonal communication. Women's issue discussion groups and growth seminars were presented to the West Point and Stewart Army Subpost (STAS) chapel ladies organizations. Programs on Christian values and ethics, designed to make individuals more aware of their own goals and values in a world of multiple value systems and pressures, were presented to the young people of the Chapel at West Point on a continuing basis. Sponsorship

of Christian summer camps and numerous retreats were conducted for the youth throughout the year. A comprehensive music program was continued, offering choir programs, instrumentalists, and vocal soloist opportunities at West Point and STAS. A five-day music day camp for the youth was conducted at the West Point Post Chapel. The chapels sponsored several sacred concerts by visiting musicians, including Noel Paul Stookey from Peter, Paul and Mary, Bobby Michaels, and others. These concerts served to reach the unchurched in the community as well as foster the spirit of ecumenicity at West Point.

West Point Post Chapel celebrated the fortieth anniversary of its dedication in June 1944, in a worship service which included messages from previous post chaplains, participation from former West Point chaplaincy, and special musical performances. The Post Chapel Children's Church program experienced a two-fold increase in its attendance and participation.¹ The Protestant Sunday School, Vacation Church School, Confraternity of Doctrine, and other religious education programs were also well attended, providing direct involvement in the nurturing, growth, and life of each parish.

Other significant special programs held periodically throughout the year included weekly prayer breakfasts and a community-wide Christmas Food and Clothing Charity Drive which provided over two tons of items distributed to local charitable organizations for needy soldiers and civilians in local communities. Two special singles and family retreats were conducted over the Easter and Labor Day weekends yielding significant participation in growth seminars and improving interpersonal relationships. Martin Luther King memorial services, ecumenical Thanksgiving and Christmas services, Easter Sunrise services, and observances of the National Prayer Breakfast again were conducted at West Point and STAS for officers, soldiers, civilians, and dependents.

PROVOST MARSHAL OFFICE

During the 1983-84 Academic Year, the Military Police at West Point have been very successful in refocusing and concentrating the daily law enforcement effort toward crime prevention, as opposed to the less proactive resolution of already perpetrated crimes. The redirected emphasis has proven to be a success: there were 1,005 incidents reported to the Military Police during the past academic year, a reduction of 10 percent from the level of the previous academic year, and the fewest number in five years. Of this total, 274 were traffic accidents and 43 were driving while intoxicated (DWI) offenses. The total number of traffic accidents decreased by seven percent, and increased enforcement efforts in relation to DWI incidents resulted in a 30 percent decrease. These decreases are directly attributable to increased enforcement efforts by both military and civilian law enforcement agencies, as well as the DOD "get tough policy" in relation to drunk driving.

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 475 incidents in the last year, a 17 percent reduction from the year before. These include 38 crimes against persons, 324 crimes against property, 41 drug offenses, and 72 other incidents. The decrease in the number of investigations is the result of proactive efforts by both CID and MPI personnel, particularly in the areas of drug enforcement and government property larceny prevention.

Emphasis on crime prevention activities continued this academic year. Supplementing the annual programs, the Special Operations Branch delivered a series of evening Crime Prevention lectures to the Corps of Cadets and conducted regular meetings with the cadet security sergeants. Additionally, military police patrols increased the frequency and depth of security checks, with the results forwarded daily to building commandants. A system was established whereby all of the security information collected is consolidated and forwarded to the appropriate major activity director (MAD) monthly, increasing the involvement of senior personnel in their respective security management programs. These efforts paid dividends this academic year, resulting in the lowest number of larcenies in four years.

In 1983, the Provost Marshal (PM) prepared a Counterterrorism Operations Plan (OPLAN) in accordance with the revised AR 190-52 "Countering Terrorism and Other Major Disruptions on Military Reservations," effective in August 1983. In early 1984, the PM initiated a proactive anti-terrorism program encompassing planning, prevention-measures, preparation, and training in conjunction with the OPLAN. An installation vulnerability study and threat assessment was initiated in February to evaluate the West Point security posture. An in-depth study of terrorist groups operating in the New York metropolitan area was presented to the office by New York City Police Department intelligence division personnel. Finally, the first in a series of command post exercises (CPX), designed to test the OPLAN, was completed in March, using the MP special reaction team.

In addition to its daily duties, the Special Operations Branch conducted the annual 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 at West Point and STAS. The event promotes bicycle safety and theft prevention through the marking and registration of bicycles against theft.

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 46 Occupational Safety and Health Administration (OSHA) Inspections during the 1983-1984 Fiscal Year and 18 OSHA violations, termed Risk Assessment Code (RAC) 2, were corrected. This compares with 87 OSHA inspections and 18 RAC 2 violations being corrected during the previous fiscal year. The decline in inspections was due to the fact that the office was without an OSHA inspector for six months during the reporting period. One hundred and seventy-eight safety-related work orders were processed during the past fiscal year compared with 181 the year before. Four hundred and forty USMA employees attended the National Safety Council Defensive Driving Course offered at the Academy during the past fiscal year. Of those successfully completing the course, 255 were validated for the ten percent insurance reduction program. This compares with 498 employees taking the course and 255 being validated the year before.

There were 56 civilian injuries during the past fiscal year, representing a decrease of 11 from the previous year. There were 39 military injuries reported during this period, an increase of 2 compared with the previous year. There were 7 government vehicle accidents during the year, a decrease of 7 from the previous year. The decline in the number of government vehicle accidents is attributable to contracting out the motor pool.

WEST POINT ELEMENTARY SCHOOL

The Holt-Rinehart reading series was implemented in all grade levels beginning in the 1983-84 Academic Year. The mathematics and language arts (other than reading) programs were reviewed for all grades and recommendations for revision will be implemented during the next year. A kindergarten pre-screening was established to facilitate use of appropriate student programs at the start of the school year. The computer literacy program was piloted in one-third of the classrooms and teachers were provided basic computer literacy training appropriate for their class assignments. Peak school enrollment rose by eight students (one percent) from the previous year to a total of 809. Sixty-nine eighth grade students were graduated from the school in June.

Dr. Warren G. Lowey, formerly Superintendent of the Hammondsport, New York School District, assumed the Superintendency of the Elementary School in July 1983.

¹This increase was due to several factors. One factor was a significant increase in the attendance of the post chapel brought about by the arrival of new chaplains who made a concerted emphasis to involve all elements of the religious community. During this period, a trained religious coordinator shifted the emphasis in the youth program (designed for two to eight year olds) from babysitting to a coordinated religious instructional program with appropriate curriculum.

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 activities to include Cadet Basic Training (CBT), Cadet Field Training (CFT), athletic events, Reception Day, Plebe Parent Weekend, Special Olympics, and Graduation.

Communications projects were completed to upgrade the cable serving the Silver Depository and Washington Gate Area. Completion of these projects not only permits additional services to these areas, but permits additional services to Camp Buckner, Camp Natural Bridge, and the 16,000 acre USMA range complex.

Actions were initiated to replace the telephone cable serving the USMA Provost Marshal to enable the Joint-Services Interior Intrusion Detection System (J-SIIDS) security systems to terminate at that office. Upon completion of the \$88,000 contract, adequate facilities will be available for current and future communications services for the Provost Marshal. At the same time, completion of the contract will permit improvement in the telephone service to occupants of Building 667, which includes the Directorate of Engineering and Housing (DEH), Purchasing and Contracting (P & C) Division, Supply and Services Division, the New York District Engineer Office, and the USMA Commissary.

As programmed, funding in the amount of approximately \$500,000 was obtained to replace radio systems for the USMA Provost Marshal and Directorate of Automation and Audiovisual Systems (DAAS) as well as establishing a radio system for use by the Superintendent, Secretary of the General Staff (SGS), Protocol, and Directorate of Operations, Plans, and Security (DOPS).

USACC-West Point continued the upgrade of telephone services resulting in enhanced telephone systems for some 25 host and tenant activities.

Efforts to replace the current, aged dial central office (DCO) providing service to West Point continue. Current milestones call for the award of a \$2.2 million contract in September 1984 to replace the current telephone exchange with a modern electronic one as well as to replace the switchboard which provides service to the West Point community. Under current milestones, installation of all new equipment should be operational one year from the award of the contract.

Actions were also initiated to obtain communications services for the renovation of Grant Hall, Building 622 (Military Personnel Office), and construction of the new Indoor Athletic Facility Complex.

PURCHASE AND CONTRACT DIVISION

The dollar value of the appropriated fund obligations which had risen from \$38.7 million during the 1982 Fiscal Year to \$44.6 million during the 1983 Fiscal Year fell back slightly to \$43.0 million in Fiscal Year 1984. At the same time, the value of nonappropriated fund obligations which had risen from \$4.9 million to \$10 million between the 1982 and 1983 fiscal years, due to the Division's assumption of procured actions for the Cadet Mess, rose only slightly to \$10.7 million during the 1984 Fiscal Year.

On 1 April 1984, the Defense Acquisition Regulation (DAR) was superseded by the Federal Acquisition Regulation (FAR) and its Army Supplement. The change was made to attempt to bring about some uniformity in contracts throughout the Federal Government. The DAR, however, remained in effect for those contracts executed prior to 1 April 1984. Training orientation was conducted for this conversion both at West Point and at Fort Belvoir, Virginia. The transition required clause changes, contract format changes, rearrangement of source material, and standard form changes. The change has meant a slowing of the preparation, processing, and awarding of contracts because many standardized clauses previously prepared for contracts by the Division under DAR were significantly revised under FAR or Army Supplement. Consequently, anticipated benefits of converting to FAR may take a long time to be realized.

During the year, three commercial activities requirements under Office of Management and Budget (OMB) Circular A-76 were resolicited. The Laundry/Dry Cleaning Service and the Refuse Service for West Point were each awarded for less than a million dollars. The contract for Vehicle Operation and Maintenance Service will be awarded for FY 85. Other significant contracts awarded include the Ski Slope Lighting and Ski Lift, Cadet Beauty Parlor, Premium Cable Service at STAS, Synthetic Turf for Michie Stadium, Repair of the Cadet Chapel, and Redecoration of the Officers Club. Cost benefits for the use of commercial activities were realized in the contract for the Laundry and Dry Cleaning Plant. Over the three-year period of the contract, which ran from 1 November 1980 - 30 September 1983, the savings amounted to over \$2.5 million, or 32 percent lower than the estimated in-house cost of doing the operation.

SUPPLY AND SERVICES DIVISION

During the past academic year, the Supply and Services Division Consolidated Installation Property Book Branch converted from a command-unique automated property accounting system, to a DA standard system, the Army Medical Department Property Accounting System (AMEDDPAS). The new system provides significantly better visibility of property book assets and a system which is much easier to maintain. Conversion to this system will enable the Academy to more easily reap the benefits of Project Vertical Installation Automated Base Line (VIABLE) and Logistics Applications of Automated Marking and Reading Systems (LOGMARS). Further, the conversion to AMEDPASS is a necessary step toward eventual conversion to the Standard Property Book System (SPBS) when it is fielded in the future.

Additionally, a plan was developed and approved in May 1984, by the Superintendent to consolidate the number of property books at USMA. The effort, originally stimulated many years ago from Department of the Army Inspector General (DAIG) findings that the number of property books at USMA was excessive, has been ongoing for several years. This consolidation is also in line with actions undertaken in the rest of the Army for the consolidation of property books to enhance centralized management.

When fully implemented in the 1986 Fiscal Year, the plan will reduce property books at USMA proper (excluding tenant units) from 14 to four. The fourteen books to be consolidated are located in the academic departments and the 1st Battalion, 1st Infantry. All of the consolidated property books shall be added to the Supply and Services property book. The remaining three property books at the Academy, which have not been influenced by this consolidation, include the DAAS, which maintains property books for the Academy's automatic data processing equipment (ADPE) and audiovisual equipment; the Directorate of Engineering and Housing (DEH), which will have property books of its own material and those of the Housing Division; and finally the U.S. Corps of Cadets, (USCC) which shall control the property of the Commandant and the Corps of Cadets. This process will reduce the administrative burden on applicable activities, provide better visibility of USMA assets, and improve and simplify staff coordination for property accountability.

The USMA Cemetery has 253 grave spaces available: 179 full body spaces and 74 cremation spaces. With an average of 90 interments per year, it is anticipated that the cemetery will reach its capacity in the early 1990s.

The automation of transactions in the Troop Issue Subsistence Activity (TISA) advanced during the past academic year. In May 1984, after several months of preparation, the existing Standard Army Intermediate Level Supply (SAILS) Plus System was integrated with the U.S. Army Forces Command (FORSCOM) Troop Issue Support System (TISS). TISS is designed to process routine transactions and provide the Activity with line item accounting. TISS assists in the performance of all routine Activity functions to include requisitioning, receiving, issuing, inventory control, dining facility accounts maintenance, and reports production. TISS, which is now being run on the Base Operations (BASOPS) computer system, is being converted to run on the Project VIABLE. This conversion began in May 1984; the TISS is anticipated to enter the VIABLE computer network during the Summer of 1984.

TRANSPORTATION AND MAINTENANCE DIVISION

The 1983 summer training programs were divided into two areas. The Cadet Field Training Program (CFT) encompassed the movement of approximately 1,150 Third Class cadets and 80 First Class cadets to and from Camp Buckner and Fort Knox, Kentucky; the Cadet Advanced Training (CAT) Program encompassed the movement of approximately 1,500 Second and First Class cadets to a variety of locations both in the Continental United States (CONUS) and Overseas Continental United States (OCONUS). Execution of the air travel portion of the CFT Program involved the use of seven U. S. Air Force (USAF) C141s.

The CAT program involved sending cadets to one or more training assignments. These assignments were spread across 30 different countries and involved more than 100 different locations. To accomplish the transportation aspects of this program, USMA manifested cadets on 23 different commercial carriers, Military Airlift Command (MAC), ten commercial bus carriers, and a host of local area ground transportation companies.

The 1984 Cadet Summer Training programs again involved a large expansion of automated systems support. With the exception of those cadets traveling exclusively on MAC, virtually all cadets were provided actual airline tickets prior to their departure from West Point. These tickets were generated through an Electronic Reservations and Ticketing System (ERTS) installed in the transportation office in 1982. This system directly accessed computer centers in Hartford, Connecticut, and Denver, Colorado, and enabled USMA to obtain large scale dollar savings thru cost avoidance by selection of the least costly fares.

Transportation planning for the 1983 Army-Navy Football Game in Pasadena, California, commenced in December 1982. A total of 16 commercial design airplanes were utilized with a total airlift capacity of 4,811 seats. The Transportation Division established and operated a mini-movement control center on both the east and west coasts to accomplish its deployments.

Traffic Branch

In view of the heavy demand for airline travel by members of the U.S.C.C. and the West Point community, permission was obtained from the Air Traffic Association of Washington, D.C., for the establishment of a Scheduled Airline Ticket Office (SATO) at West Point. In the past, obtaining airline tickets for the hundreds of cadets traveling to various summer training sites had overtaxed the capabilities of the office. In addition, the demands of official travel during the year by other members of the West Point community was considerable. On 1 February 1984, a SATO was established at West Point to arrange for air service to meet the official and unofficial needs of the community. The facility is organized to provide efficient and effective service on an impartial, least cost basis on behalf of all major airlines. Although the office is currently functioning on a manual basis, it is anticipated that the facility will be computerized in the near future.

Traffic Management

The 42 cent average cost per mile for operations and maintenance of the Division during the 1983 Academic Year fell to a 38 cent average cost per mile during the 1984 Academic Year.

Harborcraft Branch

Renovation and conversion of the vessel (Q-7860) confiscated by the U.S. Customs Office began in July 1983. The extensive conversion of the 62-foot lobster-style boat into a passenger carrying vessel will be accomplished by late Summer 1984.

The Harborcraft Branch moved into a newly constructed office/shop at South Dock on 1 December 1983. This building provides better working facilities and is insulated for year-round operation.

ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute Real Property Maintenance (\$40 million) and Family Housing Management (\$8 million), to manage Facilities Utilization Management at West Point and Stewart Army Subpost (STAS), and to develop and manage the Academy's Military Construction, Army (MCA) Program in this district.

COMMERCIAL ACTIVITIES (CA)

The DEH anticipated undergoing six CA cost studies: Custodial (ongoing), Entomology, DEH-STAS, Roads/Grounds, Buildings/Structures, and Fixed Plants. In order to accomplish these cost studies, a small CA work unit was established to work full time to manage, direct, and coordinate all aspects of the program both internally and externally. The specific objectives of the team are to insure that: both the interests of the government and the rights and interests of the current work force are protected; the solicitations permit fair competition to the work force by a complete and fair evaluation of its output compared to contract performance; and that there will be no deterioration of services if functions are contracted. The lessons learned by other USMA CA contracts, installations, Major Activity Commands (MACOMs) and the Facilities Engineering Support Agency (FESA) are used as building blocks to improve both the product and the results.

MASTER PLANNING

A number of MCA projects were brought to the design stage during the past year, including an addition of a floor for classrooms and laboratories at Washington Hall (Building 745), and renovations of the recently-acquired former Ladycliff College campus structures in support of the Academic Master Plan.

A scope of work was developed and a contract for the comprehensive updating of the Military Academy Master Plan was awarded. The Hillier Group, Inc. of Princeton, New Jersey, will undertake the program to review the 1974 master plan with the objective of defining the Military Academy's facility requirements in the year 2002 (the USMA Bicentennial year). The project will take three years to complete at a total cost of approximately \$1 million.

A special study was undertaken of a proposal by the Association of Graduates (AOG) to construct an alumni house and gallery in the vicinity of Trophy Point. Providing engineer evaluation services to "The Adhoc Committee" appointed in 1983 by the Superintendent, DEH reviewed a total of eight alternatives and impacts were quantified for consideration by the Military Academy.

The DEH also initiated an examination of the traffic and circulation requirements for New South Post. The study has focused on a proposal for a class gift to replace the existing Thayer Gate, together with improvements to road circulation in the South Post area.

Until the Fall of 1983, Mr. Joseph A. Paes, Chief of the Engineering Plans and Services Division, was also responsible for performing the functions of a master planner. However, in accordance with DA regulations, in 1984 the Academy was required to prepare an update of the master plan, the 20 year planning cycle which required a look forward twenty years through the Academy's bicentennial in 2002.

The demands of meeting this decennial requirement as well as the quickening pace of academic modernization through the MCA program (which rose from about \$5 million in the 1983 Fiscal Year to \$30 million in the 1986 Fiscal Year) led to a realization of the need for a dedicated master planner position in DEH. Ultimately, in September 1983, the position of USMA Master Planner was established and Mr. James M. Freiband was selected to assume that position. The Master Planner provides services to DEH as well as to three committees involved in facilities programming for the Academy: the Installation Planning Board (IPB); the Facilities Modernization Committee (FMC); and the Subsidiary Working Committee (SWC). The master planner also has the major responsibility of managing the MCA funds which become available to USMA and presenting USMA's case for MCA funding before DA and Congressional committees.

During the 1983-84 Academic Year, the Military Academy converted from a manual to an automated system to utilize the DD Form 1391, "Project Data" so that it could be programmed through the DD 1391 processor. The DD 1391 processor provides for the direct development of project scope and cost estimates through a central DA computer facility in Dallas, Texas, using the Army PAX system. The processor also permits real time management of MCA resources locally at the MACOM level.

HOUSING

A Quality Quarters Program was begun in 1983. Although some problems were encountered, the program was generally considered an enormous success in its first year of operation. Compliments concerning the condition of the quarters were received from many new occupants and long-tenured members of the Housing Division claimed that it was the most successful summer turnover they had ever experienced. At the conclusion of the Summer of 1984, a DEH Quality Quarters Plan was developed, reviewed, and incorporated as a guide for future years.

The Program Budget Guidance for Fiscal Years (FY) 1985-1986 indicated that \$3,412,000 will be available to reduce deferred maintenance backlog and an Army Family Housing Improvement Project (FHIP) of \$1,448,000 has been approved for the upgrade of 66 NCO quarters at West Point for FY 85.

In 1984, 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 three-fifths 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.

A concerted effort was made by DEH this year to better identify and manage the Backlog of Maintenance and Repair (BMAR). A BMAR committee headed by the Facilities Engineer was formed and a charter for the committee approved. BMAR was reduced from \$15 million at the start of FY 83 to \$12 million at the start of FY 84. Much of the remaining \$12 million of BMAR is identified as Construction and Maintenance Review (COMAR) Projects for the 1984 and 1985 fiscal years.

ENERGY PROGRAM

DA has been updating the Army Energy Program on a continuing basis to incorporate new technologies and to take full advantage of lessons learned in the arena of energy management. The program stresses the conservation of critical fuels and focuses on the continuing increases in the electrical energy use throughout the Army.

Particular attention from all levels of command is directed at family housing areas which consumes a large segment of total energy . During FY 84, USMA electricity use was 67.4 million kilowatt hours, an increase of one-half million kilowatts hours, or two percent over FY 83, and slightly over 13 percent over the program goal. New energy requirements came from utilization of New South Post and general institutional growth. Total energy consumption of 1.860 trillion British Thermal Units (BTUs) in FY 84 was identical to the level during the previous fiscal year and 2.3 percent over the program goal. The general maintenance in the level of total consumption was the result of another milder than normal winter and the impact of various Energy Conservation Investment Program (ECIP) projects.

As required by the Army Facilities Energy Plan and AR 11-27, "Army Energy Program" the USMA FY 83-84 Installation Facilities Energy Plan (IFEP) was updated by DEH and submitted to HQDA. The local plan, which defines the Commander's strategy in meeting DOD energy goals, addresses the following issues: problem areas which adversely impact the installation energy program, energy capital investment projects, program objectives and strategies to meet the energy goals, contingency plans, programs and proposals to improve energy utilization in family housing and influence the energy use habits of the occupants, and a comprehensive guide to energy management actions.

An ECIP project for the insulation and window treatment of public buildings at USMA continued during the past year. Thus far, approximately \$8 million worth of energy conservation measures have been completed or are under construction. These measures include insulation, window treatment, weather stripping, and metering of utilities. A supplementary project costing approximately \$2 million for new energy efficient windows for family housing for STAS is under final design. The contract will be awarded before the end of FY 84. The design for an Energy Management and Control System (EMCS) for STAS was completed and bids are being evaluated for project accomplishment.

In addition to the ECIP projects, a number of energy saving initiatives were implemented using a variety of resources. The FESA at Fort Belvoir had selected USMA for a pilot project to test a substantial number of state-of-the-art high efficiency gas furnaces at STAS in June 1984. A Quick Return on Investment Program (QRIP) project for occupancy sensing lighting controls in the Cadet Library was completed. Also, a Productivity Enhancing Capital Investment Program (PECIP) project to replace the existing motor generated system with an electronic power regulated system for Automatic Data Processing Equipment (ADPE) is under design. A self-amortizing Exigent Minor Construction Funding project for the conversion of the Laundry Boiler Plant to natural gas using high efficiency burners (at an estimated cost of \$365,000) is 80 percent complete. An Energy Engineering Analysis Program Study was initiated (increment "F" & "G") to develop additional ECIP projects.

A special technology study and engineering analysis was completed for consideration of converting the Central Power Plant from fuel oil to alternate fuels. The study recommends conversion of the Central Power Plant from number 6 (residual) fuel oil to a coal-water mixture. This project, with an estimated cost of \$7 million, has been submitted to DA for approval and funding. This project, together with conversion of the Laundry Boiler Plant from oil to gas, would free the Military Academy from dependence on number 6 fuel oil, most of which is of Middle East origin in this area. These projects would also mean total cost savings of more than \$1.5 million per year.

Finally, one of the more visible aspects of the energy conservation program is the retrofitting of 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 has been turned off with the original energy crisis of 1973. The complete retrofit program, which costs 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, should be completed during the 1985 Fiscal Year.

An Army Energy Conservation Awareness Seminar, sponsored by the Army Energy Office, Deputy Chief of Staff, Logistics and hosted by DEH, was held at West Point and STAS, in March 1984. The four-day seminar consisted of a command briefing and six workshops. Over 400 military and civilian employees of the Academy attended various events which focused on methods to eliminate the energy waste in our day-to-day activities. Family Housing Workshops held at West Point and STAS discussed significant savings tips which can be adopted by householders to reduce energy usage in that area of energy consumption accounting for one-third of the Army's total. Other workshops included a Mobility Fuels Conservation Workshop designed to improve fuel accountability and conservation and workshops for building commandants, energy coordinators, and utilities, heating, and air conditioning repairmen.

ENVIRONMENTAL MANAGEMENT

Installation Restoration

The United States Army Toxic and Hazardous Materials Agency (USATHAMA) is responsible for the Installation Restoration (IR) of all Army-owned properties. The purpose of the IR Program is to identify, assess, and restore Army properties that are contaminated as a result of past toxic and hazardous waste disposal operations. The Installation Assessment (IA) first phase investigations began in April 1984 at West Point and STAS. The purpose of the IA is to collect data related to contaminant sites which may present actual or potential problems and, therefore, to either confirm or rule out the presence of hazardous contaminants at old USMA landfills. If the IA indicates the need for more extensive fact-finding and comprehensive effort, the second step, a follow-up survey to confirm IA conclusions, will be undertaken. The final report of IA is expected to be published in FY 1985.

Asbestos Survey

Asbestos has been widely used as a thermal and acoustical insulation for many years. Occupational epidemiological studies on workers who were exposed to airborne asbestos fibers have concluded that exposure increases the risk of contracting lung diseases such as asbestosis and mesothelioma. Currently, there are no allowable standards regulating non-occupational exposure to airborne asbestos fibers, although the National Institute of Occupational Safety and Health (NIOSH) has taken the position that exposure should be kept to a minimum since there is no known threshold level.

At West Point, STAS, and New South Post, asbestos has been found predominately in pipe insulation, boiler jackets, and hot water holding tank jackets in many buildings. A limited number of buildings also contain asbestos-bearing sprayed-on insulation. If the insulation is damaged the asbestos becomes airborne posing potential health risks.

In response to potential health risks which may be caused by airborne asbestos, DEH initiated a project conducted by Galson Technical Services, Inc., of East Syracuse, New York, in the Spring of 1984, to survey all buildings at West Point, STAS, and New South Post.

The draft report of the survey identifies materials that contain friable asbestos, evaluates the conditions of the material (establishing a rating algorithm to prioritize abatement needs), estimates asbestos bearing materials, and recommends alternatives for the repair or removal and replacement of the asbestos materials. The report will be finalized during FY 1985. The DEH will then undertake corrective measures by phased project development to repair or remove asbestos in those buildings where it has been identified as a potential health risk.

AUTOMATED DATA PROCESSING (ADP) CHANGES

New hardware and software packages were added to the existing Facilities Engineering Supply System (FESS) mini-computer during the past year to expand its capabilities. The addition of an Integrated Facilities Data Entry Process (IFDEP) allows service order receiving clerks to immediately enter the service order data into the computer, provides a number of edits to avoid errors, provides for easy access to retrieve information, and provides word processing capabilities. A software change has been incorporated and the Property Book data is currently being entered.

MAJOR IN-HOUSE PROJECTS

The 528th Engineer Detachment provided invaluable support to the post and the Academy in the past year in such diverse areas as replacing 800 feet of sidewalk along Washington Road across from the Hotel Thayer, renovating of the Headquarters Building at Camp Natural Bridge, and constructing a weight lifting facility at Camp Buckner in support of the Army Football Team. The DEH work force, among other tasks, remodeled the cadet barber shop to provide a beauty salon for the female cadets.

DYNAMIC SUPERVISION

As a result of the desire of Colonel William W. Badger, USMA Engineer, to operate DEH on the "corporate principle," Mr. Ray G. Cox, Chief, Operations and Maintenance Division, was tasked to develop a successful organizational effectiveness training program for all supervisors in the Directorate.

It was believed that the DEH middle managers and wage board foremen needed training similar to that provided to higher level government managers in the "Personnel Management for Executives (PME) Course" given by DA. Many courses were already available for supervisors on almost every aspect of their supervisory duties, but not a single course could be located that provided the type of dynamic training that was envisioned. To improve organizational effectiveness, it was necessary to raise the foremen's level of awareness and understanding of both the principle of successful cooperative management and those characteristics required of dynamic leaders. The objective was clear: decentralize authority, develop a strong overall team, and instill a spirit of participative leadership. Initially, the method of accomplishment was not as vivid.

Working with the USMA staff and the Business Communications Workshop (BCW), a commercial training company from Highland Falls, New York, an outline of objectives was developed and added to the three objectives. These additional objectives were to increase group cohesiveness, to improve communication, to reduce organizational stress, to improve coordination, and to become more service oriented.

The Engineer and the Deputy Engineer each led a training session on topics required for dynamic leadership, which strengthened the link with the top of the "corporate board." Mr. Cox also led many of the sessions himself, drawing both from his own managerial experience and experience gained as a Resource Facilitator for the PME training course.

The later phases of the course were contracted with Professor Joanne Hughes and associates of BCW. This group possessed the unique ability to bring sophisticated training to the level of foremen and supervisors. BCW developed a supportive climate among the foremen, raised the supervisors' level of confidence, and used its business experience to relate the sometimes "bureaucratic government procedures" to similar obstacles in private industry.

At the close of the course, the USMA Superintendent, Lieutenant General Scott was the key speaker at the "Dynamic Supervision" commencement ceremony, encouraging the supervisors to use the modern skills of leadership. Colonel Badger summed up the results of the training with his comments, "I can already see major improvements in our DEH team, through better maintenance coordination and happier customers in the many quarters and buildings which we service. One of the rewarding aspects of this training exercise is that all the leaders and foremen who attended the course actually enjoyed themselves, and are readily practicing what they have learned."

Since completion of the "Dynamic Supervision Course" for the foremen, a similar, but abbreviated, course was developed and given to the working leaders in the shop. More recently an "Effective Communication for Supervisors Course" was developed especially for the foremen. The Engineer concluded that he wants a similar course developed for the professional branch supervisors in the other DEH divisions.

CIVILIAN PERSONNEL

In May 1984, a team of Deputy Chief of Staff for Personnel (DCSPER) Personnel Management Specialists conducted a comprehensive survey of the Civilian Personnel Office. The overall rating for CPO was satisfactory; however, the survey team singled out the Training and Development Branch for an outstanding rating.

Ms. Janet L.S. Brown, Chief of the Training and Development Branch, was credited for having created a "model training program" which exceeded DA goals and standards and included a training network of coordinators and a training committee operating at all levels; extensive on-site and off-site training; effective use of surveys to provide feedback for reevaluation of training plans; and extensive and timely implementation of Prevention of Sexual Harrassment training.

The Position Management and Classification Branch, in conjunction with the Directorate of Resource Management (DRM) and the Directorate of Engineering and Housing (DEH), completed implementation of a major reorganization within DEH. The reorganization aligned job assignments with employee expertise, updated job descriptions, and restructured the office to enhance overall office efficiency of operation in advance of an upcoming Commercial Activities (CA) review. The biennial full scale wage survey for the Newburgh Wage Area was completed in May 1984. This survey resulted in pay increases ranging up to 3.5 percent for Federal Wage System (blue collar) positions in Orange, Dutchess, and Ulster Counties.

During the past year, the Management-Employee Relations Branch of the Civilian Personnel Office has trained supervisory and management personnel in the administration of the recently-negotiated contract between the American Federation of Government Employees, West Point Local 2367, and the Military Academy. The agreement, which was signed in April 1983, after negotiations lasting two and one-half years, involves the following agencies: Medical Department Activity (MEDDAC), Dental Activity (DENTAC), U.S. Army Communications Command Detachment, and the Troop Support Agency. The training helps ensure that supervisory personnel understand the most salient provisions of the agreement and that they are fully cognizant of their obligations and responsibilities.

In October 1983, the Newark Area Office of Personnel Management granted authority to the Civilian Personnel Office to establish a Special Examining Unit for Federal Wage Systems jobs. This authority has had a significant positive impact on the quality of the individuals selected and has reduced by half the time required to fill these types of positions. The benefits derive from local advertising, rating of qualifications of applicants, and the use of subject matter experts from the Military Academy work force to perform the qualifications analyses.

ALUMNI AFFAIRS

The USMA Class of 1931 (which in 1981 presented the refurbished Thayer Award Room in the Headquarters Building), unveiled a bronze bust of Sylvanus Thayer, the "father" of the Military Academy. The bust, which took more than six months to complete, was sculpted by Jean Carlson of New Windsor, New York. Carlson also sculpted a bust of Major General George H. Olmsted which is currently displayed in the West Point Museum's Olmsted Gallery. The Thayer bust will be located in the Thayer Award Room.

The Military Academy conferred its most prestigious award when General (Ret) Michael S. Davison, President of the Association of Graduates, presented Lieutenant General (Ret) James H. "Jimmy" Doolittle with the Thayer Award on 29 September 1983. The ceremony, attended by the Corps of Cadets and many distinguished guests, marked the 26th time the gold medal has been awarded by the Association. This award is presented annually by the Association to an outstanding citizen of the United States whose service and accomplishments in the national interest exemplify personal devotion to the ideals expressed in the West Point motto, "Duty, Honor, Country." In June 1942, President Franklin D. Roosevelt presented Lieutenant General Doolittle a Congressional Medal of Honor for his role in organizing, directing, and leading the bombing attack on Tokyo, Japan the previous April. The attack helped restore the nation's morale in World War II after the Japanese attack on Pearl Harbor. In addition to a distinguished service record, Lieutenant General Doolittle was an aviation pioneer who made significant contributions to the development of the air industry.

On 8 September 1983, the Superintendent presided over ceremonies dedicating Cold War era plaques to Academy graduates who lost their lives in the service of their country during the years following the end of the Korean War. Some 328 names of individuals who lost their lives in hostile enemy actions appear on the two bronze plaques which were placed in Cullum Hall. The plaques were made possible through contributions from classmates of the 27 USMA classes of the deceased. These plaques join similar memorials in Cullum Hall to fallen graduates in other conflicts in our nation's history. In his will, General George W. Cullum, USMA 1833, provided the funds for Cullum Hall to be used as a place at West Point to memorialize those graduates who died in battle.

In his closing remarks on behalf of the 27 USMA graduating classes, the Superintendent dedicated the plaques to fallen comrades saying:

"We honor them in this shrine because of the price they have paid on our behalf. We honor them to remind ourselves of our solemn responsibility to stand ever vigilant to protect and defend our nation and our beliefs. We honor them to remind ourselves and America that patriots and heroes are not only persons of our distant past; they are our classmates, our sons, our friends, people we have known and loved in our own lifetime. They are the ghosts who compel us to educate, train, and inspire today's cadets to devote their lives to service for our nation."

"We stand here today a little more humble but also a little taller for what they have done for us, for this institution, for America, and for friends of freedom everywhere."¹

At the ceremony in Cullum Hall the USMA classes with battle deaths were represented by their class presidents or their designated representatives. After the ceremony the class presidents and representatives were honored by taking the review on The Plain with the Superintendent.

¹ Assembly, December 1983, p.38

INSTITUTIONAL RESEARCH

During the 1983-84 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.

In striving to refine the current admissions qualification and selection system, a number of studies were completed in cooperation with the Admissions Office. New approaches regarding the admission of candidates with U. S. Military Academy Prep School experience, prior college, and multiple College Entrance Examination Board (CEEB) scores were examined. Evaluations of several innovative Admissions programs were also completed, including a series of in-depth reports assessing the effectiveness of the Cadet Summer Enrichment Program and Project Outreach, both of which were designed to motivate minority interest in USMA; and assessment of the effectiveness of the Early Action Plan and the Superintendent's Nomination Program. Basic research concerning the interrelationships of various admissions variables for candidates to USMA and the interrelationships of admissions variables and the Academy's performance criteria for cadets was completed. In related studies, validation was given to the Admission program's use of Fourth Class Quality Point Average (QPA) as the criterion for predicting the academic performance of applicants, and support was provided for raising the English aptitude and achievement qualification guidelines. In addition to research studies, OIR continued to provide annual statistics regarding trends in admissions variables, characteristics of entering cadets, as well as those candidates who declined appointments to USMA. Studies evaluating the Association of Graduates (AOG) Prep School Program and identification of additional criteria for the Leadership Potential Score are underway.

Research on cadet intellectual development centered on designing two proposals and an analysis of the reliability of essay grading. The first proposal was developed in coordination with the Dean's Instructional Methods and Technology Committee and consisted of the preparation of a method to monitor and evaluate continuously the quality of cadet academic experiences. The second proposal was developed in coordination with the Department of Engineering and focused on the design of a procedure to measure cadet attitudes toward a proposed academic course that is to be taught in an atypical location - a company day room. The project relating to the reliability of essay grading consisted of developing an experimental design and data analysis of essays that cadets wrote in several sections of a history course graded by different instructors.

In the moral/ethical area, OIR, in coordination with the Superintendent's Honor Review Committee, conducted extensive analysis of a cadet survey that collected information about the state of health of the Honor Code and System. As a follow-up to this analysis, OIR, in coordination with the Special Assistant for Honor, developed procedures for the feedback of honor survey results through the Cadet Honor Committee and company tactical officers. OIR also developed a proposal to assess the effect of friendship on behavior relating to the Honor Code and the 1983-84 Honor Review Committee recommended that it be implemented. Research conducted for the Ethics and Professionalism Committee resulted in a survey instrument to evaluate cadet reaction to the eight courses in the Ethics and Professionalism curriculum.

Work in the military/professional development area centered on extensive consultation and operational support for the Leadership Development Clinic, which is designed to improve cadet leadership skills in 12 important areas. Additional work involved assisting the Office of the Commandant in developing and administering a survey of cadet attitudes toward the Fourth Class System, and the completion of a report dealing with squad leader evaluations of cadets who resigned.

Two projects were completed and one initiated in the physical development area. The first project involved assisting the Office of the Director of Intercollegiate Athletics (ODIA) in the development, administration, and analysis of a survey of perceptions of the assistant coach program by graduates who had served or were currently serving as assistant coaches. The second pertained to expanding last year's pilot study of whether the U.S. Air Force Academy's Candidate Fitness Test (CFT) could be used for making qualification decisions for those candidates who take the CFT and also apply to USMA. Research was initiated in response to an ODIA request for the development of a computerized management information system to monitor corps squad participation and retention of recruited athletes.

Finally, OIR provided a number of other services as well. In response to a request by the Policy Board, OIR conducted a study to evaluate the time demands placed on Fourth Class cadets, using a combination of time log and questionnaire methods. Other surveys were conducted in support of the Office of the Dean, ODIA, Community Life Office, Installation Club Management, and the Morale Support Activities Division. Annual surveys of the new class and graduating class were again conducted. Activities at USMA were given standard reports about new cadets, trends in cadet attitudes, evaluation of programs, and retention of cadets and officers. Consultation was given to cadets and officers regarding research methodology, and members of OIR published articles in professional journals and presented papers at professional conferences. In the automatic data processing domain, the Data Support Branch (DSB) provided technical computer programming support for other USMA activities for over 100 projects. In addition, the DSB continued to maintain the historical data files of USMA, a U.S. Military Academy Prep School data base, and sponsored a training program on the Sentry 7001 opscan machine.

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 1983-84 Academic Year. The work of the office was aided by a move to Building 2104, New South Post (former Lourdes Cottage at Ladycliff College). The new location has provided the accommodations necessary to perform all of the services now rendered by the Inspector General Office, which was expanded by the addition of an Assistance, Audit, and Follow-Up Branch during the 1982-83 Academic Year. In addition, space has been provided for the eventual Department of the Army Inspector General (DAIG)-directed installation of the Inspector General World Wide Network (IGNET) computer system.

The Compliance/Systemic Inspection approach implemented during the last academic year by the recommendation of the DAIG has proven to be a successful tool in conducting Inspector General inspections and follow-up procedures resulting in the overall improvement in organizational performance. The utilization of horizontal and vertical coordination (crosswalk) procedures has been instrumental in determining the "root cause" of organizational shortfalls.

A DAIG inspection team conducted a survey of the Military Academy in August 1983. To facilitate its evaluation, the team received a three-day orientation on the organization, policies, procedures, and functioning of USMA. The inspection focused on the status, six years later, of the Academy's implementation of the recommendations of the Borman Commission and the West Point Study Group. Although the team found the Academy had generally implemented the recommendations successfully, there were some areas deserving continuing attention and review.

PUBLIC AFFAIRS

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. There were several events and activities of outstanding importance to the Academy which took place at West Point or elsewhere 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 that impact upon military personnel anywhere in the world.

The most notable annual athletic event involving West Point which takes place outside of the Academy is the Army-Navy game. The 1983 game was particularly noteworthy because it was the first time the game had been played west of the Mississippi River. This year's game, played at the Rose Bowl in Pasadena, California, was of particular interest. More than 2,000 cadets traveled to the Los Angeles area to attend the game, stay with host families, visit tourist sites in the region, and bring goodwill and favorable publicity for the Army, the Military Academy, and the Corps of Cadets. The USMA Band and Cadet Glee Club participated in a number of game-related events which received heavy media attention. Although the game resulted in a defeat by the Army team, the game nevertheless stimulated interest in the service



Rose Bowl

academies on the West Coast and increased the interest of the general public in the game. The only negative note to come out of the experience was the financial difficulties incurred by the private sponsor, the Army/Navy 1983 Foundation. Although no significant criticisms were leveled at the two service academies, the financial problems did mar somewhat the positive publicity which generally characterized the event.

The Academy was honored during the past year to be associated with two events highlighting the 1984 Olympic Games. In the Summer of 1983, the U.S. Bullion Depository at West Point minted America's first Olympic gold coins, the first gold coins minted in the United States in 50 years. The Olympic Coin Act, passed by Congress in 1982, authorized a gold and silver coin program to commemorate and help finance the U.S. Olympic effort. Secretary of the Treasury, Donald T. Reagan, personally minted the first gold coin in September. The profits from sales of the coins are to be divided equally between the U.S. Olympic Committee and the Los Angeles Olympic Organizing Committee. The gold coins minted at West Point were issued early in 1984 and were the first coins ever to bear a West Point mint mark. Gold medalist boxer Floyd Patterson and gold medalist swimmers Donna DeVarona and Melissa Belotte Hamlin were among numerous distinguished persons attending the ceremonies. Total mintage for the coin was 661,000 proof sets and 100,000 uncirculated coins, all made available for sale to the public by the Department of the Treasury (U.S. Mint) in Washington, D.C. Media coverage, generated by the Treasury Department, included items by broadcast networks, major New York City print media, as well as local broadcast and print outlets. Later in May 1984, the Olympic Torch came to West Point as part of its transcontinental journey to Los Angeles. The arrival was marked by a ceremony at Trophy Point attended by 1,000 spectators. The arrival was but one stop on the flame's 82-day journey from New York City to the Los Angeles Coliseum where it marked the opening of the XXIII Olympiad. A U.S. Olympic Committee sponsored documentary film crew covered the activities. The resulting film, "Journey Of The Torch," describes the movement of the torch across the country and has been scheduled for release in the near future.

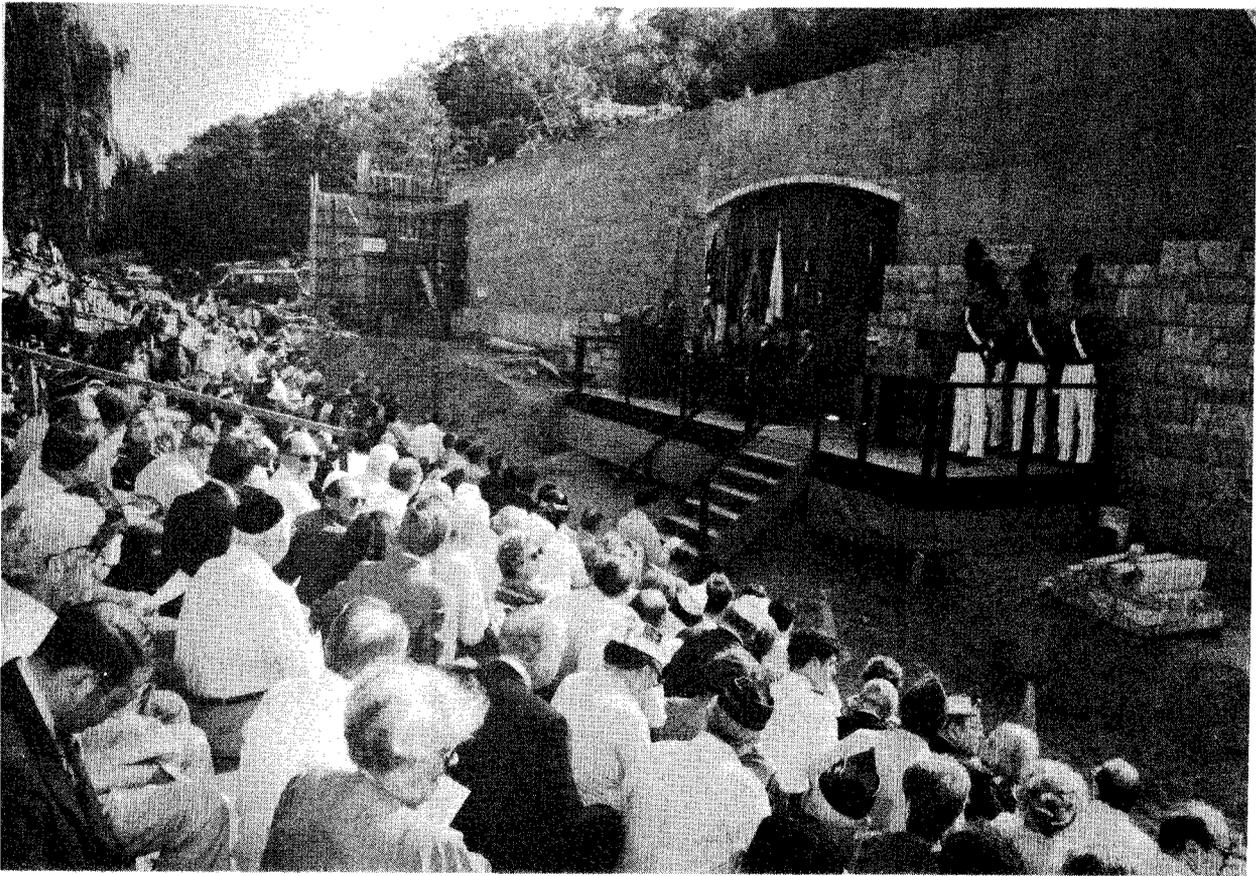
The institution's historic role was recalled in December 1983, when 16 members of the Executive Committee of the National Congressional Medal of Honor Society and their wives visited West Point in conjunction with the dedication of the Hall of Honor at the U.S.S. Intrepid in New York City. While at the Academy, they had a luncheon in the cadet mess, participated in caroling with the Cadet Glee Club at the Superintendent's Quarters, and visited the Medal of Honor exhibit at the USMA Museum. On Memorial Day 1984, the Academy was honored to participate in the interment of the Unknown Soldier from Vietnam. Lieutenant Colonel George T. Hudgens, Summer Garrison Regimental Commander, and the four cadet regimental commanders led a contingent of five officers and 92 cadets to participate in the funeral procession. President Reagan laid the wreath at the ceremonies which received substantial media attention.



Photo by: SP5 L. E. Bosanko, Jr, USAAVC

Unknown Vietnam Soldier Ceremony

The year also was marked by the beginnings of the first new chapel at West Point since the Post Chapel was dedicated in the 1940s. On 20 September 1983, the cornerstone setting ceremony for the new Jewish Chapel was held at USMA. Participants at the ceremony included Congressman Hamilton Fish (R-NY); Edward Koch, Mayor of New York City; Lieutenant General Lincoln Faurer, Director of the National Security Agency; Marty Silverman, President of the North American Corporation; Herbert Ames, a Connecticut businessman and President of the West Point Jewish Chapel Fund; and the Superintendent, Lieutenant General Willard W. Scott, Jr. The chapel, a \$5.6 million project raised from private funds, was constructed by the Tishman Realty and Construction Company. Ten regional and local broadcast and print media outlets covered the ceremony. The first Jewish Baccalaureate service was held on 18 May 1984, and the first Jewish marriage ceremony on 23 May 1984. Dedication of the building is scheduled for the Fall of 1984.



Cornerstone Ceremony at New Jewish Chapel

During the past academic year, the Academy also was proud to be selected as the host site for two special Army conferences. In November 1983, the First U.S. Army Civilian Aides to Secretary of the Army (CASA) conference was held at the Military Academy. The CASA are advisors to the Secretary regarding public attitudes toward the Army and are vehicles to inform the public of Army plans and policies. The host for this year's conference was Lieutenant General Donald E. Rosenblum, Commander of the First U.S. Army at Fort Meade, Maryland. The 23 civilian aides, representing the region covered by the First Army, visited classrooms, attended the Army/Boston College football game, received briefings by the staff, and held discussions with cadets. The 14th Army Science Conference, sponsored by the Office of the Deputy Chief of Staff for Research, Development and Acquisition (DCSRDA), was held at USMA in June 1984. The four-day conference provided a forum for the presentation of significant accomplishments by Army scientists and engineers. The theme of this year's conference was "A Future of Excellence Through Innovation and Creativity." Over 300 participants including military and civilian scientists from the North Atlantic Treaty Organization (NATO) attended the conference at which nearly 100 research papers were presented. Lieutenant General James H. Merryman, DCSRDA, gave the keynote address and The Honorable James R. Ambrose, Under Secretary of the Army, and Dr. Jay R. Scully, Assistant Secretary of the Army (R,D&A), gave the banquet addresses.

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 continued to be a development which significantly affected community relations during the past year. A conference of the National Association of Federally Impacted Schools was held at the Hotel Thayer in the Winter of 1984. Administrators from 25 affected school districts throughout the county attended the session in an effort to develop strategies to restore federal impact aid to schools. According to Bruce Crowder, Highland Falls-Fort Montgomery School District Superintendent, his district, which serves West Point high school aged children, is the most heavily affected district in the country. The 1982-83 School Year impact aid of \$660,000 for the district is scheduled to be reduced to \$410,000 this year. In February 1984, following the conference, the school district applied directly to the Department of Defense (DOD) to educate the 200 West Point students expected in the district in the Fall of 1984. This so-called "Section 6" arrangement calls for the DOD to contract with the school district for the education of those students whose parents live and work on a particular defense post. The district is awaiting a response from DOD on the request.

Despite additional funding made available by the State of New York, the school district remains in financial difficulty at school year end because of cutbacks in the impact aid program. Among proposals sought by the school district to eliminate its funding shortfall was a plan to shift one entire grade from the West Point elementary school to the school district so that the district could obtain the needed funding.

Although the Academy is generally supportive of efforts to gain funds to permit the school district to adequately serve the community, it did not support a proposal to begin to dismantle one school system to save another. The preferable solution, short of restoring the level of impact aid funding provided in the past, would be to develop the "Section 6" contractual arrangement permitting DOD to pay the district the per-pupil cost of educating the West Point high school students. Such an arrangement would leave the West Point elementary school intact, would curtail the accusations made in the local civilian community that West Point students do not pay their way, and would permit the school superintendent to return to his work as a full-time administrator, rather than spending an inordinate amount of his time and energy trying to resolve this issue. It would also remove one of the perceived detriments to a West Point tour, the instability of the local high school. The Superintendent sent a letter to Secretary Marsh on 30 May 1984, laying out the Academy's concerns in this area and asking for his continued assistance to resolve this problem.

STAFF JUDGE ADVOCATE

During the 1983-84 Academic Year, the Office of the Staff Judge Advocate continued its mission of providing comprehensive legal services to the United States Military Academy.

Projects with particular sensitivity and interest to the Army during this period included advising the command regarding the Army-Navy football game in Pasadena, California. Counsel was made available to all levels of command in California to provide advice on a broad range of issues from civil criminal questions to contract matters. In other areas, the office continued to provide opinions regarding easements, tax assessments, and encroachments involved in the acquisition of New South Post. This academic year saw the successful conclusion of the Academy's efforts to servicemark and trademark the USMA crest.

Other non-routine actions included development of a memorandum of understanding between USMA, the New York State Police, and the Town of New Windsor Police Department concerning police jurisdiction at Stewart Army subpost.¹ The office also furnished legal opinions in a variety of areas including: safety gates for the Conrail crossing at South Dock; domicile-to-duty use of the command activity bus; publication, copyright, and royalty payments for works of the staff and faculty; singing of Christmas/Chanuka seasonal songs at the West Point Elementary School and display of seasonal religious symbols on the installation; and release of elementary school student records to noncustodial parents. The office successfully represented USMA's interests during three adverse action appeals by civilian employees before the Merit Systems Protection Board, two employee arbitration cases, and one Unfair Labor Practice case before the Federal Labor Relations Authority.

Support to the command was provided in 50 cadet honor code cases, 71 cadet disciplinary cases, and 6 misconduct cases. This included advising the command and investigating officers, as well as providing Hearing Officers for honor cases. The office also provided administrative support for the panel headed by General Roscoe Robinson which evaluated the Cadet Disciplinary System.

The office administered the processing of court-martial charges against six service members, all of whom were separated with other than honorable discharges.

The Claims Section processed 526 individual's claims against the United States Government involving payments of \$190,900. The office also pursued collection actions resulting in the recovery of approximately \$49,000 by the Government for damage to government property and for medical care costs. Moreover, the Judge Advocate General (TJAG) cited USMA for recovering a significantly higher percentage of claims paid per instance of carrier damage than any other Continental United States (CONUS) office. The Claims Office was further commended by TJAG for its efforts supporting the implementation of the new U. S. Army Claims Service Information Systems Plan (USARCS ISP).

During the year, legal assistance was provided to cadets, active duty and retired personnel, and dependents on some 8,700 instances. Assistance was provided during weekdays at West Point by active duty attorneys, and on Saturdays at West Point by reserve officers assigned to the 4th Judge Advocate General (JAG) Detachment. Legal assistance was provided with regard to such matters as domestic relations, personal finances, transactions in personal and real property, powers of attorney, taxation, and wills. Defense counsel provided advice for cadet administrative boards, two discharge boards carried out pursuant to Chapter 14, Army Regulations (AR 635-200), "Enlisted Personnel," as well as non-judicial punishment and related Uniform Code of Military Justice (UCMJ) matters.

The office further contributed to the USMA community by sponsoring Law Day activities in local schools and for adult community members. Two highlights included a visit by Rudolph W. Giuliani, Esquire, the U. S. Attorney for the Southern District of New York, who addressed USMA and local civilian attorneys at a formal Law Day dinner and a presentation by the Honorable Beatrice Shainswit, a Justice of the New York State Supreme Court, who spoke at a Federal Women's Program seminar.

¹Memorandum of Understanding--Jurisdiction, Stewart Army Subpost, 26 June 1984, MAJ Gilpin R. Fegley.

CHAPLAIN

Religious services and programs were conducted by the Chaplains for the respective chapel groups and denominational services were held by ministers from nearby communities. Regular Sunday services were held in the Cadet Chapel, the Chapel of the Most Holy Trinity, the Old Cadet Chapel, and the Post Chapel. In addition, groups representing the Southern Baptists, Episcopaleans, the Church of Christ, the Lutherans, the Eastern Orthodox, and the Church of Jesus Christ of the Latter Day Saints held worship services on Sundays. The Eastern Orthodox, having been recognized by DA as a "major faith" group, has been provided St. Martin's Chapel, for worship. St. Martin's is located in the lower level of the Cadet Chapel.

The past year marked the beginning of a significant change in the facilities available to Jewish cadets. On 20 September 1983, the cornerstone setting ceremony for a new Jewish chapel was held at West Point. The chapel was constructed with private funds at a cost of \$5.6 million. The first Jewish baccalaureate service and first Jewish marriage ceremony were held in May 1984. Formal dedication of the building is scheduled for the Fall of 1984.

Religious weekend conferences, held at retreat sites within 100 miles of the Academy, received excellent responses from cadets. Each cadet is permitted to attend two religious retreats each year from among the more than 15 retreats available.

Among the significant services held at West Point during the year were the ecumenical Thanksgiving service held in the Cadet Chapel which included the Protestant, Catholic, Jewish, and Orthodox groups; Baccalaureate services were held at the Protestant, Catholic, and Jewish Chapels. The National Prayer Breakfast, held in the Cadet Mess, featuring Dr. Robert N. Schuller of the Garden Grove Community Church in Garden Grove, California, was attended by 600 cadets, staff, faculty, soldiers, and civilians on post.

The chapel choirs continued to support their respective religious services and special events at West Point; they also traveled outside of West Point to sing at other religious activities such as the Cadet Chapel Choir's annual performance in the Washington Cathedral in a service for the United States Army.

Finally, members of the Class of 1987 received a personalized copy of the Holy Scriptures from the American Tract Society, marking the 115th consecutive year such a presentation was made.

1ST BATTALION, 1ST INFANTRY

The First Battalion, First Infantry instituted a Command Assistance Visit (CAV) Team in January 1984, to aid assigned and attached units in the review of their operating procedures for compliance with Army and USMA regulations. This mini-Inspector General (IG) team visits each unit once a quarter, providing commanders with written feedback and preparing the battalion for its upcoming USMA IG visit. The CAV not only has been a source for identifying areas that need improvement, but it also has provided feedback in areas where individuals are providing meritorious service.

The Battalion has an active and varied program of physical fitness training. Monthly formation runs were instituted in September 1983, to enhance the esprit and morale of the Battalion. In October, a five-man running team was sent to Fort Benning, Georgia, to participate in the National Infantry Museum 5-Mile Run. This team won the first place trophy in the visiting team category. A 10-K race was sponsored by the Battalion in April 1984, with a total of 145 runners participating and 24 awards presented.

The final element of the three-part Individual Training Evaluation Program (ITEP) was added during the Summer of 1983. The Common Task Test (CTT) component was added to the previously utilized Skills Qualification Testing (SQT) and Commander's Evaluation components. The CTT consists of 17 varying tasks which measure the basic field competency of enlisted personnel. For those individuals taking the CTT in 1983 under the 1st Battalion, 1st Infantry (which represents three-quarters of the enlisted personnel at West Point) the pass rate varied from a low of 23 percent on the Vehicle Identification task to a high of 85 percent on three other tasks. When the tests were conducted in the Summer of 1984, the passing rates varied between a low of 53 percent for the Vehicle Identification task to a high of 98 percent on the First Aid task.

The major personnel change during the period was the assumption of command of the Battalion by Lieutenant Colonel Jan L. Senecal in July 1983. He succeeded Lieutenant Colonel John G. Hoas who had served as Battalion Commander for three years.

The 1983 Summer Augmentation (SA) Support was provided by the First Battalion, 506th Infantry, 101st Airborne Division (ASSLT) from Fort Campbell; the SA support for 1984 will come from the 3rd Battalion, 327th Infantry from Fort Campbell. The 1983 SA included approximately 1,450 soldiers instructing, providing field training, and basic administrative, logistical, and training support.

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. Colonel Edington departed West Point in June, and Colonel Terry H. Hake assumed command in July 1984. The military and civilian authorized strength of the DENTAC was 13 officers, 20 enlisted and 16 civilian personnel; however, 13 officers, 24 enlisted, and 16 civilians staffed DENTAC for most of the period.

In a HSC Inspector General (IG) inspection during May 1984, the DENTAC received no Category I findings and had two Findings of Recognition.

During the Summer of 1983, the U.S. Army Reserve Component Modular Training was again effectively utilized to provide patient care during the absence of DENTAC personnel due to routine permanent change of station (PCS) moves.

The dental affiliation program for the training of dental assistants between this activity and the Rockland County, Dutchess County, and Orange County Community Colleges again was successfully conducted.

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

There was a 33 percent turnover in the MEDDAC officer personnel during the 1983-84 Academic Year. Enlisted allocations decreased by six, while there was no change in officer allocations. Civilian end strength decreased by three during the same time period.

The arrival of a military Pharmacy Officer has filled a ten-month vacancy and greatly aided in providing timely service to the patients.

Training

One Advanced Cardiac Life Support (ACLS) course was held at Keller Army Community Hospital during the academic year at which 17 personnel were trained. Several Basic Life Support (BLS) courses were held and all enlisted personnel regularly working in the Emergency Room (ER) or Ambulance Section were trained.

During the year, two basic Emergency Medical Technician (EMT) courses were conducted by the Department of Nursing. Besides MEDDAC personnel, students included personnel from various civilian organizations in the area.

The MEDDAC conducted its annual Field Training Exercise (FTX) in August 1983 at Lake Frederick. All available personnel participated in the FTX which included training in weapons qualification, common task testing, physical fitness testing, orienteering, rappelling, and the leadership reaction course training.

Ten hours of medical instruction in Cadet Basic Training (CBT) was again supported by the MEDDAC in 1983 with the assistance of medical personnel from active component units from Ft Dix and Ft Campbell.

Patient Care

The development and refinement of the Defense Eligibility Enrollment Reporting System (DEERS) verification was initiated during 1983. Under this system, routine medical care will be denied if the sponsor is not enrolled in DEERS and eligibility cannot be determined through other appropriate means. Final implementation of the DEERS verification system took place in 1984.

The Orthopedic Service continues to have extensive coverage of all cadet athletic activities. This includes daily attendance at the Orthopedic Sick Call, conducted at the Cadet Health Clinic, and extensive involvement with all the training rooms and the intercollegiate sports activities with on-field coverage of events.

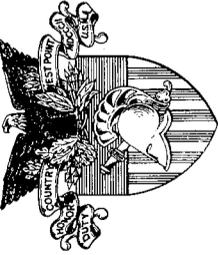
IMPROVEMENTS

The remodeling of the STAS Health Clinic was completed in August 1983 and official dedication ceremonies took place in October. In addition to being an aesthetic improvement, the remodeled clinic offers an expanded treatment capability for improved patient care.

Both Kodak M6AN Automatic Processors in Radiology were replaced with Kodak M6AW Processors which utilize ambient water temperature instead of hot water. Installation of two processor stand-by units was accomplished in early 1984. The combination of ambient water temperature and the shut-down of power and water supply to the processors during slow periods will ensure considerable energy and water savings.

The acquisition of DuPont Rare Earth intensifying screens for x-ray exposure has resulted in an approximate 50 percent reduction of patient exposure to radiation, as well as increased x-ray tube life expectancy.

In early 1984, a Resource Sharing Agreement was developed, negotiated, and implemented among Keller Army Community Hospital, the Castle Point Veterans Administration (VA) Medical Center, and Montrose VA Hospital. This agreement will result, at the outset, in a monetary savings in supplemental care funds of \$16,000 annually. Under the provisions of this agreement the two veterans hospitals will provide MEDDAC, at a nominal fee, services unavailable at West Point instead of requiring MEDDAC to obtain them from a civilian hospital at greater expense. Similarly, MEDDAC will provide services not readily available at the veteran's hospitals, particularly in the area of psychiatric and obstetrical services. The Keller Army Hospital was one of the first Army MEDDACs to sign an agreement of this type which is designed to share resources.



UNITED STATES MILITARY ACADEMY STAFF DIRECTORY



Main staff directory table with columns for office names, staff names, and phone numbers. Includes sections for 'OFFICE OF THE DEAN OF THE ACADEMIC BOARD', 'OFFICE OF THE SUPERINTENDENT', 'DIRECTORATE OF OPERATIONS', etc.

WEST POINT, NEW YORK 10996
AREA CODE 914
AUTOVON 688-XXXX
AREA OPERATOR 938-4011
DU OFFICER
HQ, USMA 938-3500
HO, 1ST BN, 1ST INF 938-4364

18 JUL 83

STAFF DIRECTORY PREPARED BY
PUBLICATIONS BR, OFFICE OF THE ADJUTANT GENERAL
USMA, WEST POINT, NY

KEY USMA PERSONNEL

1983-84 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTC Willard W. Scott, Jr.	7/16/81-
USMA Command Sergeant Major	CSM Leo A. Dobmeier	8/29/83-
Special Asst to Supt for Policy and Planning	COL Donaldson P. Tillar, Jr.	5/1/80-
Chief of Staff/Deputy Post Commander	COL Ernest E. Cross	8/1/82-
Secretary of the General Staff	MAJ Hector M. Rangel LTC George S. Gehringer	6/22/84- 3/25/83-5/28/84
Director of Operations, Plans, and Security	COL John C. Cornelson	6/13/83-
Director of Personnel and Community Activities	COL Michael W. Gilmartin COL John J. McGinn	2/21/84- 10/10/80-2/21/84
Director of Logistics	COL Edward L. Aschliman	6/27/83-
Director of Resource Management	COL Robert L. Dilworth COL James C. Ferguson	5/18/84- 7/6/81-6/2/84

SPECIAL STAFF

Adjutant General	LTC Daniel B. Cooley	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. Michael S. Heller Mr. Hugh L. Shirley	8/14/83- 1/15/78-8/13/83
Commander, USA Dental Activity	COL Terry H. Hake COL Ernest M. Edington	7/8/84- 7/7/81-6/21/84
Contracting Officer	LTC Frederick G. Heath	6/1/83-
Director of Admissions	COL Manley E. Rogers	6/6/68-
Director of Admissions 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	7/1/83-
Inspector General	(Acting) MAJ David L. O'Connell LTC Wayne A. Rothwell	5/1/84- 7/29/82-6/29/84
Provost Marshal	LTC Wilson H. McComas LTC Kenneth M. Alderson	7/26/84- 7/1/81-7/25/84
Public Affairs Officer	COL John P. Yeagley (Acting) MAJ Alex L. Mondragon LTC Louis J. Leone	4/7/84- 12/24/83-4/6/84 9/13/82-12/23/83
Staff Judge Advocate	COL Fred K. Green	6/23/83-
Surgeon	COL Freeman I. Howard	6/23/81-
Treasurer	LTC Roger A. Grugle	6/27/83-
ODIA	Mr. Carl L. Ullrich	9/29/80-
ACADEMIC DEPARTMENTS		
Dean	BG Frederick A. Smith, Jr.	8/16/74-
Associate Dean	LTC David J. Phillips COL Lloyd J. Matthews	6/84- 10/14/81-6/84
Operations Division	COL Garrett S. Hall LTC David J. Phillips LTC James H. McEliece	4/84- 7/25/83-6/84 6/5/81-7/25/83
Plans and Programs Division	LTC Donald S. Rowe LTC Norman W. Gill, Jr.	6/11/84- 6/14/83-6/8/84
Science Research Laboratory	LTC Thomas H. 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 William F. Carroll COL Robert M. Wilson	1/1/84- 8/16/74-12/31/83
Physics Dept. Head	COL Wendell A. Childs COL Edward A. Saunders	8/1/84- 1/21/67-7/31/84
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 Peter J. Boylan BG John H. Moellering	6/26/84- 6/29/82-6/22/84
Deputy Commandant	COL Lester E. Bennett COL Peter W. Lash	8/15/84- 1/9/81-8/15/84
USCC Chief of Staff	COL Dean H. Darling COL Charles E. Johnson	10/3/83- 6/15/81-10/3/83
Special Asst to Commandant for Systems and Planning	MAJ Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Robert A. Whiteford	1/10/82-
Department of Military Instruction	COL Victor T. Bullock	7/7/83-
Department of Physical Education	COL James L. Anderson	9/4/74-
Director of Cadet Activities (Acting)	COL Charles E. Johnson MAJ Michael S. Tooke COL Robert E. Strati	10/1/83- 9/1/83-9/30/83 8/1/79-8/31/83

1st Regiment
Regimental Tactical Officer

LTC Robert E. Seger
LTC James I. Daily

7/13/84-
7/14/82-5/84

2nd Regiment
Regimental Tactical Officer

LTC George T. Hudgens

8/5/83-

3rd Regiment
Regimental Tactical Officer

LTC Daniel E. Deter
LTC John C. Ellerson

7/84-
7/6/82-7/84

4th Regiment
Regimental Tactical Officer

LTC John N. 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

ACADEMIC CALENDAR

(AY 84-85)

Reorganization Week Begins	13 Aug 84
First Term Begins	20 Aug 84
Labor Day (No classes)	3 Sep 84
Homecoming (No classes)	20 Oct 84
Veteran's Day (No classes)	12 Nov 84
Thanksgiving Recess (No classes)	22-25 Nov 84
Army-Navy Game (No classes)	1 Dec 84
Final Class Day, First Term	14 Dec 84
Term End Examinations Begin	15 Dec 84
Term End Examinations End/Christmas Leave Begins	21 Dec 84
Christmas Leave Ends	6 Jan 85
Second Term Begins	7 Jan 85
Washington's Birthday (No classes)	16-18 Feb 85
Spring Leave	9-17 Mar 85
Final Class Day, Second Term	4 May 85
Term End Examinations Begin	6 May 85
Term End Examinations End	
First Class	11 May 85
Other Classes	14 May 85
Graduation Day	22 May 85
Summer Academic Term	14 May--19 Jun 85
Late Graduation	21 Jun 85

SUPERINTENDENT'S LECTURES

GEN Sir Michael Gow, Commandant of the Royal College of Defence Studies, The Kermit Roosevelt Lecture, "NATO: A Personal British Military Viewpoint."

Hanna H. Gray, President of the University of Chicago, The Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Professor David Krackhardt, Cornell Graduate School of Management, "Power of Social Networks in Organizations."

Professor Robert Rice, State University of New York at Buffalo, "Organizational Work and Quality of Life."

Dr. David Campbell, Center for Creative Leadership, "Quality in the American System."

Professor Edna Hunter, American International University, "Current Family Research and Related Issues."

DEPARTMENT OF CHEMISTRY

Dr. Bernard Beer, Director, American Cyanamid Corporation, "Probing the Brain for Anxiety."

Dr. Derek Davenport, Purdue University, "As the Sparks Fly Upward: 200 Years of Scientists in Space."

Mr. William C. Dee, Chemical Research and Development Center, "Present and Future Chemical Munitions."

Mr. Robert Ehlinger, General Electric Company, "Bullet Resistant Plastics."

CPT Albert S. Freeman, Department of Chemistry, "Trichothecene Mycotoxins - Yellow Rain."

Dr. Anna J. Harrison, President American Association for the Advancement of Science, "Science, Scientists, and Society."

Dr. Ed Heimer, Hoffman-LaRoche, Inc., "The Synthesis and Roles of Biologically Active Peptides in Medicine."

LTC Wayne Hockmeyer, Walter Reed Army Medical Center, "Vaccination: A New Hope for Eradication of Malaria as a Threat to Army Personnel."

Dr. Gerald C. Holst, Chemical Research and Development Center, "Infrared Smoke Screening."

LT William Lang, Medical Student, Uniformed Services University of the Health Sciences, "Medical School Seminar."

Professor Philip W. LeQuesne, Northeastern University, "Natural Products as Anti-Cancer Drugs."

Dr. William E. McEwen, Visiting Professor, "How Chemists Can Help Convert Two Trillion Barrels of Orinoco Tar into Useful Products" and "University and College Research - The Data Bank for Industry."

MAJ Donald D. Newlin, Research Officer, "Generation of Nucleic Acid Structures and Binding of Molecules to DNA."

Chaplain (COL) Dave Peterson, Post Chaplain, "Interpersonal Communications."

Dr. Patricia Redden, St. Peter's College, "Food Additives."

COL Pierce A. Rushton, Jr., Directorate of Admissions, "Admissions Overview."

CPT Eileen M. Skelly, Department of Chemistry, "Atomic Absorption Spectrometer Development."

Dr. (LTC) Dave Suttle, Cadet Health Clinic, "Adolescent Drug Abuse."

DEPARTMENT OF ELECTRICAL ENGINEERING

Dr. Walter J. Kleinfelder, IBM Development Laboratories, "The Computer Technology of the Future: Very Large Scale Integration."

DEPARTMENT OF ENGINEERING

The Honorable Walter Hollis, Deputy Under Secretary of the Army for Operations Research, "Army Analysis."

BG David Maddox, Combined Arms Operations Research Activity, "Army Combat Modeling."

COL Thomas H. Huber, Tank-Automotive Command, "Impact of Breaking Technology on Design."

Dr. Richard Munt, Tank-Automotive Command, "Turbine Engines."

Mr. Richard McClellan, Tank-Automotive Command, "System Integration."

Mr. Theodore Puuri, Mr. James A. Soltesz, and Mr. David Busse, Tank-Automotive Command, "Review Cadet Design Presentation."

MAJ (USAR) Terrance Holland, Elborg Technology, "Deterioration of Concrete" and "High Strength Concrete - Recent Corps of Engineers Experience."

Mr. Richard Shea, Army Materials and Mechanics Research Center, "Fracture and Failure, A Problem Receiving DOD-Wide R & D Attention."

Mr. Phil Bennett, Army Materials and Mechanics Research Center, "Nondestructive Testing Workshop."

Mr. Hal Brownfield and Mrs. Beth Makkinon, General Motors Corporation, "Quality Management."

Mr. Martin B. Chase, US Army Armament Systems Directorate, "Improved Conventional Munitions."

Dr. B. John Garrick, Pickard, Lowe & Garrick, "Probabilistic Risk Assessment Methodologies for Risk & Availability Management."

Mr. John Henninger and Mr. Malcolm Pernie, "Pollution in the Hudson Incorporated River Basin."

Mr. Joseph Herbets, AGS Management Service, "Quantitative Methods of Decision Making."

Mr. James Nix and Mr. John Holley, US Army Foreign Science & Technology Center, "Light Armored Vehicle Design Options."

CPT Stephen Lollis and Mr. William Gooch, US Army Foreign Science & Technology Center, "US-USSR Main Battle Tank Design Philosophy."

Mr. S.J. Lorber, US Army Material Development and Readiness Command, "Importance of QA/Structural Integrity to Army Weapons Systems Procurement."

Dr. Wilbur Payne, US Army Training and Doctrine Command, "Army Weapon Systems Analysis."

Dr. Henry Richardson, Wagner and Associates, "Applications of Search Theory."

Dr. Alfred H. Samborn, University of Toledo, "Engineering Ethics Seminar."

Dr. Charles H. Thornton, Lev Zetlin Associates, "Investigation of the Structural Failure of Hartford Civic Center."

Dr. George Yoder, Naval Research Laboratory, "Characterizing the Crack Growth Behavior of Material Utilized in DOD Weapon Systems."

Mr. Blanton C. Wiggins, Advanced Instruments Inc., "Creative Problem Solving."

Mr. Richard Williams, Ford Motor Co., "Electronic Engine Control."

DEPARTMENT OF ENGLISH

Professor Donald L. Ball, faculty seminar.

Professor Renford Bambrough, "Roots of Moral Reason."

Dr. Suheil Bushrui, American University (Lebanon), "Shakespeare in the Arab World."

Professor Richard DeGeorge, Kansas University, "Military Ethics."

Professor Konstantin Kolenda, Visting Professor, "The Bipolarity of Morality" and "Ethical Relativism."

Professor Douglas P. Lackey, "Noncombatant Immunity."

Professor Robert Lucid, "The American Literary Tradition."

Professor Rex Martin, Princeton University, "The Philosophy of History."

Howard Moss, The New Yorker, poetry reading."

Professor Milton K. Munitz, faculty seminar.

Mr. Don Nice, Local Artist, "Syntax of Vision."

Professor David L. Norton, University of Delaware, "Moral Concerns in Civil Disobedience."

Professor Ellen Rose, Haverford College, "Virginia Woolf."

Professor Arthur H. Scouten, University of Pennsylvania, "Shakespeare and the Baconian Heresy."

Professor Alan J Simmons, "Freedom and Responsibility."

Professor Claire Sprague, Brooklyn College, "Doris Lessing."

Admiral James B. Stockdale, "Morality of Warfare."

DEPARTMENT OF FOREIGN LANGUAGES

BG Dallas C. Brown, Deputy Commandant, US Army War College, "The Importance of Foreign Languages in a Military Career."

Dr. Suhail Bushrui, American University of Beirut, "Developments in Lebanon."

Dr. Jeanette Gatty, City University of New York, "The Role of Beaumarchais in the American Revolution."

Dr. Werner Haas, Ohio State University, "The Officer-Figure in World War II Fiction."

Professor Julianne Maher, Marist College, "Language in Society."

BG Louis J. Van Rafelghem, Defense Attache of Belgium, "USA-Europe: NATO Relations."

DEPARTMENT OF GEOGRAPHY & COMPUTER SCIENCE

Professor Moshe J. Augenstein, Brooklyn College, "The Design of Data Structures."

Mr. Van R. Bakshi, IBM Management Institute, "Software Maintenance."

Dr. David F. Bantz, IBM Federal Systems, "Project Management."

Dr. David Campbell, National Wildlife Federation, "Environment and Economics."

Dr. Janet L. Chapman, University of Pittsburgh, "Labor in the USSR."

Dr. Richard Conway, Cornell University, "The Cope System."

Dr. Nell Dale, University of Texas, "Pascal/Data Structures."

Dr. Nicholas B. Dima, US Information Agency, "Human Rights - USSR."

Mr. & Mrs. Stephen P. Duggan, National Resources Defense Council, "Storm King Project."

Dr. El-Baz Farouk, ITEK Corporation, "Arid Regions of China."

Dr. Murray Feshbach, Georgetown University, "Population Trends - USSR."

Mr. Emerson Florian, Defense Intelligence Agency, "African Resources."

Dr. Narain Gehani, Bell Laboratories, "Ada Concepts and Programming."

Hon. William R. Gianelli, Assistant Secretary of the Army (Civil Works), "Water Resources Planning."

BG Houston P. Houser III, Chief of Staff, 3rd Army, "Army Contingency Planning."

Dr. George W. Hoffman, University of Texas, "Geopolitics."

CPT Grace M. Hopper, US Navy (NAVDEC), "History of Computers."

Dr. W.A. Douglas Jackson, University of Washington, "Soviet Agriculture."

COL Frank Kaye, MILPERCEN, "Capacity Management."

Dr. Ted Klein, President, Boston Systems Group, "Decision Support Systems."

Dr. Pierce Lewis, Penn State University, "Geography - North America."

Professor Richard A. MacKinnon, MIT, "Computer Security."

LTC Thomas Magness, Department of the Army, "Geography."

Dr. Melinda Meade, University of North Carolina, "Medical Geography."

Dr. Boulton B. Miller, University of Southern Illinois, "4th Generation Languages."

Dr. Mark S. Monmonier, Syracuse University, "Cartographic Information Systems."

Mr. Osann, National Wildlife Federation, "Environmental Aspects."

Dr. Rutherford Platt, University of Massachusetts, "Water and Law."

Mr. George S. Poonen, President, Productive Information Management Co., "Ada."

Mr. N. Radhakrishnan, Corps of Engineers, "Computers/Graphics."

Mr. Raysman, Attorney, "Computer Law."

Mr. Ridenour, McDonald Corp., "Management Information Systems (IBM)."

COL Morian F. Roth, CRREL, "Winter Warfare Issues."

Mrs. Jean Sammet, IBM Federal Systems, "Ada Issues."

Dr. Schwartz, New York University, "Computer Languages."

BG Alan B. Salisbury, DCSOPS, "Tactical Use of Computers."

Mr. Seeger, CENTACS, "Ada."

Mr. James Schell, CENTACS, "Overview of Ada."

Dr. Arnon Soffer, University of Utah, "Military Geography of Israel."

Mr. Thompson, "Greenhouse Effect."

Dr. Vetter, Retired, US Information Agency, "Geography."

MG John F. Wall, Jr., US Army Corps of Engineers, "Water Resource Plan."

Dr. Vernon H. Webb, Columbia University, "Geography (Enviro-Pod)."

Dr. Raymond J. Winters, IBM Management Institute, "Managing Change/ Information Center."

DEPARTMENT OF HISTORY

Professor Stephen Baxter, University of North Carolina, "The Glorious Revolution in England, 1688-1689."

Reverend Sudarshana Devadhar, Drew University, "The Impact of Christianity in India."

Professor W. Raymond Duncan, State University of New York, "History of Cuban-Soviet Relations."

Professor John L. Gaddis, University of Ohio, "American National Security Policy in The Early Years of The Cold War."

COL Mohamed A. Helal, Assistant Defense and Armed Forces Attache, Egyptian Military Office, "Operation Badr."

Professor George Hudson, Visiting Professor, Department of Social Science, "Breshnev's Foreign Policy."

Professor Bela Kiraly, Brooklyn College, "The Hungarian Revolution, 1956."

Professor MacGregor Knox, Rochester, New York, "The Sources of Italian Defeat, 1940-41 - Political Bluff or Military Incompetence."

Dr. Richard H. Kohn, Chief, Office of Air Force History, "Role of the US Army in the Early 19th Century."

The Honorable Clare Booth Luce, Washington, D.C., "The Valor of Homer Lea."

Professor Jay Luvaas, US Army War College, "Grant, Sherman and The German General Staff."

Professor William Murray, Visiting Professor, "Revolution in America" and "The Building of the Nation State."

William Rosenberg, University of Michigan, "Legacy of the Russian Revolution."

The Honorable William H. Sullivan, Columbia University, "Strategy, Policy and the Vietnam War."

Professor Marc Trachtenberg, University of Pennsylvania, "The American School of Strategic Thought in the Nuclear Age."

DEPARTMENT OF LAW

COL Tom Andrew, US Army War College, "Role of the Overseas Staff Judge Advocate."

Dr. Herman Collier, President, Moravian College, "EPA Science Advisory Board and Disposal of High-Level Nuclear Wastes."

COL Fred Green, Department of Law, "Legal Implications of Overseas Assignments."

Mr. Charles Pratt, Power Authority of State of New York, "Psychological Problems Related to Nuclear Power Plant Sites."

Dr. Randy Roth, Atlantic Richfield Company, "Testing and Use of Toxic Substances."

DEPARTMENT OF MATHEMATICS

Professor Paul Zuckerman, State University of New York at New Paltz, "Cryptography."

Professor Ben Noble, University of Wisconsin-Madison, "Numerical Linear Algebra."

Professor Carroll O. Wilde, Naval Postgraduate School, "Calculus and the Microcomputer."

DEPARTMENT OF MECHANICS

Mr. Salamon Redner, Director, Photoelastic Research Vishay Introtechnology, Inc., "Reflection, Photoelasticity, Elasticity, and Design Improvement."

Mr. Mike Ciminera, Grumman Aerospace Corporation, "Advanced Aerodynamic Design of Fighter Aircraft."

Mr. Micheal Sturm, Grumman Aerospace Corporation, "Energy Methods and Aircraft Design."

Dr. John Anderson, University of Maryland, "Assorted Topics in Applied Aerodynamics."

DEPARTMENT OF PHYSICS

Professor Max Dresden, Institute of Theoretical Research at Stonybrook, "The Phenomenon of Black Holes."

MAJ Alton P. Donnell, Defense Nuclear Agency, "Nuclear Weapons Effects."

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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>
150-lb Football	8	8	0	0	1.000	Won	Jeff Bertocci
Women's Track	5	5	0	0	1.000	---	Amy McDonald & Tracy Hanlon
Women's Indoor Track	4	4	0	0	1.000	---	Ann Buckingham
Rifle	17	16	1	0	.941	Won	Dave Cannella
Women's Basketball	28	25	3	0	.893	Won	Alma Cobb & Melody Smith
Men's Indoor Track	8	7	1	0	.875	Lost	Derric Anderson
Golf	7	6	1	0	.857	Won	John Schuster & Dave Goodling
Hockey	34	28	5	1	.838	---	Robbie Craig
Women's Cross Country	10	8	2	0	.800	---	Sue Lenio
Lacrosse	14	11	3	0	.786	Won	Mike Riccardi & George Slabowski
Gymnastics	16	12	4	0	.750	Lost	Doug Garner
Cross Country	11	8	3	0	.727	Lost	Joe Molloy
Pistol	16	11	5	0	.688	Lost	Leon Moores
Women's Tennis	17	11	6	0	.647	---	Sue Meckfessel
Men's Swimming	14	9	5	0	.643	Won	Norb Klopsch & Jerry Schlabach
Squash	22	14	8	0	.636	Lost	Rich Clarke
Men's Tennis	26	16	10	0	.615	Lost	Charles Deal & Chris Wilson
Women's Volleyball	35	21	14	0	.600	Won	Brigit Wahwassuck
Men's Track	5	3	2	0	.600	Lost	Derric Anderson
Wrestling	21	12	9	0	.571	Lost	Whit Gibson & Mike Parietti
Women's Softball	32	18	14	0	.563	---	Marcia Ganoe
Soccer	19	9	7	3	.553	Lost	Dave Shimkus & Harry Prantl
Water Polo	25	13	12	0	.520	Lost	Bill Suchan
Women's Swimming	16	7	9	0	.438	Lost	Chris Gayagas
Men's Basketball	28	11	17	0	.393	Lost	Pete Popovich
Baseball	37	10	27	0	.270	Lost	Art Hartman
Football	11	2	9	0	.182	Lost	Jim Mitroka
Total	<u>486</u>	<u>305</u>	<u>177</u>	<u>4</u>	<u>.628</u>	<u>(7-14)</u>	

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