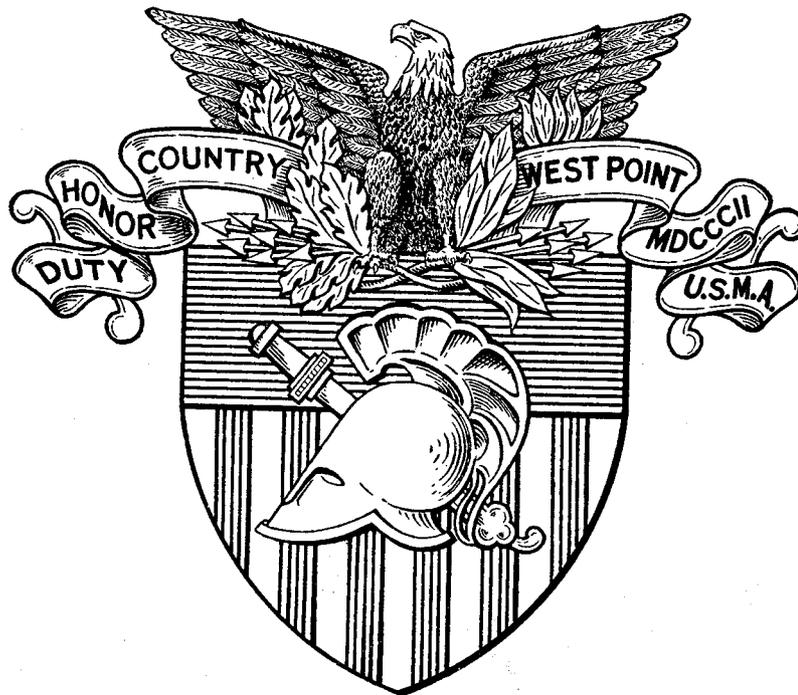


THE ANNUAL REPORT OF THE SUPERINTENDENT 1985



United States Military Academy

ANNUAL HISTORICAL REVIEW

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

1 July 1984 — 30 June 1985

RETURN TO ARCHIVES



LTG WILLARD W. SCOTT, JR.

Superintendent

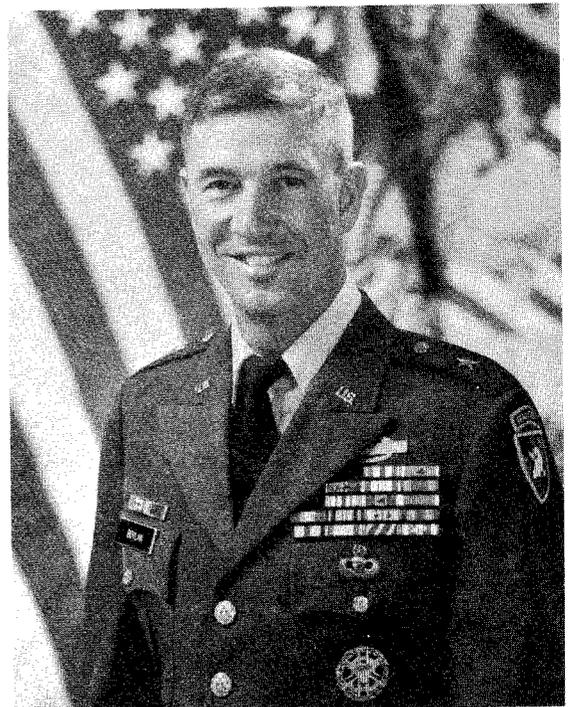
16 July 1981 —



BG FREDERICK A. SMITH, JR.

Dean of the Academic Board

16 August 1974 —



BG PETER J. BOYLAN

Commandant of Cadets

26 June 1984 —



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

31 July 1985

This report provides a comprehensive review of the activities of the United States Military Academy during the period 1 July 1984 through 30 June 1985. This period marked the fourth year of my Superintendency, and several significant developments in the evolution of the Academy. General Smith, our Dean of the Academic Board for the past 11 years, prepared for his retirement as our effort to seek Accreditation Board of Engineering and Technology (ABET) accreditation was nearing fruition. In athletics, our football team regained a position of prominence and returned the Commander in Chief's trophy to its rightful place at West Point. The Military Academy holds a secure place in the mind of the American public as is evidenced by our record number of applicants for admission. We had the honor this June, of sending the largest class in Academy history out into the Army. We are confident that they will exhibit the same characteristics of honor and leadership which have traditionally been provided by their predecessors.

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



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ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 5,540 candidates nominated and examined for the Class of 1989, 742 of whom were women. Of this total, 2,632 were found qualified, and 1,427 (161 women) entered the United States Military Academy on 1 July. Eighty-six percent ranked in the top one-fifth and 96 percent ranked in the top two-fifths of their high school classes. Those entering the Academy who took the Scholastic Aptitude Test (SAT) had mean scores of 569 on the verbal portion and 636 in the math, in contrast to national averages of 431 and 475 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 24.0 on the English and 29.2 on the math portions compared with the national means of 18.1 and 17.2, respectively. More than 98 percent of the new cadets taking the ACT had higher English scores, and all had higher math scores than the national average. A total of 914 cadets were members of the National Honor Society and 279 were class, student body, or student council presidents while in high school. Some 1,248 lettered in varsity athletics, 810 of whom were team captains. Scouting participants numbered 601 including 138 Eagle Scouts (Boys) or First Class Scouts (Girls). Minority candidates totaled 214 or 15 percent of the Class of 1989.

ADMISSIONS MEDIA BRANCH

The Media Branch initiated several major recruiting projects this year while continuing to revise and update current publications and films. A four-color brochure was developed as a first contact piece for use in the Preliminary Scholastic Aptitude Test (PSAT) search mailing, the ACT program search mailing, and the Boys/Girls State mailing. The brochure contains general information on the academic, athletic, and career opportunities available at the Military Academy. A four-color Pre-Junior kit brochure also was produced to serve as an information mailing piece for students in their sophomore year of high school or younger. The message for this target group is the need for proper preparation for entrance to West Point. It includes an introductory letter by the Director of Admissions, a general description of the academic and career opportunities available at the Military Academy, recommendations on academic subjects to pursue in high school, and a bibliography of books and publications available on West Point.

The telemarketing system providing a toll-free service for admissible candidates and the general candidate pool was expanded. The toll-free service number was included in candidate search mailings for the first time. Further tests and evaluations will be made to determine the cost effectiveness of the system.

The Army's officer career and lifestyle booklet entitled "The Path of Leadership," first distributed nationally in 1984, has now been integrated into the Admissions Office packet that is mailed to all admissible candidates.

The Admissions Office hosted the Deputy Chief of Staff for Personnel (DSCPER) Quarterly Advertising meeting in February 1985. Attendees at the quarterly meeting included commanding officers of USAREC, TRADOC, DCSROTC, the Deputy Chief of Public Affairs, and representatives of N.W. Ayer, Incorporated, the Army's advertising agency. The Superintendent, the Director of Admissions, and the Public Affairs Officer

made Military Academy presentations during the meeting. Approval of using N.W. Ayer for assistance in preparing two 30-second videotape messages on the Military Academy for use when the Army football team appears on television was given by the DCSPER as a result of this meeting. The videotape messages will be used during the 1985 season.

A multimedia high school program of the Admissions Office featuring a slide/tape or laserdisc presentation of West Point prepared by the Learning Research Network was expanded from a test sample of some 200 high schools during the 1983-84 Academic Year to the entire Learning Research Network listing of 1,500 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.

An advertising program in the Army Times was tested in the Fall and Spring of 1984-85 time frames targeted for military families with college-bound children. The purpose was to generate additional leads from students eligible for presidential nominations in the admissions process. After this year, the program will be evaluated to compare the number of inquiries generated with its cost to determine its cost effectiveness.

Several detailed articles about admissions, cadets attending the Military Academy, and the admissions process have been written for several audiences, including West Point graduates, members of the Admissions field force, and the general public. The Media Branch has sought to increase the quality and quantity of all public affairs communication pertaining to admissions procedures and information. Special effort to maintain effective coordination and communication with USMA's Public Affairs Office (PAO) has contributed to the overall effectiveness of these efforts to keep the public informed on admissions at West Point.

ADMISSIONS FIELD FORCE

The Fifteenth Annual USMA/ROTC Liaison Officer's Conference was held at the Academy in June 1985. The liaison officer's program seeks to identify and attract quality candidates to both the Military Academy and to four year ROTC scholarships. Of the 103 attendees at this year's conference, over half were new to the program. The program now consists of 426 officers, 29 of whom are minority group members, six of whom are women, and 88 of whom are USMA graduates. Colonel William M. Yates, the Academy's USAR 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 MG John P. Prillaman, TRADOC Deputy Chief of Staff for ROTC, the USMA Commandant, BG Peter J. Boylan, and the Dean, BG Frederick A. Smith, Jr. Participants gained a wider perspective of the interrelationship of the Reserve, ROTC, and USMA policies and programs in effect.

CANDIDATE TESTING

More than 9,420 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was scheduled for more than 10,700 individuals at 170 Army posts, National Guard armories, ROTC facilities, and select independent facilities.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 950 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, "By-Invitation" programs, and special speaking engagements. The CPRC also provided cadet escorts at West Point for the Candidate Tours Program for prospective applicants and candidates. During the past academic year, over 600 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 380 admissible candidates to spend 27 hours at the Academy escorted by a cadet from their home state.

PROJECT OUTREACH

Project Outreach, the Admissions Office's major nine-month minority recruitment effort, consisted of seven minority officers who traveled to all parts of the United States to promote greater appreciation of the opportunities provided for minority members at USMA. Television and radio interviews and visits to high schools and junior high schools stressed the theme of preparing oneself properly for higher educational opportunities. Additionally, contacts were established with high calibre minority youths capable of entering USMA. Follow-up letters and telephone contacts by these officers completed an intensive recruitment effort.

EDUCATOR VISITS

The Educator Visits program continued in 1985. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn first hand the scope, quality, purpose, and environment of West Point. The program affords us the opportunity to articulate carefully the USMA philosophy and educational techniques to American educators during a three-day orientation period. During the year, approximately 170 educators and Congressional staffers participated in the program.

ACADEMIC PROGRAM

THE FACULTY

The tenured faculty underwent several significant changes during the 1984-85 Academic Year. The Dean of the Academic Board announced his retirement and a new Dean was announced by the Superintendent; three department heads retired, two new department heads were appointed, and the selection process was initiated for the third. Two Permanent Associate Professors were promoted to the position of Professors of Designated Subjects. Six Permanent Associate Professors departed USMA during the year: two retired from the Army and four others departed the Academy for new assignments. Twelve new members of the permanent faculty were appointed during the period.

Brigadier General Frederick A. Smith, Jr., Dean of the Academic Board, announced his retirement to be effective 31 July 1985, culminating over 41 years of military service. General Smith was Dean for 11 years, the longest of any Dean in the history of the Academy. During General Smith's tenure many important changes have evolved in the Academy's academic arena, which are discussed in the next chapter.

In June, the Superintendent announced the selection of Colonel Roy K. Flint, Professor and Head of the Department of History, to become the eighth Dean of the Academic Board effective 1 August 1985. Colonel Flint has served continuously at West Point since 1970, first as a Permanent Associate Professor in the Department of History, as Professor and Deputy Head, and finally as Professor and Head of the Department since 1981.

Colonel Edward A. Saunders, Professor and Head of the Department of Physics, retired on 31 July 1984, after 24 years at West Point. Colonel Saunders served as the Physics Department Head since its creation in 1967. He was succeeded by Colonel Wendell A. Childs effective 1 August 1984. Colonel Jack M. Pollin, Professor and Head of the Department of Mathematics, retired on 30 June 1985, after 23 years at West Point. Colonel Pollin was appointed as a Professor, USMA in 1967 and served as the Mathematics Department Head since 1974. He was succeeded by Colonel David H. Cameron effective 1 July 1985. Colonel William Carroll, Professor and Head of the Department of Mechanics, retired on 30 June 1985, after nine years at West Point. Colonel Carroll was appointed as Professor, USMA, in 1976 and served as the Mechanics Department Head since 1984. Colonel Peter D. Heimdahl, Professor of Mechanical Engineering, later succeeded Colonel Carroll as Head of the Department.

The two Permanent Associate Professors promoted to Professor of Designated Subjects during the past year were Colonel Michael A. Paolino as Professor of Mechanical Engineering, effective in August 1984, and Lieutenant Colonel William A. McIntosh as Professor of English, effective in October 1984. Colonel James K. Strozier, Professor of Aerospace Engineering, retired on 31 August 1984, after 14 years as a Permanent Associate Professor in the Department of Mechanics. Colonel Paul M. Bons, Professor of Psychology and Organizational Behavior, retired on 30 September 1984, after nine years as a Permanent Associate Professor in the Office of Military Instruction and the Department of Behavioral Sciences and Leadership. Colonel Emile A. Robert, Jr., Permanent Associate Professor in the Department of Behavioral Sciences and Leadership,

resigned his position to become Director of Executive Development at the National Defense University, Fort Meyer, Virginia; Colonel James L. Abrahamson, Permanent Associate Professor in the Department of History, resigned to become Director of the U.S. National Security Studies at the Army War College; Lieutenant Colonel Tyrus W. Cobb, Permanent Associate Professor in the Science Research Laboratory, Office of the Dean, left to become Deputy Director of West European and Soviet Affairs at the National Security Council; and Lieutenant Colonel William C. Jeffries, Permanent Associate Professor in the Department of English, resigned his position to join the permanent faculty at the Armed Forces Staff College in Norfolk, Virginia. The newly-appointed Permanent Associate Professors were: Lieutenant Colonel John M. Wattendorf and Major Johnston Beach of the Department of Behavioral Sciences and Leadership; Lieutenant Colonel Leon G. Thompson and Major Mark B. Bilodeau of the Department of Geography and Computer Science; Lieutenant Colonel Kenneth E. Hamburger, and Majors James S. Wheeler and Lee T. Wyatt III, Department of History; Majors Kip P. Nygren and Jerry W. Samples, Department of Mechanics; Major John G. Campbell, Department of Physics; Lieutenant Colonel Augustus R. Norton and Captain Thomas V. Daula in the Department of Social Sciences, the latter in the Department's Office of Economic and Manpower Analysis.

Three tenured faculty members served during the past year as fellows at Senior Service Colleges. Colonel Wendell O. Jones, Permanent Associate Professor in the Department of Geography and Computer Science, served as West Point Fellow at the U.S. Army War College, Carlisle Barracks, Pennsylvania; Lieutenant Colonel Louis S. Csoka, Permanent Associate Professor in the Department of Behavioral Sciences and Leadership, served as a fellow at the Naval War College, Newport, Rhode Island; and Lieutenant Colonel Wallace E. Walker, Permanent Associate Professor in the Department of Social Sciences, served as the West Point Fellow at the National War College, Washington, D.C.

Two USMA faculty members were selected as Congressional Fellows during the past year. In May 1985, Major C. Kenneth Allard, an assistant professor in the Department of Social Sciences, was named one of the two dozen Congressional Fellows by the American Political Science Association (APSA) for the 1985-86 Academic Year. The APSA Congressional Fellowship Program gives recipients an opportunity to spend several months on both sides of Capital Hill, as legislative assistants to senators and congressmen. Major Allard is the first USMA faculty member to receive the APSA award since Major Carl J. Leininger did during the 1982-83 Academic Year. Similarly in May, Major John M. Pullen, an associate professor in the Department of Electrical Engineering, was named one of two Congressional Fellows by the Institute of Electrical and Electronics Engineers (IEEE) for the 1985-86 Academic Year. Major Pullen will be serving on the House of Representatives Subcommittee on Science Research and Technology utilizing his expertise in computer engineering. Major Pullen is the first Army officer in two years to receive an IEEE fellowship.

Sixteen professors and scholars served as visiting professors in ten departments during the past academic year: Dr. Herbert E. Klei of the University of Connecticut in the Department of Chemistry; Dr. Donald L. Ball of the College of William and Mary in the Department of English; Dr. William C. J. Lin of Seton Hall University in the Department of Foreign Languages; Dr. Clifton W. Pannell of the University of Georgia (first semester), Dr. Melvin G. Marcus of Arizona State University (second semester), and Dr. Harold A. Winters of Michigan State University (an adjunct visiting professor),

all with the Department of Geography and Computer Science; Dr. Ira D. Gruber of Rice University and Dr. Elizabeth C. Pickering of Auburn University, both with the Department of History; Dr. Carroll O. Wilde of the Naval Postgraduate School in the Department of Mathematics; Dr. J. Winn Dalley, Associate Dean of Engineering, Emeritus, of the University of Texas at Arlington and Dr. Robert B. Kinney of the University of Arizona, both with the Department of Mechanics; Dr. Alfred Leitner of Rensselaer Polytechnic Institute in the Department of Physics; Mr. Charles S. Ahlgren, Foreign Service Officer, United States State Department, Dr. Louis Dupree of Pennsylvania State University, and Dr. D. Alton Smith, Former Senior Economist, Abt Associates, Inc., all with the Department of Social Sciences; and Dr. Beverly J. Becker of Skidmore College in the Department of Physical Education.

The academic credentials and composition of the faculty remained stable in most categories for the 1984-85 Academic Year. The percentage of faculty members holding Ph.D. degrees and of those completing all but dissertations were 20 and 9 percent, respectively. Graduates from universities other than USMA comprised 34 percent of the faculty. Although this was only a slight decline from last year's figure, it is still the lowest percentage in eight years. The number of women officers on the faculty remained at 20 during the past academic year, marking the fourth consecutive year that at least 20 women were on the faculty. However, the number of minority group member officers increased from 16 to 25 during the past year to the highest level in at least a decade and perhaps ever in the Academy's history. The number of sister service officers on the academic faculty decreased by one to 15 with 11 Air Force and four Naval officers. Additionally, one officer each from Brazil, Germany, and Mexico served in the Department of Foreign Languages.

FACULTY DEVELOPMENT PROGRAM

In 1983, the Army Chief of Staff, General John A. Wickham, communicated a desire to the Superintendent to improve the exposure of the permanent USMA faculty to the Army so that faculty members could remain abreast of rapid developments which are occurring throughout the Army. To implement this program, the Chief of Staff proposed that USMA permanent faculty members participate in various "regreening" projects to enhance their knowledge of the activities of the modern Army.

During the 1983-84 Academic Year, permanent faculty members from all academic departments participated in a wide variety of activities with regular Army units to include receiving briefings on Basic Training (BT) and Advanced Individual Training (AIT); visits to the Armor Center and School, to the Air Defense Artillery School, and to the Fire Support Coordination Conference; observing training of Infantry and Airborne units, and participation as Army Training Evaluation Program (ARTEP) evaluators.

Two dozen tenured faculty members went on a wide variety of military development trips during the 1984-85 Academic Year. Their activities included discussing the addition of strategic judgement considerations with faculty at the School of Advanced Military Studies (SAMS) at Fort Leavenworth; completing a lengthy evaluation of Army policies and procedures pertaining to quality of life and professional satisfaction in active duty units at military installations in Washington, Alaska, Japan, Korea, and Hawaii, for the Assistant Secretary of the Army for Manpower and Reserve Affairs (M&RA); completing a study of the organization and mission of the Army Ballistic Missile Defense Organization (BMDO); serving as a consultant to the U.S. Army Engineer Studies Center (ESC) for its year long study, "Engineer Assessment, Korea,"

being conducted for the US/ROK Combined Forces Command, reviewing plans for engineer support of an operations plan, and visiting engineer units in the field in Korea to discuss their plans and to observe engineer and combat arms training; visiting the Engineer Battalions and the Terrain Detachment assigned to the Division G-2 section of the 9th Infantry Division at Fort Lewis and discussing engineer training and the utilization of micro computers at battalion level for use in obstacle planning and the use of MICROFIX at Division level; visiting Headquarters, United States Army Europe (USAREUR), and various engineering units and helping to develop specifications for a prototype automated system for engineer command and control which was tested during Reforger 1984; attending a pre-command course, observing the presentation of the USMA-developed Army Writing Program at various installations, and conducting liaison with the Combined Arms and Services Staff School (CAS³) faculty; observing and participating in platoon, company, and battalion field training with the 2/21 Mechanized Infantry Battalion at Fort Stewart; receiving briefings on new equipment, training, and organizational developments at six Army posts and training centers from Fort Knox to Fort Bliss; and observing Patriot and Stinger Air Defense training and Vulcan gunner qualification training at Fort Bliss.

In June 1984, the Superintendent received guidance from the Chief of Staff pertaining to the selection procedures for the new Dean (which would be carried out during the upcoming academic year) and proposed modifications of procedures to be used to renew the tenure of members of the permanent academic faculty. (The existing Dean's Policy and Operating Memorandum (DPOM) 3-1 already contained procedures for the selection of members of the tenured faculty and Section 3920 of Title 10 of the U.S. code had provisions for the Chief of Staff to review the status of tenured members of the faculty after 30 years of service.)

The Chief of Staff's proposal expanded the circumstances under which he might review tenured faculty members. In the past, the regulations allowed review after 30 years of service, but this never occurred; the new proposal called for review every five years after appointment as well. The new proposals also added a DA representative to the search committees for Professors, USMA and directed that the search committees submit three rank-ordered candidates in their recommendations. The Chief of Staff's proposals institutionalize the selection and retention procedures of the Dean and permanent faculty and enhance the involvement of DA in professor selections. Finally, in addition to previous military development activities, the Chief of Staff recommended that "the tenure faculty should spend one year out of every six with the Army or one summer out of every three with the Army."¹

The Superintendent responded in a letter of September 1984, in which he stated that the Academy community supported "the proposals contained in the program and was prepared to implement them.....Happily, they coincide with the necessity for a military faculty which is the bedrock to maintaining the Academy as a center of excellence, both militarily and academically."² The Superintendent's letter codified the new selection procedures proposed by the Chief of Staff, amplifying them beyond what was previously set forth in the Dean's POM 3-1.

The Superintendent expressed support for most of the proposals, but noted the Academy's concern with one issue in particular. There was a general sense at the Academy that spending one summer out of three with the Army or one year out of six was reasonable and appropriate if it was incorporated within the existing sabbatical program, which was currently available to the permanent faculty and gave them an opportunity once every seven years. It was believed, in the view of the Superintendent,

that "those faculty members who prefer to devote a sabbatical to troop assignments have met the spirit of the initiatives." The Academy's concern simply was that if this new proposal was kept separate from the sabbatical opportunities then the Academy could lose permanent faculty members for two years out of seven.³

CADETS

On 22 May 1985, Secretary of the Army John O. Marsh, Jr., delivered the commencement address to the Class of 1985. The Army Secretary told the class "The (military) force is being modernized. New concepts are emerging that relate to special operations forces, light divisions, deployability, intelligence and technological enhancements. But leadership is still the key." This graduating class, the largest in Academy history, included 1,010 members (903 men and 107 women). Another 31 cadets (25 men and 6 women) joined the "For Excellence We Strive, '85" and graduated during the summer after completing additional requirements. The graduating class included two cadets (Jean Nguyen and Hung Vu) who were born in South Vietnam and fled the communist takeover. Another 19 cadets (16 men and 3 women) graduated at midyear in December and two in January, 1986, which completed the graduation of the Class of 1985 with 1,062 members.

Two of the 56 Distinguished Cadets of the Class of 1985 received special academic recognition. Lieutenant Leslie A. Lewis became the Academy's second Marshall Scholarship recipient and the first Academy winner of the Phi Kappa Phi Scholarship. She will receive two years of fully-funded graduate study in philosophy, politics, and economics at Oxford University. Lieutenant Paul J. Rodney became the Academy's 24th Hertz Foundation Fellowship winner. Lieutenant Rodney has been granted a deferment to serve four years in the military before undertaking the study of physics at the Massachusetts Institute of Technology.

In addition, another cadet, Lieutenant Randall Cozzens, became the Academy's 16th National Collegiate Athletic Association (NCAA) Postgraduate Scholarship recipient. He was awarded a \$2,000 scholarship for excellence as a scholar-athlete in basketball to be used for postgraduate study at the university of his choice. Lieutenant Cozzens also was granted a deferment to serve four years in the military prior to undertaking postgraduate study.⁴

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-six members of the Class of 1985 sought admission to either the Uniformed Services University of the Health Sciences (USUHS) at Bethesda, Maryland (the military medical school), or civilian medical schools through the U.S. Army Health Professions Scholarship Program. Fifteen of the 26 were accepted to medical school. Twelve of the 15 (representing less than two percent) received the requisite Army scholarship and will attend medical school as follows: Lieutenant Michael D. Bagg at the Texas Technological University of the Health Sciences; Lieutenant James P. Bradley at University of Vermont; Lieutenant Yong C. Bradley at the Medical College of Georgia; Lieutenant Tom M. DeBerardino at the New York Medical College; Lieutenant Sean D. Ghidella at Georgetown University; and Lieutenants Steven P. Friedel, John B. Halligan, Curtis J. Hunter, James R. Jezior, John F. Kragh, Michael A. Rave, and Morgan Williamson at USUHS.

Several cadets received awards for scientific work presented at various conferences during the past year. Cadets won all three awards in the physical science category at the 39th Annual Eastern Colleges Science Conference (ECSC) held at the State University of New York at Fredonia in April. Twenty-nine colleges and universities were represented in the competition with 166 presentations made in four general areas of research. Artem P. Braginetz took first place for a work titled "Optical Damage Studies by Holographic Interferometry"; Frederick K. Weiss took second for "A Design Technique for Developing Jam-resistant Antennae for Armored Vehicles"; and Brian Gollneider took third for "An Emulation Loader for a Vector Associative Process." Braginetz received an additional award when his paper was named Best Overall Paper from among the 166 papers presented at the ECSC. Cadet Braginetz presented the results of his study at the 5th Annual Rochester Symposium for Physics Students and an abstract of Cadet John Brant's research on "Reverse Field Pinch Confinement Fusion" was published by the symposium. Cadet Weiss took the first runner-up position at the finals of the student paper contest sponsored by the Institute of Electrical and Electronics Engineers (IEEE) Conference held at the Sheraton Center in New York City in April, for his paper "A Novel Approach to an Interception-Resistant Antennae for Mobile Military Communications." At the conference, which included competition among 12 northeastern winners, Cadet Joseph H. Schafer took the third runner-up position for his paper "Emulating a Vector Associative Processor." Both papers will be published in the IEEE Student Journal.

A comprehensive cadet counseling program continued to assist cadets in more clearly defining their academic goals and planning a course study which will lead to the attainment of those goals. After the counseling process, cadets of the Class of 1987 made general selections similar to those made the year before by the Class of 1986:

	<u>Class of 1987</u>	<u>Class of 1986</u>
Applied Science and Engineering*	38%	45%
Basic Science	8%	9%
Humanities	5%	6%
National Security/Public Affairs**	49%	41%

* includes MSE management

**includes HPA management

Although the proportion of cadets who have selected NSPA and ASE has varied over the years, the current figures for the Class of 1987 are the highest percentage for NSPA and the lowest for the ASE since cadets began to make general selections in the Spring of 1982. Sixty-eight percent of those cadets concentrating in Applied Science and Engineering, 50 percent of those cadets selecting Basic Science, 20 percent of those cadets selecting Humanities, and 41 percent of those cadets selecting National Security/Public Affairs decided to major in their respective specialties.

The distribution of the Class of 1987 between fields of study and majors was as follows by the end of the 1984-85 Academic Year:

	<u>Field of Study</u>	<u>Major</u>
Applied Science and Engineering*	12%	26%
Basic Science	4%	4%
Humanities	4%	1%
National Security/Public Affairs**	<u>29%</u>	<u>20%</u>
	49%	51%

* includes MSE management

**includes HPA management

Of the optional majors open to cadets in the Class of 1987 at the time of their counseling during the Spring of 1985, engineering management, mechanical engineering (aerospace), and computer science were selected by the largest number of cadets: 7.9 percent, 6.3 percent, and 4.0 percent, respectively. Of the fields of study open to cadets in the Class of 1987 at that time, behavioral sciences, management (MSE track), and foreign area studies were selected by the largest number: 6.7 percent, 6.2 percent, and 3.4 percent, respectively.

The Class of 1988 made their initial "tracking" decision during the Spring of 1985. Of 1,145 cadets, 617 (54 percent) selected the HPA track and 529 (46 percent) selected the MSE track. This is the first time since the academic counseling program was begun (with the Class of 1981) to assist cadets in making selections that a majority of cadets have selected the HPA track.

ACADEMIC COMPUTING

The 1984-85 Academic Year saw both significant increases in the use of computers by cadets and faculty and major decisions impacting on the future integration of computing into the academic curriculum.

Cadet use of the Instructional Support System (ISS) continued to rise and was 52 percent higher in the 1984-85 Academic Year than in the previous year. The increased usage was generated from computer-based requirements in most of the mathematics, science, and engineering courses as well as the use of the computer as a word processor in English, history, and social science courses. Fourth Class cadets continued to use the TERA microcomputers for FORTRAN instruction in the Department of Geography and Computer Science.

During the past year, computing acquisitions to support the academic program included an expansion of the SYTEK local area network, 30 new terminals for the cadet barracks, and hardware upgrades to the equipment in the Department of Geography and Computer Science Computer Graphics Laboratory (CGL) and the Dean's Academic Computing Research Facility.

After using FORTRAN as the primary computer programming language at USMA for the past 20 years, the Academic Board in May 1985 approved a change to Pascal starting with the 1985-86 Academic Year. Pascal was selected because of its ease of learning and its logical and structured format.

The academic computing strategy approved by the Academic Computer Advisory Committee (ACAC) chaired by Colonel Gilbert W. Kirby, Professor and Head of the Department of Geography and Computer Science, redirected the thrust of computer support from large centralized systems to smaller distributed systems for improved access and reliability. The strategy includes incorporation of microcomputers into classroom and laboratory use and maintains the goals of an integrated and friendly user environment.

After eight months of study, ACAC's Cadet Personal Computer Planning Subcommittee chaired by Lieutenant Colonel Lanse M. Leach, Permanent Associate Professor and Assistant Dean for Academic Computing, recommended that beginning in the 1986-87 Academic Year with the Class of 1990 that each cadet should have a personal computer.⁵ The Dean and the Superintendent approved that recommendation in May 1985. Detailed planning for implementation is now in progress. The plan includes expansion of the existing computer network to each cadet room, classroom, and faculty office, and the acquisition of personal computers for each faculty member.

Indicative of the leading position of the Military Academy in the field of academic computers, Lieutenant Colonel Leach presented a paper titled "Databases and Data Exchange for Computer Aided Design" at the Second International Conference on Computing in Civil Engineering held in Hangzhou, China, in June 1985.

WEST POINT DISTINGUISHED LECTURE SERIES

"In April 1984, the Academic Board approved a plan offered by the Humanities and Public Affairs (HPA) Committee which decoupled the lecture program sponsored by the USMA Class of 1951 from the American Institutions course to which it had been linked since the series was initiated in 1979. That decision authorized the Chairman of the HPA Committee to set up an Executive Council for the Distinguished Lecture Series (DLS) composed of representatives from all interested departments of the Academic Board. The Executive Council was headed by an Executive Secretary appointed by the Head of the Social Sciences Department, which was given administrative proponenty for the program as a whole. (The initial year's executive secretary was Major C. Kenneth Allard.) This organizational structure was to be the mechanism for carrying out the DLS mission: planning and executing an inter-disciplinary lecture series which would bring a number of distinguished American leaders to West Point for guest lectures representing a wide diversity of personal and professional perspectives."⁶ The keynote address, delivered by James A. Michener, attracted a large crowd and provided an excellent starting point both for the annual program and the series as a whole. The Dr. Lester B. Thurow of the Massachusetts Institute of Technology lecture was especially interesting since it followed an appearance by Nobel Laureate Milton Friedman who had delivered the Sol Feinstone lecture the previous week. The third lecture, delivered by Mayor Ed Koch of New York City, made national news when the Army helicopter returning him to New York City had to make an emergency landing during a surprise snowstorm.

The spring portion of the program consisted of four events, each of which played to audiences in excess of 1,200 people - the largest such crowds since the endowment was created. The initial presentation by Roots author Alex Haley was sponsored by three academic departments and organized in conjunction with the Academy's observance of Black History Month. The speech by Princeton University Professor Gerard O'Neill was the initial event in the program to concentrate on the theme of science and technology. Judge Robert Bork's appearance was the first sponsored by the Law Department, and featured a tightly reasoned speech by a legal scholar mentioned as a likely Supreme Court nominee. The capstone speech for the year was provided by Professor Zbigniew Brzezinski, who delivered an address to our largest audience (1,600) of the year on strategic choices facing American foreign policy. Not only was this a memorable event, but Professor Brzezinski's thoughts on President Reagan's Strategic Defense Initiative - which he discussed from the perspectives of both a scholar and a former National Security Advisor - were sufficiently important that a transcript of his remarks was edited for its potential publication.

During its inaugural year, the DLS has established itself as a program with every potential to become a recognized national forum, as well as the centerpiece of the USMA academic enrichment program. Of the tangible indicators of success enjoyed by the program in its first year, none is more important than the numbers of cadets who attended these events voluntarily. Until now, it had been a perceived fact of life at the Academy that cadets simply do not attend any lectures where their presence is not physically required. The large cadet audiences seen at appearances by people like Alex Haley or Zbigniew Brzezinski indicate that this conventional wisdom does not hold when the speaker and the subject show promise of intellectual stimulation and even excitement. Building this lecture series into one which establishes a tradition of such intellectual excitement is the next logical step and an achievable goal.

FACULTY RESEARCH

During the 1984-85 Academic Year, Lieutenant Colonel Thomas H. Johnson served as the Assistant Dean for Academic Research and Director of the Science Research Laboratory. Major Richard C. Graham was the executive officer of the Science Research Laboratory.

Funding for faculty research at USMA increased significantly from \$357,000 for the 1983-84 Academic Year to \$899,000 during the 1984-85 Academic Year. This massive, 152 percent increase in funding is due primarily to increased funding for projects of the Departments of Geography and Computer Science and Engineering and is indicative of the Academy's contribution to Army research programs. Funding continues to be primarily from the Department of the Army and Federal government agencies and laboratories. The Association of Graduates, through the West Point Fund and the Faculty Development and Research Fund (FDRF), also provides funds for research. Although the FDRF only contributes about three percent of the Academy's total research budget, this represents approximately 90 percent of the total support available for social science and humanities research at USMA.

LIBRARY

The Library continued to expand its support of the academic program during this past year. The User Services Division provided in-depth orientations on the use of the library to some 3,000 participants including the entire plebe class, upperclass cadets in three academic disciplines, and outside educators, guidance counselors, and college administrators.

A library standard operating procedure (SOP) went into effect in June 1984, which has helped strengthen coordination between the USMA library and department libraries. The efforts have reinforced the liaison programs, resulted in better lines of communication, and increased the utilization of library resources. Use of the Geac on-line circulation control and public access system continued to increase dramatically. The holdings of the Engineering, English, History, and Physics department libraries were converted from paper cataloging records to machine readable formats (barcoded) and added to the library data base during the past academic year. The number of bibliographic entries on the library computer Geac system reached 274,000 at the end of the academic year. Virtually all circulating volumes have now been barcoded except for periodicals and those holdings in the Government Documents and Special Collections Divisions. Requests for the acquisition of additional hardware to upgrade the library's computer system are currently under consideration by the Dean's office. If approved, the addition will enable the library to achieve a totally integrated on-line system, end the era of the printed card catalog, and increase the availability of ports for the Community Access Module in anticipation of augmentation of remote access points in the barracks.

The Military Academy Archives continued its efforts to preserve its extensive photographic collection. Some 1,000 glass plate negatives, two-thirds of the total William H. Stockbridge Collection, spanning the period 1902-1931, were contracted to the Chicago Albumen Works of Housatonic, Massachusetts, for restoration. In many instances these photographs are the only visual records of the Academy.

Planning for the move of the Archives to the New South Post continued. The move will provide additional space within the main Library building permitting the continued growth of the collections. New South Post facilities will provide for archival operations as well as a Conservation Work Area and the Library Annex for retrospective periodical holdings.

The Special Collections Division continued its restoration efforts rehabilitating the photographic collections of Civil War and Phillipines Insurrection pictures. Several rare Confederate Civil War maps were also restored. Gifts to the Special Collection Division over the past year included the following: a gift of items relating to Major General Isaac Ingalls Stevens (USMA 1839) from the estate of his grandson, the former Secretary of the U.S. Army and Thayer Award Recipient the Honorable Robert T. Stevens; 62 books and a map from the library of Amiel Whipple (USMA 1841), topographical engineer of General McDowell's staff in the Civil War; manuscripts of Captain John M. Blakey, relating to his service with the Voltiguers, a regiment recruited for one year's service during the War with Mexico; a signed copy of Growing Up in the 1850's, the journal of Agnes Lee, daughter of General Robert E. Lee; Blaine Beal's extensive collection on George A. Custer; and miscellaneous personal papers and foreign awards of General Peyton C. March.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1984-85 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 appropriate 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 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 performances. 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 1984-85 Academic Year, the Department continued the development of the behavioral science field of concentration in general and the optional major in particular. The new optional major program necessitated a more integrated curriculum. In response to this, the "Colloquium in the Behavioral Sciences" (PL 488) was developed during the past academic year and taught to serve as the capstone experience for majors. In the area of individual psychology, the Department has fixed clearly the sequence of courses that entail the behavioral sciences optional major. Necessary revisions of elective courses to meet the rigors of the optional major program were accomplished.

The major academic change in the organizational leadership electives was in the "Organizational Development" (PL 479) course. In the past, this course had 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 past academic year, the course dealt 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 expanded when the "Experimental Psychology" (PL 386) course was taught for the first time last year. The course includes the traditional content areas of experimental psychology with emphasis on the design and conduct of laboratory and field experiments. This course is designed to provide detailed practical knowledge and skills in the experimental analysis of behavior and human performance. The course provides a good foundation for the later courses on the applications of human factors psychology.

A new phase of laboratory development began in the 1984-85 Academic Year to meet critical needs of an increasing student enrollment and the more demanding research program. The year saw completion of the laboratory automation plan, with all laboratory facilities placed under computer control. Provision was made for installation of two new learning laboratories, and an array of equipment purchased

to equip these new installations. Critical equipment for photometry and spectroradiometry was procured, and a general upgrade of the communications system was initiated. A major grant from the Training and Doctrine Command (TRADOC) provided funding for work in gunnery simulation and training and supported the ongoing research program in studies of camouflage. The gunnery simulator developed for the early tracking research is being reconfigured for training applications.

Although the "Military Leadership" (PL 300) text, Leadership in Organizations, was well-received by students, it was improved last year based on student and faculty feedback. A third edition will be available for the 1985-86 Academic Year. The Government Printing Office (GPO) continues to print the book, which now is available to the general public through the GPO and is frequently purchased for Reserve Officer Training Corps (ROTC) use.

The Department continued to support Academy leadership development programs through active participation on various committees. In particular, Department members participated in the evaluation of the state of leadership development instruction and assisted in the preparation of a leadership development concept paper and in the design of a leadership development program. Department members also provided 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 will substantially increase the educational benefits of the system for cadets, staff, and faculty. Finally, two officers in the Department assisted the 1984 Army football program. They implemented their data management system designed the previous year to support the scouting of Army football opponents. The system 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 to have a data system for scouting both offensive and defensive capabilities. The two officers also developed an internal quality control system to highlight problem areas in the performance of the Army football team.

The Department-sponsored Behavioral Science Club Seminar (BSCS), now in its sixth year, provides cadets opportunities to pursue their interests in the study of leadership, psychology, sociology, and related behavioral science fields, through projects, lectures, trips, and seminars. By the end of the year, its membership totalled 350. The club hosted a dining-in in which suicide was discussed: how military leaders can detect suicidal tendencies and resources available for treatment. Coach Jim Young spoke at another dining-in about his personal leadership style and specifically addressed techniques for motivating players and building esprit de corps. In April, the club was addressed by Dr. Albert Ellis, a renowned clinician at the Institute for Rational and Emotive Therapy, on his perspective on human behavior and cognitive therapy. During the second semester, the seminar participated in an exchange program with ROTC cadets from St. John's University which involved exchange visits at both institutions.

Spurred by the efforts of the Cadet Behavioral Science and Leadership Seminar of the Behavioral Science Club, 450 cadets and 60 local volunteers from area schools such as Mount St. Mary College, The Berkeley School, the State University of New York College at New Paltz, and the local James I. O'Neill High School at Highland Falls, New York, participated in the planning and operation of this year's Orange County Special Olympics held at West Point in April. This was the twelfth year the Academy and particularly the Corps have hosted this event. Olympic gold medalist Lou Banach

administered the Special Olympics Oath to the athletes. About 420 of the county's handicapped citizens 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 the BSCS and USMA's involvement in the Orange County Special Olympics is permanently displayed in the USMA Visitor's Center.

Summer internship opportunities were expanded for selected behavioral science majors and concentrators. Twenty-four cadets participated in internships sponsored by several Army organizations. Sponsoring agencies included the Office of the Deputy Chief of Staff for Personnel (ODCSPER), TRADOC, the Center for Army Leadership (CAL) at Fort Leavenworth, and the Walter Reed Institute of Army Research. Internships provided cadets the opportunity to observe the interdependencies among organizational processes within the Army and to experience the complexity of leadership in large organizations.

The Rockland Project, in its twelfth 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.

The Department continued to provide leadership consultation and expertise to CAL at Fort Leavenworth, Kansas. Recent actions have included the development of a common core of leadership instruction for all officer advanced courses throughout the TRADOC service school system. This common core was finalized in July 1984, piloted in three advanced courses in August and September 1984, and implemented in all service schools beginning in January 1985. An in-progress review was conducted at Fort Leavenworth in May 1985, in order to revise and improve the program of instruction. This week-long conference focused on methods of more effectively implementing the leadership common core curriculum and linking it to the doctrinal concepts of the AirLand Battle.

Colonel Howard T. Prince II, Professor and Head of the Department, and Colonel Lester E. Bennett, Deputy Commandant of Cadets, attended the 1984 Leadership Conference hosted by CAL at the Combined Arms Center, Fort Leavenworth, Kansas, in December 1984. Colonel Prince addressed the conference on the subject of challenges facing the Army's leadership community, and, along with Colonel Bennett, participated in two planning sessions to develop a preliminary draft of the Army white paper for 1985. Major Richard Priem also participated in a two-day meeting chaired by the Leader Policy Division, ODCSPER, in Washington, D.C., to prepare a draft white paper which was staffed at HQDA and then under review by selected members of the Army Forum. Final form of the paper will be published as part of the "Year of Leadership" proclaimed for 1985 by Secretary of the Army John O. Marsh and Army Chief of Staff General John A. Wickham, Jr.

The Academy was represented by Lieutenant Colonel Patrick J. Bettin of the Department and Captain Maria Tousignant of the Center for Leadership and Personal Development (CLPD) at the first TRADOC-wide Leadership Instructor Conference held

at Fort Leavenworth in June 1985. This training conference brought together leadership instructors from every service school, including the Sergeants Major Academy and the Chaplain Center and School, for an intensive program of instructor development. This conference was designed to enhance conceptual knowledge of leadership skills and to make explicit links to other Army doctrine, with emphasis on the AirLand Battle and preparation for combat. Lieutenant Colonel Bettin served as the group facilitator throughout the training program, bringing his subject matter expertise to the attendees. Lieutenant Colonel Bettin presented an address on the role of leadership as a crucial variable in creating excellence in organizations to the staff, a three-day seminar on developing effective organizational leadership as part of the Health Services Command recently-introduced pre-command courses. These seminars are given to every MEDDAC and DENTAC commanding officer in CONUS in preparation for assuming or maintaining command of Army medical facilities. Lieutenant Colonel Bettin developed and conducted the first seminar in June 1985, with 15 participating Colonels; the second is scheduled for July with an additional 18 commanders.

In conjunction with CAL and the Office of the Commandant, the Department hosted a Precommissioning Leadership Conference at the Military Academy in April 1985. Attendees included representatives from USMA, CAL, TRADOC, ROTC, Officer Candidate School (OCS), and the Infantry School (IS). This conference was designed to develop a list of leadership competencies necessary for accession into the Army as a second lieutenant. The three-day conference developed the competency list and many of the standards required to be demonstrated by newly-commissioned officers prior to reporting to the officer basic course. This list has been refined and is being staffed at TRADOC headquarters. This list of leadership competencies is a continuation of initiatives begun for the Military Qualification Specialty (MQS) programs.

Under a grant from the Defense Nuclear Agency (DNA), several Departmental personnel are studying the effects of audio input on emotional behavior and vigilance tasks as they relate to physical security.

One of the Department's Permanent Associate Professors attended the Naval War College as both a faculty member and as a student. As part of the effort to maintain contact with the field Army, this Department initiated correspondence with the Naval War College and succeeded in receiving an invitation for one of our tenured officers to attend the senior service school. This has provided the opportunity for USMA to establish a permanent fellowship with the NWC.

DEPARTMENT OF CHEMISTRY

Ever since the transition of the core chemistry course from a yearling to the plebe-level course, efforts had been undertaken to enhance the problem-solving training provided to cadets. During the 1983-84 Academic Year, three guided inquiry and three open inquiry experiments (requiring more independent thinking by cadets) were incorporated into the laboratory program of the core "Advanced General Chemistry" (CH 151-152) course on a trial basis. Based on the success of the trial, the effort was expanded to include three guided inquiry experiments (designed to enhance cadet analytical thinking ability) into the laboratory program of the basic "General Chemistry" (CH 101-102) course during the 1984-85 Academic Year. This is but the latest step in the ongoing effort to ensure that cadets gain experience in creating the thought processes necessary for problem solving at the beginning of their academic experience at the Military Academy.

Two new electives were offered for the first time during the 1984-85 Academic Year. Professor Herbert E. Klei developed "Advanced Inorganic Chemistry" (CH 472A), which features an in-depth study of selected chemical elements and their compounds with emphasis on practical applications, reaction mechanisms, and industrial processes. Colonel Harry G. Rennagel developed "Directed Research in Chemistry" (CH 487), in which cadets conduct research projects of limited scope under the direct supervision of an instructor, providing cadets an in-depth understanding of a wide range of analytical instruments.

The Chemistry Department established a research project in cooperation with the U.S. Army Chemical Research and Development Center (CRDC), Aberdeen Proving Ground, Maryland, in the Summer of 1984. The project involves the investigation of the kinetics and thermodynamic properties of phosphite-sulfur reactions. During the past academic year, Colonel James H. Ramsden, Professor and Deputy Head of the Department, and Lieutenant Colonel Dwight S. Springer, Permanent Associate Professor, each devoted a different half-year to this project. In the 1985-86 Academic Year, Colonel Harry G. Rennagel, Jr., Permanent Associate Professor, and Lieutenant Colonel George F. Palladino, Professor of Chemistry, will continue this work by each spending a different half-year in this project. This method enables all of the members of the permanent faculty to acquire knowledge in this area and enables the project to benefit from the insight of a variety of chemists with different skills.

The New York State Science Olympiad, run by the New York State Education Department, was hosted by the Department and held at West Point in April. This was the first year the state offered an Olympiad in advance of the second National Science Olympiad which is sponsored by DA. The olympiad brings students from some of the finest schools in the country into state and national science competition. Hosting the event presented an academic image of West Point to the students, teachers, parents of participants, and to the State Board of Education.

The Department made significant contributions to the 15th Northeast Regional Meeting of the American Chemical Society (ACS) held at the State University of New York, New Paltz, New York, in June 1985. Lieutenant Colonel Palladino was the program chairman; Lieutenant Colonel Springer was responsible for social functions and special events; Colonel Rennagel and Captain Louis J. Kovar chaired conference sessions. Six technical papers were presented by Department officers.

Numerous Department personnel delivered papers at scholarly conferences and prepared journal articles during the past year. Among the more noteworthy were ones coauthored by Lieutenant Colonel Palladino on "Formation of Cyclic Nucleic Acid Adducts from Some Simple Alpha, Beta-Unsaturated Carbonyl Compounds and Cyclic Nitrosamines," which was presented at the Conference on Cyclic Nucleic Acid Adducts in Carcinogenesis/Mutagenesis, sponsored by the International Agency for Research on Cancer, Lyons, France, in September 1984; in April, a seminar on "Trace Metals in Biological Materials by Atomic Absorption Spectroscopy" presented by Captain Eileen M. Skelly to the Drexel University Department of Chemistry; and one coauthored by Captain Edward D. Jones on a computer program for microcomputers that was presented at an international meeting on chemical engineering in Frankfurt, West Germany, in June 1985. Finally, Lieutenant Colonel Palladino's article entitled "Not Up to Snuff" appeared in the November 1984 issue of "Soldiers Magazine."

DEPARTMENT OF ELECTRICAL ENGINEERING

During this academic year the Department expanded from 22 to 26 officers. This was necessitated by the expanded curriculum and increased interest in electrical engineering. Also this year was the year the Department was initially ABET accredited. This occurred with the ABET Accreditation Committee announcement in July 1985, of a six year accreditation for the electrical engineering major at West Point. This success was the culmination of a lengthy and difficult preparation period headed by Colonel Dean A. Herman, Jr., Professor of Electrical Engineering, and assisted by many of the Department's current and former faculty members.

During the summer, faculty members served as researchers and consultants at Communications Electronics Command (CECOM) laboratories at Fort Monmouth, and Los Alamos National Laboratories, Rensselaer Polytechnic Institute, George Washington University, and the IBM Thomas J. Watson Research Center at Yorktown Heights, New York. The Department also sponsored cadet research projects at CECOM Laboratories at Fort Monmouth, two of which received regional or national recognition at the Eastern Colleges Science Conference or in the student paper contest sponsored by the Institute of Electrical and Electronic Engineers (IEEE).

The Department continued to acquire equipment to support the newly-expanded curriculum. The Department Microcomputer Laboratory was opened for use in August 1985, with five microcomputer work stations. Also during the summer, the computer program IGSPICE (Interactive Graphics Simulation Program: Integrated Circuit Emphasis) was installed on the Academy's Prime Computer System. This program, used by electrical engineering students as an analysis and design tool, is a simulator for linear and non-linear electrical circuits.

The Department continues its research activities in support of academics and professional development. Colonel Herman works on magnetic thin films with the IBM Thomas J. Watson Research Center; Lieutenant Colonel Daniel M. Litynski researches the potential of the acousto-optic effect to perform matrix processing with RPI; Lieutenant Colonel Paul Barber continues efforts to develop an efficient three-dimensioned finite element program for electrostatic field analysis with RPI; Lieutenant Colonel John R. James has investigated the application of Expert Systems programming techniques to Army training; Lieutenant Colonel Robert D. Rood investigates maximal length sequence codes to be used in lieu of Spread Spectrum techniques for interference resistant communications; Major John M. Pullen continues to investigate adopting the Vector Associative Processor as a practical computer and began efforts, along with IBM Research, to create an initial working model of the Research Parallel Processor Prototype (RP3); and Captain Brian A. Boyter works on Computer recognition of Polyhedra using range data with the University of Texas, Austin. A measure of the quality of this research is that several papers on the above topics were presented at scientific conferences.

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 two programs, in Civil Engineering and Engineering Management, and it shares responsibility for the Mechanical Engineering program with the Department of Mechanics. During the 1984-85 Academic Year, the Department completed the

documentation required for accreditation and received an evaluation by an ABET visiting team in October 1984. During the Summer of 1985, accreditation for all four majors was received from the ABET.

In September 1984, a new concrete testing laboratory was dedicated which will be used to support special student projects and permit quality control testing of concrete from post construction sites.

Department 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 the 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. A method to combine more complex model results into input for the MTM has been demonstrated. The World War II Battle of Kharkov terrain and unit data bases were researched, displayed, and loaded into the MTM during the past academic year. Historical wargaming was initiated and will continue next year. The combat modeling community has demonstrated great interest in this project. Results were presented at several conferences during the year.

The upgrade of the Department's Computer Aided Design (CAD) Laboratory continued with the addition of an educational numerically controlled (NC) milling (TECNOVATE 4661 NC) machine and a supporting robot in December 1984. Used for demonstration during the Spring of 1985, the NC-robotic equipment will be integrated into engineering design problems for the 1985-86 Annual Year. A plan for a cadet/faculty research facility and for the introduction of personal computers into the curriculum has been developed and submitted for funding through an unfinanced requirement (UFR). The "Computer Aided Design" (AM 370) course continues to grow in popularity among the cadets with an anticipated enrollment more than double that of last year. Continued growth, commensurate with cadet needs, is anticipated as six state-of-the-art TEKTRONIX 4125P graphics workstations are being procured with delivery expected during the Fall of 1985. In May, the Department accepted delivery of an "MTS Closed Loop Universal Testing Device," a state-of-the-art tensile, fatigue, compression, and three-point bending machine, which can measure precisely the mechanical properties of materials under a wide variety of circumstances. The device, installed in the materials laboratory, is being utilized in a metals and composites research project conducted with the Army Materials and Mechanics Research Center (AMMRC).

In April 1985, the Engineer-in-Training (EIT) Examination, which tests basic principles in mathematics, science, and engineering, was administered to 229 cadets and six officers; one cadet also was 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 mathematics, science, and engineering ABET majors, with the exception of 18 Operations Research Systems Analysis (ORSA) concentrators; most officers examined were instructors in science and engineering departments. Seventy percent of the cadets and all of the officers successfully passed the examination, which is the first step toward registration as a professional engineer in most states. As a result of the ABET accreditation of the four engineering programs, future EIT registration will be under the direction and statutes of the State of New York.

Eight Department officers were licensed as Professional Engineers during the year, bringing the total to 26 of the Department's 34 faculty members. This past year, for the first time in its six year history, the West Point Student Post of the Society of American Military Engineers received national recognition as one of only seven "distinguished posts" among 60 nation-wide posts. The recognition was received based on the strength of a superior program of activities and very high participation by a membership that increased from 40 to about 200 during the year. 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.

DEPARTMENT OF ENGLISH

The English Department continues to offer a carefully designed sequence of college level 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.

During the Spring of 1984, one of the Department's most extensive contributions to the Army was initiated when General Maxwell R. Thurman, Army Vice Chief of Staff, asked the Superintendent to prepare an executive seminar which could help to enhance the effectiveness of writing throughout the Army. Soon thereafter, members of the Department began to design a brief, experimental workshop which stressed effective staff writing, editing skills, and organizational techniques appropriate for Army writing. Departmental members prepared an "Effective Writing Template" and various exercises for this pilot program. During the Summer of 1984, Lieutenant Colonel William A. McIntosh, Professor of English; Major Joseph W. Chambers; and Major James M. Dubik presented the workshop in a series of four-hour briefings to 1,000 Army officers and civilians at 12 CONUS installations. Although the presentations were well received, it was clear that a more concerted effort should be undertaken to improve the quality of writing in the Army. In September, Department briefers presented the workshop to members of the DA staff and made recommendations to General Thurman to inaugurate a more comprehensive Army Writing Program. In the recommendation, which General Thurman approved, efforts were to be undertaken at the 17 Army service schools (encompassing all levels of career progression) to present an appropriate standard of Army writing, to diagnose those whose performances are below that standard, and to direct those individuals to existing remedial programs for improvement. During the 1984-85 Academic Year, Department personnel created an Army Writing Program and offered an executive seminar for the program which will be presented during the Summer of 1985 to various military installations. In addition to preparing a 16-hour block of instruction, the Army Effective Writing team served as academic consultants and hosted 40 instructors from Army-wide Officer Basic Course (OBC) and Officer Advanced Course (OAC) posts at a writing workshop at West Point in March 1985. This was the first opportunity for the team to train those who will train the Army in the new program. Finally in the Spring of 1985, for periods ranging from several days to a month, 16 members of the Department faculty traveled to 14 different military installations to orient appropriate faculty members of all Officer Basic and Advanced courses in the Army to the new Army Effective Writing Pamphlet and to teach resident instructors the fundamentals to enable them to teach the course

effectively. During the spring, Lieutenant Colonel McIntosh and Majors Dubik and Chambers briefed 600 action officers at the Pentagon on the new program; at the end of the academic year, Lieutenant Colonel McIntosh delivered the DA pamphlet to Washington to obtain approval for publication. Major Chambers, who coordinated USMA's share of the new writing program with the Training and Doctrine Command (TRADOC) and established the Army Writing Office, will direct the office when he completes his tour at West Point in the Summer of 1985.

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 Red Skelton, the Royal Winnipeg Ballet, The Chamber Orchestra of Europe, Britain's Old Vic in Macbeth and Candida, Peter Nero and Mel Torme, Gigi, Anna Russell, Brighton Beach Memoirs, the Texas Opera Theater production of The Barber of Seville, Johnny Cash, Sophisticated Ladies, the Vienna Choir Boys, and the Larry Elgart "Hooked on Swing" Orchestra. In celebration of the Bach tercentennial, Ars Musica offered the complete Brandenburg Concerti performed with period instruments. This year's Visiting Artist, actor/director Tony Tanner, lectured on Shakespearean tragedy to cadets enrolled in core English courses and directed cadets in a production of T.S. Eliot's Murder in the Cathedral in the Cadet Chapel. The Class of 1929 Gallery was closed during the first semester for needed maintenance, but opened in time to feature an exhibition of World War II art on loan from the Center of Military History in Washington, D.C. The Music Seminar presented five first-rate concerts in its Sunday Music Series. The Film Seminar presented some 30 films to the Corps this year. The Poetry/Creative Writing Seminar held several poetry readings, each attended by a surprisingly large contingent of amateur poets in the Corps. This year's guest poets included Peter Davison, senior editor at The Atlantic, and Patti Ann Rogers. Over 50 cadets entered the annual poetry and creative writing contest, a 20 percent increase over last year.

In cooperation with other scholars at the University of Southern Mississippi, Faulkner Concordance Series researchers at USMA brought out the concordance to The Town (the ninth in the series) and continued to prepare Sanctuary for concordance publication. Captain Lawrence Z. Pizzi modified a series of computer programs to prepare the texts of Faulkner's short stories for publication.

The Department was privileged to have as its visiting professor Dr. Donald Ball, Professor of English at The College of William and Mary. He taught elective courses and gave two public lectures to members of the Corps of Cadets. Cadets taking 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 1984-85 Academic Year the Department graduated its first language majors, the end product of strengthened elective offerings in seven languages and the fine tuning of those elective courses to provide cadets the depth and breadth of experience which typify a majors program. In the pedagogical domain, the Department has established a search committee for a civilian professor and advisor in the area of

technological innovation in foreign-language instruction. This is an initial important step toward exploitation of 1980s technology in interactive video and computer-assisted instruction in foreign-language education and is in keeping with the Academy's goals of improving computer literacy among cadets and faculty. It is planned, however, that learning priorities of language skills remain those of understanding the spoken language, speaking, reading and writing, in that order.

The Department suffered the tragic loss of two of its tenured civilian faculty during the past academic year. Dr. Frederick C. H. Garcia, Professor of Portuguese, 56, passed away in October after 25 years of service to the Military Academy. Dr. Garcia came to West Point in 1959 as an instructor of Portuguese, was promoted to Assistant Professor in 1963, became the Civilian Professor of Portuguese in 1972, and the Military Academy's first Professor of Portuguese in 1983. The author of nine books and more than 60 articles, he served in numerous offices in scholarly associations related to Luso-Brazilian literature and modern language instruction. In addition to his quarter-century of effort at West Point, he also served as visiting professor at Harvard University (1966) and at New York University (1982). Following a memorial service, Dr. Garcia was interred in the USMA cemetery on 23 October 1984. In May, the Civilian Professor of Russian, Michael E. Solo, 67, passed away. A familiar figure at the Academy, Professor Solo would have completed 15 years of service at the end of the academic year. He also was buried in the West Point Cemetery following a service in the Old Cadet Chapel.

Tenured faculty provided a number of oral presentations and publications throughout the year. Dr. Garcia presided at a conference on contemporary trends in Brazilian literature at Yale University just three weeks before his death. Dr. Samuel G. Saldivar, Civilian Professor of Spanish, authored a book entitled The Evolution of the Feminist Character in the Mexican Novel, and taught in the summer Spanish program at Middlebury College in addition to presenting scholarly papers and language pedagogy workshops. Colonel Craig W. Nickisch, Permanent Associate Professor, read a paper on recent German war novels at the conference of the German Studies Association and authored an article on German noun-formation. Professor Jason Chang, Civilian Professor of Chinese, conducted on-site research in the People's Republic of China on contemporary Mandarin Chinese. Finally, Dr. William C. J. Lin, Visiting Professor of Chinese, read a paper on teaching the Chinese tones at the Annual Conference of the Council of American Foreign Language Teachers and Chinese Language Teachers Association.

Non-tenured faculty members made significant contributions to the cultural and linguistic education of youngsters from local schools. Major Norman J. Hoerer spoke to local area elementary and high school students about the two months that he spent as a scholarship student at the Moscow State University in the Summer of 1984. Major Hoerer and four other Departmental personnel made foreign-language-related presentations at community schools for the enrichment of school children in the West Point area. Major Hoerer also represented USMA on the Department of Defense (DOD)-University Forum Working Group on Foreign Languages and Area Studies, which is developing recommendations for the Federal government to enhance foreign language and area studies in the United States.

The Department provided escorts and interpreters for numerous visits of senior foreign civilian and military officials including such notables as a member of the Central Committee of the People's Republic of China, the Superintendent of the Chinese Military Academy (Taiwan), the Dean of the Jordanian Military Science College, the Commandant of the Saudi Arabian Military Academy, the Director of the Teaching and Training Staff from the Egyptian Air Academy, the Commander of the German Armor Center, Guatemala's Director of Military Operations, the Director of the Venezuelan Military Academy, members of the German parliament, and several distinguished Latin-American writers. On all these visits cadets who were studying the language and culture of these distinguished guests were integrated into the itineraries as much as the schedule allowed. This gave the cadets the chance to display and improve upon their foreign language skills in a significant extracurricular environment and exposed foreign dignitaries to West Point's principal product: developing career Army officers.

A wide range of out-of-class activities rounded out cadets' experiences in foreign language learning in 1984-85. Of special value to the cadets were trips abroad for language and area orientations and foreign academy exchange visits. Most cadets concentrating in a foreign-language related discipline have had this opportunity; a select few have participated on more than one occasion.

In January 1985, Commandant (Major) Benoit L. D. Millot, infantry officer, military engineer, cosmonaut selectee, and graduate of the U.S. Army Ranger and Airborne schools, took up his duties as the first fully-integrated French officer to be assigned by the Republic of France to serve at West Point. Indicative of the importance of this occasion, the French government sent Brigadier General Jacques Bottrie, France's military attache to its embassy in Washington, D.C., and Colonel Alain D'Ille, French liaison officer to Fort Belvoir, to present Major Millot. This assignment of a French officer to USMA renews and reinforces West Point's historical ties with France which date from the Military Academy's founding. The Federal Republic of Germany also replaced its Liaison Officer to West Point this year. The incumbent is Lieutenant Colonel Helmuth Neumann-Giesen, a January 1985 graduate of the Armed Forces Staff College, Norfolk, Virginia.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

During the 1984-85 Academic Year, the Department of Geography and Computer Science continued its tradition of excellence in academic instruction and counseling, faculty and cadet research, cadet military training, and extracurricular activities. Through all of these activities, the Department continued its contribution, both inside and outside the classroom, to the overall growth and development of the Academy, its cadets and faculty, and to the Army as a whole. The Department sponsored five extracurricular cadet clubs. Among those was the USMA Orienteering Club which earned its eighth straight national intercollegiate championship. In the cadet military training arena, Department officers organized and conducted land navigation training for Third Class cadets during Cadet Field Training (CFT) at Camp Buckner.

Geography

Sixty-eight geography concentrators graduated with the Class of 1985; 33 of whom were the first geography majors in USMA history. There are another 128 geography concentrators in the classes of 1986 and 1987. Programs of study supporting a major or a field of study in geography include the same core sequence, but differ in the available

elective selections. Twenty-eight members of the Class of 1987 selected a new math, science, and engineering (MSE) geography program. During the past academic year, 25 military and civilian faculty members supported the 31 courses offered to students enrolled in geography core, area, and elective courses.

Research continues to play an integral role in the activities of the geography faculty. An initial draft of the monograph Battle Settings, a publication which is being prepared for the Center for Military History (CMH) and the Engineering Topographic Laboratory (ETL) by the Department, is scheduled for completion by the Summer of 1985. Captain Dawn M. Lake is preparing a comprehensive military bibliography and working to establish a resource center for the study of the subject. Several members of the geography faculty have continued research efforts with external organizations: Colonel Gerald E. Galloway, Professor and Deputy Head of the Department, and Colonel William J. Reynolds, Permanent Associate Professor, with the Corps of Engineers on various water resource problems; Captain Peter L. Guth with the U.S. Geological Survey (USGS) on a project to synthesize the geology of the Nevada Nuclear-Weapons Test Site; and Captains Bruce B. Bailey and William W. Doe with the U.S. Army Cold Regions Research and Engineering Laboratory (CRREL) on examining the cold region effects on digital land cover and topography.

In June 1985, the Department hosted the annual business meeting of the Governing Council of the American Geographical Society - a first time occurrence for the Military Academy. Chaired by Professor Melvin G. Marcus, visiting professor from Arizona State University, some 25 geographers attended. Also in June, the Department hosted the Third Annual Defense Mapping Agency (DMA) Terrain Analysis Seminar. The 70 attendees included terrain analysis warrant officers, key G2/G3 staff officers, and terrain analysis researchers representing all but one of the active duty divisions, corps terrain teams, topographic battalions, engineering laboratories, and the Office of the Chief of Engineers. The seminar offered briefings on the current state of terrain analysis in the Army and updates on hardware, software, doctrine, table of organization and equipment (TOE), schooling, professional development, and terrain units.

Computer Science

One hundred and eight computer science concentrators graduated with the Class of 1985, 60 of whom were the Academy's first computer science majors. There are another 148 computer science concentrators in the Classes of 1986 and 1987. Programs of study supporting a major or a field of study in computer science include the same core sequence but differ in the available elective selections. A faculty of 20 instructors supported the presentation of 19 computer science core and elective courses. In keeping with the needs of the Army, the Department has added courses in "Computer System Simulation" (EF 487A) and "Artificial Intelligence" (EF 487B) to be offered in the 1985-86 Academic Year.

Instruction in the core course "Introduction to Computers and FORTRAN Programming" (EF 105) was conducted on a series of fully-networked 16 bit 64K TERAK microcomputers using eight-inch floppy disks. This configuration has proven to be a teaching vehicle superior to use of terminals tied into a single large mainframe computer typically in use at other American colleges. 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. In preparation for the transition to Pascal as the teaching language, two sections of EF 105 were taught in

Pascal during the spring term. Furthering cadet understanding of the moral, social, and economic issues of computer usage, the course has adopted a supplemental non-programming text by the distinguished lecturer Commodore Grace Hopper, USN.

The computer science faculty was active in a wide variety of research and related activities. Colonel Wendell O. Jones, Permanent Associate Professor, was a USMA Fellow at the Army War College teaching in the Information Science Department. Permanent Associate Professors Colonel William J. Reynolds and Lieutenant Colonel John A. Dallen, Jr., continued their research in combat engineer command and control and technical support systems under the auspices of the Corps of Engineers Research Laboratory.

The Department, behind Majors George W. Heyworth and Charles B. Engle, Jr., continues to lead the way in the Army's Ada education effort by testing and evaluating available Ada compilers and developing an Ada Educational Software Retrieval System under the auspices of the Center for Tactical Computer Systems (CENTACS) and the DOD Ada Joint Project Office (AJPO). Additionally, the Department sponsored the third Advanced Ada Topics Workshop in eight years to be held at West Point for representatives of 20 Major Army Commands (MACOMs) in June 1985. The conference provided for the attendee's immersion into the Ada Programming language philosophy. In recognition of its expertise, the Department was asked to join the Software Engineering Education Working Group (SEEDWG) of the AJPO.

Much of the faculty and cadet research centered on the efforts of the Department's Computer Graphics Laboratory (CGL). The CGL continued to upgrade both hardware and software in support of current and proposed research efforts. The thrust of this effort was the acquisition of the hardware necessary to support increased faculty research and cadet instruction in the Ada programming language and the Ada Language System being developed by the CENTACS.

The Department continued to influence the Mapping, Charting, and Geodesy research and education program by exploring the automation requirements of the U.S. Army topographic community. Colonel Gilbert W. Kirby, Professor and Head of the Department, and members of the New Equipment Training (NET) Team, Lieutenant Colonel Cathy Kelly, Permanent Associate Professor, Captains Todd S. Bacastow, John J. Cimral, Mark O. Hehmeyer, and Joseph T. Boylan, Jr., conducted the topographic portion of MICROFIX training at 14 sites during the year in CONUS, Germany, Korea, Hawaii, and Panama. Additionally, the Department has continued development of topographic enhancements to the MICROFIX system. This effort has centered on developing a printed overlay capability and incorporating read/write video disk technology.

The Department has initiated research in the application of microcomputer-based artificial intelligence techniques to terrain analysis, cold region effects, and artillery fire support problems. Captains John J. Cimral and Daniel R. Judy began the evaluation of artificial intelligence systems in preparation for continued research in this area and the Department's topics course in Artificial Intelligence.

Cadets were actively involved in computer science research and development projects. In the Summer of 1984, 39 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 geography and computer systems.

DEPARTMENT OF HISTORY

During the 1984-85 Academic Year, the Department faculty of 52 officers and two civilian visiting professors taught 14 core courses organized in one and two-semester sequences and 27 different one-semester elective courses.

Members of the Department conducted the 16th Annual Reserve Officers Training Corps (ROTC) Military History Workshop, a demanding four-week program of instruction in military history. Seven officers from the Department assisted 38 college professors in preparing to teach military history to ROTC cadets at their respective universities.

At the close of the academic year, Colonel Roy K. Flint, Professor and Head of the Department since 1981, was appointed to be the next Dean of the Academic Board and was promoted to the rank of Brigadier General. Lieutenant Colonel Robert A. Doughty was promoted to the rank of Colonel and succeeded Colonel Flint as the Head of the Department during the summer.

Colonel Doughty prepared an historical study for ODCSPER entitled "The Quality of the Noncommissioned Officer," which will serve as a background to a study the ODCSPER is doing on ways to ensure retention of quality noncommissioned officers.

Lieutenant Colonel Kenneth E. Hamburger, Permanent Associate Professor, headed a seven-member committee composed of Department military historians which prepared a historic study on successful combat leaders for the Officer Personnel Management Study Group (OPMSG). Titled "Leadership in Combat: A Historical Appraisal," the study examined more than 200 specific examples of combat leadership involving Americans since the 18th century. A 14-page executive summary of the study was republished in the Army Chief of Staff's "General Officer Weekly Summary" in March and in Fort Knox's "Armor Officer Leadership Manual" in May. The effort was part of the larger study conducted by the study group of the entire Officer Personnel Management System (OPMS) following its 10th birthday in 1984.

Major Arthur B. Alphin, a research assistant to the Dean, produced a 19-program series of videotapes on the history of small arms weapon technology. The series demonstrates the various types of small arms weaponry through the ages, the effects of firing the weapons, and the impact of each on the evolution of small arms fire. The series is in the process of being "mastered" and should be available for distribution throughout the Army and to interested colleges and universities by the end of 1985.

One visiting professor, Elizabeth C. Pickering, Professor of History at Auburn University, lectured in various courses, taught a core course in European history, and taught an elective on the History of Russia. The other visiting professor, Ira D. Gruber of Rice University, taught the core course on the History of the Military Art. Professor Charles Roland, Professor of History at the University of Kentucky, accepted appointment as Visiting Professor of Military History for the 1985-86 Academic Year.

DEPARTMENT OF LAW

In the Spring of 1985, the Department conducted the seventh annual series of Legal Reorientation classes to members of the staff and faculty in which recent developments in military and criminal law were highlighted. Originally designed to update officers departing USMA on permanent change of station assignments, the course previously had

been expanded to include all interested officers and senior noncommissioned officers, and now was expanded to include selected civilians. Topics covered include the new 1985 Manual for Courts-Martial, military criminal law, and administrative law.

In March, the Department published the 1985 edition of the "Field Legal Guide for Officers," a booklet designed to aid small unit commanders in carrying out their military justice responsibilities. Each graduating cadet and attendees to the reorientation classes are issued a copy.

As part of the inaugural year of the Class of 1951 West Point Distinguished Lecturer Series, the Department sponsored a lecture in April by Judge Robert H. Bork of the United States Court of Appeals for the District of Columbia Circuit. Judge Bork has previously served as Solicitor General and Acting Attorney General of the United States. Judge Bork's lecture, presented to an audience of more than 1,000 cadets, staff and faculty, was entitled "Legal Challenges Facing American Society." It contained a critical analysis of court decisions which create rights neither expressed nor clearly implied in the Constitution.

In February, the Department hosted a two-hour seminar entitled "Legal Aspects of the Grenada Operation." The panel, consisting of individuals who served in Grenada, discussed the legal aspects of the planning, execution, and after-effects of the military operation. Among the participants were Brigadier General Peter J. Boylan, Commandant of Cadets, USCC, who was Chief of Staff, 82nd Airborne Division; Colonel Robert Hamel, Commander, U.S. Army Claims Service; Colonel Dennis Corrigan, Legal Adviser, Office of the Chairman, Joint Chiefs of Staff; and Lieutenant Colonel John Weber, Chief of Administrative Law, Office of the Staff Judge Advocate, XVIII Airborne Corps.

On several occasions during the past year, Colonel Fred Green, Staff Judge Advocate, USMA, addressed cadets enrolled in the International Law (LW 481) course. Drawing on his experience as a Staff Judge Advocate in the 8th Infantry Division, Colonel Green discussed jurisdiction over crimes committed by service members stationed overseas and other legal issues associated with the NATO Status of Forces Agreement. In October, Lieutenant Colonel Joseph Cornelison, Litigation Division, Office of the Judge Advocate General, addressed cadets enrolled in the Environmental Law (LW 473) course on current Department of the Army activities involving environmental law. In April, Rudolph Giuliani, U.S. Attorney for the Southern District of New York, accompanied by William Tendy, Deputy U.S. Attorney for the Southern District of New York, participated in a classroom discussion with cadets and presented a Departmental colloquium on contemporary legal issues including Justice Department efforts to combat organized crime. In June, Colonel Robert W. Berry, Professor and Head of the Department, completed a one month tour inspecting the quality of life of military personnel and their families at remote NATO military installations for the Comptroller of the Army, Lieutenant General Max W. Noah.

DEPARTMENT OF MATHEMATICS

Characterized by a period of consolidation and evaluation, the 1984-85 Academic Year ended with the lowest number of cadets deficient in mathematics in recent history. Many of the organizational modifications within core program courses suggested by

visiting professors, outside consultants, and the instructors themselves, and instituted over the past few years are yielding dividends. Course selection for cadets pursuing any discipline now clearly follows a logical pattern tailored to the needs and capabilities of the cadets and is balanced against the requirements of the other academic departments. Many of the advances in the use of computers in the classroom reported during the previous year have been refined, and commercial software for the Apple microcomputer, enthusiastically accepted by cadets and instructors, is being evaluated for further integration into existing courses. The Department participated in a comprehensive evaluation of the IBM personal computer for possible use by cadets and faculty as an effective learning and teaching aid. With the increased academic and military interest in discrete mathematics, a new combinatorics elective entitled "Introduction to Discrete Mathematics" (MA 272) was offered.

The procedures used to screen mathematics students and to determine which of them have sufficient background to validate one or more semesters of mathematics have been changed significantly. Previously, many potential validators were given the opportunity to try advanced mathematics programs; unsuccessful students were returned to the standard program. This approach, while giving the maximum number of students an opportunity to be all that they could be, necessarily generated a large number of unsuccessful students who had to be moved down to the standard courses. For many this was a demotivating experience. Under the revised procedures the entire class (less precalculus students - about 10 percent) is kept together in the same standard course for three and one-half weeks. After this period, during which cadets become familiarized with academic and barracks life at USMA, potential validators are provided the opportunity to move up to the advanced course if their work to date so justifies. The net result is that a sense of earned achievement has been provided to cadets instead of a sense of failure. The faculty must work harder during the first several weeks to identify potential validators, but it believes that this is worthwhile.

Professor Carroll O. Wilde from the United States Naval Postgraduate School at Monterey, California, served as the Visiting Professor of the Department for the second term. Professor Wilde conducted a seminar series; the first treated applications of the calculus of variations, the second treated applications of Linear Algebra.

Academic achievements by cadets were highlighted by the participation of several in the 45th Annual William Lowell Putnam Mathematics Competition. Cadets Erin Doe of the Class of 1987, Thomas Archinal and Mark Schake of the Class of 1986, and Mark Foster of the Class of 1985 tied and ranked in the 578.5 position from among the 2,149 competitors from the United States and Canada.

Colonel Frank R. Giordano, Professor of Mathematics, Major William P. Fox, and Major Stephen L. Maddox developed and presented a 15-lesson seminar on mathematical modeling attended by 18 faculty members. In addition to learning techniques of mathematical modeling and the skills necessary for computer implementation, attendees practiced model construction on various scenarios. The seminar is to be incorporated into the Department's New Instructor Training program beginning in the 1985-86 Academic Year. Colonel Giordano's recently published text A First Course in Mathematical Modeling, coauthored with Maurice D. Weir, Naval Postgraduate School, the Department's Visiting Professor for the 1985-86 Academic Year, was adopted for use in the "Mathematical Modeling" (MA 391) elective. Colonel Giordano also coauthored Teaching the First Course in Mathematical Modeling with Professor Weir.

Major Rickey A. Kolb, Permanent Associate Professor, was awarded a Research Officer position to concentrate on his specialty, contingency table analysis. He authored three technical papers for publication in The American Statistician, The Journal of the American Statistical Association, and The International Statistical Review.

Major Kolb, as a consultant to the U.S. Army TRADOC Systems Analysis Agency (TRASANA) at White Sands Missile Range, provided a model and methodology to assist in data analysis. This test is to support assessment of additional capabilities of weapon systems equipped with thermal imaging devices, compared to weapons not so equipped.

In January, Colonel Giordano and Captain Robert N. Hatton presented seminars to the joint faculties of the Virginia Military Institute (VMI) and Washington and Lee University on "Mathematical Modeling" and "Computers in the Undergraduate Mathematics Classroom," respectively. In May, Colonel Giordano presented a talk and served as a panel member for the Modeling in the Curriculum Panel of the Fifth Conference of the Association of Christians in the Mathematical Sciences.

Other Departmental personnel had work published in the Acoustical Society of America and in an Army Research Office (ARO) Report 85-1.

Colonel James L. Kays will be named in the 1985 edition of Who's Who in America: Frontiers in Science and Technology.

Colonel Jack M. Pollin, Professor and Head of the Department, retired after 41 years of federal service, and was advanced to the rank of Brigadier General effective 30 June 1985. Colonel Pollin served 23 of his 41 years of federal service in the Department and was presented with the Distinguished Service Medal for his service to the U.S. Army and the nation. Colonel David H. Cameron, a 1950 graduate of West Point with advanced degrees from Princeton University and Rensselaer Polytechnic Institute, was named Head of the Department effective 1 July 1985.

DEPARTMENT OF MECHANICS

Colonel William F. Carroll, Professor and Head of the Department, retired 30 June 1985, after serving 12 years at West Point, eight years as a Professor in the Department, and 18 months as Professor and Head of the Department. He was succeeded by Colonel Peter D. Heimdahl, Permanent Associate Professor, and the Materials Group Director, on 1 July 1985. Colonel Heimdahl, in addition to his group director duties, coordinated the revision of the "Strategic Implications of High Technology" advanced course which he developed at the U.S. Army War College.

The ABET visit occurred in October 1984. The Board, consisting of distinguished engineers from academia and industry, evaluated the curriculum, faculty, and physical facilities available at USMA. During this initial accreditation visit, board members evaluated the mechanical engineering program, administered jointly by the Departments of Mechanics and Engineering. During the Summer of 1985, a six year accreditation for mechanical engineering was received from the Board.

Among an extensive series of research activities conducted by Department personnel was the work of Major Joseph L. Bergantz, who spent the Summer of 1984 conducting research at the National Aeronautics and Space Administration (NASA) Langley Research Center as a NASA/ASEE Summer Fellow. Captain Stephen R. Benton conducted research into production base and facilities expansion, at the Munitions Production Base Modernization Agency, Dover, New Jersey.

Dr. J. Winn Dalley, University of Texas at Arlington, was retained as a Visiting Professor of Engineering Mechanics for the First Term of the 1984-85 Academic Year. Dr. Robert B. Kinney, University of Arizona, served as Visiting Professor of Mechanical Engineering for the entire year. Dr. Kinney, known for his work in heat transfer, is a Fellow of the American Association for the Advancement of Science. His expertise was invaluable in providing a firm base to the "Heat Transfer" (ME 482) course which was in its first year as a course requirement for the mechanical engineering major.

In order to enhance the overall effectiveness of educating students in the design process, the Department conducts extensive coordination with Army research and development centers to allow selected senior cadets to conduct research at the centers during their summer training period. The Cadet Summer Research Program for 1984 included training at the Army Missile Command, Johnson Space Center, Los Alamos National Laboratory, and NASA-Ames Research Center.

DEPARTMENT OF PHYSICS

Colonel Edward A. Saunders, Professor and Head of the Department of Physics since its inception in 1967, retired from active duty effective 31 July 1984, after more than 38 years of service. A 1946 USMA graduate, Colonel Saunders returned to the Academy in 1951 and spent 26 of his 38 years on active duty at West Point. His successor as Head of the Department is Colonel Wendell A. Childs, previously Deputy Head of the Department. In April 1985, Colonel Childs was elected to the Executive Committee of the New York State Section of the American Physical Society, to serve a four-year term.

Professor Alfred Leitner continued for the second year as the Department's visiting professor. Dr. Leitner, from Rensselaer Polytechnic Institute, again instructed in the core physics courses. Professor D. Rae Carpenter, from the Virginia Military Institute, was named as the Department's visiting professor for the 1985-86 Academic Year.

In March, Lieutenant Colonel Raymond J. Winkel, Jr., Permanent Associate Professor, and Cadet Stephen R. Bruch, Class of 1985, went on temporary duty to the Kitt Peak National Solar Observatory in Arizona to perform a laboratory experiment to record and measure the emission spectrum of zirconium sulfide (ZrS), a molecule of astrophysical interest.

In April, 19 cadets attended and presented papers at the 39th Annual Eastern Colleges Science Conference held at the State University of New York at Fredonia. As is mentioned in the "Cadet" portion of this chapter, USMA cadets swept the top three prizes for competitive papers in the physical science category and Cadet Artem P. Braginetz won the prize for best overall paper. The Department will continue to encourage cadets to participate in similar conferences, as it provides them an opportunity to receive recognition for their efforts, informs many others in the region of some of the undergraduate physics research being conducted at USMA, and provides the cadets an opportunity to see what research is being accomplished at other universities.

In April, Lieutenant Colonel James H. Stith, Permanent Associate Professor, presented a series of physics workshops for several dozen junior high school students at Virginia State University, Petersburg, Virginia. The workshops were designed to address the recognized national problem of low interest in mathematics and science among minority

pre-college students. Their goal is to introduce students to science and mathematics in time for them to take the requisite courses; once they get to college, they then will have the option of entering science and mathematics fields.

DEPARTMENT OF SOCIAL SCIENCES

During the 1984-85 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 three visiting professors: Dr. Louis Dupree, adjunct professor, Pennsylvania State University; Dr. Alton Smith of ABT Associates, Cambridge, Massachusetts; and Mr. Charles S. Ahlgren of the U.S. Department of State.

The 36th annual Student Conference on United States Affairs (SCUSA), held at West Point on 14-17 November, was attended by over 170 student delegates representing 125 colleges and universities. The conference theme was "American Foreign Policy: Reassertiveness or Retrenchment?" Professor Albert J. Wohlstetter, Professor Emeritus from the University of Chicago, delivered the keynote address; LTG John T. Chain, Jr. (USAF), Director of the Bureau of Politico-Military Affairs in the State Department, presented the banquet address.⁸

The 23rd Annual Senior Conference was held at West Point in June and supported by the Department. The conference of nearly 50 scholars, government officials, academicians, and military leaders focused on the issue of "Vietnam: Did It Make a Difference?" The three banquet addresses were delivered by Robert W. Komer, Rand Corporation, who was formerly head of the pacification program in Vietnam; William P. Bundy, former national security policy maker in the state and defense departments; and Robert E. Osgood, a member of the Secretary of State's Policy Planning Conference.⁹

Approximately 1,000 cadets participated in Debate Council and Forum activities sponsored by the Department of Social Sciences during the past year. The Debate Team participated in over two dozen tournaments in cross-examination debate and individual speaking events, winning numerous individual and team awards. Highlights of the season included the annual debate tournament held at West Point in October, a trip to Japan for two debaters who competed in English against top Japanese competition and judged debates between Japanese teams, and a victory over the Royal Military College (RMC) of Canada in our annual debate rivalry.

Members of the West Point Forum participated in four student conferences and seven model United Nations activities during the year. Sixteen individuals won awards in these events and the team was recognized for the second year in a row as the "Best Delegation" at the National Model United Nations intercollegiate competition.

The Domestic Affairs Forum sponsored trips to Boston, New York, Vermont, and Washington, D.C., where members met with prominent political, media, academic, and interest group leaders to discuss a wide range of public issues and observe first-hand the functioning of local, state, and national governments. The Finance Forum sponsored five speakers during the year and conducted two trips to the Wall Street Business District where cadets visited the New York Stock Exchange, the Federal Reserve Bank of New York, the Commodity Exchange, and prominent banking and brokerage firms.¹⁰

The Office of Economic and Manpower Analysis, an analytical arm of the Army Chief of Staff's Office and the Deputy Chief of Staff for Personnel's Office, assisted in the preparation of the Program Objective Memorandum (POM) 91, for the 1986-91 Fiscal Years, the Army's case for quality soldiers submitted to Congress, the Army's analysis of the retirement system, and the Army's proposal to have long-term leasing arrangements for military facilities. During the summer, OEMA assisted the Office of the Chairman of the Joint Chiefs of Staff with retirement and manpower analysis for the Army, Air Force, Navy, and Marine Corps.

Department members continued to participate in numerous conferences, to present papers, and to publish books and articles. Lieutenant Colonels Augustus R. Norton and Donald R. Rowe were among several editors of NATO: A Bibliography and Research Guide, published by the Garland Press in October 1984. Lieutenant Colonel Norton and three other Middle Eastern scholars coauthored The Emergence of a New Lebanon?, published by Praeger Publishers in November 1984. Lieutenant Colonel Daniel J. Kaufman, Major Thomas J. Leney, and Major Jeffrey S. McKittrick edited U.S. National Security: A Framework for Analysis, published by Lexington Books in January 1985.¹¹

FOOTNOTES

¹ Memo for Record, MADN, 22 June 84, Sub: Superintendent's Remarks, 22 June 84, p. 1.

² Memo, MADN, 27 Sept 84, Sub: U.S. Military Academy Faculty Development Program, GEN Scott, p. 1.

³ Ibid., p. 3.

⁴ During the past year, the Military Academy withdrew from participation in the Technological Enrichment Program.

⁵ Memo, MADN-B, 29 Apr 85, Sub: Personal Computers for Cadets.

⁶ Memo, MADN-J, 31 May 85, Sub: The First Annual Report, West Point Distinguished Lecture Series, MAJ C. Kenneth Allard, p. 1.

⁷ Ibid.

⁸ Robert E. Johnson, CPT, ed. The Thirty-Sixth Annual Conference on United States Affairs. United States Military Academy, West Point, New York, November 14-17, 1984.

⁹ Douglas E. Lute, CPT, ed. Senior Conference XXIII Program. Department of Social Sciences, United States Military Academy, West Point, New York.

¹⁰ Year End Report, Debate Council and Forum, Department of Social Sciences, June 1985.

¹¹ Annual Report of Faculty Research, Department of Social Sciences, July 1985. (Draft)

DEAN

During General Smith's deanship there have been many dramatic changes in the academic program and curriculum of USMA. Although many were promoted by external forces, General Smith nevertheless played a key role in their development and final disposition at West Point. His tireless efforts span all realms of this institution. His contributions range from the nature and quality of the faculty to the curricular structure itself, from concern for future facilities to promoting the development of the library and the expansion of academic research, from enlarging the role of computers to promoting the academic experience of all cadets, regardless of their individual aptitudes.

The following is a brief overview of some of the myriad of activities which have been associated with his Deanship over the past 12 years.

Tenure Faculty

The Academy's tenured faculty has increased in size dramatically since General Smith was appointed Dean in August 1974. Permanent Associate Professors (PAPs) were first authorized by the Department of the Army (DA) in March 1963.¹ In the decade prior to General Smith's selection as Dean, 40 officers were selected as PAPs; during General Smith's tenure, an additional 87 individuals have been appointed. Moreover, through General Smith's efforts, DA in 1982 agreed to a 50 percent increase in the PAP authorization--from 10 percent of the teaching faculty to 15 percent.² The larger tenured faculty ensures that there are more Ph.D.-credentialed faculty to provide continuous professional focus on and seriousness about the academic disciplines presented by each department; permits departments to improve their elective offerings and develop the nontenured faculty in their academic disciplines; provides greater year-to-year continuity; and substantially increases the possibilities for academic research.

To provide an opportunity for permanent faculty promotion and development, General Smith developed a system that allows PAPs to rise in academic rank to Professor.³ Promotion of PAPs under this system is based upon their length of service as PAPs and contributions to their academic discipline, providing a valuable incentive for PAPs to remain on the USMA faculty and to stay active in their disciplines.

Visiting Professor Program

USMA's visiting civilian professor program increased from only one Visiting Professor of Military History before General Smith's appointment to an annual average of 13 during General Smith's tenure.⁴ Visiting professors contribute not only by teaching advanced electives in their disciplines, but also by serving with distinction as members of faculty committees and as objective observers of the pedagogical and administrative methods employed at West Point. General Smith ensured that USMA gained maximum benefit from the visiting professors by eliciting from them candid oral and written reports of their experiences.

Faculty Composition

General Smith made strenuous efforts to diversify the USMA faculty. As Dean, he was quick to recognize the benefits of increasing representation on the faculty of officers whose undergraduate degrees were obtained elsewhere than USMA; and vigorously supported the West Point Study Group recommendation of a goal of 50 percent.⁵ He

corresponded annually with the Professors of Military Science (PMS) of every Reserve Officer Training Corps (ROTC) detachment, asking that the PMS identify outstanding cadets for future assignments to the USMA faculty. He similarly was sensitive to the need to increase the number of minority and, later, women on the military faculty. West Point, and primarily the Corps of Cadets, has profited greatly from this diversification of its faculty through different perspectives, different experiences, and effective role models for the increasing number of minority and women cadets.

Exchange Program

General Smith played a principal role in establishing an exchange of cadets with the Naval and Air Force Academies. Conducted for the first time during the Fall semester of the 1975-76 Academic Year, the exchange involves six Second Class cadets from each service academy attending each of the other two academies during the fall term. The Coast Guard Academy was later added to this program. The purposes of the program are to promote inter-service friendships, to increase mutual understanding, and to broaden intellectual perspectives. USMA has benefited substantially from the reports of USMA cadets at other academies and from the reports of USAFA cadets and USNA/USCGA midshipmen at West Point, particularly with regard to the comparison among the academies academic programs.

Departmental Organization

Several major initiatives to enable departments to meet their academic requirements more effectively were undertaken during General Smith's tenure.⁶ The Law Department, historically responsible for both academic instruction in law and for all of West Point's Staff Judge Advocate duties, was relieved of its Staff Judge Advocate functions and the Staff Judge Advocate established as a separate entity in June 1977. This action occurred following the EE304 honor situation where officers found their responsibilities as lawyers and instructors to be overwhelming. In addition, in the year prior to the separation, the Department had prepared 810 written opinions, had processed 150 cases before the United States Magistrate's Court, and had rendered personal legal advice in more than 16,000 individual actions. The divesting of these responsibilities allowed the Department to concentrate fully on its academic mission.

Another major organizational change was the creation of the Department of Behavioral Sciences and Leadership in September 1977. Created from the Office of Military Leadership (OML), the new Department retained the academic aspects of OML's mission while supporting the leadership development program managed by the Commandant of Cadets. This major departmental reorganization permitted a more concentrated emphasis on academic instruction in psychology and sociology.

Facilities

The requirements of academic expansion and modernization were the primary factors behind the acquisition of the former Ladycliff College (now New South Post). General Smith acted as prime mover to acquire the property. The addition of this space to the Academy's inventory will make it possible to clear the central cadet area of non-academic activities and allow for the upgrading of laboratories and departmental areas and the expansion of the USMA Library. In the next several years, the plans developed under General Smith's guidance will be implemented, resulting in the replacement of antiquated and marginally-safe laboratories with new laboratories and the addition of badly-needed classrooms and private counseling facilities.

USMA Library

General Smith placed much emphasis on this critical academic support element. One major improvement has been the installation of a computerized cataloging system, the Ohio College Library Center (OCLC) data base, which greatly facilitated the Library's conversion to the Library of Congress classification system and assisted in the implementation of the Geac fully-automated, interactive computerized card catalog. Additional bibliographic access for scholars was provided through the services of the Bibliographic Retrieval Service (BRS) Corporation. The Special Collections Division of the Library substantially increased its holdings. Moreover, virtually every other facet of the Library's operation similarly has been upgraded. Through the Dean's Library Committee, continued progress has been assured by the preparation and initial implementation of a comprehensive Library Development Plan for the future requirements of the Academy.

Academic Research

In addition to expanding the visiting professor program, initiating exchange visits with other service academies, and diversifying USMA's faculty, General Smith made a major effort to strengthen West Point's ties with the academic world at large through the medium of academic research. With a firm conviction that academic research need not be conducted at the expense of teaching cadets, the faculty's paramount mission, General Smith encouraged faculty members to be active in expanding knowledge in their academic disciplines. The capacity for research was made a criterion in the initial selection of tenured faculty; its accomplishment was made a requirement for academic promotion of PAPs to the rank of Professor. During the late 1970s, General Smith also increased the number of faculty positions devoted to research in the Science Research Laboratory from 12 to 17, and the number with tenure from one to five. The added emphasis General Smith placed on research is reflected in the degree of financial support for faculty research at USMA. In the five years prior to General Smith's becoming Dean, an average of \$39,600 annually was spent for faculty research. In General Smith's first full year as Dean, \$122,000 was spent for faculty research, and the figure rose to nearly \$900,000 by his last year. General Smith's strong support for faculty research resulted in several projects progressing to a point where they received national recognition. Among the most noteworthy are an investigation of the effects of acid rain; Project Athena, a study of the integration of women into West Point; and a concordance of the works of William Faulkner.

Curricular Changes

Since becoming Dean, General Smith has overseen the development and implementation of major changes in the Academy's curriculum the direct result of his recognition of contemporary advances in sciences and technology and the need for the Army to capitalize on such advances. He charged committees of officer-academicians to modernize the curriculum without increasing the total academic load or weakening the traditional essential distinguishing feature of the curriculum, namely, the strong, balanced core of humanities, social sciences, applied and basic sciences, and engineering courses. General Smith further determined that the curriculum's engineering programs should be enhanced to meet criteria established by the national accrediting agency for engineering programs, the Accreditation Board for Engineering and Technology (ABET). The fruits of his initiatives were a new dual-track curriculum that paved the way to ABET accreditation, incorporated full-fledged majors in 16 subject fields, reinforced the mathematics-science-engineering core of prescribed courses, and enhanced the military history and law programs.

Academic Computing

Other important actions to help meet the needs of the Army were taken earlier in General Smith's tenure. Most important was the institutional commitment, made at his urging in 1978, to develop each cadet's competence with and confidence in computers. This commitment entailed adding a computer science course to the core curriculum for Fourth Class cadets and thereafter weaving a thread of computer usage into the other mathematics-science-engineering courses in the core curriculum. Moreover, this substantial injection of computer instruction and usage into the curriculum was matched by an extensive upgrading of the computer assets available to support the academic program. A digital computer laboratory was established in the Department of Electrical Engineering and a tenured position of Assistant Dean for Academic Automation was added in 1980. Through this new cell of computer expertise, General Smith has made it possible for USMA to develop a network of computers—micros, super-minis, large main frames, graphics stations, terminals, printers—that make a greater variety of computer capability available to more users immediately than at any other undergraduate institution in the nation. General Smith also formed committees to plan for incorporating personal computers for each cadet into the curriculum. Near the very end of his tenure, he obtained the Superintendent's approval of a plan to issue each cadet in the class of 1990 with a personal computer.

Arabic Language

During General Smith's tenure Arabic was added to the USMA curriculum, first on a trial basis during the 1976-77 Academic Year and thereafter as a regular language offering.

Deficient Cadets

Several actions were taken during General Smith's tenure to allow cadets who failed one or more courses to make up their deficiencies as quickly as possible and to graduate at the earliest opportunity. Two initiatives provide the flexibility necessary to achieve this increased efficiency. First, the Summer Term Academic Program (STAP) was expanded to include full credit bearing courses as well as remedial courses; USMA thus has the flexibility to program cadets to catch up with their class and to modify the academic loads of cadets who could benefit from a non-standard program. Second, during General Smith's tenure mid-year graduation became possible. Cadets who meet graduation requirements by the end of the first semester of an academic year are no longer required to wait another full semester to graduate.

Academic Counseling

Cadets have benefited substantially from a revised academic counseling system put into effect under General Smith's guidance. Featuring company academic counseling teams of volunteer faculty members for Fourth and Third Class cadets, and departmental counselors for Second and First Class cadets, the revised system provides cadets accessible, responsible, supportive counselors from the beginning to the end of their cadetship. The new, expanded system of academic counseling was in place at the beginning of the 1978-79 Academic Year, in time for the 1978 curriculum revision, a revision entailing an expanded range of choices for cadets and demanding improved academic advising.

Graduation Requirement

To ensure that USMA's academic standards remain high and are properly perceived by cadets and outsiders alike as high, a minimum quality point average (QPA) requirement for graduation was established during General Smith's term in April 1980. Cadets are now required to have a QPA of 2.0 or better to graduate. A QPA monitoring system, underpinned by an academic probationary system, was developed to ensure marginally proficient cadets progress toward the 2.0 QPA standard.

Academic Excellence

General Smith lent his active support to efforts to promote the achievement of academic excellence. During his tenure, a chapter of the Phi Kappa Phi national scholastic honor society was established at West Point. Faculty members and cadets whose academic performance warrants recognition may be selected for membership. Phi Kappa Phi meetings focus on intellectual and scholarly topics and stimulate members to further academic achievements. General Smith also strongly encouraged cadets competing for such prestigious academic awards as Rhodes Scholarships and Hertz Fellowships, supporting their candidacies not only through written recommendations but also by providing them sufficient guidance and information to prepare their essays and for their interviews. During his tenure, six cadets won Rhodes Scholarships, which provide two years of graduate study at Oxford University in a humanities-public affairs discipline, and 18 cadets won highly-regarded Hertz Fellowships, which provide three years of graduate study in the physical sciences. USMA ranks behind only Harvard, Yale, and Princeton in the number of Rhodes Scholarships awarded to its students and fourth (since entering the competition for Hertz Fellowships in 1973) behind the Massachusetts Institute of Technology, Stanford University, and the California Polytechnic Institute.

FOOTNOTES

¹On 25 March 1963, DA approved a request submitted by USMA for extended tours of duty on a permanent basis for up to 15 officers. Superintendent's Annual Report, Academic Year 1962-63, p. 25.

²Ltr, General Meyer to General Scott, 1 Feb 82.

³The system provides for the creation of a Professor of Designated Subject within the category of PAP. Memo, MADN-2, 12 Apr 77, Sub: "Report of the Committee Appointed to Define Academic Titles and Criteria for Promotion with Respect to Tenure and Non-Tenure Personnel."

⁴The April 1975 Memorandum of the DOD Committee on Excellence in Education recommended an increase in the number of visiting civilian faculty members in particular and civilian faculty in general. The March 1977 DOD "Review of Faculty Mix at the U.S. Service Academies and Senior and Intermediate Colleges" recommended an increase in the number of civilian faculty members. The Academic Board approved an increase in civilian visiting professors at USMA from five for the 1977-78 Academic Year to 13, with the increase beginning during the 1978-79 Academic Year. By the 1979-80 Academic Year the expansion had been completed.

⁵The 1977 West Point Study Group recommendation 84h recommended that the proportion of non-Academy graduates on the staff and faculty be increased to 50 percent or more. The share of non-Academy graduates prior to the 1974-75 Academic Year typically had been about 30 percent but had increased to about 40 percent by the time of the report. It would increase to 44 percent by the 1978-79 Academic Year and remain at at least 40 percent through the 1981-82 Academic Year.

⁶Both of these actions occurred as outgrowths of the EE304 incidents. The Borman Commission Report recommended the separation of the SJA from the Department of Law and recommendation 20 of the West Point Study Group recommended the redesignation of OML.

⁷The institution of the dual-tracked curriculum was recommended by the Academic Board and approved by the Superintendent on 1 May 1981. The ABET accreditation was received in the early Summer of 1985. The proposal for an optional academic majors program starting with the Class of 1985 was approved by the Academic Board in September 1982 and approved by the Army Chief of Staff in February 1983. Reinforcement of other sections of the curriculum resulted from various actions and decisions taken over the last seven years.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

The Military Development Rating System received several changes resulting from the Commandant's desire to improve the current program. Some modifications undertaken during the past year were: all ratings were statistically normalized to reduce rating inequities which exist between companies¹; deficiencies were determined on a company rather than on a class basis²; and peer ratings at Cadet Field Training (CFT) were expanded to include written comments as well as a letter rating thus providing more information for the development process. A review of the entire rating system will conclude in the Summer of 1985 in formal recommendations to the Commandant. Major changes to the system will be tested in the Spring semester of the 1985-86 Academic Year.

Discipline and Regulations

During the Spring of 1984, the "Report Pertaining to the Disciplinary System of the United States Military Academy" (Robinson Report) was sent to General John A. Wickham, Jr., Chief of Staff of the Army. The report affirmed the thrust of the vast majority of USCC (U.S. Corps of Cadets) disciplinary procedures, but recommended several modifications to increase Academy sensitivity and to fine tune procedures. The Department of the Army (DA) approved the USMA response in July. The Academy then integrated the recommendations into a revised USCC Regulation 351-1 "Cadet Disciplinary System." Changes in the new regulation include a shift in emphasis from demerits to punishment tours and a limitation in the maximum number of demerits for a single infraction. The disciplinary system was simplified so that cadets can receive punishments for offenses more rapidly. The new system also incorporates the use of sponsors and coaches to help correct cadet conduct deficiencies. Along with revisions recently made in the regulations pertaining to cadet alcohol consumption, punishment tours now vary with the age and seniority of the cadets. For example, upperclass cadets will receive greater penalties for committing offenses than will plebes since upperclass cadets have been under the disciplinary system longer and are more aware of conduct regulations than the new cadets. Deficiencies in conduct for upperclass cadets now will normally be dealt with by suspended separation or separation rather than by probation. The new system takes into account the cadet's overall performance in determining the punishment for particular offenses. Finally, the handling of serious offenses has shifted from Regulations, USCC, to Regulations, USMA, enabling a more significant response to serious misconduct offenses.

During July 1984, at a USMA Policy Board meeting, guidelines were established by the Superintendent for cadet referral to the Track III Alcohol and Drug Abuse Program at the Bethesda Medical Center at Bethesda, Maryland. Candidates for this treatment are cadets who are dependent or who have abused alcohol but who have demonstrated potential for commissioning as judged by the Commandant. Their problems are beyond the capabilities of the USMA Alcohol and Drug Control Program because they require structured, inpatient treatment. Optimal time for attendance in the program is during the summer following the end of the academic term. Military training missed will be made up or waived at the discretion of the Commandant. Cadet candidates must be volunteers for the program and normally will attend in a duty status with pay. Attendance at Track III will not be used as punishment nor substituted for any punishment or outcome of cadet conduct, honor, or Academic Board proceedings.

Normally, successful completion of Track III will result in the cadet being returned in good standing to the Corps; failure will result in separation. Records of Track III attendance will be filed in medical records; no reference to attendance will be maintained in any other permanent cadet record.

In August 1984, a comprehensive revision of USCC Regulation 600-1 (the "Blue Book") was distributed. The revised regulation incorporates changes stemming from the Robinson Report, the USMA Alcohol Task Force, and the Cadet Regulation Review Task Force. In addition to changes coming in the area of disciplinary procedures and alcohol use, the cadet task force assisted in the revision of chapters dealing with privileges and uniforms to clarify the regulation and to make the document more usable by cadets. The new regulation highlights, clarifies, and consolidates cadet requirements in order to make the rules and procedures governing cadet behavior more understandable and enforceable. In September 1985, a so-called "Mini-Blue Book," containing excerpts from USCC Regulation 600-1, was distributed to the staff and faculty to enable the entire West Point community to assist in this effort. The objective of this pamphlet was to make all elements of the Academy community aware of specific rules and regulations for cadets in such areas as social behavior, use of alcohol, attire, courtesy, limits, privileges, and restrictions.

In accordance with Department of Defense Directive 1010.4 and the resultant letter titled "Department of Army Policy on Alcohol Use," dated 25 March 1985, the Military Academy made changes in cadet authorizations to comply with New York State law which currently prohibits individuals under the age of 19 from purchasing, possessing, or consuming alcoholic beverages. The Superintendent further approved a recommendation of the Commandant that no plebes in the entering Class of 1989, regardless of age, be permitted to purchase, possess, or consume alcoholic beverages. The action makes the option of consuming alcoholic beverages a privilege available to individuals only when they reached upperclass status and represents the first in a series of modifications which will be made in the drinking policy in the future to enable USMA to remain in compliance with New York State law which, in December 1985, raises the age for consumption to 21.

To enhance professional development and promote unit cohesion, the Commandant, Brigadier General Peter J. Boylan, decided not to scramble the Class of 1988 upon its return from Cadet Field Training (CFT) at Camp Buckner. Cadets will remain in the same company for their entire cadet career. The former practice of having Third Class cadets change companies has occurred periodically at West Point over the past several decades for a variety of reasons. Most recently, Superintendent Goodpaster reinstated the scramble policy in 1980 following findings of the Borman Commission and West Point Study Group that some companies developed attitudes inconsistent with the ideals of West Point.

Cadet Brian L. Dosa, a graduate of West Nottingham Academy in Colora, Maryland, was appointed Brigade Commander for the 1984-85 Academic Year and Cadet Michael C. Foley, a graduate of Pasco High School in Pasco, Washington, was appointed as Deputy Brigade Commander. Cadet Karen Short, a graduate of Hendrick Hudson High School in Montrose, New York, became the first woman selected as a Cadet Regimental Commander. She previously served as the first woman cadet selected to command Cadet Basic Training (CBT).

In the Spring of 1985, the Cadet Academic Monitoring System (CAMS) replaced the athlete tracking system (All Sports Academic Watch List). This expanded the academic monitoring system from a preoccupation with athletes to a concern with the Corps at large. The criteria for tracking cadets experiencing academic difficulty was developed by the Office of the Dean and disseminated to the CAMS points of contact within each department during the initial organizational meeting. The CAMS method of early identification and monitoring of cadets experiencing academic difficulty has facilitated the Academy's academic support system of company academic sergeants, company tutors, instructors in academic departments, coaches, and officer representatives to monitor successfully the academic performance of cadets and to assist cadets in using their inherent abilities to succeed.

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT

The Center for Leadership and Personal Development (CLPD) provides comprehensive counseling and consultation services for the Corps of Cadets, coordinates psychological programs, and implements a number of the growing cadet leadership development programs. Center programs in this area include the Leadership Skills Training Program (LSTP), Leadership Development Clinic (LDC), Personal Development Program (PDP), Time Management Study Skills, and Stress Management programs. All of these programs evolved as a result of identifying specific problem areas in individual counseling sessions and then developing proactive efforts to deal with the causes of these problem areas. LSTP appears to be well received by the cadets. LDC, although highly resource intensive, was found to be extremely beneficial by the cadet participants.

The LSTP, initiated in 1983, is a task-oriented skills development program which 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 in 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 LDC also was begun in 1983 to assess cadet leadership skills. During the 1984-85 Academic Year, a total of 72 cadets were evaluated in 12 behavioral dimensions (including initiative, sensitivity, and decisiveness) needed by Second Lieutenants for successful job performance. The assessors included tactical officers, academic instructors, Academy graduates, and a civilian psychologist from the Office of Institutional Research (OIR). The cadet participants found the initial assessments themselves to be of great value; they also benefitted from the individualized developmental program which was designed for them and monitored by their tactical officers to improve their identified deficiencies.

The Counseling services offered by the Center were similar to those of previous years. Up to one-fourth of any class will be typically seen at the Center by the time the class graduates. The majority of cases entail clarification of personal issues highly consistent with the 17-22 year old age group. In the past most clients were plebes; in recent years upperclass cadets have made great use of the center's counseling resources. Now half of all users are upperclass cadets. Most cadets making use of the center's growing leadership development activities are members of upper classes.

Six officers were assigned to the Center during the 1984-85 Academic Year. Two of these officers worked on leadership development programs in addition to their counseling duties. This is the first year that the Center has not experienced a massive turn-over of officer personnel and it is felt that the credibility will increase as a result of this.

Cadet Sponsor Program

During the 1983-84 Academic Year, a task force selected by the Commandant recommended that the Cadet Sponsor Program (which gives cadets decompression time in a casual atmosphere and insight and orientation into the off-duty military family environment) be reoriented to include cadets beginning their Fourth Class year. The task force found that cadets could benefit markedly by beginning the sponsor program during their initial year. That belief was in addition to the Commandant's efforts to reduce Fourth Class cadet attrition rates after CBT and to ease the Fourth Class cadets transition into the academic year. The 1984-85 Academic Year became a transition year in which both the classes of 1987 and 1988 participated in the Cadet Sponsor Program.

Two classes being sponsored in the same academic year resulted in another significant change. An analysis of the potential sponsor population of West Point and the Stewart Army Subpost (STAS) demonstrated that insufficient sponsors were available to sponsor two classes simultaneously. To fill this void a program and set of guidelines were developed to solicit sponsors from the surrounding civilian community. Well-respected community service organizations and religious groups were approached, presented an overview of the program, and requested to aid in identifying, screening, and submitting the preference questionnaires from potential civilian sponsors. The program proved to be a success. Bonds between the civilian community and West Point were strengthened by this one-time effort.

The Class of 1988 was matched with sponsor volunteers living on post; the Class of 1987 was matched with sponsors living off post in the surrounding civilian community. By the start of the Fall of 1984, all of the cadets in the Class of 1988 participating in the program had received a sponsor and concerted efforts were underway to solicit civilians to serve as sponsor volunteers for cadets in the Class of 1987. After this unusual situation, the program will return to all of the sponsors being drawn from the West Point/STAS communities.

Although the sponsor/sponsored cadet relationship is officially designated for one year, history has shown this relationship typically to last until the cadet graduates or the sponsor is transferred. It is believed similar results can be expected from the 1984/85 civilian sponsors and their cadet sponsorees.

LEADERSHIP DEVELOPMENT

Service Academies Leaders Conference

On 14 and 15 September 1984, the Fourth Annual Service Academies Leaders Conference was held at West Point.

The purpose of the conference is to study and develop those attributes, skills, and ideals that support 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 Mr. Robert T. Stevens, a former Secretary of the Army during the Eisenhower Administration and a 1977 Thayer Award recipient, who is buried at West Point.

The conference included an all-day seminar on leadership skills led by Colonel (USA, Ret.) Dandridge M. "Mike" Malone, former leadership instructor at West Point and the Army War College. He was assisted by Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Science and Leadership, in a review of goals and expectations for their respective Academy leadership positions. A session for cadet and midshipmen activities officers was hosted by the Director of Cadet Activities, Colonel Charles E. Johnson. Major General Joseph P. Franklin, a former Commandant of Cadets and now Chief of the Joint U.S. Military Assistance and Advisory Group (JUSMAAG), Spain, was the guest speaker for the formal Dining-Out.

Fourth Class System

A Task Force under the leadership of Colonel John Sloan, Fourth Regimental Tactical Officer, looked into the Fourth Class System for 1984-85, to determine its validity and relevancy and to make recommendations for change if appropriate. The Task Force concluded that the system was valid and relevant but recommended a few items for change which were specified in the 1984 Annual Report. In accordance with one of the task force's recommendations, that the overall Fourth Class knowledge level remain the same, six deletions were made to permit the additions of an explanation of the difference between company and field grade officers, the Leadership Principles, the seven types of Army divisions, professional soldierly qualities, the principles of war, and an explanation of the Squad Automatic Weapon (SAW).

Again, as in previous years, changes were minimal with emphasis placed on proper execution of the guidelines in the Fourth Class System Circular 351-1.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 31 foreign nations during 1985. 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, 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 1985 Fiscal Year, 76 cadets from 27 foreign military academies visited USMA and 102 USMA cadets visited 29 foreign countries. West Point hosted cadets from 13 Latin American countries and other cadets from Haiti, Mexico, Brazil, Korea, Jordan, Morocco, Saudi Arabia, Belgium, France, Greece, West Germany, the Netherlands, and Portugal. West Point cadets visited 13 Latin American countries and Haiti, Mexico, Brazil, Australia, Korea, Japan, Jordan, Morocco, Saudi Arabia, Austria, France, Greece, Portugal, Spain, and West Germany.

PROFESSIONAL DEVELOPMENT

The Professional Development Branch of the Department of Military Instruction (DMI) conducts 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) and cadets remain abreast of the latest branch-related developments in the Army in such areas as equipment, organization, doctrine, and training.

In the past academic year, the program included a series of 27 television tapes broadcast regularly on the USMA television network. These tapes focused on such topics as the "threat," training initiatives, logistical and maintenance changes, and contemporary leadership issues.

The video tapes were supplemented by written material disseminated by branch representatives and by officer professional development classes sponsored by the Department and open to all officers and noncommissioned officers at USMA.

Numerous briefings were presented throughout the year covering the latest developments in the Army. Major General Colin Powell, senior military assistant to the Secretary of Defense, spoke on "Contemporary Leadership Issues" in the Army; Colonel Baldwin, Project Manager for the Single Channel Ground Airborne Radio System (SINCGARS), gave a briefing on that system; Lieutenant Colonel Ramon Ivey, Office of the Deputy Chief of Staff, Logistics, presented the State of the Total Army Report (START) Team Briefing; Lieutenant Colonel Ronald Griesse, Assistant Chief of Staff for Information Management in the Office of the Deputy Chief of Staff for Operations and Plans, spoke on "Battlefield Communications"; Lieutenant Colonel John C. Burdett, Combat Development Command of the Combined Arms Center and Combat Development Activity (CACDA) at Fort Leavenworth, Kansas, spoke on "The AirLand Battle." Major Perry, of the Department of the Army Command (DARCOM), gave the DARCOM briefing on "New Systems Fielding"; Major Hicks of Charlottesville, Virginia, presented the Foreign Science and Technology Team Briefing; two officers from the Military Personnel Center (MILPERCEN) presented a briefing on "Women in the Army"; and Lieutenant General (Ret) John Norton presented a "Colloquium on Professional Issues."

HONOR

Honor Education

The focus of the Honor Education Program, completing its fourth year, was to improve the quality of its instruction. The Vice Chairman for Education of the Cadet Honor Committee emphasized making the honor classes more interesting for cadets, thus enhancing the lesson. Company Honor Representatives used a variety of techniques to accomplish this objective including varying the location of the classes; having classes taught by staff and faculty and cadet chain of command members; and developing lesson-related scenarios to enhance open discussion.

The Honor Committee conducted two seminars focusing on educating the Company Honor Representatives. The first conference, held for the entire committee prior to Reorganization Week, prepared the Honor Representatives for their responsibilities in the upcoming year. The second seminar, in the spring, trained the newly-elected 1986-87 Company Honor Representatives.

In October, the Chairman of the Honor Committee also received some first-hand guidance about the Honor System from the Secretary of the Army. During the meeting, the chairman gained a greater awareness of the Secretary's philosophy toward the honor system, had an exchange of views with the Secretary, and heard him indicate that he felt that Honor Education was the key to a healthy honor system.

Honor Committee Procedures

The Honor Committee Procedures used to investigate and to make findings concerning violations of the Honor Code for the 1984-85 Academic Year were the same non-adversarial procedures adopted by the Corps of Cadets in May 1979, and outlined in the updated USCC Pamphlet 15-1, Honor Committee Procedures of June 1984. During August 1984, the Cadet Honor Committee developed two form letters to be used by cadets after a cadet was found to have violated the Honor Code. One letter was developed for individual cadets serving as board members on Full Honor Investigative Hearings (FHIH) to provide input to the Superintendent on honor cases. Cadets always have had the option of providing input to the Superintendent in cases that they felt might warrant his exercise of discretion; the new procedures, however, simplify and formalize cadet participation and require a response from each board member. The purpose of the form was to give cadets input to the Superintendent regarding the retention of the found cadet. The other form was developed for use by the chain of command on found cases. The forms should help reduce the tendency of cadets to vote "no violation" when a violation had occurred, but separation was considered too severe a punishment. Input from individual cadets outside of the FHIH is still permitted, and a form letter has been prepared to simplify and regularize any input from the cadet's chain of command.

Annual Service Academies Honor Conference

The executive staff of the current (1984-85 and newly-elected 1985-86) Honor Committee, along with Captain George F. Oliver III, Special Assistant to the Commandant for Honor Matters, attended the semi-annual Federal Service Academies Honor Conference at the U.S. Coast Guard Academy in New London, Connecticut, in April 1985.

In November 1984, on the occasion of the Army-Air Force game, all five service Academy Honor Committees met at West Point to discuss the Air Force Academy's cheating incident which occurred the previous spring. During the session, the cadets gained a complete understanding of the causes of the honor scandal, the impact of the scandal on the Air Force honor system, and an orientation on the proposed new system.

In April 1985, the Cadet Honor Committee held a goal-setting seminar and later met with the Superintendent, Commandant, and selected members of the command group to discuss honor-related issues. The objective of these sessions was to gain the insights of the Superintendent and Commandant and to make recommendations to correct perceived deficiencies within the Corps that affected the honor code and system. At the meeting, the cadets set a general goal for the 1985-86 Academic Year of creating a more positive image for the entire Honor Committee in the eyes of the Corps of Cadets. They also discussed a number of problem areas and made recommendations on many of these areas. Among the more significant were recommendations to modify the absence card, recommendations to permit Corps Squad athletes (previously excluded from participation) to serve on FHIH if they are able,

and to establish a modified honor board of four individuals to hear cases in which the accused has already admitted guilt. The proposals were discussed and the cadets received further guidance on probable necessary revisions. The sessions were informative and beneficial to the attendees and established areas appropriate for further consideration which may improve the health of the system.

A comparison of the statistics on the total number of honor cases reported by cadets and the proportion of those which resulted in an honor attrition gives some indication of the success of the honor education system in recent years:

Academic Year	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85
Total Number of Cases Reported	248	257	309	272	258	181
Total Honor Attrition	22	27	29	27	27	33
Percentage of Total Cases Reported Leading to Honor Attrition	9%	11%	9%	10%	11%	18%

During the first four years under the honor education system (1981-85), the total number of cases reported by cadets steadily declined. It is believed that this decline is the result of a better cadet understanding of what constitutes an honor violation. Many misunderstandings between cadets that do not have honor implications are resolved now in the initial stages and are not reported. However, the total number of cadets departing as a result of honor incidents has remained remarkably constant during this period. Therefore, the percentage of reported cases which ultimately result in an honor attrition is increasing. This fact suggests the general success of the honor system at the Military Academy.

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 duty experiences during their past summer's training. 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. Many academic courses, such as English, history, law, psychology, leadership, and military science reinforce the duty concept throughout the four years at the Academy.

TRAINING

Cadet Basic Training 1984

Cadet Basic Training (CBT) in 1984 began on 2 July (Reception Day) and concluded on 12 August. The Class of 1988 was received into the Corps during ceremonies conducted on 18 August. Its mission of educating, training, equipping, and developing the new

cadets and developing leadership skills among the First Class cadre was successfully accomplished. The Class of 1988 began training with a total of 1,401 cadets, which included 1,242 men and 159 women.

The training program, essentially unchanged from previous years, was designed 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 1984 was 42 days long, a decrease of five days from the previous year. As a result of this, the Program of Instruction (POI) decreased by nearly 70 hours (from 612.75 in 1983 to 544.5 in 1984). The decrease in the POI resulted in only minor reductions in training categories except for an increase from 29 to 68 hours in social training and a decline from 151 to 110 hours in the time devoted to academic, administrative, and logistical procedures. Through scheduling efficiency and the incorporation into Reorganization Week of activities that otherwise would have been scheduled during CBT (such as the move to the academic year trunk rooms, the personal checking account class, and the library tour) the training program was not significantly reduced. Comparing the 544.5 hour training period of the 1984 CBT with the 514.5 hours in the 1982 CBT reveals that the 1984 CBT had 15 percent more time for military training, 29 percent more time for moral/ethical and cadetship training, 162 percent more time for social training, 10 percent less time for physical training, and 32 percent less time for academic, administrative and logistical activities, some of which were moved to reorganization week. (It should be noted that even with the dramatic increase in social training it still represented only 12 percent of the total training time, while military and moral/ethical and cadetship training comprised over half of the training time.)

One initiative instituted in the 1984 CBT was the New Cadet Parents' Weekend. Designed to coincide with an earlier return from Lake Frederick, the weekend was intended to allow new cadets to celebrate the end of the training period with family and friends. Also the weekend allowed the plebes to be settled into their rooms prior to the return of upperclass cadets. While the weekend itself was successful, it proved to be disruptive to the reorganization of academic year companies. As a result, planning for the 1985 CBT has eliminated the New Cadet Parents' Weekend and rescheduled the Fourth Class cadets to return from Lake Frederick after all upperclass cadets have returned from their summer training or leave.

The Military Qualification Standards, Level 1 (MQS-1) continued to be a primary reference for military instruction. New cadets were taught and evaluated on ten tasks in "Preventive Medicine and First Aid" and in the "Customs and Traditions of the Service" professional knowledge subject. In recognition that the subjects taught and evaluated in previous CBTs, such as weapons, operations, and tactics were further developed later in their cadetship, it was decided to continue to provide cadets with exposure to this in NBC Defense training, but not to evaluate them at this point.

Moral/ethical and cadetship instruction received emphasis during the 1984 CBT. Squad leader time again remained a critically protected scheduled event to allow squad leaders the maximum amount of time to provide small unit leadership to the new cadets. Duty and Honor instruction remained training priorities.

CBT continues to consist of a diversified training program, combining military skills and moral/ethical training with an intense physical conditioning program. The training period offered numerous social experiences as well as the allotment of 95 hours of administrative and logistical inprocessing and academic testing.

Of the 1,401 cadets who entered the Academy as members of the Class of 1988, 1,268 successfully completed their six week summer training program and joined the Corps of Cadets in August. The 9.5 percent attrition rate for the Class of 1988 is the highest since the Class of 1983's 10.5 percent attrition during the Summer of 1979. Similarly, the 12.6 and the 9.1 percent attrition this summer for women and men, respectively, was the highest since the 14.6 and 9.7 percent attritions in 1979.

During next year's CBT, the timing of the "plebe visit program" (where plebes are permitted to go to the home of a West Point family to gain an orientation into family life in the military) will be moved up to an earlier point in CBT. At the same time, an Army orientation film will be shown early during the training to let the plebes see the totality of Army life. These modifications were proposed during CBT but were not primarily outgrowths of the level of attrition. Nevertheless, they were made in recognition of our obligation to ensure that a cadet's decision to resign is based on as comprehensive an understanding of the role of the military in American society as is possible.

Third Class Summer Training 1984

Cadet Field Training (CFT) 1984 was conducted from 18 June to 15 August 1984. In all, 1,168 members of the Class of 1987 received training in Military Qualification Skills Level I skills and achieved a passing score in each event. Training supported all five developmental concepts of the Military Academy, but the overwhelming emphasis was on tactical/military skills. Military training included light infantry weapons and tactics, field artillery, combat intelligence, communications/electronics, and combat engineers. Armor training was conducted at Fort Knox, Kentucky, and emphasized mechanized infantry, armor, self-propelled artillery, and air defense systems. Basic military skills taught included Nuclear/Biological/Chemical (NBC) defense, land navigation, and equipment maintenance.

The military training conducted during CFT at Camp Buckner is designed to teach basic soldier skills as well as an understanding of the fundamentals of combined arms operations, including combat support activities. In 1984, CFT remained eight weeks in duration. The time dedicated for tactical intelligence training was increased from five to eight hours. Vehicle identification, Soviet equipment, and MECONNING, Interception, Jamming, and Intrusion (MIJI) reporting, which had been taught by concurrent stations at other committee sites in previous years, were taught on site by the Tactical Intelligence Committee. This change in 1984 was made to centralize the instruction at one station to enhance cadet retention.

Basic rifle marksmanship training was taught by the company cadre prior to the company reporting to the zero range. Each CFT company cadre member was provided with a list of tasks to be trained, training aids, and references by the Weapons Committee. The company cadre then organized the training to be conducted, trained the trainers, and finally trained the company. Training at the zero range was enhanced by the use of the Weaponeer (the computer assisted marksmanship training device). Those cadets having difficulty zeroing were given additional training using this device.

Offense instruction conducted during Infantry Week was increased from one day to two and one-half days, taking the place of the 36-hour field training exercise (FTX) presented last year. (This was done because the FTX was too much for cadets to absorb in such a short period of time.) The same instructors stayed with the company throughout the offense training which improved continuity; in the past the company traveled to different sites. Multiple Integrated Laser Engagement System (MILES) equipment was used on the second and third days of offense instruction.

During field artillery training, selected cadets received six hours of training on the Battery Computer System (BCS) which provides digital communication links from the battery to the FA battalion. Because of equipment density, only one-sixth of a cadet company received this training. All cadets received an orientation on the BCS in addition to receiving an orientation on the Tactical Fire Direction System (TACFIRE) and the Variable Format Message Entry Device (VFMED).

Engineer training was expanded from 12 hours in 1983 to 16 hours in 1984. The added time allowed cadets to conduct practical exercises in steel, concrete, and timber cutting during demolition training, to construct protective shelters in survivability training, and to operate equipment found in the combat heavy engineer battalion. Construction of the aluminum foot bridge by cadets was deleted because it is no longer used in the Army.

Training conducted at Fort Knox continued to be a highlight of the CFT program. Combined Arms concepts were emphasized during armor, mechanized infantry, artillery, and air defense training. Companies which had not participated in Infantry Week prior to Third Class Armor Training were given training in fundamental infantry skills prior to their departure to give them a broader background in mechanized infantry and Combined Arms tactical exercises.

Cadet Advanced Training 1984

Summer Training for the Classes of 1985 and 1986 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 606 cadets from the Classes of 1985 and 1986 participated in the 1984 CTLT program, 57 percent of the CAT 1984 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 323 cadets; training in Europe by 193; training in Alaska, Hawaii, or Panama by 59; and training in Korea by 31. 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 increased slightly to 43 percent of the total Second Class cadets in the CAT

Program. The same eight posts as last year were utilized in the program. Women cadets continue to be restricted to assignments at Forts Dix, Jackson, McClellan, or Leonard Wood. A total of 452 cadets from the Classes of 1985 and 1986 participated in the program. More than two-thirds of the total trained at Forts Leonard Wood, Dix, Benning, and Jackson.

Cadet Military Skills Training (CMST) consists of six individualized military skill training programs conducted at 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 were not permitted to participate in the Special Naval Warfare Orientation Course (SNWOC), because of increased Naval requirements for attendance. 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 (418), Air Assault (171), Jungle Operations Training (132), Flight Training (104), Survival, Evasion, Resistance, and Escape (SERE) (102), and Northern Warfare (73). Of the 1,000 cadets participating in CMST programs, 970 (or 97 percent) successfully completed the training. The best performance was in Flight Training in which all cadets successfully completed the program. The lowest percentage was in Airborne Training where 95 percent successfully completed that program.

In addition to CCTLT, DCP, CMST, and First Class Leadership Details, which occur during the summer training period, over 500 cadets participated in one of 49 VST programs. These programs consist of special summer options, academic summer programs, summer admissions programs, summer sports programs, and other summer training.

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 served several week's duty in different civic affairs projects in Botswana, the Ivory Coast, Liberia, Sierra Leone, and Tanzania. The six cadets participating in the Cadet Summer Research Program, coordinated by the Science Research Laboratory, trained in a variety of scientific fields. The Summer Intern Program coordinated with the Social Sciences Department provided for eight-week tours by eight cadets, seven with a variety of government departments and agencies in the Washington, D.C., area, and one at the Supreme Headquarters, Allied Powers Europe (SHAPE) in Brussels, Belgium.

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 23 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 at locations in Frankfurt, West Germany; Riyadh, Saudi Arabia; Seoul, South Korea; Japan; and numerous locations in CONUS. Fifteen cadets participated in the Behavioral Sciences Summer Intern Program. In addition to intern positions on the Army Staff, the program includes the major CONUS commands (TRADOC and FORSCOM), along with separate commands such as the Recruiting Command, the Criminal Investigation Command, and the US Army Military Personnel Center. Thirty-three cadets participated in the Geography and Computer Science Summer Training programs and worked at a wide variety of agencies including the Defense Mapping Agency, the Los Angeles, Jacksonville, and

Seattle Districts of the Corps of Engineers, the U.S. Army Cold Regions Research and Engineering Laboratory (CRREL), the Construction Engineering Research Laboratory (CERL), the Computer Systems Command, and the Lawrence Livermore Laboratories. Overall, nearly 170 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.

Several 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, over 140 cadets participated in other summer training programs which included the Foreign Academy Exchange Program, the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, and the U.S. Military Liaison Mission-Berlin. All of this training was conducted during a leave period.

MILITARY SCIENCE

During the 1984-85 Academic Year, the Department of Military Instruction continued to refine and improve the military science curriculum.

The "Introduction to the Military Profession" (MS 101) course provides new cadets with initial insight into the profession of service in the United States Army. 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. Continuing a two-year trend, cadets received more exposure to troop leading procedures with an emphasis on preparing the leader's estimate of the situation and developing and writing an operation order. MS 102 continues to be the foundation for cadet tactical training in the military science curriculum, and is intended to provide the basic knowledge for follow-on field training at Camp Buckner.

The "Combined Arms Operations" (MS 200) course focuses on operations at company and platoon level in a combined arms team and the support provided by the appropriate combat support and combat service support elements. During the past year, cadet information briefs prepared for the course were more closely integrated into the classroom instruction. The examinations also were rewritten to place greater emphasis on the cadet producing warning orders and explaining tactical decisions than on merely memorizing facts.

The "Army Systems Management" course, redesignated the "Army System Management and Public Speaking" course (MS 300), provides Second Class cadets introduction to the Army's functional sub systems (personnel, training, supply, maintenance and readiness) in platoon, company, and battalion-sized organizations and explores the role of the small unit leader within these subsystems and within the Army. Public speaking

presents a theory of effective oral communications and develops cadet speaking skills through a series of speaking exercises which culminate in the delivery of a ten-minute persuasive speech in class by each cadet.

CLASS OF 1985 BRANCH SELECTIONS

The Transportation Corps, two of the three Ordnance specialties, and one of the two Quartermaster specialties were the only branches and specialties whose quotas were filled before physically-qualified male cadets were restricted in their selections to the combat arms. No branches were filled before physically-qualified female cadets were restricted in selections to combat arms. In addition to the Transportation Corps, male cadets filled all available slots in Military Intelligence, one of the two Quartermaster, and all three of the Ordnance specialties. Female cadets filled all available slots in Military Intelligence, Quartermaster, Transportation, and two of the three Ordnance specialties. Male cadets satisfied only the minimum quotas in Infantry, Armor, Field Artillery, Air Defense, Aviation, and Engineering; women filled only the minimum quota in Air Defense. (The branches of Infantry and Armor are closed to women.) A major reason why male cadets filled only the minimum quotas of the combat arms branches is that the minimum quotas for the combat arms take such a large proportion of the graduating men. In the 1984 branch selections some 89% of the male cadets had to select combat arms to meet the minimum quotas; in 1985 the level was increased to 92 percent. However, in the 1983 branch selections, when minimum quotas represented only 84 percent of the total male graduates, more than the minimum number of cadets selected two of the six combat arms.

In view of the fact that each year most of the USMA applicants to medical school are accepted 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 not selected for medical school will be permitted to select a branch later based on the position they held at the time of the January branch selection. Thus, only 1,048 of the 1,063 graduates of the Class of 1985 selected branches.

The percentage of the Class of 1985 selecting a combat arms branch or specialty rose from 81.5 percent in 1984 to 83.4 percent in 1985. Some 91.5 percent of the men but only 18.8 percent of the women selected combat arms specialties compared with 90 percent of the men and 14 percent of the women the year before. Since the opportunities and requirements for women in the combat arms are limited, only a small number select combat arms assignments.

SANDHURST TROPHY COMPETITION

The Sandhurst Trophy, awarded annually during the spring to the Regiment achieving the highest degree of military excellence in a series of tested military skills, was presented to the 1st Regiment of the U.S. Corps of Cadets by Brigadier T. K. Thompson (member of the order of the British Empire), Military Attache and Commander, British Army Staff. This was the eighth time since the competition began in 1967 that the 1st Regiment has won this recognition. Company I of the 1st Regiment, led by tactical officer CPT William J. Blankmeyer, was judged the winning company of the Corps of Cadets. The competitors, consisting of four, four person teams (or patrols) from each company (144 in all), were tested in an eight-station course which measures stamina, agility, and military knowledge. The military skills phase consisted of teams being

1985 SPECIALTY SELECTION

<u>SPECIALTY/ BRANCH</u>	<u>QUOTA</u>				<u>SELECTIONS</u>	
	<u>MAX</u>	<u>MALE</u> <u>MIN</u>	<u>MAX</u>	<u>FEMALE</u> <u>MIN</u>	<u>TOTAL ASSIGNED</u> <u>MALE</u>	<u>FEMALE</u>
11 (IN)	254	232	N/A	N/A	232	N/A
12 (AR)	143	129	N/A	N/A	129	N/A
13 (FA)	223	193	22	1	193	3
14 (AD)	89	78	43	2	78	2
15 (AV)	124	113	32	1	113	11
21 (EN)	119	107	21	1	107	6
25 (SC)	21	0	21	0	14	12
31 (MP)	7	0	14	0	6	13
35 (MI)	27	0	15	0	27	15
73 (OD)	2	0	3	0	2	3
74 (CM)	11	0	7	0	4	1
75 (OD)	4	0	6	0	4	6
81 (QM)	1	0	2	0	1	2
91 (OD)	10	0	19	0	10	16
92 (QM)	12	0	13	0	6	13
95 (TC)	5	0	14	0	5	14
Total					<u>931</u>	<u>117</u>

tested in swift movement, map reading, NBC, communications, weapon handling (assembling and disassembling of the M60 machinegun, M16 rifle, M203 grenade launcher, and 45 caliber pistol), building a two-rope bridge, rappelling, and inspecting equipment. The military skills phase was timed, with the exception of the equipment inspection station. The shooting phase, which was run on a separate day, consisted of target shooting with teams being required to fire ten rounds in the indoor rifle range.

DEPARTMENT OF PHYSICAL EDUCATION

Colonel Alfred S. Rushatz arrived during the year as the Department's deputy director, a Permanent Associate Professor position. Dr. Beverly Becker, Professor of Physical Education at Skidmore College, served as the seventh departmental visiting professor. Dr. Becker participated on the Department's Curriculum Committee, performed a study of carry-over value of the physical education courses that USMA graduates take as cadets, and represented the Academy at numerous national conventions. She was honored by being selected to make the Amy Morris Homans Lecture at the American Alliance of Health, Physical Education, Recreation, and Dance (AAHPERD) National Convention.

During the past academic year, the Department was actively involved in a number of innovations. In August 1984, the Department modified the Remedial Conditioning Program by requiring cadets to participate more independently, and thus assume responsibility for their performance. In September 1984, the fitness testing program was changed to require First and Second Class cadets to take the Army Physical Readiness Test (APRT) twice during the academic year. This frequency of testing is now identical to that of the Active Army.

In October 1984, the Department and the National Association for Sport and Physical Education jointly sponsored a special conference at West Point entitled the "National Physical Education Conference on Basic Instruction in Higher Education." The conference, attended by 200 individuals, featured 53 presentations and 17 lectures in such diverse subjects as curriculum, legal aspects involved in basic instruction, and specific instruction in such topics as cycling, lifting, aerobics, swimming, tennis, racketball, and squash. Fourteen members of the Department made presentations.

A decision was made to incorporate Partner Resisted Exercises (PRE), an innovation in strength training, into all summer training programs starting in 1985. This program is designed to enhance significantly gains in muscular strength and endurance.

Captain Mark L. Hertling of the Department of Physical Education was selected as the 1985 USMA recipient of the 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 Hertling taught Fourth Class swimming, strength development, lifesaving, water safety instruction, running techniques, and close quarters combat. He is designing an effective conditioning program for the USMA men's and women's varsity swim teams. He has given seminars on fitness to soldiers, civilian employees, and dependents, and his column "Fitness Forum" appears weekly in the post newspaper, "Pointer View."

In July 1984, five members of the Department attended the Olympic Scientific Congress held at Eugene, Oregon, and sponsored by the International Olympic Committee (IOC) every four years just prior to the Olympics. In October, three

members of the Department made presentations at the U.S. Military Symposium on Fitness: Colonel James L. Anderson, Professor and Head of the Department, spoke on "United States Military Academy Fitness Program Update"; Dr. Robert W. Stouffer, Director of Research, spoke on the "Comparison of Metabolic Responses of USMA Men and Women in Military Load Bearing"; and Louis F. Tomasi, Chief Athletic Trainer, spoke on "Preventing Injuries."

Instructional Program

In August 1984, Dr. James A. Peterson replaced Dr. Gordon O. Calkins as the Director of the Fourth Class instructional program. Dr. Peterson previously served on the staff of the Department from 1971-1980.

No major changes were implemented in the Fourth Class instructional program this academic year. Cadets continued to attend four standard courses: swimming, gymnastics, fundamentals of physical fitness, boxing (for men), and Self-Defense I (for women). However, a proposal of the Fourth Class course director, noted in the 1984 Annual Report, to replace the fundamentals of physical fitness lecture portion of the course with wrestling for men and Self Defense II for women, was approved by the Commandant. The change will be implemented during the 1985-86 Academic Year. The "Fundamentals of Physical Fitness" course then will 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. Upperclass cadets beginning in the 1986-87 Academic Year, will 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.

Upperclass cadets continue to take 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 over" value or contributes to the intramural program. A new bicycling course was included among the electives for the first time near the end of the year and was well-received.

In addition, the Department is evaluating the concept of offering selected activities at an advanced level. The course evaluation of a Tennis II class, offered on a pilot basis near the end of the academic year, indicated that the course supported the upperclass program goals. The Tennis II class, as well as pilot advanced level II courses in aerobic dance and racquetball, will be offered during the 1985-86 Academic Year.

Guidance Program

The Department's Guidance Program emphasized the development of a positive attitude toward personal fitness within the Corps of Cadets. The primary objective was to inculcate within the cadets an understanding that personal fitness is an individual responsibility, not just an institutional requirement. To reach this objective, a major change in the Remedial Conditioning Program was generated. Previously, this program included cadets who failed physical education and were placed in a conditioned status by the Academic Board for the next academic term. These cadets had their workouts designed and personally led by Department instructors. During the 1984-85 Academic Year, the responsibility for improving the personal fitness of conditioned cadets was shifted to the individual cadet, and each cadet's progress was monitored only by a Department instructor. The program began with three and one-half hours of instruction

in physiology and training techniques. The cadets then designed their workouts for approval by the Guidance Office. All cadets followed their individualized workout programs during the semester. On each Friday, a physical fitness test was administered to evaluate individual cadet progress and workout programs were modified as necessary. A positive spin-off of this new program is that these cadets participate in intramurals. Previously, cadets in remedial conditioning attended supervised workouts in lieu of intramurals. Of the 50 cadets who participated in the program during the first term, 38 cadets successfully completed the terms of their conditioning. Ten cadets had their conditioning extended for medical reasons and two cadets were separated. Of the 94 cadets who participated in the program during the second term, 86 cadets completed the terms of their conditioning, three cadets had their conditioning extended for medical reasons, four cadets attended the Summer Team Academic Program (STAP) 1985, and one cadet was separated. The Department's 1985 STAP consisted of one First Class cadet, five Second Class cadets, two Third Class cadets, and one Fourth Class cadet. All of these cadets passed STAP 1985.

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 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. (On the PAE women do the flexed arm hang.) 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 testing program was changed in the 1984-85 Academic Year from the previous year, with the APRT (instead of the two mile run test) being administered to the First Class cadets during the fall. The change was made to make the testing more closely related to that of the Army and to identify problem areas in cadets earlier in their final year so that all would have sufficient time to do reasonably well when the final APRT was administered in the spring. First Class cadets took the fall APRT on a pilot basis during the 1984-85 Academic Year, and, based on the success of the program, it also will be administered to Second Class cadets during the Fall of 1985. When that occurs, all three upperclasses will undertake an identical battery of tests. The alternate testing program is still being utilized for cadets having a medical profile limiting them from doing certain exercises. This is designed to evaluate specifically the physiological variables measured by the primary test, while taking into account the nature of the cadet's medical profile. For instance, if a cadet was unable to take the two mile run test portion of the APRT due to a medical profile, an alternate test consisting of the 10-km bike ride or 10-minute swim would be administered. In the 1984-85 Academic Year, 159 cadets took the alternate bike test and 32 took the alternate swim test. The existence of alternative tests makes the entire APRT less time consuming administratively. It also keeps the number of cadets unable to complete an APRT to less than two percent of the Corps. The Army has adopted a similar alternate test program for those unable to perform the normal APRT.

Research

The Research Section focused its efforts in the 1984-85 Annual Year on a research project entitled "The Validation of the USMA 12-Minute Bicycle Ergometer Test." The objective of this investigation is to determine the validity of this test as an indicator of cardiovascular efficiency.

The Academy offers a 10-kilometer bicycle test as an alternative to the two mile run test for cadets on profile taking the APRT. The bicycle is a useful exercise method which can even be used by some individuals on profile who have certain types of knee or ankle injuries. The test was undertaken to determine if the 10-kilometer bicycle test is sufficiently demanding as a valid measure of cardiovascular fitness to replace the two mile run test for those cadets. The test was done on the basis of 12 minutes rather than 10 kilometers because most of the comparative medical literature on this subject uses that as the measure. In most cases the bicycle test is calculated on the basis of the number of revolutions a minute; in this test cadets (an unusually motivated sample) were instructed to peddle as far as they could in 12 minutes and they attained comparable results to those done on revolutions/minute. The study will continue in the Fall of 1985 with additional information gathering. The results of the study are expected to be available by the end of 1985.

The 1983-84 research project entitled "Comparison of Metabolic Responses of USMA Men and Women in Military Load Carrying II" compared the metabolic response differences between USMA men and women in vertical elevation walking in three military load carrying conditions. Results demonstrated that vertical elevation walking made the differences in the performances of USMA men and women cadets even more pronounced than normal.

Intramural Program

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. Cadets participate in football, soccer, track, triathlon, or flickerball in the fall, and basketball, handball, swimming, boxing, wrestling, squash, volleyball, or strength development in the winter. Due to the reconstruction of the pistol range during the past year, however, biathlon (running and swimming) replaced triathlon. Triathlon will return to the program in the Fall of 1985. To increase the accountability of cadet participation in the fall and winter intramurals, a new absentee reporting system was initiated during the winter semester. This new computerized system treats intramural participation like a class attendance and is based on data obtained from an assistant intramural officer. The new system focuses on maximum participation through improved accountability.

The system worked effectively during the winter term and shall be utilized in the fall and winter semesters beginning in the 1985-86 Academic Year. In the voluntary spring program, 36 companies fielded softball teams, 35 fielded lacrosse, 33 fielded racquetball, 33 fielded team tennis, and 30 fielded cross country teams.

Sports Medicine

During the 1984-85 Academic Year, there were some 2,500 visitations to the reconditioning room (461 of whom were plebes) in lieu of their physical education class. Although a portion of these cadets had limited profiles, the typical cadet visiting the room made an average of 5.4 visits in the course of the year while an average of 16.5 cadets per day of physical education class reported to reconditioning.

During the year, Mr. Michael Sitler assumed the head trainer position while Mr. Louis Tomasi participated in a long term training program at New York University (NYU). Mr. Tomasi assisted in developing NYU's Athletic Trainer Program while also working in the university's rehabilitation laboratory for the handicapped.

The total number of moderate injuries suffered by cadets undergoing physical education instruction was 242; 174 of these took place during plebe instruction. The total number of moderate injuries changed slightly from 175 plebe injuries and 210 injuries overall 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 again represented two-thirds of all moderate injuries received by cadets. Football injuries accounted for 204 of the 316 total and included seven knee injuries that required surgery. This was an increase from the 170 football injuries from among the 267 total during the 1983-84 Academic Year. The number of boxing injuries increased from 123 during the 1983-84 Academic Year to 149 during the past year. This figure is the highest in several years, but since the conduct of the program has been constant for some time the reason for the increase is unknown.

The Sport Medicine Section again served as the USCC agency for collecting data on overweight cadets. All cadets who were overweight were required to have their percent body fat estimated in accordance with the standards of Army Regulation 600-9 "The Army Weight Control Program." Over 400 cadets were tested for their percent body fat during the past academic year. The Department and USCC agreed to use the percent body fat standards in the Army regulation while employing 15 percent and 22 percent respectively for the men and women cadets' maximum body fat goal. This change from the previous use of hydrostatic weighing was made to bring our action in line with Army policy.

During the 1984 CBT, new cadets were again screened for postural deficiencies and 504 new cadets were identified as exhibiting poor postural habits and/or muscular imbalance. Nearly 90 percent were corrected by the end of the academic year; the others will continue to receive help next year. This was an increase from the 75 percent level corrected by the end of the previous academic year. A closer monitoring of the deficient cadets and greater emphasis placed on the program than in the past accounted for the improvement.

Supply and Services

The floors of the Central Gymnasium and North Gymnasium were replaced and the sixth Floor Gymnasium was refinished during the past year. The filter and chlorinating systems for the intramural and instructional pools will be replaced during the first

semester of the 1985-86 Academic Year. A study is being initiated by the Directorate of Engineering and Housing (DEH) to determine the feasibility of leveling River Courts Field (South Fill) to alleviate an overcrowding of the athletic fields during the Fall and Spring Seasons.

CADET CLUB ACTIVITIES

During the 1984-85 Academic Year, the Directorate of Cadet Activities (DCA) continued to provide a variety of leisure time experiences and opportunities that contributed to cadet development. Many of the sponsored activities were in direct support of the Corps of Cadets and/or the West Point Community. The Cadet Activities Staff made significant contributions throughout the year, to include weekly articles in the Pointer View, "Theme Nights" in Eisenhower Hall, and active involvement in all aspects of cadet life, such as the Goatbuster T-Shirts. Close coordination and cooperation with the Office of the Directorate of Intercollegiate Athletics (ODIA) permitted greater cadet attendance at away athletic contests, thereby providing greater support. The Association of Graduates (AOG) and Daughters of the United States Army (DUSA) continued to provide considerable funds in support of the Directorate's mission. The theatre season was again well attended. Finally, the Music Director spent six months at the University of California at Los Angeles (UCLA) getting reacclimated to current college choral undertakings.

The Cadet Restaurant exceeded, for the first time, \$1 million in sales revenue and continued to expand its catering capability. The centralized Non-Appropriated Fund Instrumentalities (NAFI) concept became a reality and the Cadet Activities Fund and Cadet Restaurant Fund initiated viable sinking funds. DCA continues to be supported with one-third appropriated and two-thirds nonappropriated funds.

The Fall schedule included Ring Weekend, in which 2,690 cadets and guests attended the Ring Banquet and Dance. Autumn Weekend consisted of two formals—Fourth Class cadets in Cullum Hall and the upperclass cadets in the Eisenhower Hall Ballroom. The Army/Navy Rally and Victory Party were held in the Franklin Plaza Hotel in Philadelphia. Formal Christmas dances were held in Eisenhower and Cullum Halls.

During the second semester, the class weekend began with 500th Night, in which some 2,300 cadets and guests attended and football coach Jim Young was guest speaker. The 100th Night Dinner-Dance was held in February with 2,500 attending and Dr. Louis Dupree, Visiting Professor in the Department of Social Sciences, as guest speaker. Colonel (Ret) Frank Borman (USAF), President of Eastern Airlines, spoke at the Yearling Weekend before 2,300 cadets and guests. Plebe-Parent Weekend activities were held 13-16 March with 4,600 cadets and guests. Graduation Week activities featured a banquet and formal dance for over 5,000 cadets and guests with author Ken Follett as the banquet speaker.

The Cultural Arts Branch of DCA presented a varied series of popular, classical, dramatic, and visual arts offerings during the 1984-85 season. Among the more notable presentations were the Broadway plays and musicals "Brighton Beach Memoirs," "Gigi," "Sophisticated Ladies," and "Dracula." Classical presentations included the European Chamber Orchestra, Richard Staltzman, The Old Vic, and the Texas Opera Theatre. Celebrity appearances were made by Johnny Cash, Anne Murray, Red Skelton, and Anna Russell. Other important events included the "Royal Winnepeg Ballet," the "Chinese Acrobats and Magicians Of Taipei," and the "Flying Karamazoc Brothers." The season

included a performance marking the Tercentennial of the birthday of Johannes Sebastian Bach. A capacity audience enjoyed the program featuring ARS MUSICA which performed the complete Brandenburg Concerto. Five Chamber ensembles were presented by the music services of the Cadet Fine Arts Forum on their Sunday Music Series.

The Class of 1929 gift to refurbish the Art Gallery in Eisenhower Hall has greatly enhanced the viewing space. The Visiting Artist Series featured Mr. Tony Tanner, noted Broadway Director, choreographer, and actor. Mr. Tanner provided assistance to the Cadet Theatre Arts Guild, the Department of English, and several other institutional components. The financial posture of the many cultural and entertainment programs continued to operate in the black, making possible several non-revenue producing activities within DCA.

Extracurricular Activities

Cadets participated in 94 cadet clubs and competitive teams which offered over 150 distinct activities during the 1984-85 Academic Year. This was an increase from the previous year in which 92 clubs and competitive teams were offered. The Electronics Club was deleted and a Computer and Electronics Forum was added. The Engineering Forum was dropped but a Society of American Military Engineers/American Society of Civil Engineers Student Club, a Mechanical Engineering Club, and a Model Railroad Club (subordinate elements of the Forum), were established as separate entities. In addition, a Flying Club was created. Each cadet, on the average, participated in two of these clubs. Women cadets participated on 85 percent of these activities. Cadets, assisted by some 250 officer, NCO, and civilian advisors, managed their budgets, and planned and conducted a wide variety of events.

In January 1985, the Commandant established the DCA Task Force, chaired by the USCC Chief of Staff, Colonel Dean H. Darling. The purpose of the task force was to review the multitude of extracurricular activities which had grown through the years and to determine the extent to which they prevented cadets from participating in drill and intramural athletics. The membership of the group included representatives from the Office of the Dean, DPE, USCC, and DCA. Its task was to scrutinize carefully the authorizations of cadets and, whenever possible, to reduce their interference with cadet participation in drill and intramurals. After a thorough review of the relevant USCC Regulation 28-1 "Regulation for Extracurricular Activities" of 1982, modifications were made to accomplish that objective and will be reflected in a revised regulation to be published at the start of the 1985-86 Academic Year. Soon thereafter, another group was established under Colonel John M. Sloan, 4th Regimental Tactical Officer, similarly to review authorizations contained in USMA Regulation 28-12 "Intercollegiate Regulations" of 1984. This group, which also included representatives from the Office of the Dean, Intercollegiate Athletics, and USCC, looked into the area of cadet authorizations and made recommendations designed to ensure that the maximum number of cadets attended accountability formations and that regulations were enforced equitably. In some cases, the existing regulations were revised to conform to what had evolved in recent years, and, in other cases, modifications were made to facilitate cadet attendance at formations. After several months, when the effort was completed, a document was drafted which will ensure a maximum number of cadet attendances while not impinging upon necessary preparation times for intercollegiate competition. One major improvement in the regulation will be a matrix which will enable all elements of the Academy community to be aware of cadet authorizations. It is anticipated that the revised regulation will be published after the start of the 1985-86 Academic Year.

This review was accomplished without eliminating any clubs. The authorizations remain for the 23 Competitive Teams, the Debate Team, the Spirit Support Group, Howitzer, SCUBA diving instructors, Theatre Arts Guild, Ski Instructors, and the Ski Patrol.

The 1984 Howitzer was named by the Printing Industries of America (PIA) as the nation's best college yearbook for 1985. The PIA judges yearbooks in the areas of artwork, photography, design, and printing quality. Although the Howitzer won certificates of merit for five of the last seven years, this was the first time it took top prize. Cadet Dean Chang of the Class of 1984 was editor-in-chief and the Jostens American Yearbook Company of Milwaukee, Wisconsin, was the printer of the yearbook.

The Cadet Model UN Team, representing Saudi Arabia, won its second consecutive national intercollegiate title in April when it was named "best delegation" at the 1985 National Model UN Conference held in New York City. This year's conference brought together 1,500 students from 153 colleges and universities from the United States, Canada, and Japan. In addition to recognition received by the cadet team headed by Todd B. Strubbe, who directed the Legal Committee, Pete Jones was Undersecretary General for the Security Council and Rick Steiner headed the USMA-sponsored International Security Assistance Staff, which served as military advisors at the convention.

For the eighth consecutive year, the Orienteering Team won the national team title and the national club title at the U.S. Intercollegiate Orienteering Championships at Oak Mountain State Park, Alabama. The team swept the top two places in the senior team division and the top four places in the junior team division to spur its victory. In individual competition, in the senior women's division, Sandy Draper finished second; in the senior men's division Mike Derrick placed fourth. In the junior women's division the cadets took the top three individual awards behind Jenny O'Brien, Betsy Barron, and Chris Held. In the junior men's division Mike Bara took second place.

After winning their weight classes at the Northeast Regionals, three cadets took silver medals at the National Collegiate Athletic Association (NCAA) Boxing Championships: Rodney Smith finished second at 139 pounds, Terrance Greene took second at 165 pounds, and Toni Emmi won second in the heavyweight class. All three won all-America honors.

Five members of the Judo Club qualified for the National Collegiate Championships on the basis of capturing two first, two seconds, and a third at the Eastern Collegiate Championships.

At the USMA Cadet Triathlon Team Spring Invitational in March, Brenda Childs, Lisa Bergers, and Karen Hurd swept the top three women's positions and Tim Clarke and Mike Curry finished second and third for the men.

In April 1985, 15 officers and cadets battled hot, humid weather to compete in the Boston Marathon. Captain William J. Martinez of DPE led the West Pointers, finishing 342nd among 5,000 runners with a time of 2:47:03. James Talley finished 479th and led the cadets with a time of 2:51:51, and Karen Hurd finished 245th among the women and led the Army women with a time of 3:21:10.

Cadet Tracy Pohl took first place in the Junior Class of the Style and Accuracy competition at the U.S. National Parachuting Championship at Muskogee, Oklahoma, in July 1984. Pohl ranked first among the eight West Pointers who competed at the

championships. The group included two competitors who excelled in the Master's Class of the Style and Accuracy Competition: Second Lieutenant Robert W. Fry, last year's captain of the Cadet Parachute Team, who finished 15th out of 52 competitors, and Second Lieutenant Bettyann S. Watson, who took sixth in the field of 14 in the female division. Watson qualified for both the Council International Sports Militaire (CISM) Team, an all-military team composed of parachutists from all four services, and the U.S. National Team.

The Army team handball team won the national collegiate title and finished second in the open competition at the U.S. Team Handball Federation National Championships in Colorado Springs, Colorado, in April. The collegiate title was the cadet's second in four years and also marked the first time the team had ever made it to the finals of the open division.

The Rugby Team completed one of its finest seasons in years with a combined four-side record of 50-9-2. The "A" team captured the Metropolitan New York Collegiate Championship for an unprecedented fifth straight year and advanced to the finals of the Northeast Regional Championships. Both the "C" and "D" sides were undefeated on the year. A highlight for the team was a game against a team from the Royal Military Academy at Sandhurst, which had previously beaten Navy and Air Force and ultimately edged the cadets 7-6.

The Cadet Powerlifting Team hosted the National Collegiate Championship at USMA in March 1985; both the men's and women's team placed second in a field of 63 teams. Elaina King, Kathleen Terry, Elizabeth Lind, John Brant, Geoffrey Clark, and Mike Jones all won all-America honors in the competition.

The Cadet Military Affairs Club hosted a Wargames Convention at West Point in March with 300 participants.

The Cadet Skeet and Trap Team placed seventh out of 33 colleges represented at the National Intercollegiate Championships, held at Wright-Patterson Air Force Base, Ohio, in April.

The Nordic half of the Cadet Ski Team placed first in its conference of 15 regional college teams in the National College Ski Association. Cadets also took first place in the men's and women's divisions of the Mideastern Collegiate Ski Association championships. As a result, the cadets were invited to compete in the nationals. This makes the third consecutive year the men, and the second consecutive year the women have been so honored. The Alpine half finished fifth in the nationals.

Cadets Randy Cozzens and Kevin Houston, Army's top basketball guards, led the Hudson Valley team to its first medal ever in the Empire State Games—New York's annual version of the Olympics. This was the first time in the seven-year history of the games that Hudson Valley won a medal; it was also the first year that West Pointers were invited to participate.

The Cadet Fencing Team posted its best record since 1974, placing third in a 12-team conference. The men's team compiled an 11-4 record and defeated the Royal Military College (RMC); the women's team posted a 5-5 record.

The Glee Club traveled to numerous locations across the country. It performed at the Army-Air Force Football Game, at a Bears-Rams National Football League (NFL) game; at the National Basketball Association (NBA) All Star Game; for the Ellis Island Foundation; and made volunteer visitations to Manhattan and San Francisco Veterans Administration hospitals. The Glee Club also performed at City Hall, New York, at the invitation of New York City Mayor Ed Koch for the 40th Anniversary Celebration of Victory in Europe (VE) Day. The Gospel Choir placed fifth among three dozen choirs at the National Collegiate Gospel Choir Competition at Lincoln Center, New York.

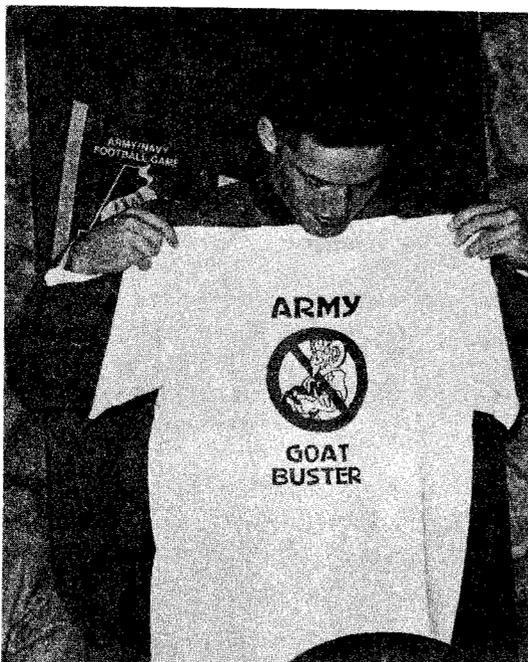
The Cadet Riding Team finished fifth in Region I of the Intercollegiate Horse Show Association (IHSA) with 19 schools represented. The team also hosted an IHSA Show at Gardnertown Stables in Newburgh, New York, and finished third in a field of 20.

In bowling, Dan Karbler won the men's division and Karen Hamera finished fourth in the women's at the Northeast Regional Match Game Competition. The regionals currently are the highest level of collegiate bowling competition available.

FOOTNOTES

¹Since approximately two-thirds of the rating is comprised of "within company" assessments and companies may vary between strict and easy evaluations, cadets may suffer or benefit inappropriately from being in one company instead of another. To eliminate this problem, results were normalized across the Corps.

²Again, because some companies rate easier, some substandard individuals may be low in a company but, due to an overall high rating average of the company, not be near the bottom of cadets overall in the Corps. Considering the individuals on a company basis helps identify lower ranking cadets more promptly and accurately.



Cadet Tom DeBerardino displays the Goatbuster T-shirt before the Army-Navy 150 lb football game.

ACADEMY COMMITTEE HIGHLIGHTS

ADMISSIONS COMMITTEE

The Admissions Committee is a standing committee of the Academic Board. Its members are representatives from offices and departments at the Academy. The Committee spent most of its time during the past academic year evaluating and selecting applicants for the Class of 1989. The Admissions Committee ensured that the candidates who joined the Corps of Cadets on 1 July 1985, 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 completing the requirements for graduation from the Military Academy; and that they were well rounded young people, highly suited for careers as U.S. Army officers. The Committee also ensured that those selected for admission contributed to the class composition goals prescribed by DA and the Academic Board.

The Committee evaluated approximately 4,000 candidate applications and determined that about 2,800 were fully qualified for admission. Offers of admission were made to over 1,900 of the qualified candidates; 1,427 of those candidates accepted their offers and took the oath as new cadets on Reception Day. The 74 percent acceptance of offers of admission was slightly higher than the 71 percent level of acceptance the year before.

The Admissions Committee considered and approved a method of adjusting the rating of candidates with prior college experience. Using data provided by the Office of Institutional Research (OIR) which indicated some of these candidates were not being given sufficient credit in the existing evaluation scheme, the Admissions Committee approved a special method of adjustment for worthy applicants.¹ Using this method, Admissions Officers recommended an adjustment when the need was apparent during candidate file review. Any recommendation subsequently had to be approved by the Admissions Committee before an adjustment was made to the file.

The Admissions Committee recommended to the Academic Board that the Academic Board Directive on the Qualification of Candidates for Admission to USMA (ABDQC) be updated to include the current Physical Aptitude Examination (PAE) qualification levels and a more specific statement of guidance to the Admissions Committee for achieving class composition goals. The recommended changes of the Admissions Committee were presented to the Academic Board and approved on February 13, 1985.

The goals for the composition of the entering class as approved by the Academic Board for the Class of 1989, were met. By category, the composition of the class was as follows: 23 percent were scholars; 20 percent recruited athletes; 23 percent leaders; 11 percent women; 7 percent Black Americans; and 4 percent Hispanic Americans.

Each year a significant number of former cadets (or ex-cadets) apply for readmission to the Military Academy. These individuals must show specific indicators of ability to persist in addition to those normally expected of all candidates for the entering class and be found qualified for admission medically, academically, and in terms of physical fitness. Cadets who qualify and are readmitted because of demonstrated excellence and a commitment to the institution and the Army can bring a heightened level of maturity to the Corps of Cadets. In 1985, 50 ex-cadets applied for readmission; however, most were unable to meet the standards of admission and were rejected by the Admissions Committee reviewing their files. Only seven of the 50 were readmitted.

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 1,560 applicants who applied were then required to complete their files by 1 December. By the end of January, some 550 qualified early applicants were offered admission conditional upon their medical and nomination status and 85 percent accepted the offers of admission.² 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.

CURRICULUM COMMITTEE

The Curriculum Committee concentrated its attention on what USMA has in the past called free electives and area courses.³ The Academic Board approved the Committee's proposal to describe the USMA curriculum as one consisting of 32 core courses and 12 elective courses. For cadets pursuing a field of study, 10 of the 12 electives are directed. For cadets pursuing a major, all 12 electives are directed.

Both the Academic Board and department heads may direct electives. The Academic Board directs Humanities-Public Affairs (HPA) cadets to complete Foreign Languages III and "Cultural and Political Geography" (EV 365).⁴ It directs Math-Science-Engineering (MSE) cadets to take "Applied Differential Equations" (MA 262); the appropriate version of either "Modern Physics" (PH 364) or "Modern Physics with Applications" (PH 365);⁵ the appropriate version of "Introduction to Electrical Engineering II" (EE 362 or 363);⁶ and the appropriate engineering prerequisite—"Mechanics of Materials" (ME 364), "Digital Computer Logic" (EE 365), or "Fluid Mechanics" (ME 362). For cadets in each discipline, the appropriate department head directs electives according to procedures approved by the Academic Board.

The Curriculum Committee continued to measure the appropriateness of the Academic Board's direction of the specific electives that MSE cadets are required to take. That subject will remain under the Committee's study as will the placement of core courses in Fourth and Third Class years, interdisciplinary and interdependent academic offerings, and the concept of an honors program.

FACULTY COUNCIL

The Faculty Council, appointed in September 1984, convened for six meetings during the academic year to raise issues on academic matters and to communicate its opinions to the Superintendent and the Dean.

A major topic of discussion during the year was the academic effect of extracurricular activity. This discussion was motivated by the anticipation of a post-season football invitation. There was concern expressed that, in the enthusiasm and excitement of a bowl bid, restrictions on the attendance of marginal and deficient cadets at extracurricular activities might be overlooked. Fortunately, this did not occur and normal procedures were followed. Furthermore, there were even fewer failures among members of the football team itself than had been anticipated. For the players, success on the gridiron actually did seem to contribute to success in the classroom.

The Council weighed the value and viability of Saturday classes in view of numerous cadet absences and the distractions that tend to degrade cadet preparation and Saturday recitation. The discussion recognized the need for the eleventh academic half-day to distribute the cadet academic load and the inadvisability of forcing more and more activity into the weekday schedule. In view of the complexity of this issue, the Council recommended that a joint study be undertaken by experienced representatives of the Offices of the Dean and Commandant.

The Council voiced eagerness to continue instructor input into the evaluation of cadet military development in the MDIC (Military Development Index Cumulative), but viewed the present system and forms inadequate to convey their evaluations. The Council made recommendations on some of the modifications proposed by representatives of the U.S. Corps of Cadets who were engaged in revising the system. Their recommendations were adopted.

The Council urged the Dean to establish procedures for underclass cadets to view educational television on the same basis they are permitted to attend scheduled academic lectures. The recommendations of the Council were approved and the procedures instituted by the Dean.

To improve the effectiveness of the current cadet counseling system, the Faculty Council recommended that the Dean publish suspense dates each semester to guide cadets planning their academic programs and fix responsibility on cadets by carefully delineating and enforcing procedures. The procedures require the cadets to assume appropriate responsibilities for getting their class schedules in order and provide appropriate enforcement procedures to ensure that the suspense dates are met. Efforts also were undertaken with some success to ensure that all users of cadet academic grades in such areas as counseling and discipline were sensitive to the composition and meaning of interim grades in other courses. These revisions were incorporated into the Academic Redbook for the 1985-86 Academic Year.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

Based on the recommendation of a previous Superintendent's Honor Review Committee (SHRC), as approved by the Superintendent, it was decided that the SHRC formed in April 1984, would work for two years to complete its report on the state of health of the honor code and system. This was done to permit a more in-depth analysis and with an understanding that an annual report to the Superintendent was not now required. The SHRC will submit its report to the Superintendent in the Spring of 1986.

The 1984-86 SHRC, chaired by Colonel James H. Ramsden, Professor and Deputy Head of the Department of Chemistry, consists of 16 members (11 officers, 4 cadets, and 1 civilian) and is organized into an executive group and three subcommittees (health, procedures, and education).

The Health Subcommittee completed a concise historical summary of the Honor Code and System which focuses on the changes in the system (especially since 1977). A study of Full Honor Investigative Hearings (FHIH) since 1977 was conducted with statistics compiled by type of allegation, number of cadets found (by class), and final case disposition. There is an ongoing evaluation of issues related to plagiarism and acknowledgement statements, particularly as they relate to increased use of computers and computer programs.

The Procedures Subcommittee is summarizing key features of the honor codes and systems at the other federal academies. A detailed evaluation of the recent changes which have taken place at the U.S. Air Force Academy is being conducted. Two other topics being studied are the overall investigation and processing of honor cases and the use of and corps support for the absence card.

The Education Subcommittee is conducting an analysis of the Four Year Honor Education Program. It is determining all factors and motivations which can lead to acts of "toleration" by cadets and is seeking ways to strengthen cadet acceptance of the concept of non-toleration. The issue of bounds and scope of the Honor Code and System also is being addressed.

Under the direction of the Executive Group of the SHRC, an "Ethics 'Gray Areas' Survey" was given to selected cadets and later to a sample of staff and faculty officers to obtain a comparison of ethical values. A limited honor survey was administered to a sample of the cadet population to provide a comparison with the last Corps-wide honor survey administered in 1983.

Interviews have been conducted with cadets, officers, and civilians to identify better current issues and problem areas. The interviewees also completed a questionnaire prior to each interview session. Finally, comments from the academic departments and major staff offices have been solicited.

The major effort of the SHRC during the past year has been on data collection to identify and discuss issues and problem areas. This data will be correlated and incorporated into subcommittee reports during the first term of the 1985-86 Academic Year with a summary report and policy recommendations due to be presented to the Superintendent in March 1986.

ETHICS AND PROFESSIONALISM COMMITTEE

The Ethics and Professionalism Committee evaluates aspects of the ethical and professional development programs at the Military Academy. Four concerns provided the focus for the year's activity: (1) the coherence and effectiveness of the "concept papers" that provide institutional guidance for the accomplishment of the fundamental objectives of West Point's four-year curriculum; (2) the degree to which the current Academy curriculum integrates the ethics and professionalism thread material from the Military Qualification Series I (MQS I) Ethics and Professionalism Training and Support Package (EPTSP) in the instruction received by cadets at West Point; (3) the adequacy and significance of the liaison program between the Cadet Honor Committee (CHC) and the various academic departments and post agencies; and (4) the issue of copying computer software.

The six concept papers written to provide guidance for the development of cadets (intellectual, military-professional, physical, moral, ethical, duty, and social) are not inconsistent, but they do vary in style and in degree of specificity. As a group, they provide broad comprehensive guidance for the ethical and professional development of cadets. Through surveying the academic departments and other concerned post agencies, the committee concluded that (1) the concept papers as a group need to be updated, and (2) operating agencies are not generally consulting these documents when establishing policy and shaping programs. Because they can provide a concise and comprehensive articulation of the Academy's strategy for accomplishing its mission,

the committee recommended that the concept papers be updated and published as an integrated set. This recommendation was accepted by the Superintendent and the work of updating the concept papers was initiated at the end of the academic year.

The committee devoted much time during the 1983-84 Academic Year in a survey of the extent to which the curriculum covered those skills associated with MQS 1 ESTEP. This year the committee reverted back to its standing requirement to review the content of the various courses in the ethics and professionalism thread to monitor the degree to which they complement each other in the thread. It was found again that these courses present excellent instruction concerning ethics and professionalism. The courses "Introduction to the Military Profession" (MS 101), "Military Leadership" (PL 300), and "Philosophy" (PY 201) address specific ethical and professional issues; the history, law, and philosophy courses also strongly support the development of ethics and professionalism. In addition, the ongoing programs of Honor Education and Duty Development continue to make major contributions to the process.

The committee found the CHC-Departmental Liaison Program to be both necessary and effective. It recommended improvements based on responses from each of the cadet liaison officers and most of the points of contact in the various academic departments and post agencies. The committee recommended that more consistent and comprehensive distribution of "xy" memoranda be made (providing a summary of the specified nature of offenses for which cadets were separated under the provisions of the Honor System). The committee asked that the meeting sponsored by the Commandant's Special Assistant for Honor be held more frequently than once a year, that second-semester briefings be scheduled to allow representatives of the CHC to update members of the staff and faculty concerning current operation of the Honor System (in addition to the regular orientation session provided at the outset of the academic year), and that the CHC make a formal assessment of the CHC-Departmental coordination effort midway through the academic year. In each case action was taken by the relevant Academy agencies to implement these recommendations.

Lastly, informal investigations by committee members revealed that considerable confusion exists among the staff and faculty concerning legal and ethical issues involved in making copies of computer software for classroom use. Because software piracy appears to be a growing problem nationally, the committee recommended that USMA establish a clear policy to provide guidance for both officers and cadets. The personal computer explosion has made the theft of computer software common, so that illegal or illicit practices could occur here at USMA. Although faculty members are aware of copyright restrictions limiting duplicating for personal use, they are less clear on restrictions which pertain to duplications for academic scholarship and instruction. With the Academy anticipating the introduction of personal computers in the cadet barracks in the near future it is clear that an institutional policy regarding protection of computer software should be promulgated.

The practice of copying software without the permission of the copyright holder for the purpose of providing a program to others or for oneself without cost appears to fall under the Honor Code as stealing. At the end of the academic year this issue was still openly discussed but was far from a definitive resolution.

LEADERSHIP DEVELOPMENT COMMITTEE

In January 1985, the Leadership Development Committee (LDC) was reorganized under the chairmanship of the Commandant of Cadets with representatives from both the Office of the Commandant and the Office of the Dean.⁷ Its responsibility is to advise the Superintendent on matters relating to the Cadet Leadership Development Program at USMA. Specific functions of the committee include: developing and recommending a comprehensive Cadet Leadership Development Program; identifying areas of leadership development inadequately addressed and recommending actions to correct them; and serving as a focal point and coordinating body for all USMA agencies involved in cadet leadership development. An organizational meeting was held in January 1985, with two meetings later in the academic year. In a May meeting, it was decided that a smaller, four-member working group would be formed to meet more frequently in order to consider items given to it by the LDC and to identify and explore other items suitable for consideration. The Working Group formulated a leadership development concept paper which will be staffed throughout all elements of the Academy. The new paper is similar to the Academy concept papers prepared several years ago, but with an all encompassing perspective indicative of the pervasive impact of leadership development at the Military Academy.

In addition to developing the concept for leadership development, the committee began the preparation of a sequential Leadership Development Program that would prescribe roles, expectations, requirements, and resources for cadets during each of their four years at USMA.

The Academy hosted a Precommissioning Leadership Conference in April 1985. Attendees included representatives from USMA, the Center for Army Leadership (CAL), U.S. Army Training and Doctrine Command (TRADOC), Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), and the Infantry School (IS). The three-day conference developed a list of leadership competencies necessary for accession into the Army as a second lieutenant and set forth many of the standards required to be demonstrated by newly-commissioned officers prior to reporting to the officer basic course. By the end of the academic year, the list was being staffed at TRADOC headquarters. This list of leadership competencies is a continuation of initiatives begun for the Military Qualification Specialty (MQS) programs.

During the past year, the committee also identified and prepared a list of leadership initiatives for "The Year of Leadership" for consideration in March 1985, by the Secretary of the Army. The Deputy Commandant, Colonel Lester Bennett, briefed Mr. William Clark, Assistant Secretary of the Army for Manpower and Reserve Affairs, on leadership development.

INSTALLATION PLANNING BOARD

The Installation Planning Board (IPB) completed its first full year under the revised USMA Regulation 210-3 "Installations: Installation Planning Board."⁸ Additionally during the year, the IPB created a fourth subsidiary committee, consisting of the Stewart Army Subpost (STAS) Planning Committee. That committee provides for master planning oversight for facilities at STAS; advises the IPB on short-range USMA projects; directs the resolution of other problems presented by external agencies; and resolves facility space requirement issues.

One of the principal responsibilities of the IPB is to manage the Military Construction, Army (MCA) Program. Each year, the IPB identifies and establishes the priorities among the existing master planning projects for the Military Academy's MCA funding request. The Fiscal Year 1985 submission to the Department of the Army (DA) includes a five-year Program Analysis and Resource Review (PARR) requirement totaling \$228 million. An additional 18 master planning projects were identified for the long-range facilities "out year project list" program submitted to DA. These additional projects, which exceeded the DA Program and Budget Guidance (PBG) for the five-year program, will be integrated into subsequent five-year budget programs based upon the availability of program funds. During the past year, the IPB approved the STAS Master Plan and Tabulation of Existing and Required Facilities.⁹ These documents are necessary prerequisites to efforts to obtain funding to improve facilities at the Subpost.

The IPB compiled the technical and procedural statistics for a proposal to construct a new Association of Graduates' Alumni House and Gallery on The Plain. Based upon the detailed study of the project by the Facilities Modernization Committee (FMC) and the Ad Hoc Committee headed by Colonel Frank R. Giordano, Professor of Mathematics, the IPB recommended against construction at Trophy Point. The IPB, in a related action, endorsed the development of a program to improve Cullum Hall, to provide for a cadet active recreation area, the "Fourth Class Unit Recreation Facility," and to share food service facilities at the West Point Officers Club.¹⁰

Based upon a request by the New York State Department of Transportation (DOT), the IPB recommended approval of a realignment of the state and federal government territories adjacent to Hangars 108 and 109 at STAS to permit development of additional commercial aviation activities south of the USMA facility.

The IPB oversaw a number of committee actions during the past year, including: preparation of the scope of services for the update of the bicentennial USMA Master Plan; gaining Office of the Corps of Engineers (OCE) support and programming for the conversion of the Central Power Plant to coal slurry fuel as an MCA project; determination of the siting and size of the replacement of the Superintendent's Reviewing Stand; selection of architectural plans and materials for the addition to Washington Hall (Building 745); siting of the Golf Club Warehouse Replacement; recommendation on the location and architecture for the Thayer Gate Class Gift; resolving the question of pedestrian traffic at the Doubleday Field area and at Eisenhower Hall; and refinement of the Multipurpose Sports Facility's interior design. In addition, the IPB assisted in the first USMA preparation of the nonappropriated fund five-year plan and its endorsement by the command group.

The IPB will continue to define space and functional requirements for facilities at the Military Academy. Future considerations include the nonacademic space portions of the Master Plan Update, utilization of Smith Rink, and the siting of the replacement building for consolidated administrative functions now housed in Building 632. The IPB will be examining proposals for the collocation of enlisted billets and the elimination of one of the enlisted mess facilities at the north end of the installation.

FOOTNOTES

¹The adjustment was made based on the type of school attended, the number of courses taken, and the quality of the academic performance achieved by the applicant.

²This figure is above the 78 percent level of acceptance of candidates for the Class of 1987, but it is comparable to the 86 percent in the Class of 1986.

³The Academic Board decided to stop using the phrases "area courses" and "free elective" in describing elements of the academic program; use of these terms frequently mislead readers as to the purposes and significances within the curriculum. MADN-C, Memo, 6 Nov 84, Sub: Area Courses Continued.

⁴During the past academic year, the Academic Board voted to change the requirement of four HPA area courses to the two courses specified and another two to be determined by the proponent of the field of study selected by the cadet.

⁵Physics and chemistry concentrators and selected electrical engineering concentrators would take the more rigorous PH 364 and all other MSE concentrators, such as those in mechanical engineering or computer science, would take PH 365 emphasizing the applications of physics.

⁶The EE 362 course is for most MSE students; the EE 363 course is for only those MSE students planning to continue electrical engineering study in more advanced courses.

⁷Previously, chairmanship of the Committee alternated between the Commandant and the Chairman of the Department of Behavioral Sciences and Leadership. The Superintendent decided that since leadership development is a mission of the Commandant the committee is most appropriately chaired by him.

⁸The new regulation went into effect on 7 September 83.

⁹This was the first time either of these documents had been prepared and filed with the Department of the Army. The tabulation is a listing of the categories of existing facilities at STAS and the degree to which they meet DOD standards as well as a listing of facilities required in view of the population of the area. This document, in addition to the master plan, will serve as an essential justification for funding future projects for STAS.

¹⁰The facility will be located between the Officers Club and Cullum Hall and will consist of the use of the lower hall of the Officers Club (after hours when the club rooms are not being utilized), a new middle structure between the two buildings, and a portion of Cullum Hall. Cullum Hall is considered a passive recreational area for cadets, offering reading and television rooms; the new facility will offer a more active environment with game rooms for cadets.

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.

Six BOV members and three representatives of other members visited the Academy during July 1984. The members considered recent curricular revisions, the optional academic majors program, and the role of military history in the curriculum. The Honor Code, discipline, honor instruction, admissions and retention, athletic recruiting and Army football, and the nature and conduct of the summer training program were discussed. Other areas of concern discussed during their attendance included the role of the BOV, ways to increase participation of Congressional members in BOV activities, the Department of the Army Inspector General's (DAIG) Special Inspection of USMA in 1983, and impact aid for the Highland Falls Central School District.

The annual meeting of the Board took place at West Point in November 1984. A quorum was present for the meeting. The Superintendent presented his annual assessment of the overall condition of the Academy and the Board received briefings on areas of interest previously identified during the summer meeting.

The following conclusions and recommendations were prepared and approved by the members present and appear in the 1984 Annual Report.

Concern with the poor attendance of Congressional members in recent years and the resultant inability of the Board frequently to reach a quorum and to perform its oversight function required by law prompted two recommendations of the Board:

(1) "The Board of Visitors acknowledges that Board members who are in Congress face many constraints. The Board is also keenly aware of this fact during an election year. However, the Board strongly recommends that before an appointment is made to the Board of Visitors the appointing official, in selecting appointees, give great weight to the interest and likelihood of attendance at regularly scheduled Board meetings..... When good faith efforts fail to allow a congressional member to attend a regularly scheduled Board meeting (usually adjusted in consideration of the congressional schedule), attendance by a staff member is desirable.

Further, the Board suggests that at least one of the elected governing members of the Board, either the Chair or Vice Chair, should be a congressional member."

(2) "Appointees to the Board of Visitors by the President should continue to be selected from among those citizens who have an abiding faith in and interest in the welfare of the Academy and this nation and who are willing to commit the time necessary to proper inquiry into the Academy's affairs. Appointees from the legislative branch should be instructed by their respective appointing authorities that acceptance of the appointment constitutes a commitment to devote time to the Board of Visitors' and Academy's interests.

Further, the Board recommends that the number required for quorum be changed from 7 to 6."

(3) The Board commended the Admissions Office for the Academy's dramatic increase in applications in recent years. The Board was concerned with the level of attrition from the Corps but felt the situation was improving with an attrition rate of only 33 percent for the Class of 1984. The Board believed that USMA "should continue in its present posture of getting the best young people in this country into the plebe class and then doing everything reasonable to keep them and help them graduate." The Board recommended "that the Academy continue its efforts to understand attrition and its implications for the admission of candidates; that the Academy strive to bring attrition below the Department of the Army goal of 30 percent. Further, that congressional offices closely examine the motivation of potential congressional nominees."

(4) The Board recommended that, with regard to the recent significant curricular changes, "the authorities at the USMA should be continually on the alert to determine the efficacy of the dual track system with its concomitant optional majors. Quintessentially, USMA is a Military Academy and not a normal university; it, therefore, cannot conduct learning and development programs to compete exactly with civilian universities. The Academy also must be alert to reading and writing deficiencies in today's youth and should conduct a survey of Graduates to determine its effectiveness in developing these talents. Additionally, since this is a Military School, the time devoted to the teaching of Military History and Philosophy should be maximized to the extent practical. Finally, the primacy of the Academic Board pertaining to the curriculum must be recognized and strengthened."

(5) In view of the generally poor record of Army football against the other service academies over the past decade and in view of the realization "that Air Force and Navy work hard to admit and retain football players," the Board recommended "that the Academy develop a more effective tutoring system; that the Academy actively continue its recruiting programs for athletes with the same due regard for Academy standards."

(6) Although "limitations of time and resources restricted the Board's study to the initial introduction of new cadets to the military service ...(cadet basic training)... the Board found that a portion of the time formerly devoted to the traditional method of developing discipline is now devoted to the development of combat skills." The Board recommended "that the Academy make a periodic comprehensive review of discipline."

(7) "The position of Commandant should not be viewed as a stepping stone to higher rank or greater responsibility, but looked upon as one of the most important assignments at either Brigadier or Major General grade in the Army..... Excepting the Superintendent, the Commandant is the person at West Point most directly responsible for the character of the product..... For the tenth time in twenty years, just as the incumbent was learning his job, the commandant was transferred..... The Board considers it unwise for such an important office to be continually in such a state of flux." The Board recommended "that the tour of duty as Commandant of Cadets be established at three years, even if this involves promotion to higher rank during the tour. General Davidson believes that a four year tour is more appropriate."

(8) After a period of dramatic change following the honor situation of 1976, the Board "agrees that the Academy needs "a period of reinforcing, believing in 'itself' and acting that way" and urges that such a policy be given priority consideration in all appropriate circumstances."

(9) Finally, with regard to the question of Impact Aid for the cost of West Point students attending the Highland Falls Schools District, the Board stated "it is urgent that the Administration implement a contractual arrangement under Section 6 PL 81-874 which allows DOD to reimburse the Highland Falls/Fort Montgomery School District for per-pupil costs.... effective the 1984-85 school year."

The Board stated in its conclusions and recommendations: "The Academy has addressed recommendations of the 1983 Board of Visitors and is continuing to move in the right direction in matters of retention, discipline, and modernization of academic facilities.

This Board is pleased to note the acquisition by the Academy, in June 1984, of the Ladycliff College campus. This is the first important step in the Academy's plan to modernize its academic plant..... The Board is also pleased to note the continued progress in construction of the Multipurpose Sports and Physical Development Center adjacent to Michie Stadium.... and notes that construction of the West Point Jewish Chapel was completed during the tenure of this Board..... This chapel now sets in place houses of worship for the three major faiths, Protestant, Catholic, and Jewish. This Board affirms the position of the 1983 Board that no additional houses of worship are needed by the Academy."¹

At the conclusion of the meeting, the Board prepared its Report to the President of the United States and appointed Congressman Hamilton Fish, Jr. (R-NY), interim Chairman until elections were held at the 1985 organizational meeting.

President Reagan reappointed Mr. Clyde H. Slease, a Washington, D.C., attorney, and appointed Mr. Michael W. Grebe (USMA 1962), a Milwaukee attorney, to serve for three years on the Board. Senator Phil Gramm (R-TX) and Representative Elwood H. "Bud" Hillis (R-IN) were the newly-appointed Congressional members. All other congressional members were reappointed.

The Organizational Meeting of the 1985 BOV was held in Washington, D.C., in May. The Board elected Representative Hamilton Fish, Jr. (R-NY), as Chairman and Mr. Slease as Vice Chairman. In addition to Fish and Slease, LTG (Ret) Garrison H. Davidson of Oakland, California; Ms. Matilda L. H. Forbes, an educator from Mill Valley, California; Senator Gramm; and Representatives Hillis and David O'B. Martin (R-NY) were named to the Executive Committee. The recommendation of the 1984 Board to change the quorum requirement from seven to six members was approved. Several areas of interest for 1985 were identified. These included: potential changes in Board duties and composition, governance of USMA, admissions, faculty, curriculum, attrition, leadership development, and the physical education program. The Secretary of the Army, the Honorable John O. Marsh, Jr., visited the meeting and made comments on the retention of young Army officers, this year's Army theme of Leadership, and current initiatives in the Army's school system. He also invited Board members to visit Army installations to better put into perspective the need for outstanding young leaders.

As of 30 June 1985, the members of the Board of Visitors included: Representative Hamilton Fish (Chairman); Mr. Clyde Slease (Vice-Chairman); Lieutenant General Garrison Davidson; Ms. Matilda Forbes; Mr. William Mounger; Brigadier General (Ret) George Price; Mr. Michael Grebe; Senator J. Bennett Johnson (D-LA); Senator Carl Levin (D-MI); Senator Phil Gramm; Representative W. G. (Bill) Hefner (D-NC); Representative Julian Dixon (D-CA); Representative Bud Hillis; and Representative David Martin.

¹1984 BOV Report, pp. 3-9.

INTERCOLLEGIATE ATHLETICS PROGRAM

STAFF

During the Summer of 1984, COL Albert Vanderbush III, who co-captained the 1960 Army football team, replaced LTC Allan D. Graham as Deputy Director of Athletics. Graham, who had been involved with different phases of the Office of the Director of Intercollegiate Athletics (ODIA) for the past six years, had served for more than two years in that position.

At the start of the season, Lawrence Butler, a former assistant under Ned Crossley and an instructor in the Department of Physical Education (DPE) since 1976, succeeded Crossley as gymnastics coach. Tim Mingey, formerly the defensive coordinator at Miami University of Ohio, took over the head coach responsibilities of the 150-pound football team. LTC Robert E. Knapp, who led the team last year to the Eastern Lightweight Football League title, has moved to the Admissions Office but will serve as defensive coordinator.

A number of new assistants were added to the coaching staffs of several major sports at West Point for the 1984-85 Academic Year. Jay Robertson, formerly a defensive line coach at Notre Dame, will work with the defensive perimeter of the football team. Walter Wesley, a two-time all-America out of the University of Kansas and a ten-year veteran of the National Basketball Association, has joined the basketball staff. Steve Farley, a four-year starting pitcher at the University of Minnesota, has joined as the pitching coach; Mike Norton, assistant women's swimming coach at Nebraska between 1980-83, was selected as an assistant swimming coach; Beverly Robinson, a two-time Division I all-America in women's volleyball at Tennessee, joins the volleyball staff; and Bob Rugucki has assumed the position of director for the weight training and strength development program.

At the end of the season, Robert Detrich, former assistant tennis coach at the University of California at Santa Barbara, was named varsity tennis coach succeeding Paul Assaiante. After an 11-year career at West Point, where he served as both the men's tennis and squash coach, Coach Assaiante departed for a position as the tennis professional at the Apawamis Country Club in Rye, New York. As tennis coach for nine years, Assaiante led cadets to over 100 dual match victories and runner-up honors at the MAAC Championships in 1984. As squash coach for eight years, he led the cadets to seven consecutive winning seasons and was named squash coach of the year in 1979.

THE RECORD

The athletic program at the U.S. Military Academy has been improving steadily over the past several years, and the 1984-85 season proved to be Army's best since the 1978-79 season. It also ended a six-year domination by Navy in the series rivalry as the cadets tied the Middies 10-10-1.

With 27 intercollegiate sports, Army teams compiled a winning percentage of 63.2 percent, their best since authoring a 66.8 percent in 1978-79. Army competed in 454 contests, won 287 victories, lost on 163 occasions, and played to four ties.

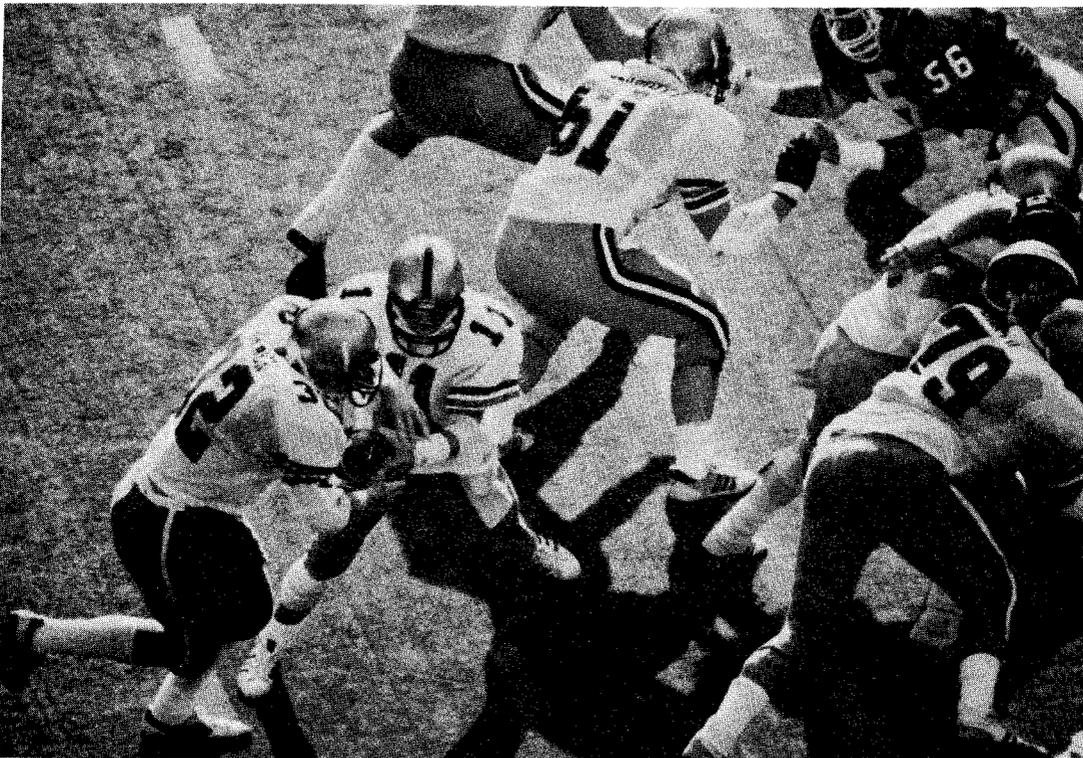
The performance of the men's and women's teams was nearly identical. The men's teams won 63 percent of their contests, fashioning an overall mark of 195-112-4. The eight women's teams fashioned a 92-51 mark, winning 64 percent of their contests.

Although the golf (5-0) and women's indoor track (3-0) teams were the only ones to record undefeated seasons, nine other teams won at least 80 percent of their contests and all but four of the Academy's 27 teams had winning records.

On the national level, Army enjoyed immense success. In football, Army recorded its first winning season since 1977, ranking nationally in rushing defense, scoring offense, and total offense. Army played in its first post-season bowl game ever, and had three players named honorable mention all-America by the Associated Press (AP). Men's and women's basketball had three players selected for all-America honors; five members of the women's swimming team received Division II all-America recognition. Two members of the pistol team gained all-America honors; three were honored in rifle. A member of the men's indoor track team garnered all-America honors and the women's track team defended its title in capturing the Indoor Heptagonal championship. Wrestlers qualified their largest contingent ever for the National Collegiate Athletic Association (NCA) championships following a third-place finish at the Easterns. During the spring season, lacrosse earned its fifth straight NCAA tourney bid, was ranked fifth in the nation, and had six members of the team selected all-Americans.

Five Army coaches (Jim Young - football, Les Wothke - basketball, Harold Johnson - women's basketball, Ed Steers - wrestling, and John Means - golf) were singled out for post-season honors.

The football team finished the 1984 season with an 8-3-1 performance, its best record in 17 years (since 8-2 in 1967). A number of Army records fell by the wayside as the cadets produced their first winning season since 1977, and their first victory over Navy since 1977 while capturing the Commander-in-Chief's Trophy. The key to the cadet's turnaround was the wishbone offense. The cadets were the top rushing team in Division



The offense in action against Rutgers

I-A, averaging 345.3 yards per game. They were 11th in rushing defense (114 yards), 20th in scoring offense (28.2 points per game), and 23rd in total offense (399.1 yards). The team set single-season rushing (3,798 yards) and single-season total offense (4,390 yards) totals at West Point. The team was cited in four national polls — Army was ranked 18th in the country by Sports Illustrated, 19th by the Sporting News, 22nd by the U.S.A. Today, and 23rd by the Associated Press (AP).

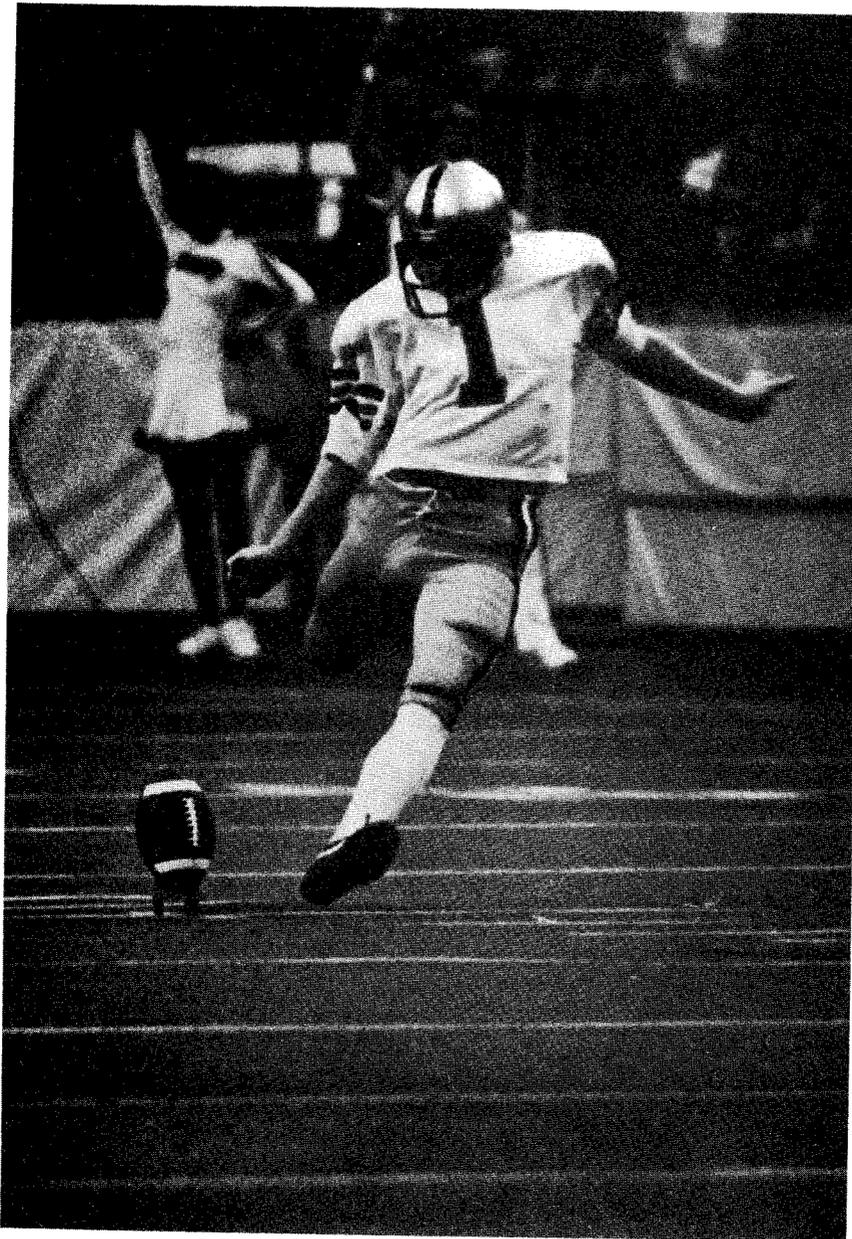
The 1984 season also will be remembered as the year the cadets played in their first post-season bowl game ever, defeating Michigan State 10-6 in the inaugural Cherry Bowl. Playing before a crowd of over 70,000 fans in the Silverdome at Pontiac, Michigan, Army jumped out to a 7-0 lead midway through the second quarter as halfback Clarence Jones scored on a 4-yard run. The score went to 10-0 as Craig Stopa added a 38-yard field goal in the fourth quarter. The Spartans came back with a late touchdown but failed on a 2-point conversion try. Turnovers played a big part in the game with both Army scores coming after Michigan State fumbles. Quarterback Nate Sassaman, who won offensive most valuable player (MVP) honors, led the way for the cadets with 136 yards rushing and the Army defense held the Spartans to only 140 yards in total offense through the first three quarters.

On the basis of victories over Air Force (24-12) and Navy (28-11), Army won its first Commander-in-Chief's Trophy since 1977. The Air Force game, aired over the Entertainment Sports Programming Network (ESPN), was the first night game ever participated in by an Army football team. In the Air Force game, kicker Craig Stopa booted five field goals, breaking the single game record of four set by Ed Garbisch in



Quarterback Rob Healy with the ball against Air Force

1924 and matched by Stopa in 1982. Stopa was named Eastern College Athletic Conference (ECAC) Division I "Offensive Player of the Week" and linebacker Jim Gentile, responsible for 14 tackles, a pass interception, and causing a fumble, was named "Defensive Player of the Week." The game also was marked by a 41-yard touchdown run on a reverse by Scott Spellmon. The Army-Navy game was marked by a solid team effort at all levels. The most obvious was the running of Sassaman for 154 yards and two touchdowns, which boosted his season rushing record to 1,002 yards. Doug Black added 155 yards and another touchdown as he compiled 1,148 yards on the ground, 38 better than the old single-season rushing record set in 1968 by Charlie Jarvis. The defense effectively blunted the Middies attack and preserved the Army win.



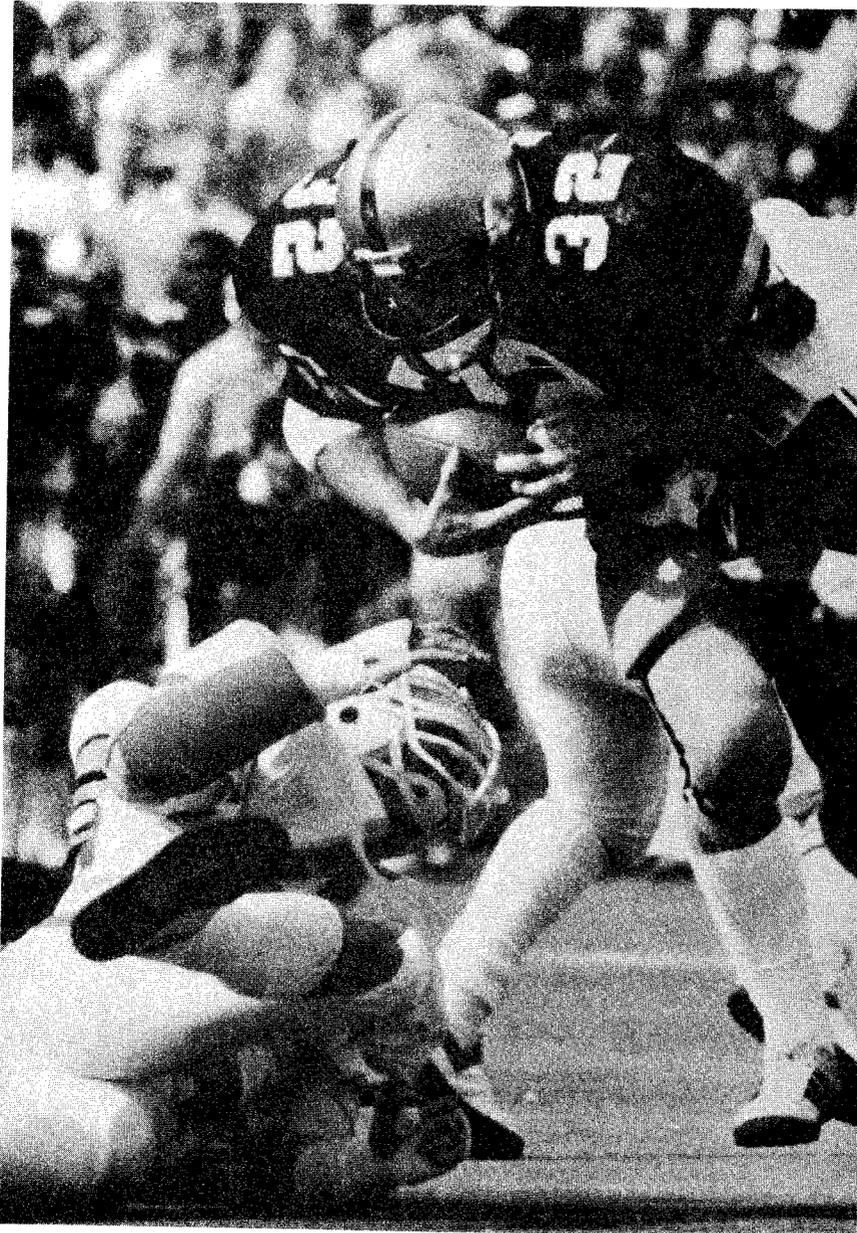
Stopa kicks off against Syracuse

In February 1985, President Ronald Reagan presented football coach Jim Young and the seniors on the 1984 football team with the Commander-in-Chief's trophy at a ceremony in the Cabinet Room of the White House. This marks the third time the Black Knights have won the Commander-in-Chief's trophy since it was initiated in 1972. First classman John Lopes, Class president of the senior class and second-team place kicker for the squad, gave the President an Army cardigan sweater adorned with five stars and the Academy's varsity "A" letter.



The Commander in Chief, His Trophy, and The Team in the White House

Individually on the season, fullback Doug Black and quarterback Sassaman became only the fourth and fifth Army backs to gain over 1,000-yards rushing in a season (1,148 and 1,002 respectively). In defeating Montana in Tokyo's Mirage Bowl, Army tied an National Collegiate Athletic Association (NCAA) record when it had four backs (Black, Sassaman, Jones, and Jarvis Hollingsworth) rush for over 100 yards each. Black rushed for over 100 yards in each of the first three games, the first time an Army player had done that since 1954. He was named to the ECAC Division I-A All-Star team, was three times ECAC "Rookie of the Week," and honorable mention all-America by AP.



Doug Black gaining yardage

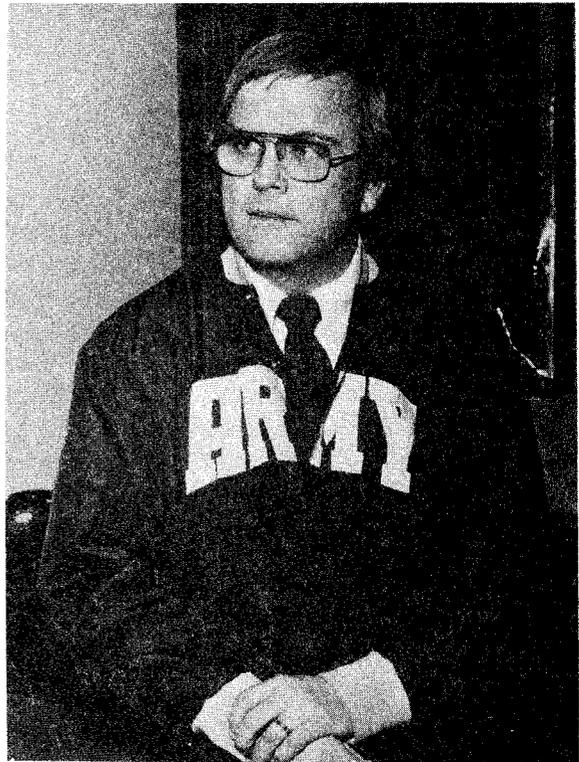


Quarterback Sassaman poised against Syracuse

Don Smith, an all-East guard, was an AP honorable mention all-America, while Sassaman, also an AP honorable mention all-America, was honored by CBS as the Army MVP in the win over Navy and by ESPN as "Player of the Day." He was "Offensive Player of the Game" following Army's win in the Cherry Bowl, MVP in the Mirage Bowl, and co-recipient with Doug Flutie, the Heisman Trophy winner, of the 1984 Exemplary Player Award presented by Football Roundup Magazine. Nine players received All-East honors: fullback Black and guard Smith were named to the first team; quarterback Sassaman, who led all Division I-A quarterbacks with 1,002 yards on the ground, linebacker Jim Gentile, who led the team with 117 tackles, and defensive tackle Jim Jennings received second-team honors; tight end Rob Dickerson, kicker Craig Stopa, linebacker John Roney, and defensive back Doug Pavsek made honorable mention. In addition, Sassaman, Black, Stopa, and Gentile earned ECAC weekly honors and defensive back Kermit McKelvy was named to the ECAC Division I-A All-Star team. Gentile and defensive back Eric Griffin were both selected to play in the Hula Bowl in Honolulu, Hawaii, in January 1985. Early in 1985, Coach Young was named by the New York Football Writers Association as winner of the 16th annual Joseph M. Sheehan Memorial Award as Coach of the Year in the East from Division I-A and I-AA schools.

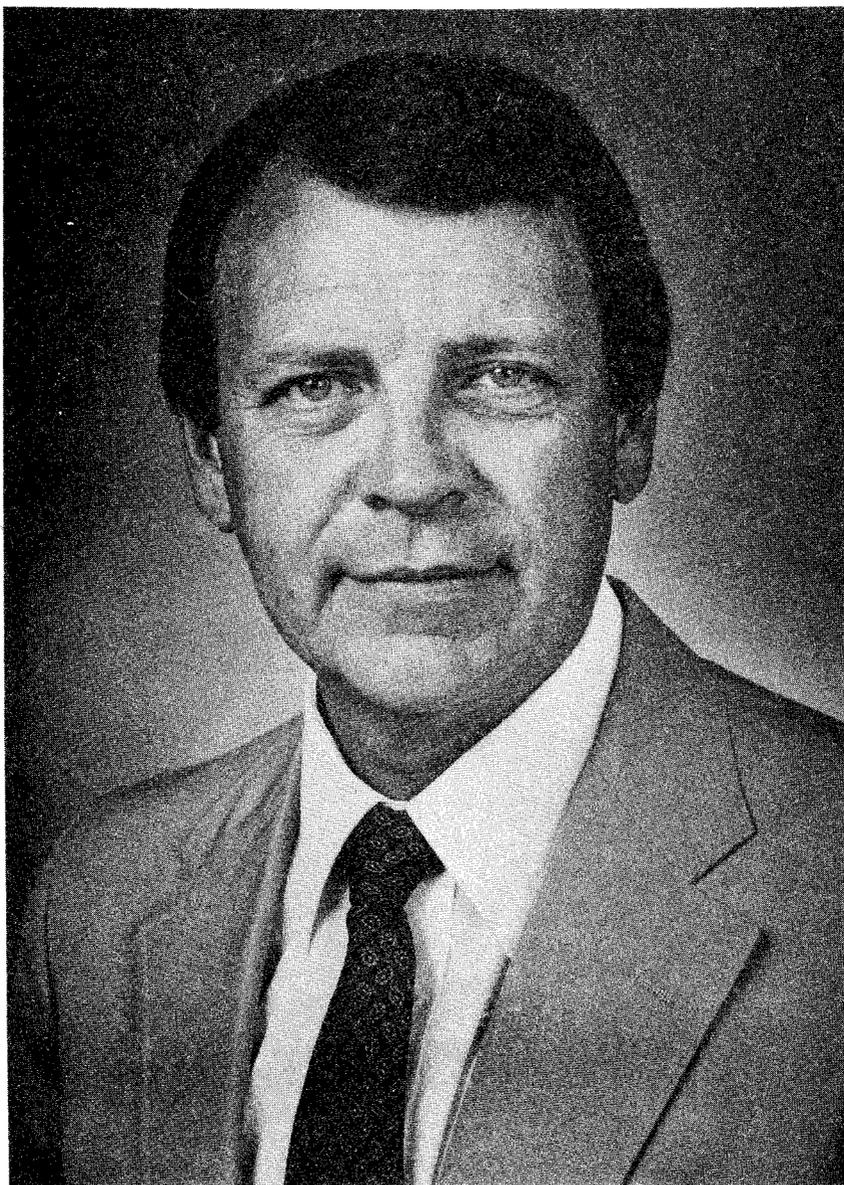


Don Smith, all-East guard

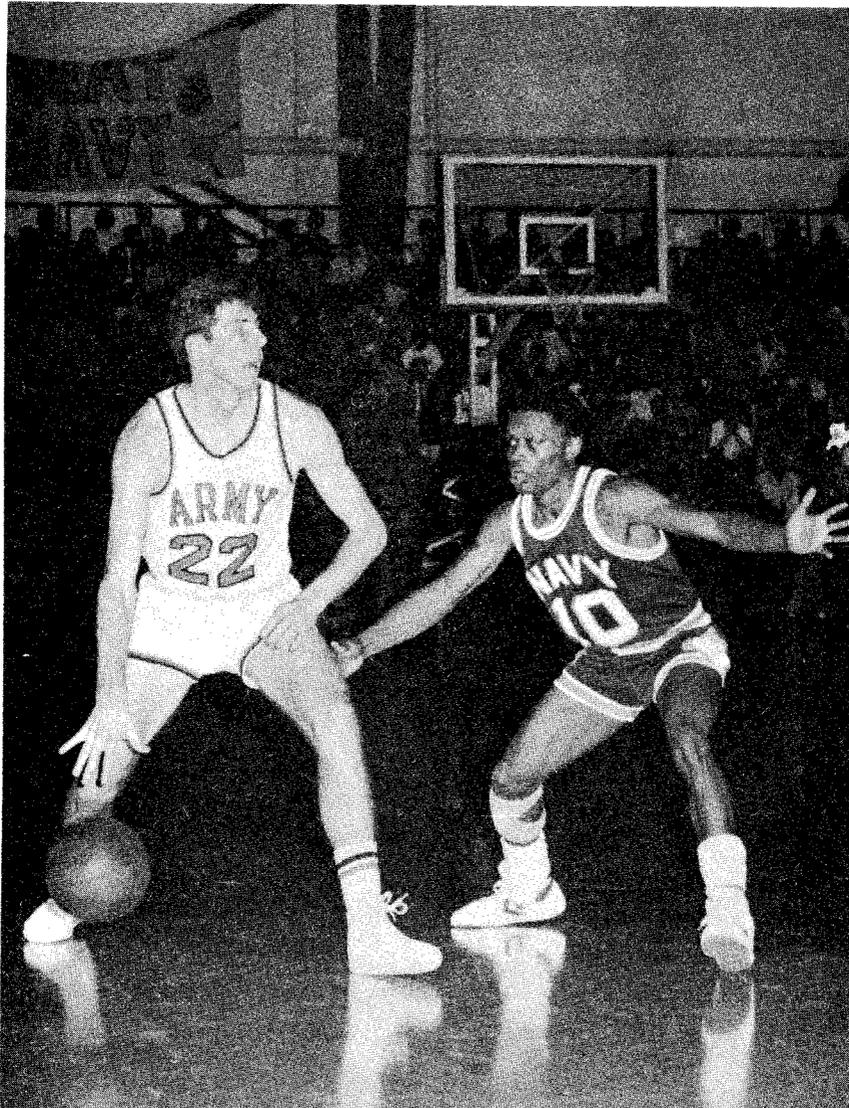


Coach Young

The men's basketball team posted a 16-13 record during the winter season, the most victories by a cadet squad since the 1977-78 season. The cadets strung together a nine-game winning streak at one point during the season, the longest by an Army team in nine years. Army finished fifth in the Metro Atlantic Athletic Conference (MAAC) and third in the post-season tournament. Coach Les Wothke was named MAAC "Coach of the Year"; guard Randy Cozzens was selected "Player of the Year" after leading the conference in scoring, averaging 22.2 points, the best season average by an Army player since a 23.5 by Darryle Kouns in 1958. Cozzens posted an Academy single-season record 682 points (surpassing Gary Winton, USMA '78, 644), and closed out his Army career with 1,906 points, second only to Winton's 2,296 Academy record. Cozzens ranked among national leaders in scoring and free throw percentage (.870); was the first player to make the MAAC all-Conference team four times; was selected to the MAAC's inaugural all-Academic team; and set a MAAC playoff tournament record with 79 points in three games (surpassing the former record of 75 by Iona's Steve Burt last



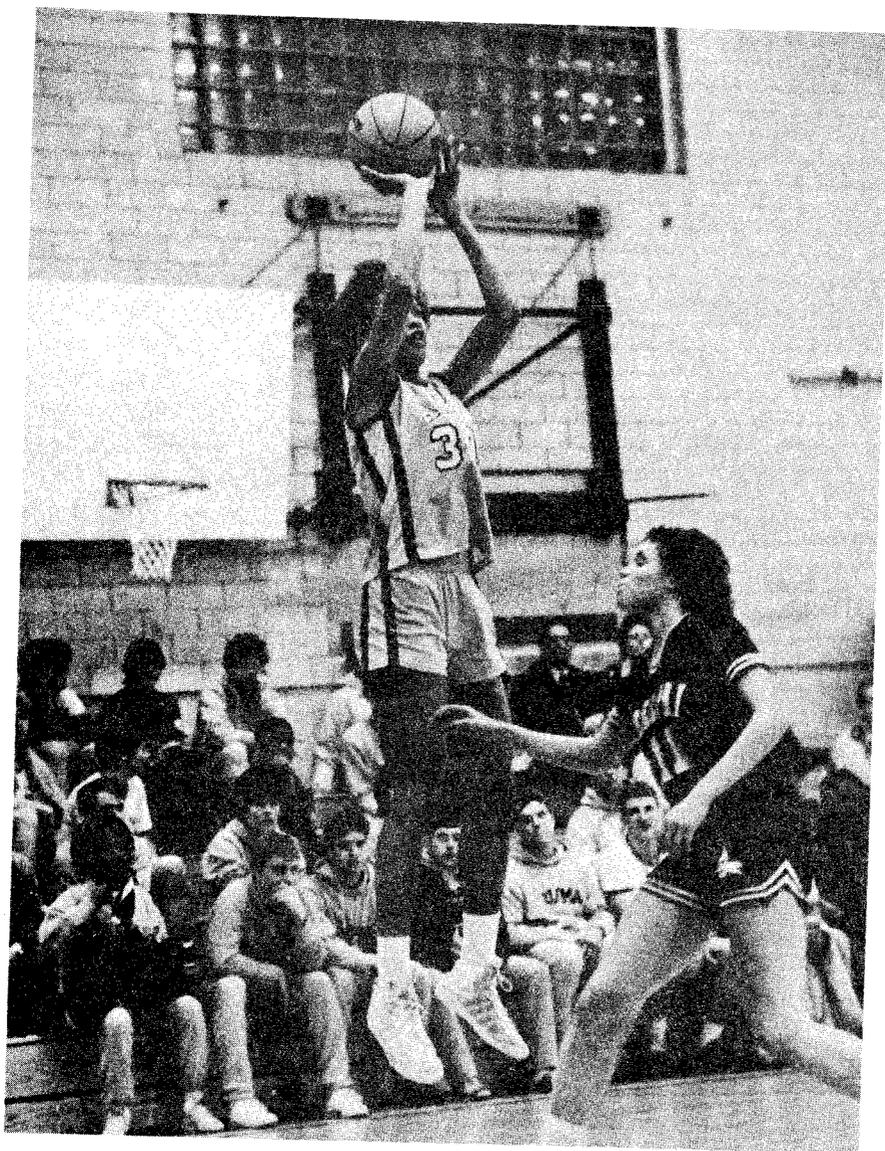
Coach Wothke



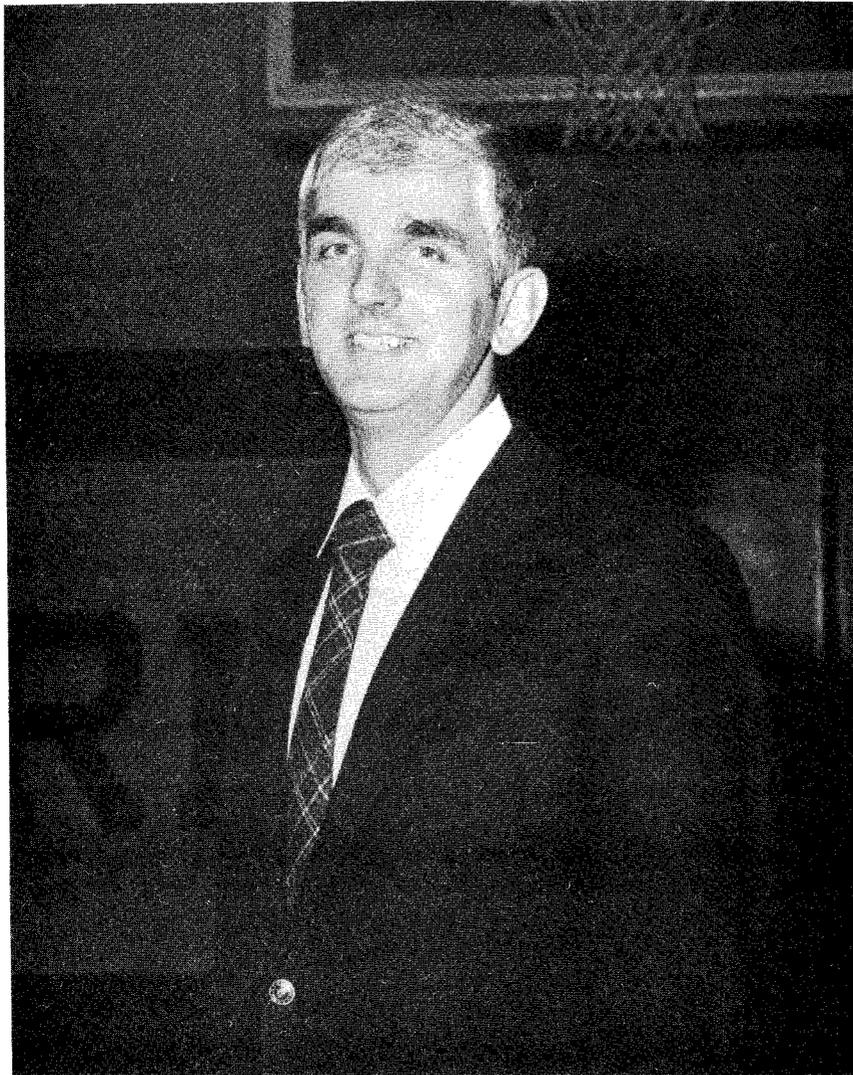
Randy Cozzens in action against Navy

year). Cozzens played in the East-West All-Star game and was invited to the Portsmouth Invitational. He was designated an Associated Press honorable mention all-America and was named one of ten athletes nationally to receive a \$2,000 scholarship for postgraduate study by the NCAA. Last year's MAAC "Rookie of the Year" Kevin Houston also was selected to the all-MAAC team. Dennis Schlitt was honored by the U.S. Basketball Writers Association (USBWA) with the "Most Courageous Player Award for 1985." The award, given by the NCAA Division I Final Four basketball tournament in Lexington, Kentucky, is given annually to an individual in amateur basketball who most demonstrates courage. The award recognized Schlitt's successful battle with a life-threatening illness and his subsequent return to the basketball court. The USBWA provided a \$1,000 check to be donated to a charity selected by Schlitt. Cadets Cozzens and Houston, Army's top basketball guards, led the Hudson Valley team to its first medal ever in the Empire State Games—New York's annual version of the Olympics. This was the first time in the seven-year history of the games that Hudson Valley won a medal; it was also the first year that West Pointers were invited to participate.

The Lady Knights recorded a 14-15 mark this season, losing most games by three points or less. One of the highlights was a 54-52 victory over rival Navy, the second year in a row in which Army has triumphed. The squad posted an upset 66-63 victory over Utica, which at the time was ranked 14th nationally in Division II polls, but lost 80-79 in overtime in a rematch. Coach Harold Johnson's squad closed out regular-season Empire State conference play at 7-5, in a third place tie. Pam Pearson became the fourth woman in West Point history, and the first since Melody Smith last year, to score 1,000 points. The 6-1 center stands fourth in career scoring with 1,010 points and became the career rebounding leader this year with 881, breaking her own season record in pulling down 317 rebounds. She closed out the season averaging over 14 points and 10.9 rebounds. Pearson was tabbed for second team all-America honors in Division II by the American Women's Sports Federation, was selected to the College Division All-Region (Northeast) team, the all-Empire State team, and the ECAC Division II South All-Star squad. Forward Julie DelGiorno was an honorable mention all-America and was named to the all-Region team for the Northeast by the Women's Sports Federation as well.



Pam Pearson in action

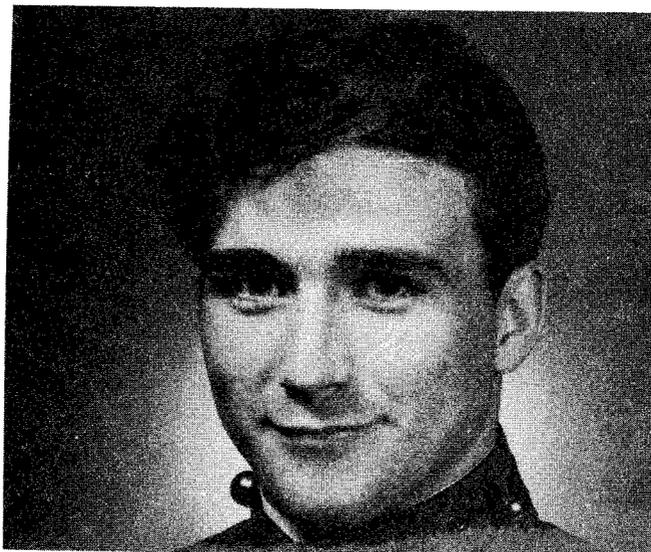


Coach Johnson

Coach Johnson, completing his fifth season with the team, was named a College Division all-America coach by the Federation for the second straight year.

Veteran coach Jack Riley guided the cadet skaters to a 17-13 mark, the sixth straight winning season for the icemen and the 11th in the last 12 years. The team was winless in the ECAC Division I league, although seven of the 11 games were lost by two goals or less. After closing out their ECAC slate in January, the cadets put together a run of ten straight games including a 6-4 victory at the Royal Military College (RMC) of Canada, the first in four years. The cadets put the finishing touch on the winter campaign in posting an 8-3 win over Holy Cross in the season finale, ending 55 years of hockey at Smith Rink. Next year the cadets will play in the Multi-Purpose Athletic Facility, presently under construction. Bob Nabb led the team in scoring, finishing with 40 points behind 20 goals and 20 assists. Marc Kapsalis, Darryl MacDonald, and Biff Shea followed with 33 points each, with Shea the team leader in assists with 25. In the net, Brian Drinkwine posted a 3.75 goals-against-average.

The lacrosse team, ranked fifth in the nation, gained its fifth straight NCAA playoff berth and second under coach Jack Emmer to finish the season at 10-4. The cadets closed out their regular season riding the crest of a five-game winning skein, but saw that snapped in a loss to Virginia in the opening round of the NCAA playoffs. The cadets posted a 10-6 victory over Navy during the season, for its second straight triumph over the Middies. Not since 1971-72 had the cadets posted back-to-back wins over Navy. Army trailed in the second period of the Navy game before Bob Betchley scored four times and triggered a run of eight straight goals in leading the cadets to the win. Betchley led the team in goals scored with 31 and points with 45; Pete Short led the team with 22 assists. In the net, Rob Koehler had a saves percentage of 60 percent. Midfielder and co-captain P. J. O'Sullivan was named a second team all-America; midfielder Dan Williams was given third-team honors; and attackman Short, goalie Koehler, midfielder Rob Hoynes, and defenseman Bob Gilmartin were honorable mention selections. O'Sullivan and Gilmartin also were selected to participate in the North-South All-Star game in Baltimore, Maryland.



P.J. O'Sullivan

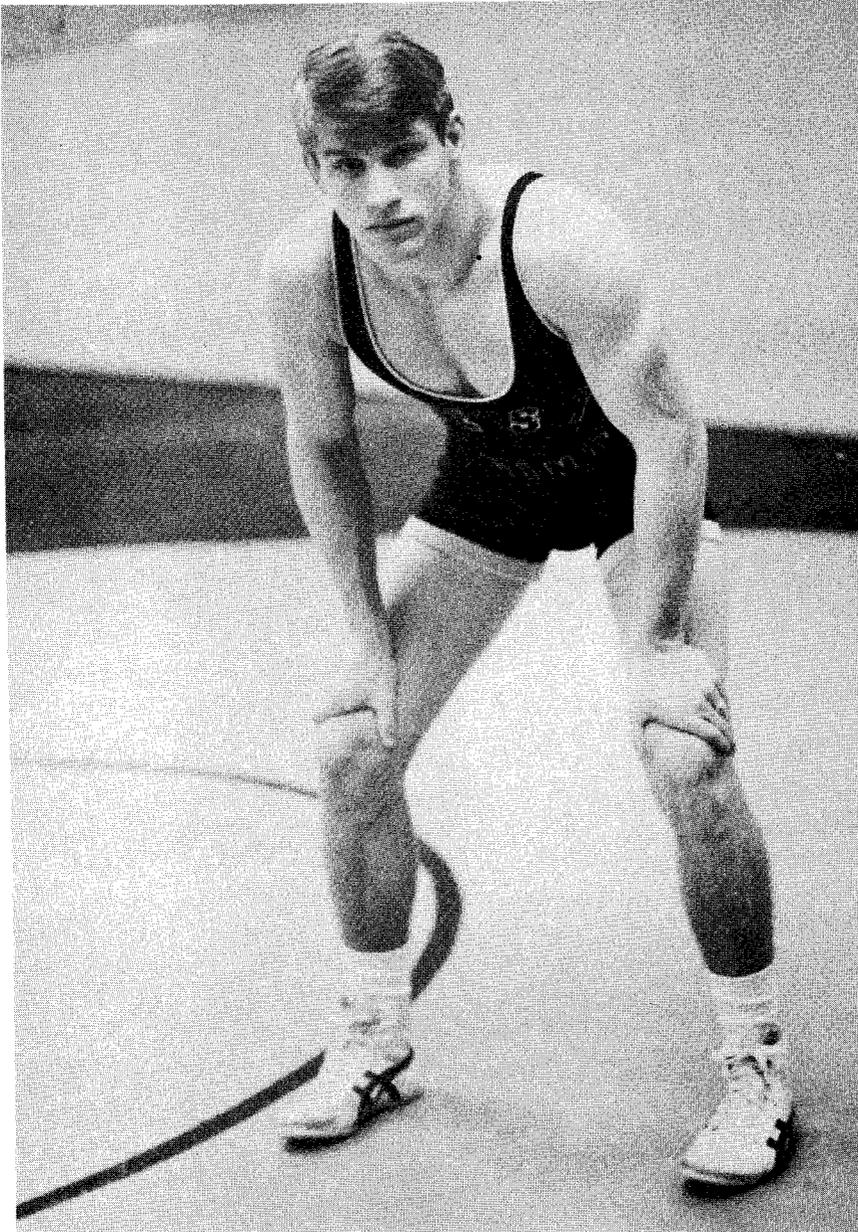
The Army baseball team finished with a 17-21-1 record overall, a marked improvement over its 10-27 record last year. Because of a disappointing second-half slump, however, the team fell out of contention for the Eastern League title. One key to the improvement was on the pitching mound, where last year's earned run average (ERA) of 8.35 was cut to 5.66 this year. Rich Krafft, who was named "Player of the Week" after pitching Army to complete game victories over Cornell and Pennsylvania, led the pitchers in compiling a 4.64 ERA in 52 innings with 32 strikeouts and only 19 walks. Outfielder Dan Kirk led batters with a .356 average and seven home runs and tied Eric Everton for the lead with 28 runs batted in. Second baseman Mike Spur finished second with a .354 average and led the team with 40 hits, 33 runs scored, and with 23 of 25 attempted stolen bases. Seven cadets batted over .300 and the cadets stole 97 bases in 113 attempts to rank among the nation's leaders in that category. The third leading .300 batter, Tom Cascina, was a second team all-league selection.



Coach Steers

Coach Ed Steers was named the Eastern Intercollegiate Wrestling Association's (EIWA) "Coach of the Year" after leading the cadets to a 16-2-1 dual meet record during the season and a third-place finish at the EIWA tournament behind Lehigh and Syracuse but ahead of fifth-place Navy. This marked the first time in 81 years that Army had scored higher than Navy in the Easterns. Army's third-place finish was its highest since 1969. In the final dual meet earlier in the season, a tie with Navy broke a Navy 19-year winning streak.

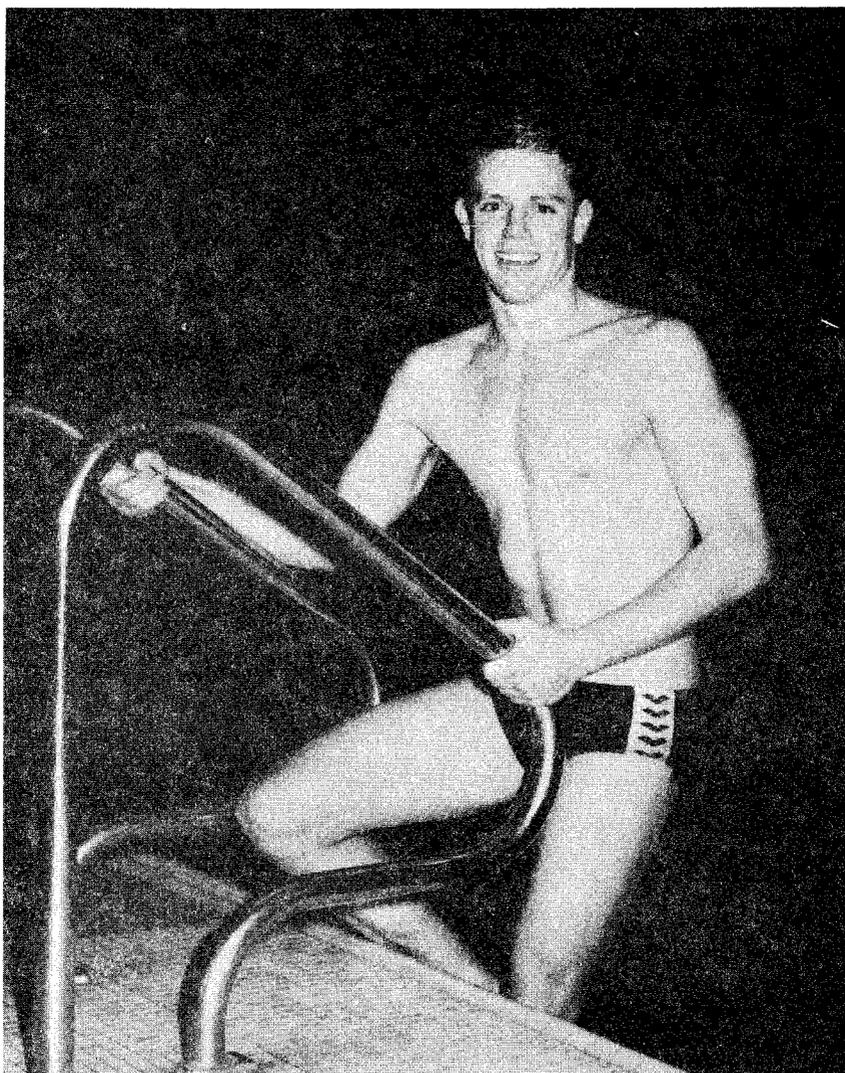
Dennis Semmel, boasting a perfect 28-0 record, won an Eastern title in the 126 pound class, becoming the cadet's first champion since Jim Harter in 1967. Semmel was one of five wrestlers to qualify for the NCAAs in making up Army's largest contingent since the qualifying system was adopted in 1973. Dan Sullivan and Dan Parietti took runnerup honors at the EIWA tournament in the 158 and 190 pound classes, respectively, to qualify for the NCAA tournament. Cliff Harris, at 177 pounds, and Mark Johnson, at heavyweight, gained berths to the NCAAs with third place finishes at the Easterns. Semmel, seeded ninth at 126 at the NCAA tournament, won his first two bouts to extend his season mark to 30 straight wins, but then fell in his next bout. Johnson won his first match but then lost. The other three wrestlers lost their opening round matches.



Dennis Semmel

The highlight of the 1984 Army soccer season took place on the last day of the season when Mitch Johnson took a pass from Jim Kim and blasted home a shot from 18 yards out, giving the cadets a 1-0 victory over Navy. The booters turned in a fine league performance, finishing 5-1-1 in the Metro Atlantic Athletic Conference (MAAC), good enough for second place. Their overall record for the season was 8-8-1. Dick Machovina was the top goalkeeper in the MAAC in posting a goals-against-average of 1.44. Forward Sean Mitchiner, who finished second in scoring with 14 points, was named to the first-team all-MAAC squad; forward Jim O'Dea, who was first in scoring with 16 points, and Jim Kim were named to the second team. Machovina and Mitchiner also were named honorable mention on the All-New York State College Soccer team (Division I).

The Army mermen put the finishing touches on an 11-3 season by finishing fourth at the Eastern Seaboard Championships. John VanSant was Army's first Eastern champion in two years, winning the 200-yard breaststroke in 2:03.02. He set an Academy record in the 100-yard breaststroke with a time of 57.13, taking runnerup honors, and was fifth in the 200-yard individual medley. John Kilroy finished seventh in the 100-yard butterfly with an Army record time of 50.79. The cadet's season was highlighted by winning nine of 13 events in a decisive 73-40 victory over Navy. VanSant set Academy records of 2:02.79 in the 200-yard breaststroke and 1:51.03 in the 200-yard individual medley; Todd Friedman won the 50-yard and 100-yard freestyle. Friedman also was a member of the 400-yard free relay team which included Jon Lau, Joe Hojnacki, and Eric Judkins, and which powered Army to its second straight win over the midshipmen. Nine members of the Army swimming team were named to the 1984-85 Eastern Intercollegiate Swimming League all-star dual meet squad. John VanSant was selected in the 200-yard breaststroke and 200-yard individual medley events; Joe Hojnacki was selected as a member of the 400-yard freestyle relay and 400-yard medley relay;



John VanSant

Jonathan Lau was named in the 200-yard butterfly and the 400-yard freestyle relay; Jason Nielsen was named in the 100-yard freestyle; Andy Martin, Coll Haddon, and John Kilroy joined Hojnacki on the 400-yard medley relay; and Eric Judkins and Todd Friedman joined Hojnacki and Lau on the 400-yard freestyle. Jack Ryan, who completed his 26th season as Army swimming coach, was named chairman of the NCAA Swimming and Diving Rules Committee. The Committee is responsible for overseeing all rules for swimming and diving, and forwarding recommendations for changes to the NCAA. Since his arrival at West Point in 1959, Ryan has coached Army to a composite 234-117 record in men's competition, and to a 19-11 mark in women's swimming.

It was a banner year for the women's swimming team. The cadets compiled a 12-2 record, the second best in history, won the MAAC championship, and finished 17th among the 60 teams at the NCAA Division II championships. The dual meet season was highlighted by a 90-50 victory over Navy, the first Army win over the Middies since the initial meeting four years ago. The women set five Academy and 12 meet records on the way to victory. At the MAAC championships, the cadets took first in nine events. Five members of the squad - Clare Hramiec, Jeanne Britanisky, Teresa Vlha, Carol Heller, and Jackie Haug - received NCAA Division II all-America recognition following their performances at the nationals. Britanisky garnered all-America honors in the 100-yard and 200-yard backstroke and as a member of the 400-yard medley relay. She placed seventh in the 100-yard backstroke with a time of 1:00.52 and 12th in the 200-yard backstroke. In leading off the 400-yard medley relay, Britanisky finished fourteenth with a time of 4:02.32, which set an Academy record. Hramiec, Vlha, and Heller rounded out the rest of that relay. Hramiec also gained all-America recognition following an eighth place finish in the 200-yard breaststroke along with a first in the consolation finals of the 100-yard breaststroke at 1:07.83. Haug gained all-America honors with an 11th place finish in the 100-yard backstroke with a time of 1:00.53.

The lightweight football team posted a 4-1 mark in the Eastern Lightweight Football League (ELFL) to finish in a three-way tie with Navy and Cornell for first place. In the last league game, Navy earned the tie with a 17-0 blanking of the cadets in Annapolis. However, just two weeks later, Army routed the Midshipmen 52-0 in the annual Anthracite Bowl in Pottsville, Pennsylvania. Five players earned first-team All-ELFL honors - offensive guard Ron Rynne, center Chris Townley, defensive end Mike Rubitski, linebacker Mike Haydak, and defensive back Morgan Lamb. Seven players were accorded second team honors while six others gained honorable mention.

The Army golf team posted one of its finer performances in recent years, setting new team and individual records and beating Navy in the season finale to finish 5-0. In tournament competition, the team was also impressive. During the fall season, Randy Chavez captured medalist honors as he matched par with a 72, and sparked Army to a third-place finish at the ECAC Metro Division Championships. That performance qualified the cadets for the ECAC Fall Championships where they placed sixth. In the spring, at the West Point Invitational, the team was paced by Dave Goodling's fourth place and Robb Lott's tie for sixth to record a team victory. The cadets finished with a 759 for the five-man total, finishing three strokes ahead of runner-up St. Johns. Goodling's fourth place finish at the Metropolitan Golf Association Championship sparked Army to a fourth place finish in that tournament from among the 34 teams in competition. Paced by Goodling's fourth place finish at the Navy Invitational, the team finished fourth in the 24-team field. The cadets also took three of the top four individual places to win the eight-team MAAC title for the fourth consecutive time by a comfortable 44-stroke margin with a 779. Dave Duffy captured medalist honors in

recording a 148, three strokes better than second-place finisher Randy Chavez, and nine ahead of fourth-place finisher Bill Fuller. At the Eastern Championships, the cadets finished fourth out of 11 teams but out of contention for the NCAA tournament. At the close of the season, coach John Means, who has guided the cadets to a composite 36-3 dual meet mark in five years at the helm, was named the NCAAs District 2 "Coach of the Year."

The men's tennis team, winless in all nine Eastern League matches, finished the season 14-15. The cadets gained a second place finish at the MAAC championships in the fall. Ted Wilson, Army's top singles player, clinched his fourth MAAC title, captured the individual title at the Great Dane Classic and West Point Invitational, reached the quarter-finals of the ECAC Fall tournament, and finished with an overall 17-9 mark. Scott Poirier was 17-10 at the number two position on the season.

The women's tennis team, coached by Pete Castellano, set a school record for victories in a season closing out the spring at 11-1, while posting the second longest winning streak in Army history with 17. The cadets, whose victory skein began in the Spring of 1984, recorded a perfect 8-0 mark in the fall and went 9-0 in the spring before losing to Fordham. During the combined fall and spring seasons, Tanja Shipman and Jamie Ruffing posted the top singles marks on the team, both achieving records of 16-2. Patty Abt compiled a 15-5 mark, Aimee Lenz was 14-2, while Kate Kearney was 13-6 at No. 2 singles.

Coach Bob Gambardella's spikers recorded their second straight win over Navy to highlight a 27-9 record for the women's volleyball team. During the season, the cadets captured the team title at the East Stroudsburg tournament and were ranked third in the East, but fell to Northeastern in the finals of the ECAC tournament. The cadets also strung together 15 straight victories before having it snapped in the semi-final round of their own tournament.

It was a record-setting year for the rifle team which finished the season with an 11-2 mark, and placed fifth in the NCAA Rifle Championships. Coach Ken Hamill's squad set an Academy record for a total team score in trimming Navy, 7,601-7,496, its fifth consecutive victory over the midshipmen. The cadets posted a new school air rifle record of 1,899 while setting an Academy mark for total team score with a 7,601 composite. Rhonda Barush garnered first-team all-America honors in smallbore and second-team honors in air rifle. It marked the first time Barush has gained first-team honors, but the third consecutive year in which she received second-team recognition. Gordon Taras and Randy Powell earned second-team honors in both smallbore and air rifle.

The pistol team closed out its season with a 13-1 mark, suffering its lone defeat to Navy in the season finale; nationally the squad was one of the best in the country. At the Intercollegiate National Pistol Championships the sharpshooters were first in standard, second in air and free; at the National Rifle Association (NRA) Sectionals they set a new national record in air pistol of 2,175 behind Ernie Segundo, Jeff Creamer, Richard Shelton, and Brad Anderson. Shelton, the top point producer this season, was named an all-America in three disciplines - free, air, and standard - the second straight year he has received all-America honors. Brad Anderson won all-America honors in free pistol.

The women's track team compiled an unblemished 3-0 dual meet record during the winter season and successfully defended its team title at the Indoor Heptagonal Championships. Kathy Harrison set the pace at the Heps with victories in the long jump, 200-meter dash, and 55-meter dash. Michelle Williams won a Hep title in the 3,000-meter run. The two-mile relay team, consisting of Sherise Tuggle, Lorie Fleming, Richelle Major, and Mary List, set Academy and meet records with a time of 9:02.97. The 4x220-yard relay team of Tuggle, Harrison, Michelle Collins, and Marilyn Gibbs set an Academy record in taking first place with 2:12.71. Collins, Gibbs, Karen Turner, and Maria Smith also won the one-mile relay.

The Army men's indoor track team compiled a 4-1 record during the winter season, highlighted by a 70 1/3 - 65 2/3 victory over rival Navy. That win was decided in the final event when the cadets 3,200-meter relay team of Phil Williams, Kendrick Kahler, Mica Comstock, and Tom Szoka finished first with a meet record of 7:35.8. Army placed seventh at the annual Indoor Heptagonal Championships. The cadets two-mile relay captured a Hep title, and Wendell Champion set an Academy mark during a fourth place finish in the 55-meter hurdles with a time of 7.44 seconds. Szoka gained all-America honors during the NCAA Indoor Track Championships with a sixth place finish in the 800-meter run with an Academy record time of 1:49.68.

The men's cross-country team closed out the season with an 8-1 mark, suffering its lone defeat to Navy in the final dual meet of the season. Army placed fourth at the annual Heptagonal Championships with Phil Williams finishing 12th overall and Dave Fleece placing 16th. At the IC4A Championships, the cadets finished 14th out of 52 teams with Williams and Fleece again the leaders. During the season, the cross country team presented coach Ron Bazil his 100th career victory as track and cross country coach at Army in rolling to a 22-36 win over Cornell. Bazil came to the Academy in 1979 after an 11 year stint in Adelphi University; he has built a nationally competitive track team around a core of sprinters.

Caught in the midst of a rebuilding year, the women's cross country team had a solid season in posting a 4-1 mark in dual meet competition. The ladies, paced by co-captain Lorie Fleming and by Ilean Brook, claimed runnerup honors out of 16 teams at the Holy Cross Invitational, and took fourth at the NCAA Division II Regionals where Fleming finished 18th and Brook 20th.

After bowing to Navy in the season opener, the men's outdoor track team bounced back to sweep a five-way meet for a 4-1 finish. Tom Szoka, one of the top performers this spring, set both meet and a Navy track record in winning the 800-meter run (1:49.3). At the West Point Invitational he set a meet mark in the 100-meter dash and meet and field records in the 800-meter dash, while capturing the title in the 800 at the Heptagonals. Army finished eighth at the ten-team Heptagonals behind Szoka and Chris McPadden who captured the javelin title with a toss of 232-11. At the Penn Relays, Szoka ran the anchor leg on Army's record-setting two-mile relay which clocked a 7:22.16 in finishing seventh. Jim Stewart, Phil Williams, and Marc Taylor rounded out the rest of that team. Mike Allen set an Academy mark of 21.70 seconds in the 200-meter trials, but failed to qualify for the finals.

The women's outdoor track team placed second in a five-way meet in its lone meet of the season to finish at 3-1. At the Georgetown Relays, Kathy Harrison set meet records in her first place finishes in the 100 and 200-meter dashes and in the long jump in 19' 8" (which tied an Army record). At the relays, Mary List finished fifth and set an Army record in the 1,500-meter run (4:33.7 minutes) and finished sixth in the 800-meter

run (2:12.29 minutes) qualifying for the NCAAs in both events. The 4x800 meter relay team of Sherise Tuggle, Richelle Major, Lorie Fleming, and Mary List won in an Academy record time of 8:53.63 at the Outdoor Heptagonal Championship breaking their old mark of 8:54.9 which they had just set at the Penn Relays. Reginia Weinpahl took runnerup honors in the javelin and set an Academy record with a toss of 43' 7 1/4" in the shot put in taking third. Fleming won the 1,500-meter run with a time of 4:39.19 and List finished third at the ECAC Division II women's outdoor track championships. Five cadets qualified for the nationals but all failed to gain all-America recognition.

The Army squash team recorded its seventh straight winning season in closing with a 10-8 mark. The cadets hosted the National Intercollegiate Squash Championships and tied for 15th place out of 30 teams in competition. Overall, the cadets finished 11th in the final national team standings. Jeff Leach fashioned the top mark of 10-7; Mica Imamura followed with a 9-7 record.

The women's softball team, which placed fourth in the MAAC Tournament, closed out the season with a 10-22 record. Brandt Kinder at first base and Jill Simon at second were named to the all-MAAC tournament team. On the season, Bridget Arens led the team in hitting with a .358 average as she collected 19 hits to stand second in that department behind Chris Heberle with 21.

First-year coach Larry Butler guided the gymnastics team to a 6-6 record and a fifth-place finish at the Eastern championships. The cadets broke the Army meet scoring record three times. In the annual rivalry with Navy, the cadets set a team record of 266.0, but the midshipmen also set a record and narrowly won the meet with a 267.40 score. Jeff Baum set an Academy record in the all-around with a score of 54.2 against Springfield and went on to place seventh in vaulting at the Eastern Intercollegiate Gymnastics League Championships. Bruce Gorski finished eighth on the pommel horse at the Easterns. At the women's meet against Navy, Veronica Santapolo scored a 29.95 all-around score which qualified her for the NCAA Division III meet. Santapolo scored a personal best 31.10 in the all-around at the Division III nationals, finishing 17th among the 32 all-around competitors.

The water polo team, hoping to secure a bid to the Eastern championships, fell short of its goal in finishing fifth at the Mid-Atlantic Conference Championships. Early in the season, the team, ranked 18th nationally, was listed among the top ten in the East. It posted a 5-1 record in the Eastern League while recording an overall mark of 12-8. Team captain Art Chasen netted 42 goals to lead the cadets in scoring and Doug Luehe made 91 saves in the net.

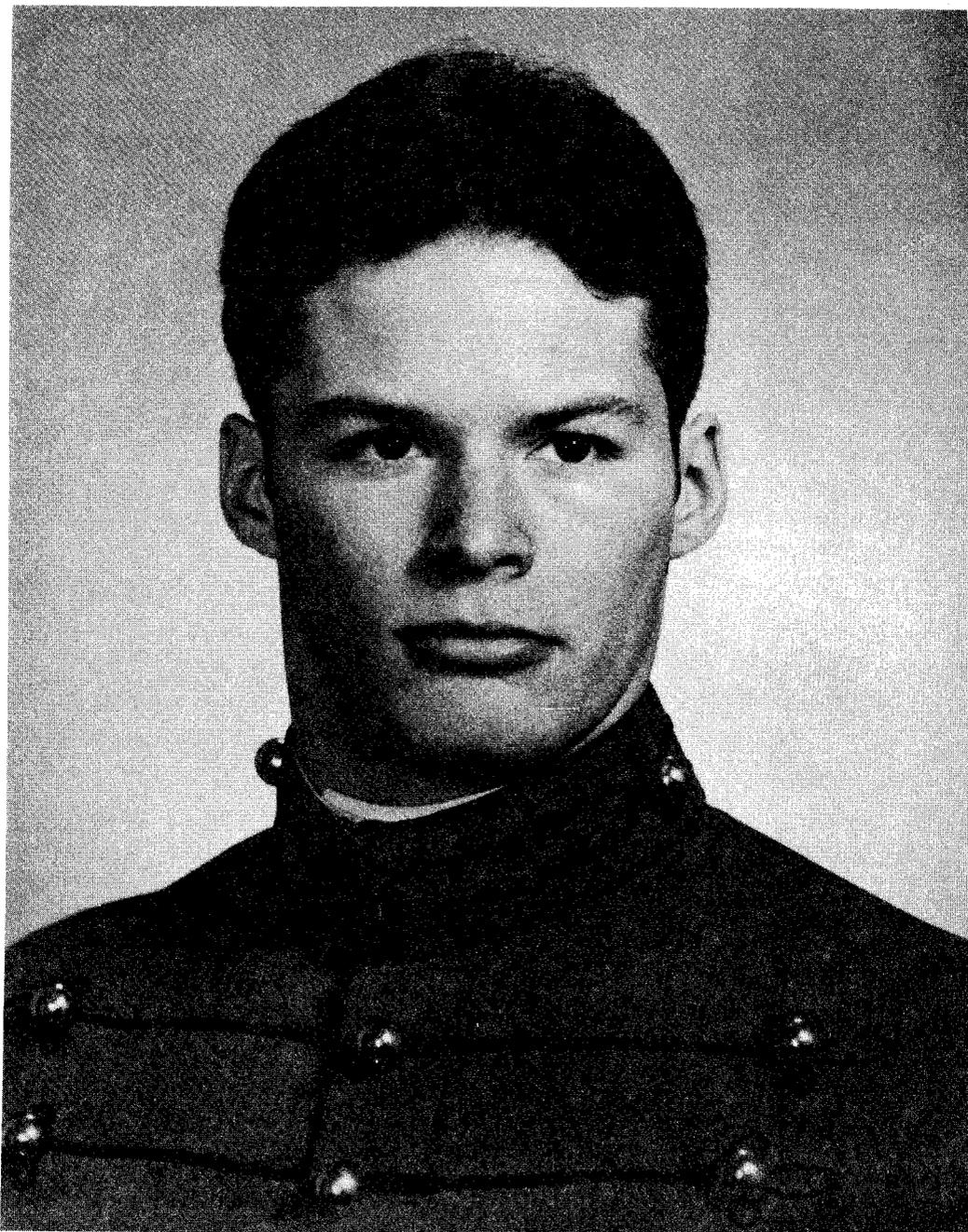


Lelia True

The Army Athletic Association (AAA) Trophy is awarded annually "for most valuable service to intercollegiate athletics during a career as a cadet." Three cadets received the award this year: Randy Cozzens, second leading scorer in Army basketball history and last season's MAAC "Player of the Year"; Nate Sassaman, quarterback of the 1984 Army football team which won its inaugural bowl appearance and recaptured the Commander-in-Chief's Trophy; and Lelia True, captain of the 1984-85 women's tennis team and the top women's player for three seasons. Cozzens was also the recipient of the 1985 Eastern College Athletic Conference (ECAC) Merit Medal for excellence in both athletics and scholarship. Karen Short, who helped the women's basketball team to



Karen Short



Tom DeBerardino

a 25-3 record during the 1983-84 season, and Tom DeBerardino, a co-captain and a leading rusher on the 150-pound football team, were also given ECAC merit awards.

A February 1985 broadcast of the American Broadcasting Corporation (ABC) program "Sportsbeat" with Howard Cosell focused on the resurgence of the sports program at Army and at the other service academies. During the program Cosell commented that "the resurgence of athletics at the academies is good for amateur sports because the academies are what amateur sports is all about."

OPERATIONS, PLANS, AND SECURITY

RANGES AND TRAINING

In June 1985, the USMA Range and Training Complex Five Year Plan (5YP) was updated for the years 1986-1990. The 5YP was approved at installation level, by the Army Master Range Prioritization Board, and by the DA DCSOPS, all of which play a role in the approval and funding of range construction projects. The 5YP consolidated the USMA effort to improve the range and training complex for cadet military instruction. Significant upgrade projects funded in the 1984-85 Academic Year include construction of a 30-point turning target pistol range (Range 4A), an 11-lane combat pistol qualification course (Range 4C), a 39-lane M16A1 rifle night fire range (Range 3B), a six two-story concrete block range towers, a modern range control facility located across from ranges 3 and 4, and a ballistics test facility adjacent to Range 4A.

Additional improvements funded and completed during the past academic year include the addition of electrical power to ranges 1 and 2 and training area K (vehicle maintenance area), the repair and upgrade of some 15 buildings on the training complex for increased physical security, emplacement of 35 target vehicles in the impact areas, and construction of six permanent concrete mortar firing pits on Range 6. The addition of 12 water obstacles to the Leader's Reaction Course at Camp Buckner was funded, and construction will begin in the Fall of 1985.

In August 1984, work began on the rehabilitation of Range 8, "Known Distance Range." Range 8 had not been utilized for known distance firing since 1962, and a major effort was required to allow successful operation of the facility by June 1985. Cadets at USMA will now have the benefit of increased rifle marksmanship training, both "trainfire" and known distance.

Improvements to Range 4B, "Anti-Armor Range," were funded for Fiscal Year 1986 and include an M203 qualification range and light anti-tank weapon range with a moving target. USMA's Rifle Engagement Target System (RETS) range is now fully funded (Military Construction Army) for FY 86, and should be complete by June 1987. The new range is a state of the art 16 lane computer assisted marksmanship facility. The new range will replace the old Range 5 trainfire facility, which was inefficient and in need of major repair. Additional projects for future years which appear to be on track and enjoy DA support and FY 88 funding include a 10-lane M60/Squad Automatic Weapon (SAW) machine gun range to be built on the site of the old tank complex and an anti-armor tracking range with moving target. Improvements scheduled for FY 89 include an Engineer Combat Training Area and a Mobile Assault Course (mini-Mobile Operations and Urban Terrain (MOUT)).

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 supported the Department of History with a total of 61 academic displays installed in Thayer Hall. A total of 32 weapons presentations pertaining to the assault rifle and the current family of weapons were made for the Department of Military Instruction at Cadet Basic Training. In addition, the Museum provided the weapons for a series of television programs covering the evolution of arms from the Middle Ages to present day. In support of this later program, a Civil War six-pounder Napoleon Cannon was removed from exhibition at the Museum and fired on a range at Camp Buckner to demonstrate its effectiveness.

A total of 280 objects were catalogued during the 1984-85 Academic Year. Outstanding among these were a collection of Mexican War arms, uniforms, and accoutrements transferred from the U.S. Army Quartermasters Museum; a collection of 14th to 16th century replica weapons (to provide sufficient early weapons for military instructors to use for cadet instruction); and a large collection of 19th century Boetticher military prints acquired from the Charles West Collection. Other rare accoutrements included a Civil War rainhat and knapsack and a First Empire Napoleonic forage cap, c. 1815. While the collections were augmented by these acquisitions, several of the Museum's holdings were transferred to other museums that could make better use of them, including the transfer of the Tempelhof Eagle's Head to the Tempelhof Airport, Berlin, Germany. A number of objects in the collections were made available for special exhibits to such museums as the Museum of Fine Arts in Houston, Texas, the National Portrait Gallery in Washington, D.C., the Heritage Plantation in Sandwich, Massachusetts, and the Nassau County Museum of Art in Roslyn, New York. The Superintendent's portrait by the artist Everett Raymond Kinstler was added to the historic collection of Superintendent's portraits.

All partitions and construction have been completed for the new main entrance area. Photomurals of early West Point were installed and the DUSA Sales Desk area was provided with improved lighting. The redesign of this area has improved the traffic flow around the main entrance. Subsequent installations will inform the visitor of the location of special objects in the galleries and will provide the visitor with more information pertaining to the collections. The installation of a new public address system has helped to locate and control the movement of visitors.

The number of visitors to the West Point Museum amounted to 270,900, a loss of less than one percent from the attendance the previous year. However, attendance at Fort Putnam amounted to 47,800, an increase of nearly 50 percent over the previous academic year, in part due to a substantial 80 percent increase in the Spring of 1985. The increase is believed attributable to the installation of new directional parking signals, an improved parking facility, and the availability of signs and other information about the fort at the Visitors Center and the Museum.

USMA BAND

In addition to the normal musical support provided to military and civilian communities, the United States Military Academy Band led the ticker tape parade for the 1984 United States Olympic team medal winners up Broadway and provided musical support for the subsequent ceremony held in New York City Hall on 15 August 1984. On 27 August, the Concert Band and Field Music Group ("Hellcats") flew to Messina, New York, to present a concert celebrating the 25th Anniversary of the opening of the St. Lawrence Seaway. A combo from the "Jazz Knights" provided music for President Reagan's reception for the delegates to the United Nations in New York City on 23 September.

The Marching Band joined the Syracuse University band in a half-time show at the Army/Syracuse football game held in the Carrier Dome in October. In November, the Marching Band was in Tokyo, Japan, to participate in the Mirage Bowl.

The "Jazz Knights" presented both school and public concerts in support of U.S. Army recruiting efforts during a tour of southeastern Pennsylvania and West Virginia in February.

On 7 May 1985, the Marching Band led the Vietnam Veterans ticker tape parade down Broadway in New York City. The following day, the Marching Band presented a patriotic closing for the ABC-TV affiliates meeting in Radio City Music Hall. The Concert Band traveled to Thayer Academy in Braintree, Massachusetts, on 8 June, to present a concert in celebration of the 200th anniversary of Sylvanus Thayer's birth, and on June 30, to present a concert in Springfield, Massachusetts, during activities surrounding the dedication of the National Basketball Hall of Fame.

RESERVE COMPONENT SUPPORT COORDINATOR

In January 1984, a new U.S. Army Reserve (USAR) Active Guard/Reserve (AGR) Major's position was established in the Directorate of Operations, Plans, and Security (DOPS) to serve as the coordinator of reserve component support. This decision was taken in response to a management review of the existing Reserve Affairs Advisor role at the Military Academy.

The demands associated with the Military Academy Liaison Officer (MALO) and the Reserve Support Training Program had become too great for one person in view of the expansion of the reserve component program. The Reserve Affairs officer assigned to the Admissions Office spent the overwhelming bulk of his time in duties associated with the large MALO program and was unable to devote sufficient time to reserve component matters. Since the Superintendent's primary concern was the continuing success of the MALO program, he directed that the AGR Officer, in the grade of Colonel, continue to manage the program and also serve as the principal advisor on all reserve matters for the Academy. Accordingly, the reserve support training program functions of the office were reassigned to the new AGR officer in DOPS.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1985 of \$242.3 million supported the operation and maintenance of the U.S. Military Academy, Stewart Army Subpost, family housing facilities, and tenant units.¹ This figure is \$18.6 million above the comparable figure of \$223.7 million for FY 84. Some \$9.4 million of the increase is attributed to FY 85 higher supply and contract costs, and a civilian pay raise. Approximately \$9.2 million additional maintenance and repair contractual funds were provided, of which \$5.5 million was used in the Washington Hall project in conjunction with a Military Construction, Army (MCA) project.

The Military Academy again had a highly successful Year-End Close-Out in FY 85 by obligating 99.9 percent of our Operation and Maintenance, Army (OMA) and 99.8 percent of our Army Family Housing (AFH) budgets. This represents a combined obligation of nearly \$116 million compared with a combined unobligated balance of only \$46,000. Through our reprogramming of funds internally at USMA and by DA's provision of additional funds, we generated \$4 million to finance other critical USMA unfinanced requirements.

For the first time, the Military Academy provided input to the Army Guidance, Volume I, "The Army Plan" of December 1984. The input was incorporated under two functional areas: Manning and Training. The planning objective in the area of manning is to "support the academic modernization program at the United States Military Academy (USMA) in order to attract and retain high quality candidates"; the objective in the area of training is to "develop and implement programs to enhance quality of instruction, training support, and training products in junior leader accession programs." The addition of these objectives into the overall Army plan will enable DA to integrate available financial resources with recognized objectives.

The USMA FY 86/87 Command Operating Budget (COB) for OMA and AFH was prepared. Although funds have been allocated for improvements in information management and modernization beginning in FY 87, requirements will begin in FY 86 and necessitate allocation of additional resources at that time. As a result, USMA will submit several unfinanced requirements (UFRs) for FY 86, 87, and subsequent years. USMA's first priority is a \$2.3 million UFR for the increased annual cost of the Cadet Mess Food Service contract. The contract was awarded and the established market price is substantially higher than that presently funded. The command's second priority is to obtain offsetting funds of \$1.8 million to implement manpower decisions associated with the reallocation of positions to Army's new light infantry divisions, with the deactivation of the 528th Engineer Detachment and with the PROJECT VIABLE decrement. The initial FY 86 Funding Target provided by HQDA (operating under a Continuing Resolution Authority) did not address funding these two priority requirements.

In September 1985, the FY 1987-91 Program Objective Memorandum (POM) assessment letter was forwarded to the Director of Program Analysis and Evaluation, Office of the Army Chief of Staff. Concerns were expressed in the communication regarding the reduced resource environment which was indicated by our decreased funding in several areas. For instance, the Military Academy still had not received funding to cover costs of contractual service associated with military conversions and manpower decrements which total \$2.8 million annually. The loss of Program Development Increment Package (PDIP) 177C in the Program Analysis and Resource Review (PARR), earmarked for furnishings for cadet barracks, resulted in a reduction of \$510,000 in each of the

program years. The unanticipated increased cost of the food service contract beginning in FY 86, will cut into USMA's core level funding unless additional support can be made available at DA. Finally, there is ongoing concern that the Academic Modernization and Renewal Program, which begins with renovations to existing facilities, will not be able to proceed synchronously with the installation of laboratory, computer, and other associated equipment and furnishings if USMA's MCA projects are not maintained in their required years.

However, the POM assessment did fund several critical resource requirements of the Military Academy. For the first time in three years, USMA received funding for some of the PDIPs submitted in the PARR. As in the past, additional funding was provided by the Army Staff (ARSTAFF) or by DA PDIPs directly related to USMA initiatives or to compensate for the civilian substitution of military positions. Nevertheless, not all manpower reductions were funded. The 528th Engineering Detachment at USMA, for instance, will be eliminated in FY 87; however, no resources have been provided for the civilian substitution that would be required.

Manpower resources authorized USMA by HQDA as of 30 September 1985, totaled 3,384. This is a net decrease of 160 spaces from the total authorized on 30 September 1984, and a decline of 317 spaces (or nine percent) since 30 September 1983.

	<u>30 Sep 84</u>	<u>30 Sep 85</u>	<u>Net Change</u>
Officer (and Warrant Officer)	803	766	-37
Enlisted	602	557	-45
Civilian Fulltime Permanent	<u>2,139</u>	<u>2,061</u>	<u>-78</u>
Totals	3,544	3,384	-160

A 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. 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, Lieutenant General Brown reduced the size of the Academy's decrement from ten percent to four percent.²

The spaces affected (76 military and 70 civilian) represented the bulk of our personnel losses during the past fiscal year. The cutbacks in allocated manpower authorizations are quite significant when compared with the base authorizations and Military Academy mission.

The Military Academy undertook several actions during the year in accordance with the DA attempt to reallocate positions from FOA and the DA staff to two new light infantry divisions. One action was the initiation of an extensive internal review of our manpower requirements. This review was designed to be a global examination of organizational structures and functions. It also examined the application of technology

in the work environment. Major Activity Directors (MADs) self-analyzed their organizations and each TDA position assigned to support their mission. A core analysis team, headed by the USMA Chief of Staff, provided leadership and overall guidance to manpower review teams aligned in the specific functional areas of personnel and administration; logistics; plans, operations, and training; and academic programs. The various team leaders preparing the analysis met with a steering group, chaired by the Chief of Staff and made up of the Academy's decision-makers, to develop recommendations for the Superintendent. In September 1985, the results of the review were provided to the Army Chief of Staff, General Wickham. The review results presented a detailed, time-phased plan which would significantly impact on the USMA manpower resource base. The plan includes some immediate manpower savings, additional Commercial Activity (CA) review impacts, and an examination of USMA's future at Stewart Army Subpost (STAS). The study results are now being reviewed at various levels of the Army Staff.

With the elimination of end strength ceilings on a test basis for FY 85, USMA submitted its first Civilian Employment Level Plan to DCSPER and the Comptroller of the Army (COA). The plan was developed under the constraint of only an Annual Financial Target (AFT). The first year of monitoring personnel levels by this method proved quite successful. The personnel strength at the close of the fiscal year was 2,213, within the ± 3 percent tolerance level and one individual less than our original civilian employment estimate. By not having to comply with an end strength ceiling, USMA was able to retain 80 additional temporaries at fiscal year end without a break in service. Most significantly, actual civilian employment level funding remained within the annual financial target limits throughout the year. This strength monitoring by AFT is expected to be continued through the next fiscal year.

The Comptroller Career Intern Program at West Point is the prototype Army program. HQDA made world-wide distribution of a 12-minute video tape prepared by comptroller career interns at USMA. It outlines the comprehensive nature of the program, as well as the highly-developed mentorship approach being used. Twenty nine percent of all civilian employees assigned to the Directorate of Resource Management (DRM) in the areas of program analysis budget, manpower, management analysis, and financial management are now either comptroller career interns, or have recently graduated from the program. This may be the highest density of civilian trainees of any Army organization today. The success of these trainees demonstrates that talented and motivated individuals can produce results that equal or exceed the efforts of some of the longer-term journeymen-level employees due to the extensive nature and thoroughness of the three year program.

Emphasis continued on the elimination of fraud, waste, and abuse in the official travel program as characterized by supervisory reviews of subordinate's travel vouchers prior to submission to the Finance and Accounting Divisions. Procedures developed in 1984 to facilitate the Finance and Accounting Division's role in Cadet Advanced Training were further refined resulting in significant dollar savings. 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 obligations for 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.

FOOTNOTES

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

²Ltr, 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.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY (AVIT) DIVISION

The 1984-85 Academic Year was highlighted by the successful football season. AVIT contributed to the public relations efforts by producing 13 "Army Football Highlights" television programs featuring films of the previous Saturday's games, scouting footage of the coming opponents, coach and player interviews, flashbacks to plays from past games, and cadet life segments, which were carried on ten cable systems and on the Armed Forces Network overseas.

A series of 20 programs showing the work of the various military skills training committees at Camp Buckner was produced on videotape for the Department of Military Instruction. The programs also have been edited for special programs examining leadership subjects. The installed public address system on the West Point Plain was extended south from the viewing stand area to Washington Hall. The extension provides more complete loud speaker support for parade and review observers.

During the year, two extensive television series were produced by the Division. The first, a 19-program series by MAJ Arthur B. Alpin of the History Department on small arms technology, was completed. The series demonstrates the various types of small arms weaponry through the ages, the effects of firing the weapons, and the impact of each on the evolution of small arms fire. The series is in the process of being "mastered" and should be available for distribution throughout the Army and to interested colleges and universities by the end of 1985. The other is an ongoing 18-part physical science series produced under the sponsorship of the National Science Foundation (NSF) by Professor Alfred Leitner, Visiting Professor in the Department of Physics.

At the request of the Department of Social Sciences, an art and photography exhibit depicting the positive relationship that existed between Mrs. Eleanor Roosevelt and USMA was developed and initially displayed at Vassar College's centennial celebrations.

As it has for the past three years, the AVIT Division prepared, transported, and operated a West Point Display at the National Association of the U.S. Army (AUSA) Conference in Washington, D.C. The display was an updated and refurbished version of the "West Point Through the Years" theme which was used the previous year.

The academic television network was expanded by adding five midband channels (17-21) and installing tuner boxes in key staff and faculty locations, thus providing added viewing capability to the network.

COMPUTER SYSTEMS DIVISION

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

The conversion of the old Cambridge Memory's CAMBEX equipment to the state-of-the-art Vertical Installation Automated Base Line (VIABLE) System was completed in June 1985. The USMA Base Operations (BASOPS) computer system went "live" for production purposes on the VIABLE equipment at that time. VIABLE is the Army-wide multi-million dollar processing system of hardware and software which provides Standard Army Multicommand Management Information Systems (STAMMIS) users the opportunity for entering data directly from source documents to a data entry file at individual work station sites and, for the first time, permits ad hoc user file queries. It also features a series of centralized processing sites, which are fed data by satellite sites such as USMA and then process and return finished products through a series of communication links to the satellite stations. The transition to VIABLE was exceptionally smooth with no adverse impact on either the user community or the computer center.

In anticipation of supporting the "computer for every cadet" concept, much planning has been done in the area of communications technology. Vitally needed equipment has been acquired which will form the foundation of communications support for this venture. Upgrades to both communications equipment and personnel training have been accomplished so that this project will occur successfully.

During the past year, use of computational resources increased across the board. In addition to heavy usage on the Academy's large computer systems, a trend toward increased reliance on microcomputer technology has been seen at USMA. This trend parallels the computing evolution trend of both business and other educational institutions.

An information center, designed to allow the USMA user community to gain familiarity with the capabilities and potential of microcomputer use, has been established. The focus of the information center is to allow users to gain "hands-on" experience with USMA-supported microcomputer software and hardware, so that the capability of microcomputers in the various offices at West Point can be fully exploited. Use of the information center is constantly increasing.

During the past year, efforts continued to obtain funds to replace the Academy Management System (AMS). In October 1984, the Academy received permission from Assistant Secretary of the Army (Financial Management), the Honorable Pat Hillier, to purchase the system directly. In 1985, the Academy sought funds and prepared a Request For Proposals (RFP). The project is intended to replace the presently saturated equipment with more modern computing machinery to provide a better service to an increasingly self-reliant and expanding user community. Due to funding constraints, the replacement concept will substitute new equipment for old in a modular fashion. The end result will be a system capable of supporting more users simultaneously in a shorter period of time. The entire project is forecast over an eight-year period. Module replacement will be accomplished as quickly as requested funds become available.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

The 1985 Combined Federal Campaign (CFC) in Orange County, New York, was coordinated by the Military Academy. Nearly 10,000 government employees in the area were solicited. Some \$170,000 was collected in support of the United Fund, national health agencies, and national and international service agencies.

The Military Academy's Eleventh Annual Retiree Open House was conducted in conjunction with the celebration of Armed Forces Day in May. 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 area retirees, dependents, and guests attended the scheduled events held in recognition of their dedicated service to the country.

The USMA printing office completed the expansion of the portion of production units (pages) contracted out to commercial printing firms from 40 percent to 60 percent by the end of the academic year. This action, directed by the Army Adjutant General, is the first step in a process which is designed ultimately to convert the printing plant to a duplicating facility which will be limited to handling sensitive items and items requiring quick turnaround times. This final conversion will be completed when the Army Integrated Publishing Services (AIPS) is completed in the future. At the end of the academic year, bids for this service were being prepared by commercial firms.

HUMAN RESOURCES DIVISION

In January 1985, the Army Education Center added the Master of Science Degree in Computer Science from the Polytechnic Institute of New York to its list of available offerings to the West Point community. Although former offerings of Masters of Science or Arts programs were made by general educational agreement, this was the first time in which a competitive contract bid was let out for this purpose. This method was used to increase the quality and quantity of universities which might compete for the business. In addition to this master's degree, other current offerings include a Master's in Public Administration (MPA), a Master's in Business Administration (MBA), a Master's in Counseling Education, and a Master's in Accounting. All of these master's programs are in response to the educational requirements and desires of West Point personnel.

One of the highlights of the year for the Army Education Program at West Point was modification of Army Regulation 621-5 "Army Continuing Education System," effective 1 October 1985 as a result of this office's initiative. Backed by the command group, our initiatives brought about a change in DA policy regarding the Tuition Assistance (TA) program. Since the inception of the TA program some 30 years ago, TA funds had not been made available to pay for courses or programs beyond the master's degree. This policy precluded USMA faculty members, who all hold at least a master's degree, from using TA funding. When DCSPER became aware that this policy conflicted with provisions pertaining to off-duty education noted in Title 10 of the U.S. Code, the regulation was revised. The new regulation provides authorization to fund 75 percent of the cost of tuition for advanced schooling for service members already holding a degree beyond the baccalaureate level which was funded by other than DA funds such as Veteran's Administration, fully-funded Operation and Maintenance, Army (OMA), or personal funds.

Finally, the Education Center petitioned and received permission from the American College Testing Program to administer the Medical College Admission Test (MCAT) to USMA cadets. The highly-structured cadet academic schedule and demands placed on the cadets as well as the time, travel, and expense involved with an overnight stay in New York City were among the reasons for permission being granted. In April, the first MCAT was administered to 25 cadets and one officer.

During the past academic year, 86 alcohol and drug education training presentations were given to a total of 2,599 cadets, soldiers, dependents, and civilian employees. This instruction was provided during military unit training, Cadet Basic Training (CBT), U.S.C.C. Alcohol and Drug Intervention Council Training, tactical officer orientation, and civilian supervisor training.

Twelve cadets attended U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, Texas. Seventy-three cadets attended a 13-hour Cadet Alcohol Awareness Education Class. The post urinalysis testing level climbed from 300 per month by the end of the last academic year to 700 per month by the Spring of 1985 as the Fort Meade laboratory processing facility returned to full operation. The U.S.C.C., whose cadets make up the bulk of the testing population, maintains a very active urinalysis testing program as do most of the active Army units on West Point and STAS. In the overall program, 623 individual and 85 group counseling sessions were conducted with clients and 170 consultation sessions were held with commanders.

During the 1984-85 Academic Year, and in keeping with trends in the Army as a whole, several measures were put into effect to reduce alcohol-related incidents particularly Driving While Intoxicated (DWI). Penalties for both first and subsequent DWI offenses were increased for both active military and cadets, unannounced Military Police roadblocks employing hand-held breathalizers were begun, and policy was announced prohibiting the serving of alcoholic drinks on post to personnel in uniforms prior to 1630 (4:30 pm). As part of USMA's participation in the National Drunk and Drugged Driver Awareness Week in December 1984, several initiatives were undertaken. These included a message to the community from the USMA Superintendent, Military Police surveillance and road blocks, a USMA Designated Driver Program at the West Point and STAS Officer and NCO/EM Clubs and Thayer Hotel, frequent safetygrams in the USMA Daily Bulletin, and distribution of a New York State flyer on the DWI program to all cadets prior to Christmas leave. The Alcohol and Drug Counseling Center wrote and distributed a Civilian Supervisors Handbook on Alcohol in January 1985. Finally, in an effort to offer new alternatives to alcohol consumption, the West Point Club System expanded its inventory of alcohol-reduced and alcohol-free drinks.

The 1985 annual Army Emergency Relief (AER) Campaign was conducted during the spring by the Army Community Service (ACS). A total of \$57,626 was collected from active duty personnel, retirees, cadets, and civilians in the West Point area.

Although the Family Advocacy Program (FAP) originally was instituted by the Department of Defense in 1981, Army Regulation 608-1 "Army Community Service Program" with a chapter directly pertaining to the subject did not go into effect until May 1983.¹ In July 1984, the FAP was established as part of the ACS at West Point.²

The FAP addresses both spouse and child abuse to include prevention, education, public awareness, identification, reporting, and crises intervention. During the past academic year, the program included safety education for children, parenting education, family and marital enrichment programs, and education and training for school personnel, day care workers, military police, and other staff members at West Point.

In December 1983, Army Regulation 608-10 "Child Development Services" went into effect. This regulation mandated various child care procedures and provided guidance for better approaches to meet the needs of child development in the Army. As a result of the regulation, Child Development Services (CDS) at West Point was separated from Army Community Services (ACS) in July 1984. As a separate entity, CDS has continued to provide low-cost, quality developmental programs and services, while at the same time becoming more successful in obtaining appropriated funds to meet child development needs. As a result of efforts to meet the objectives specified in AR 608-10, care-giver positions were upgraded and certified teachers replaced care givers in most classes. Regulation clarification and the financial assistance from DA also enabled the USMA CDS to expand programs to include specialized developmental segments, such as the teaching of swimming, aerobics, and dramatic arts. In addition, program manager positions, a CDS artist, and a supply and maintenance clerk were also added. Over the past year CDS at West Point and STAS provided child services to an average of 315 children per day, an increase of more than one-third over the previous year. Plans have been approved for future facility improvements to include renovation of the West Point and upgrades of the STAS Child Development Centers. The STAS facility acquired an additional building, known as the "Baby Bungalow," for infants to permit the facility to serve more children and to enhance the overall effectiveness and control of the programs.

INSTALLATION CLUB SYSTEM

A major club renovation project initiated during the period was the \$300,000 renovation of the air-conditioning system, the installation of thermopane windows, a repointing of brick exterior, and landscaping of the grounds.

Package Beverage Branch (PBB) net income of \$165,765 for the 1985 Fiscal Year continued to be distributed to the Officer's Club, NCO/ENL Club Branch, and to the Morale Support Fund. This is an 11 percent decline from the net income of the previous fiscal year, and a 21 percent decline from the 1983 Fiscal Year. The declines are in line with national decreases in hard alcohol consumption in favor of less expensive wines, a deglamorization of alcohol consumption in society, and a harder line by the Army and civilian society against such alcohol-related problems as driving while intoxicated. The Morale Support Fund received 40 percent of the PBB income again last year which amounted to approximately \$60,000.

MORALE SUPPORT ACTIVITIES DIVISION

In a continuing effort to improve services and expand recreational opportunities for the West Point and Stewart Army Subpost (STAS) community, Morale Support Activities has acquired new equipment, broadened its scope of operation, and improved existing facilities.

Responding to the proposed growth at STAS, the Division's first action was to request a waiver to the Economy Act of 1932 to provide authorization for the maintenance of existing structures. During this reporting period, DA approved the waiver and work will begin on some of the facilities in the near future. Also, three major construction projects: Community Center, Bowling Center, and Auto Crafts Shop were submitted and approved by DA and construction is scheduled for the 1987 Fiscal Year. Renovations have been programmed for the Physical Fitness Facility and a new Administration Office for the MSO has been opened.

At West Point, many facilities were renovated and programs expanded. The Ski Slope trail area was doubled and the COMAR Project for snowmaking was completed.

The Ski Area hosted the Amateur Ski Association Instructor Training and the West Point Crafts Shop hosted the 20th Interservice Photography Contest, with internationally-recognized photographers judging the final competition.

The Youth Activities Director hosted the American Youth Soccer Organization "Soccerfest" at West Point with over 800 children participating.

A significant advance which occurred during the past year included the movement of the Installation Club Management and Resource Management Offices into the Morale Support Office (Building 622). This movement is in preparation for the consolidation of all funds into the "one fund" consolidated NAFI.

POST CHAPLAIN DIVISION

During the past academic year, the Post Chaplain Division provided activities, programs, and services that enhance the quality of life at USMA. The primary objectives in this regard were to ensure the free exercise of religion for all assigned personnel and their family members; to affirm and support the worth of all individual soldiers and their family members; to promote and strengthen marriage and family life, and the welfare of the single soldier; and to offer religious programs, educational opportunities, and worship services which promote individual and collective spiritual growth and community-wide harmony.

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 enrichment retreats and seminars. Barracks, field, work site, hospital, and home visitations were provided to soldiers. A singles group was designed and established to meet the specific needs of unmarried soldiers through retreats, fellowship activities, and instructional programs. Women's issue discussion groups and growth seminars were presented to the chapel women's 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 adolescent community on a continuing basis through the senior and junior high school youth groups sponsored by the chaplain's office. Christian retreats and summer camps were conducted for the young people throughout the year.

A comprehensive music program was continued for all age groups, offering choir programs, instrumentalists, and vocal soloist opportunities at West Point and STAS. A five-day music day camp for elementary school children was conducted during the summer at the West Point Post Chapel. Several sacred music guest artists and groups presented concerts at the chapels throughout the year. A neighborhood Bible studies program was expanded at West Point to include over 18 Bible study groups in the barracks and housing areas. Other significant programs held periodically throughout the year included weekly prayer breakfasts and the annual 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.

PROVOST MARSHAL OFFICE

During the 1984-85 Academic Year, the Military Police at West Point and Stewart Army Subpost (STAS) intensified their proactive crime prevention and security patrolling efforts directed towards the prevention and deterrence of crime. These proactive crime prevention efforts have begun to show positive results. There were 826 total incidents reported to the Military Police during the past academic year, a reduction of 18 percent from the number reported during the previous academic year and the lowest in at least six years. Of this total, 182 were traffic accidents and 31 were drunken driving offenses. The total number of traffic accidents decreased by 34 percent and alcohol-related traffic offenses showed a significant 28 percent reduction, both of which are likely attributable to increased public awareness and strict enforcement of traffic regulations by the Military Police.

The Military Police Investigations (MPI) Section and the West Point U.S. Army Criminal Investigations Division Command (USACIDC) investigated 597 incidents in the last year, a 26 percent increase. These included 27 crimes against persons, a 29 percent reduction from the previous year; 338 crimes against property, a four percent increase over the previous year; 43 drug offenses, a five percent increase over the previous year; and 189 other criminal incidents.

During 1984, a major office automation project was initiated at the Provost Marshal Office. This project will include the integration of a word processing system, the Vertical Installation Automation Baseline (VIABLE) Army Network, the New York State Police Information Network (NYSPIN) computer system, the Army Offense Reporting System (ORS), and the Vehical Registration System (VRS) into a mutually supporting computerized system that will greatly improve the efficiency of administration, records keeping, and reporting within the Provost Marshal Office. With the advent of the system in the Spring of 1986, USMA should be one of the first PMOs in DA to use VRS.

RESOURCE MANAGEMENT OFFICE

In concert with the DA desire to utilize the single fund concept in dealing with non-appropriated fund instrumentalities (NAFIs), effective 2 July 1984, the Superintendent assigned NAF Financial Management responsibility to the Directorate of Personnel and Community Activities (DPCA). Accordingly, a Resource Management Office (RMO) was organized and became operational with DPCA at that time. Under the Superintendent's direction, "only those NAFIs commonly found at normal installations" will be incorporated into the single fund instrumentality which will be designated at West Point as the Installation, Morale, Welfare, and Recreation Fund (IMWRF). All facets of oversight management of this fund are the responsibility of RMO. The NAFIs considered specific to the Academy were seen as bona fide exceptions to consolidated management, and will remain independent NAFIs.

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 84 Occupational Safety and Health Administration (OSHA) Inspections during the 1984-85 Fiscal Year; 20 OSHA violations, termed Risk Assessment Code (RAC) 2, were corrected. This compares with 46 OSHA inspections and 18 RAC 2 violations being

corrected during the previous fiscal year. The increase in inspections was due to the fact that the office had an OSHA inspector for the entire reporting period. Over 200 safety-related work orders were processed during the past academic year compared with 178 the year before. This increase, aided by the presence of the full-time OSHA inspector, also was due to new construction at New South Post.

There were 61 civilian injuries during the past fiscal year, representing an increase of five from the previous year. Injuries resulting from slips and falls were the main cause for this increase. There were 34 military injuries reported during this period, a decrease of five compared with the previous year. This decrease occurred mainly in Cadet Basic Training (CBT) and Cadet Field Training (CFT). There were seven government vehicle accidents during the year, the same as the previous year. As a result of the USMA safety belt program, our compliance rate increased by over 60 percent by the end of 1984, and has proven effective in reducing serious injuries, particularly in cadet privately-owned vehicle (POV) accidents.

WEST POINT ELEMENTARY SCHOOL

Peak school enrollment fell by seven percent to 749 students during the past school year. Although the school is experiencing a current decline in enrollment, a larger than normal number of children are entering the pre schools so that after a few years the enrollment should rise once more. Sixty-six eighth grade students were graduated from the school in June, only three less than the year before.

During the past year, funding was approved for additions to and alterations of the two main school buildings. It is anticipated that the construction may start in the Fall of 1985.

FOOTNOTES

¹Chapter seven of AR 608-1 entitled "Army Family Advocacy Program" discusses the subject.

²Prior to the establishment of the FAP, education in areas pertaining to the program was nominally provided to all CDS personnel by the Community Health Nurse. At the same time, a Family Advocacy Case Management Team, with representation from legal, health, and child development parties at the Academy, did provide guidance and assistance to families with identified problems.

LOGISTICS COMMUNICATIONS

During the past academic year, the U.S. Army Information Systems Command at West Point (USAISC-WP) provided communications in support of all USMA activities to include Cadet Basic Training, Cadet Field Training, USMA athletic events, Reception Day, Plebe Parent Weekend, Special Olympics, and Graduation.

The \$88,000 contract to install a 1,200-pair telephone cable, extending telecommunications transmission facilities to the USMA Provost Marshal was completed during the past year. The new main line feeder cable also will expand services to occupants of Building 667 including the Directorate of Engineering and Housing, the Purchasing and Contracting Division, the Supply and Services Division, the Commissary, and the New York District Engineer Office.

In February 1985, a \$2.7 million contract was awarded to AT&T Information Systems for the installation of a new Electronic Switch at USMA. This contract will replace the current telephone exchange with a modern electronic facility as well as replacing the switchboard providing service to the West Point community. Under current milestones, all new equipment should be operational in the Summer of 1986. As an integral part of this contract, an upgrade of the cable supporting Camp Buckner and Camp Natural Bridge will take place. This will result in an increase from 200 lines to 600 lines in the telephone capacity at these locations.

AT&T currently provides leased switching capability for Stewart Army Subpost (STAS). Negotiations between USAISC-WP and AT&T have resulted in AT&T agreeing to upgrade the existing switch under their Maintenance Changeout Program. This installation will be at no cost to the U.S. Government and will vastly improve the service at STAS. The new switch is now being installed with a cutover scheduled for the Summer of 1985.

This division has funded for the additional wiring necessary to facilitate a personal computer in each cadet room in Grant Barracks (Building 602). This is the first step in the wiring of all cadet barracks to permit the introduction of personal computers. Because twisted pair cable is sufficient to accomplish the Grant Barracks project, this division will do the wiring.

Numerous meetings with the New York Telephone Company (NYTel) regarding the poor quality of service to USMA culminated in a letter from the USMA Chief of Staff to the president of NYTel. As a result, NYTel sent a briefing team to USMA to address specific problem areas. NYTel has made a management decision to upgrade the Highland Falls exchange (the 446 prefix which includes the West Point housing area) with a state-of-the-art electronic switch by the end of 1986. This, in conjunction with a network connectivity expansion, will substantially improve the quality and grade of service to both civilian and military customers at West Point.

In order to support the communication requirements of the Military Personnel Office (MILPO), a state-of-the-art internal communications system (MERLIN) is being purchased from AT&T. This system will be funded and maintained by this division.

In May 1985, a new state-of-the-art non-tactical radio system was accepted by the Directorate of Operations, Plans, and Security (DOPS), the Military Police, and Audiovisual Instructional Technology (AVIT) divisions of West Point, replacing the existing non-tactical radio system which had been used for the past decade and a half. The new system also possesses the Data Encryption Standard (DES) capability which provides a secure transmission capability preventing unauthorized monitoring and/or transmission on the net. The upgrade will increase the range, clarity, and operational capabilities of these radio systems to better support both the daily and special event commitments requiring support from several West Point activities. This is but the first in a series of improvements which should upgrade all non-tactical radio systems at USMA over the next several years.

PURCHASE AND CONTRACT DIVISION

The dollar value of the appropriated fund obligations, which amounted to \$43.0 million during the 1984 Fiscal Year, rose slightly to \$44.3 million during the 1985 Fiscal Year. At the same time, the value of nonappropriated fund obligations, which amounted to \$10.7 million in the 1984 Fiscal Year, fell sharply to \$6.8 million during the past fiscal year. The decline is attributable to the DA increase in the nonappropriated fund instrumentalities (NAFI)'s maximum dollar threshold authorization for purchasing warrants (from \$5,000 to \$25,000). This enabled individual NAFls to order more items directly and thus reduced the number of requisitions the division received from NAFls. The decline is also due to the absence of several major projects, such as the Michie Stadium astroturf and the expansion of lighting for the ski slope, which were included in the higher FY 84 figures.

In April 1985, the Competition in Contracting ACT (CICA) became effective. Training orientation for this conversion was conducted for contracting officers in Atlanta, Georgia, and New York City. The primary purpose of the Act, designed to promote full and open competition and reduce sole source procurements, is to reduce costs.

During this year, the Cadet Mess and Refuse Collection for family quarters, two requirements under Office of Management and Budget (OMB) Circular A-76, were resolicited for contract. Major awards during the period included the two million dollar window project at the STAS Family Housing area; the alteration of the mess hall at Camp Buckner; the West Point school bus services; the Michie Stadium lighting for the Army-Air Force Football Game; the ski slope's snow making system; and the new scoreboards at Michie Stadium.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continues to provide staff supervision over all matters concerning supply operations, property accountability, and service functions. Additionally, the Division is responsible for administrative and technical food advisory support; for coordinating all cemetery matters and providing contract mortuary service to active duty military personnel; and for operating a Self Service Supply Center (SSSC), an Ammunition Supply Point (ASP), and a Troop Issue Subsistence Activity (TISA). Mission responsibilities also include staff supervision of a contractor-operated laundry and dry cleaning facility, a military clothing sales store (MCSS), and commissary stores at West Point and STAS.

The Division is currently undergoing a commercial activities (CA) review to determine the feasibility of contracting out various functions and operations. All performance work statements and most efficient organization studies are to be completed by the end of the 1985 Fiscal Year. Target date for the decision on whether to contract out to a commercial firm is the 1987 Fiscal Year.

Although construction of a new commissary facility at West Point, was deferred until the 1990 Fiscal Year, considerable dialogue with the Troop Support Agency (TSA) and DA Deputy Chief of Staff, Logistics (DCSLOG) will result in the project being reconsidered for earlier construction during the 1985 Subsistence Review Committee meeting. The basic problem of whether or not to fund site preparation with Military Construction, Army (MCA) monies appears to have been favorably resolved with the Office of the Chief of Engineers (OCE) and TSA so that the construction date should be advanced.

The Division also is pursuing the establishment of a training equipment pool at West Point. The purpose of this activity would be to provide, manage, account for, issue, and maintain those items of common equipment required to support cadet summer training, and to meet other training and mission requirements. HQDA now appears to be amenable to transferring all Other Procurement, Army (OPA)-funded equipment to West Point, thus alleviating the requirement to ship equipment back and forth from depots. Some Operation and Maintenance, Army (OMA)-equipment is projected to be transferred in the near future.

There is an active program to replace outmoded equipment in the laundry and dry cleaning facility. The total cost of the project is approximately \$1.5 million. A portion of the required funds are expected during the 1985 Fiscal Year as a result of the programing of Base Commercial Equipment (BCE) funds by DA. (BCE funds are for commercial/standard industrial-type equipment.) Some one-half million dollars of these funds are anticipated to provide new equipment for dry cleaning, a first step in the project which will eventually result in an upgraded, modern, state-of-the-art laundry and dry cleaning facility with improved customer service.

TRANSPORTATION AND MAINTENANCE DIVISION

The 1984 summer training programs were divided into two areas. The Cadet Field Training Program (CFT) encompassed the movement of approximately 1,250 Third Class cadets between Stewart Airfield 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) to include 30 foreign countries. Execution of the air travel portion of the CFT Program involved the use of U.S. Air Force (USAF) C141s.

The Scheduled Airline Traffic Office (SATO) was fully automated in July 1984, with the American Airlines Sabre teleticketing system and became capable of producing on-site automated tickets and itineraries. This resulted in greatly-improved service to the West Point community and enhanced support of Cadet Advanced Training. In addition to providing airline tickets and car rental reservations, the SATO expanded its service to include obtaining rail tickets and bus and hotel reservations. The SATO also acquired an account with the New York Army National Guard in Albany, New York. This action allows increased staffing for SATO and has resulted in better service to the West Point community.

The Traffic Branch has acquired a temporary Gypsy Moth Inspector for the Summer of 1985. This employee inspected all outbound household goods shipments from USMA and STAS exiting the infestation area. By the end of June 1985, 100 Department of Agriculture certificates were issued certifying household goods were free of gypsy moth infestation. This expanded transportation service saves the military member and DA civilians the necessity of having to locally acquire an inspector on their own and reduces the cost of inspection to the government to approximately 20 percent of the commercial individual rate.

ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute Real Property Maintenance (\$44 million) and Family Housing Management (\$8.5 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.

COMMERCIAL ACTIVITIES (CA)

DEH is scheduled to undergo four CA cost studies: Custodial-West Point, on-going; DEH-STAS, including fixed utility plants, most Real Property Maintenance (RPMA) functions previously awarded under a CA contract, and 8 small, separately awarded service contracts; DEH-West Point, fixed utility plants; and DEH-West Point, all other functions.

In order to accomplish these cost studies, a small CA work unit worked 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 performances; and that there will be no deterioration of services if functions are contracted. The custodial study is being accomplished by in-house personnel and the remaining studies area will be accomplished by the combined efforts of a consultant (who will prepare the performance work statement and the quality assurance plan) and the USMA Directorate of Resource Management (DRM) which will prepare the management study and costing.

MASTER PLANNING

The Master Planning program at the Military Academy focused on updating the existing 1974 Military Academy Master Plan and, at the same time, accelerating design and construction on projects to implement the 1983 Academic Master Plan. A contract was established between USMA and the Hillier Group of Princeton, New Jersey, to update the plan over the next three-year period.

The MCA Program for USMA provides the basic facilities renewal through funding of major renovations and building replacement projects. Additionally, MCA funding is programmed in support of the Academic Master Plan. During the past year, MCA funding has been increased by programming actions from approximately \$500,000 for the 1985 Fiscal Year to \$31 million in the 1986 Fiscal Year program.

Five year and long-range programming actions for military construction have similarly been increased to \$38 million in the 1987 Fiscal Year and 1988 Fiscal Year. Based upon existing plans and project identifications, the total MCA funding requirements are \$276 million; total family housing funding requirements are \$33 million; and total nonappropriated fund requirements are \$35 million.

DEH, in conjunction with the Provost Marshal, sponsored a comprehensive traffic study of the Military Academy central post area which identified two dozen recommended improvements in signs and traffic safety construction.¹

A complete inventory of public buildings, on a room-by-room basis, was conducted during the past year for the Master Plan update. The computerized data base, covering 110 buildings and over 13,000 rooms, will be utilized to identify space requirements for academic and nonacademic functions at the Military Academy.

The first meeting of the Bicentennial Plan Panel (a subsidiary of the Hillier Group) was held at West Point in June 1985. This group, chaired by Dr. Paul Scipione of Response Analysis, Inc. of Princeton, New Jersey, consists of 10 distinguished educators, military, and business people who have been tasked to forecast future educational needs and facilities appropriate for USMA by our Bicentennial Year (2002). The group's recommendations should be available for the Academy in the Fall of 1986.

The DEH Master Planner, Mr. Jim Freiband, coordinated the design and funding for the USMA museum's special requirements in the construction work in the former Rosary Hall at New South Post. Under the auspices of the Association of Graduates (AOG), some \$2 million from other than appropriated fund sources will be available to fund Museum special requirements during the conversion of Rosary Hall to the West Point Ordnance Museum.

DEH provided funding and design support for the demolition of four dilapidated buildings on New South Post (the old boiler plant, Regina Hall, Lady Hall, and the old chapel). The four buildings were determined to be beyond economical repair; the demolition, scheduled for the Fall of 1985, will cost approximately \$600,000 and will include the removal of asbestos from the buildings and subsequent demolition below-ground level. The area will be landscaped and integrated into the conversion programs for the former Mary Hall (to become the Military Academy Bachelor Officer's Quarters) and the former Spellman Hall (to become the headquarters of the Directorate of Automation and Audiovisual Systems).

Construction was begun on the renovation of Building 622 at the southern end of the main post. This former artillery shed, used for administrative purposes by the Military Personnel Offices (MILPO) of the Military Academy, was vacated in 1982 due to building deficiencies. A \$700,000 project, awarded in January 1985, to renovate portions of the building, will permit reoccupancy by the MILPO, which is in temporary quarters in buildings at New South Post.

Design authorization and project funding were obtained for additional stages of the Academic Modernization Program which is scheduled for execution in FY 87. These projects, with a total construction value of \$20 million, will be designed by the Montoya-Rodriguez partnership and the Eggers Group of New York City. The former will complete the renovations to the New South Post buildings; the latter will begin the conversion and modernization of the Bachelor Officers Quarters (Building 149) and Thayer Hall (Building 601).

DEH completed the project justification documentation and the plans for the Fourth Class Club (a unit recreation center) at Cullum Hall and the West Point Officers Club. The project was an outgrowth of an initial review of the AOG's proposal to construct a gallery in the cadet area. It was determined that existing Fourth Class facilities at Cullum Hall were inadequate, but could be effectively met through a new construction project connecting Cullum Hall with the adjacent West Point Officers Club. The structure connecting the two buildings would provide an "active" recreation area for cadets. The lower level facilities of the Officers Club would be available for food service to the cadets in the evenings; the Officers Club functions utilize the space during the day.

The STAS Phase II Planning Update was completed and the Tabulation of Existing and Required Facilities for the STAS Master Plan was submitted to DA. The three projects receiving funding in FY 87 permitted replacement of the bowling alley, the auto crafts center, and a community center in the 2100 block of the post. Additionally, the STAS Planning Committee reviewed the extensive plans of the Air National Guard, Marine Corps, and Army Reserve unit to utilize various areas of the Subpost not required for USMA activities.

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 the command is directed at the family housing areas which consume a large share of the total energy. During FY85, USMA electricity use was 68.6 million kilowatt hours, an increase of over one million kilowatt hours, nearly two percent over FY84, and 15 percent over the program goal. New energy requirements primarily came from construction contractor's use of our electricity in our major and minor construction projects, the continuing expansion in the use of computers, and the increased use of New South Post. At the same time, total energy consumption of 1.849 trillion British Thermal Units (BTUs) in FY85, was 11 billion BTUs below the FY84 level. This total consumption figure was still 1.5 percent over the initial program goal. During the past year, however, DA revised the goals now computed on the basis of BTUs per square foot. Under this method, which is fairer to West Point given our extensive holdings, the revised program goal was met.

An Energy Conservation Improvement Program (ECIP) project for the insulation and window treatment (storm window installation, thermal panning, or caulking) of public buildings at USMA is three-fourths complete and will be finished by FY86. The contract for a similar ECIP project at STAS was completed after replacing some windows and frames over 30 years old. Energy Management and Control System (EMCS) for STAS was awarded to Coggins Systems Ltd. and construction is scheduled to begin in June 1985. A \$5.5 million project to rehabilitate and expand the existing West Point EMCS is in the design stage and bids are expected sometime in FY86.

In addition to the ECIP projects, several energy-saving initiatives were implemented using a variety of resources. The pilot project at USMA to test 48 state-of-the-art high efficiency gas furnaces at STAS was begun in June 1984, and results of this project should be available in 1986. A self-amortizing Exigent-Minor Construction Funding project for the conversion of the Laundry Boiler Plant to natural gas using high efficiency burners was completed in May 1984, and saved \$212,000 in fuel oil costs in its first year of operation.

The plan for converting the Central Power Plant from number 6 (residual) fuel oil to a coal-water mixture was still being considered during the period but had lost some of its promise due to the precipitous decline in oil prices.

ENVIRONMENTAL MANAGEMENT

DEH developed a historic preservation policy in January 1985.² This policy will be utilized to comply with the National Historic Preservation Policy Act (NHPA) of 1966, as amended, and to comply with its implementing regulation (36 CFR 800) and Army Regulation 420-40 "Historic Preservation," effective 15 May 1984.³ The Historic Preservation Policy has been implemented in numerous repair and replacement projects at West Point since its development. The policy will be in effect until a Standard Operating Procedure (Historic Preservation Compliance and Coordination) is approved and a Memorandum of Agreement with the New York State Office of Parks, Recreation, and Historic Preservation and with the Advisory Council on Historic Preservation is signed and approved.

The U.S. Army Toxic and Hazardous Materials Agency (USATHAMA) conducted a first-phase survey at West Point in 1984 to identify and assess old solid waste disposal sites on USMA properties that pose a threat of off-post seepage as a result of past toxic and hazardous waste disposal practices. The first phase identified no major problems with past disposal practices so a follow-up survey, the second phase, was deemed unnecessary. The Final Installation Assessment Report for USMA and Subinstallations STAS and the Galeville Training site was published in December 1984.

Utilizing the Asbestos Survey Report completed in 1984, DEH has initiated an Asbestos Repair and Removal Program at West Point. This program consists of public notifications, repair of asbestos material through the use of DEH personnel, removal or encapsulation of asbestos material by contract and continued extensive recordkeeping of all asbestos projects. To date about 50 asbestos repair assignments have been completed by DEH personnel. In case of badly deteriorated asbestos material, general contracts are being awarded for removal of the material. By the end of the academic year, several quarters and one room in Thayer Hall (Building 601) had asbestos removal completed at a cost of \$52,000.

DEH was successful in coordinating the removal of nine tons of hazardous waste in December 1984, through a contract prepared and administered by the Defense Logistics Agency (DLA). The removal of this material culminated some 16 months of efforts to have the DLA and the contractor remove the hazardous waste. The removal ultimately included four polychlorinated biphenyl (PCB) items awaiting disposal. With the continuation of the DLA program for removal of hazardous waste, USMA expects additional removals in FY 86.

The New York State Department of Environmental Conservation (NYSDEC) has assessed Pollution Control Regulatory Fees on the Military Academy. Although fees were paid during the New York State 1983 Fiscal Year, discussions with the Staff Judge Advocate (SJA) revealed that the fees, comparable to taxes, were not applicable to West Point and other Federal installations in the state. Discussions are ongoing with the NYSDEC on this issue although on the advice of the SJA, the Military Academy will not pay the additional fees at this time.

AUTOMATED DATA PROCESSING (ADP) CHANGES

The DEH ADP system was expanded to include Facility Engineering Job Estimating (FEJE). This change gives DEH the ability to estimate time and materials for in-house work to be accomplished more efficiently and provides a more complete work package.

MAJOR IN-HOUSE PROJECTS

Projects completed by the DEH Civilian work force include the upgrading and replacement of transformers at the south end of Hotel Thayer, refurbishing the cemetery gates to meet historical requirements, the construction of 50 targets for Range 8 (Known Distance), rehabilitation and repair of the intake tunnel, and installation of a manhole at South Dock. Other key projects completed are the remodeling of the Commandant's Conference Room, replacing the air conditioning in the Thayer Hall TV Studio, repair of the Merritt Road water main, installation of temporary lighting to support the Air Force Game, and the remodeling of the Baggage Room at the Railroad Station to meet historical requirements.

The 528th Engineer Detachment (U) completed several significant projects during the past year including over 2,000 hours for snow removal at West Point; 5,700 hours (and \$117,000) for reactivation of Range 8 (the range was completely upgraded including the installation of a communication system); and over 900 hours for the renovation of the Cadet Canoe Club (Building 637).

ENGINEERING PLANS AND SERVICES

The past year has been a period of organizational changes designed to meet an increasing workload. Previous efforts by the Engineer to better identify the Backlog of Maintenance and Repair (BMAR) and to obtain additional funds to reduce this backlog are paying dividends. Programmed OMA funding for USMA projects increased 2 1/2 times between the 1984 and 1985 fiscal years. In addition, USMA received an additional \$5 million in FY85 to reduce our BMAR. To meet this increased work load, Engineering Plans and Services Division (EP&SD) has made several organizational changes. A Project Management Branch has been established to manage projects designed by outside Architectural/Engineering firms. Converting engineers from designers to managers greatly increases the capacity of the Division to design projects. The New York District Corps of Engineers also has provided an increased level of support through the creation of a one stop office in New York City. The Philadelphia District has been brought on board to provide additional support for the FY 85 program. During the past year, 46 OMA projects valued at \$10 million and 15 Family Housing projects valued at \$5 million were awarded. The value of projects awarded in the next academic year is projected to increase again.

The Military Academy has been selected as one of several facilities in DA to test the Job Order Contract (JOC) Method. The JOC Method was developed at USMA by LTC Harry Mellon, when he served as the USMA Chief of Engineering Plans and Services early in the year. The JOC guarantees the contractor whose bid is accepted with a minimum of \$50,000 work on a firm fixed-price contract. Under the JOC, the contractor prepares cost estimates which are compared against standard price listings. DEH merely spot checks costs to assure their accuracy. This method reduces DEH paperwork and permits government employees to be more effectively utilized elsewhere. The first contracts under the JOC method will be awarded by the end of 1985.

FIRE PREVENTION AND PROTECTION

Installation of the Digitize Computerized Fire Alarm System replacing the Gamewell Alarm System was completed in October 1984. The new fire alarm system not only transmits an alarm from alarm boxes on post, but also prints out a message

incorporating essential information pertinent to the trouble area. The system also permits constant scanning of circuits, review of stored information, removal of specific areas from service when required by external conditions (alarm tests, etc.), storage of more than one alarm or message when received simultaneously, and logging of all alarm center activity.

The new DOD Fire Incident Report System was instituted as of 1 October 1984. This standardized fire reporting system was developed by the Naval Safety Center in Norfolk, Virginia, to provide management with information to determine trends, to evaluate the effectiveness of fire prevention and fire suppression systems, and to indicate areas that may require further attention. This system requires two reports which are forwarded to the Naval Safety Center; the USMA Fire Station receives a quarterly analysis detailing the location and types of fires.

The acquisition of New South Post required extensive evaluation of the buildings and area for the development of a fire prevention, protection, and inspection plan. This plan has been developed and implemented for the protection of New South Post. Additionally, due to the scheduled demolition of several buildings at New South Post, the USMA Fire Department has had the opportunity to conduct regular drills under simulated conditions which has enhanced our ability to develop and maintain firefighter expertise.

In November 1984, renovation and improvements were begun on the Fire Station (Building 721). These renovations, designed to relieve crowded conditions in a building in continuous use, will be completed during the Summer of 1985.

As of 1 February 1985, the new "Facilities Engineering Fire Protection" Army Regulation (AR 420-90) became effective, requiring reorganization of several Department programs. One facet of this new regulation being intensely examined is the manpower standards delineating allocated personnel. The Department is also seeking official recognition of its Emergency Medical Technician/Paramedic Program, which has been in existence for approximately five years and whose members have frequently demonstrated their ability to meet the health and safety needs of the West Point community.

FORESTRY, FISH AND WILDLIFE

Logging on a 167-acre section of the West Point Military Reservation yielded a harvest of 144,000 board feet of sawtimber from mature trees and 126 cords of fuelwood from unwanted smaller trees. Sale proceeds were \$27,000. About 100 people participated in a program of small sales of firewood to individual homeowners, producing another \$1,700 in revenue.

Two C-123 aircraft of the U.S. Air Force Aerial Spray Branch applied an insecticide to 6,000 acres of USMA training areas in May 1985, to control gypsy moth caterpillars. The biological insecticide, used because it produces no adverse impact on the environment, was employed to prevent tree defoliation.

The 1984 total harvest of 210 deer (115 bucks and 95 does) was the largest kill to date at West Point. The record harvest is a direct result of a more liberalized deer hunting program designed primarily to reduce deer densities (which currently inhibit forest regeneration), and secondarily to provide a recreational outlet for USMA personnel and the general public.

TRAINING AND TEAM-BUILDING

DEH has continued the dynamic training of its key personnel described in the 1984 Annual Report. It is believed that this is the first time this type of training has been presented to all first-line supervisors in any DA civilian organization. A 32-hour dynamic team-building class was given to the 20 professional supervisors in DEH during the Fall of 1984, and an 18-hour course on the development of dynamic skills in communication was given to the 21 secretaries and clerks in DEH. Both courses were well-received and represented the final formal dynamic training phases for DEH supervisors and staff personnel.

FOOTNOTES

¹Traffic Engineering Study of the United States Military Academy, February 1985, MTMC Report TE 84-6A-2.

²Memo, MAEN-AE, Sub: "Historic Preservation Policy," LTC John H. Thompson, 10 January 1985. This memorandum was based on the structural evaluations included in the Historic American Building Survey (HABS) prepared several years ago.

³CFR is the acronym for the Code of Federal Regulations.

CIVILIAN PERSONNEL

The Civilian Personnel Office (CPO) reorganized this year in an attempt to provide more efficient service to Military Academy managers. As a result, the Technical Services Branch was dissolved, and the functions formerly shared by that branch were distributed among the four remaining branches: the Management/Employee Relations (MER) Branch, the Recruitment and Placement (R&P) Branch, the Training and Development Branch, and the Position Management and Classification (PM&C) Branch. The former Technical Services Branch responsibilities for incentive awards, employee benefits, and the General Performance Appraisal System (GPAS) were shifted to the MER Branch. The elimination of positions in the Technical Services Branch permitted the number of service "teams" in the R&P Branch to be increased from two to three with a resultant increase in productivity and efficiency. It also permitted the creation of an Administrative Services Unit.

To improve the administration of the GPAS, the MER Branch implemented a more effective system to monitor and follow-up on the completion of performance appraisals which resulted in the elimination of a considerable backlog, more timely submission of appraisals, and improved quality of completed appraisals. MER also published three new references to aid supervisors in accomplishing their personnel management responsibilities and to help employees understand their conditions of employment. These publications included a "Guide to Civilian Performance and Honorary Awards," an "Employee's Handbook," and a Quarterly Report to Management. This final report, initiated in the Fall of 1984 after a seven-year absence, was designed to further explain the significance of data presented during the Superintendent's Quarterly Review and Analysis and to identify specific steps to correct any deficiencies noted. The final noteworthy achievement in MER was that the DA goal for tangible benefits on suggestions at USMA was exceeded by \$16,000 during the 1984-85 Academic Year. This was the best record for tangible savings to the government since the program's inception.

The R&P Branch attained approval from the Office of Personnel Management (OPM) for Special Examining Authority for Sales Store Checkers, which greatly simplifies the recruitment for this position. In addition, the Data Transcriber position was added to the Direct Hire Authority previously approved by the OPM for Clerk-Typists, Clerk-Stenographers, and other clerical positions in entry levels where a qualified typist is needed. Additionally, a contingency plan was developed and utilized to provide sufficient Federal employees to staff the previously-contracted food service operation of the Cadet Mess. The plan ensured the uninterrupted feeding of the Corps of Cadets during a period when a former contractor was "closing out" and a new contractor was "phasing in."

Local initiatives in the Training and Development Branch begun this year included taking into consideration the training needs of military personnel in the development of the on-site training program and coordinating an effective writing workshop for senior civilian and military personnel to be conducted by the Department of English. In addition, "Personnel Management for Executives," a DA course designed for civilian and military executives from the Northeast and conducted by the Branch, was revised to include a session on fitness and stress management.

The PM&C Branch established a policy of managing the GS/GM 11-15 positions in response to recent OPM and DA position management initiatives. These initiatives were the direct result of a Grace Commission argument that the Federal Government had increased the number of positions in the GS/GM 11-15 far more than had the private sector. The PM&C policy of managing GS/GM 11-15 positions limited the creation of each new GS 11-15 position in an activity by requiring the activity to eliminate one GS 11-15 position for each one created or by downgrading an existing GS 11-15 within the agency when it became vacant. This action, along with other position management initiatives, resulted in labor cost savings of \$316,000 in Fiscal Year 1985. The Branch has assisted Directorate of Resource Management (DRM)-initiated management, manpower, and Commercial Activities (CA) studies to ensure proper classification of positions and to suggest the most economical and efficient position structure in an activity. A Wage Change Survey was completed in conjunction with the DOD Wage Fixing Authority. This survey resulted in pay increases ranging up to 3.5 percent, effective in August 1985, for Federal Wage System (blue collar) employees in the Newburgh Wage Area of Orange, Dutchess, and Ulster counties.

ALUMNI AFFAIRS

The Military Academy conferred its most prestigious award when General (Ret) Michael S. Davison, President of the Association of Graduates, presented Stanley R. Resor with the Thayer Award. The ceremony, attended by the Corps of Cadets and many distinguished guests, marked the 27th 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." Resor served as Secretary of the Army from 1965 to 1971 during the height of the Vietnam War. Since then he has served the government as head of the United States Delegation to the Mutual Balanced Force Reduction Negotiations and as Under Secretary of Defense for Policy, and worked in several non-government organizations dealing with issues of arms control.

INSTITUTIONAL RESEARCH

During the 1984-85 Academic Year, the Office of Institutional Research (OIR) continued providing analytic studies, information, and data required for informed decision-making by USMA officials in the areas of admissions and cadet intellectual, moral/ethical, and military/professional development.

A number of studies were completed in cooperation with the Admissions Office. Several evaluative studies of innovative Admissions programs are particularly noteworthy. One investigation, concerning the effects of the Association of Graduates' (AOG) Civilian Preparatory School Scholarship Program (CPSP), demonstrated that the CPSP was meeting virtually all its goals. Two studies showed that cadets involved in the early admission action plans had lower resignation rates than their classmates, and that marginal quality cadets who are admitted to specific nomination slates had slightly lower attrition rates and higher academic averages than did comparable cadets admitted as qualified alternates and additional appointees. One other study, an analysis of the impact on the Class of 1988 of the Army-Navy football game in Pasadena, California, in 1983, showed that the number of cadets enrolled from that area has increased dramatically over the two previous years. Additional analyses will be conducted to assess the impact on later classes.

In addition to evaluative research, OIR completed two projects of a developmental nature in the admissions area. The first concerned the development of a computerized system showing admission status information for a large number of applicant subgroups of interest to the Military Academy. It can be used as a ready-reference and as a means of gauging the effects of recruitment, qualification, and selection procedures. The second pertained to the development of equations comprised of the academic admission variables used to predict Fourth Class academic performance. This permits Admissions officers to evaluate varying strengths of applicants by choosing among several different academic predictor equations. Ongoing research in the admissions area centers on developing an admissions model, identifying nontraditional predictors of cadet performance, and devising a Candidate Record Brief displaying different admissions variables in terms of predicted Quality Point Averages. Supplementing its research studies, OIR continued to provide annual statistics regarding trends in admission variables and characteristics of cadets who accepted as well as candidates who declined appointments to USMA.

Research on cadet intellectual development found that Math-Science-Engineering (MSE) cadets received higher grades than Humanities-Public Affairs (HPA) cadets in the MSE "tracked" courses, but the difference was comparable to what would be expected based on their College Board scores and prior academic achievement at USMA. Research on intellectual development also included an evaluation of the Interest Similarity Scales, which are used to assist cadets in their choice of an academic area/field of study. In coordination with the Department of Engineering, OIR investigated the effects of teaching engineering courses in company day rooms. Results showed that although cadets and instructors expressed more negative than positive attitudes toward the experiment, there was no impact on a number of important attitudes and behavioral variables, including academic grades. Also, OIR and the Dean's Academic Counseling Branch developed a cadet profile sheet for use by academic counselors when guiding cadets in academic matters. An in-process study being done in collaboration with the Dean's Instructional Methods and Technology Committee is designed to provide instructors with computerized feedback aimed at improving instructional techniques.

In the military/professional development area, a study was completed which provided a validation of the assessment center training program in the Leadership Development Clinic (LDC). Consultation was given to the Center for Leadership and Personal Development (CLPD) concerning innovative uses of the LDC, resulting in the assessment of cadets who will occupy chain of command positions during New Cadet Training. Another study examined the degree to which the Military Development Rating Procedure (MDRP) is functioning as expected, with concentration on the number of scale points used, interdependency of leadership dimensions, and development of leadership ability over the four years. One additional study examined the ability of the Leadership Potential Score (LPS) to predict nontraditional aspects of performance at USMA such as conduct, chain-of-command rank, and extracurricular participation, and the degree to which (for sponsored and nonsponsored groups) the LPS predicts accurately regardless of the size of their individual high schools.

Research in the moral/ethical area was completed in coordination with the Superintendent's Honor Review Committee, and centered on interpretation of data gathered from interviews and questionnaires administered to cadets and officers. Major findings presented in a series of nine memoranda were that there have been some long range positive changes in cadet attitudes toward the Honor Code and System in recent years, and that changes in honesty are not strongly related to changes in any other personal value, but that a weak inverse relationship exists between honesty and ambition. In addition, it was shown that cadets and other college students show general agreement in their assessment of the unethical nature of various situations. The four cadet classes do not differ from class to class in their moral judgments of most gray areas, but First Class cadets tend to see more "legitimate ethical grays" than do plebes. It also was found that while cadets and officers have many similar perceptions of the honor system, there are some distinct differences as well. A study of how cadet value systems develop found that cadet values over the four year period clearly change in the direction of officer values, and that this change is not caused simply because cadets become older and more educated.

Research of a general nature focused on how cadets use their time, on cadet resignations, and on responses of the Class of 1984 to the First Class Questionnaire. The cadet time study was completed in response to a Policy Board's directive to determine how cadets (particularly plebes) spend their time during the average day, and to identify any related problems. Major findings were that plebes do not spend an inordinate amount of time performing Fourth Class duties, and that cadets in all four classes felt there was inadequate time for sleep, study, and leisure activities. The cadet resignation study was undertaken with the CLPD in response to a Board of Visitors' recommendation. It is an indepth investigation of resignations during Cadet Basic Training (CBT) and during the academic year, and includes a study of post-resignation experiences. Data from the 1984 CBT resignees emphasize changing goals and interests, restraints of rules and regulations, and desire for more independence to be among the most frequently mentioned reasons for not remaining at the Military Academy. This information has been used to modify some aspects of CBT 1985. The Class of 1984 First Class Questionnaire Study is an ongoing project designed to identify the reasons why cadets give different evaluations to specific aspects of the education and training they have experienced at USMA. Preliminary results indicate that although the majority of graduating cadets are satisfied with their Military Academy experiences, the specific ratings tend to be related to their overall attitudes toward the Academy and to their military career intentions.

Lastly, OIR provided a number of other services as well. Additional surveys were conducted in collaboration with the Offices of the Dean, Commandant, Director of Intercollegiate Athletics, Internal Review, Public Affairs, and the Directorates of Personnel and Community Activities, Logistics, and Engineering and Housing. Annual surveys were administered to the new and graduating classes. USMA activities were given yearly reports concerning the characteristics of new cadets, trends in cadet attitudes, cadet evaluations of programs, and retention of cadets and officers. Consultation was provided to cadets, officers, and civilians regarding research methodology, and members of OIR published articles in professional journals and presented papers at professional conferences. OIR personnel have maintained active liaison with the Superintendent's Honor Review Committee, the Instructional Methods and Technology Committee, the Ethics and Professionalism Committee, and the Facilities Modernization Committee. In addition to providing technical computer programming support for the Research Branch, the Data Support Branch (DSB) gave technical advice and computer programming and optical scanning support to many other USMA activities, and continues to maintain historical data on candidates, cadets, and graduates.

STAFF JUDGE ADVOCATE

During the 1984-85 Academic Year, the Office of the Staff Judge Advocate (OSJA) fulfilled its mission of providing comprehensive legal services to the United States Military Academy.

The SJA advised the command regarding the impact of the 1984 Supreme Court decision which invalidated the National Collegiate Athletic Association (NCAA) Football Television Plan. The decision seriously impinged on media contracts involving the USMA football program. Counsel was provided to the Office of the Directorate of Intercollegiate Athletics (ODIA) to review and draft such contracts.

The OSJA became informally involved with Orange County and local taxing authorities concerning the taxes assessed against the Ladycliff College property. The office instituted steps to prepare a coordinated approach to resolve the question for the U.S. Attorney, Office of The Judge Advocate General (OTJAG), and the Trustees in Bankruptcy.

The Director of Engineering and Housing (DEH) was advised that New York State environmental permit fees were improperly assessed against USMA because they bore no reasonable relationship to services rendered. A comprehensive information packet and legal analysis was prepared and forwarded to OTJAG for review and appropriate action. As a consequence, OTJAG, in coordination with the Department of Justice, informed New York State that USMA and at least one other installation in New York State will not pay the environmental fees.

The Superintendent and his staff were provided guidance on the interpretation and application of the Olmsted gift grant to include direction relating to the proper expenditure of those funds.

Counsel was assigned to provide investigation and litigation support to the U.S. Attorney in several cases. The most complex and sensitive arose from allegations of child abuse in the Child Development Center which is discussed in the Post Events and Issues section of the report.

Other non-routine legal questions on which the OSJA provided guidance included responding to Congressional correspondence concerning domicile to duty use of vehicles; protecting and limiting the use of the Military Academy crest; and updating command records concerning employees required to file confidential statements of financial interest.

In the field of military justice, the OSJA prosecuted a general court-martial involving cocaine use by a cadet which resulted in a dismissal, 90 days confinement, and total forfeitures. Additionally, the office administered the processing of a court-martial charge against a service member, who was separated with an other than honorable discharge.

The OSJA provided support to the command in 55 Cadet Honor cases, 63 Cadet Disciplinary cases, and 19 Misconduct cases. In addition, advice and administrative assistance was provided on 338 cadet resignations and 11 cadet medical boards.

The Claims Section of the OSJA processed 425 individuals' claims totalling \$170,000 and recovered nearly \$13,000 for damage to government property and nearly \$12,000 for medical care costs. The Claims Section received a superior rating following a personal inspection by the Commander, Army Claims Section.

The Legal Assistance/Defense Section completed 5,930 legal assistance actions serving 3,552 clients. In addition, this section advised 126 cadets and 87 soldiers in a defense counsel capacity.

The OSJA represented USMA's interests in the three adverse action appeals before the Merit Systems Protection Board (MSPB); five arbitration cases; three cases before the U.S. Army Civilian Appellate Review Agency; one discrimination hearing before the Equal Employment Opportunity Commission; and seven Unfair Labor Practice charges brought before the Federal Labor Relations Authority. In addition, the OSJA hosted a one-day lecture program presented by the New York Regional Office, MSPB, concerning recent developments in MSPB case law. Government labor relations specialists, union representatives, and local attorneys from the private sector attended.

The OSJA also hosted the Judge Advocate General's Fifth Annual Refresher Training Course for Legal Clerks and Court Reporters. Lieutenant General Scott, USMA Superintendent, and Major General Hugh J. Clausen, the Judge Advocate General, were guest speakers. The course was attended by 150 legal clerks and court reporters from posts, camps, and stations world-wide.

CHAPLAIN

In June 1985, the 75th Anniversary of the USMA Cadet Chapel dedication was celebrated. Reverend James D. Ford, USMA Chaplain for 18 years and currently chaplain of the U.S. House of Representatives, was guest speaker for the festivities. The chapel was dedicated in June 1910, and included at the ceremony the first public singing of "The Corps" and an address by its author, the Rev. Herbert Shipman, who had served as Academy Chaplain for a decade. Also in June, Lee Dettra, previously minister of music for the First and Central Presbyterian Church in Wilmington, Delaware, succeeded John A. Davis, Jr. as USMA Organist. Mr. Davis, only the second organist in Academy history, had served since 1955 and taught an introductory course in music in the English Department for the past decade.

DENTAL ACTIVITY

Command and control authority for the USMA Dental Activity Command (DENTAC) is the U.S. Army Health Services Command (HSC), 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 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 military and civilian authorized strength of the DENTAC was 11 officers, 20 enlisted, and 15 civilian personnel; however, 11 officers, 21 enlisted, and 15 civilians staffed DENTAC for most of the period. These numbers represent a loss of two officers from last year, primarily due to filling slots in the newly-forming light infantry divisions. The additional requirements have, in effect, caused dental activities to be filled by actual authorizations rather than recognized required manpower needs.

During the Summer of 1984, the U.S. Army Reserve Component Modular Training again was utilized effectively 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 Rockland County, Dutchess County, and Orange County Community Colleges again was successfully conducted.

An innovative sick call program was placed in effect for the cadets and faculty members during the past year. Rather than beginning sick call at 0730, it now begins at 0630 hours Monday through Friday, allowing cadets and faculty to receive dental treatment at a time convenient to them—in effect, minimizing lost class time. Additionally, a Dental Charge of Quarters (CQ) has been placed on duty during non-duty hours at the dental clinic in Keller Army Hospital to provide assistance to the patients and to the Dental Officer of the Day in treating emergency dental patients after duty hours. In addition, the Dental CQ provides an important base for signing in and out of leave for dental personnel and insures patient recording procedures are adhered to.

The DENTAC is currently sharing time between a part-time GS-5 civilian Dental Assistant on Mondays, Wednesdays and Fridays with a part-time GS-5 Dental Hygienist who works on Tuesdays and Thursdays. This approach allows treatment of an additional 20 patients per week, and is an extremely efficient program.

On 5 June 1985, the Post Dental Clinic was memorialized and renamed the Saunders Dental Clinic. William Saunders was the first recognized, uniformed military dentist and served in a variety of capacities for over 48 years at the U.S. Military Academy. He was interred at the USMA Cemetery in 1906 with pomp and ceremony befitting his long service to the Military Academy but extraordinary for a Hospital Steward.¹ Present for the memorialization in 1985 was Major General H. Thomas Chandler, the U.S. Army Assistant Surgeon General; the Superintendent; the Dean of the Academic Board; and an audience of 200.

¹Research by Dr. John M. Hyson "William Saunders: The United States Army's First Dentist - West Point's Forgotten Man," which appeared in Military Medicine 149, 8:435, 1984, revealed Saunders' career and role as the U.S. Army's first dentist.

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 of 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.

PERSONNEL

There was a 36 percent turnover in officer personnel during the past academic year. Officer authorizations did not change overall although enlisted allocations rose by two and civilian end strength increased by one.

TRAINING

Cadet Summer Training was supported by the MEDDAC with assistance from the 244th Medical Group (New York National Guard) and the Medical Battalion, Fort Devens, Massachusetts.

All Army Nurse Corps (ANC) officers assigned to the Emergency Room and the Intensive Care Unit are Advanced Cardiac Life Support (ACLS) qualified.

Two basic Emergency Medical Technician (EMT) Courses were conducted by the Department of Nursing and 60 students graduated.

The MEDDAC conducted its annual Field Training Exercise (FTX) in August 1984, at Camp Natural Bridge and Camp Buckner. All available MEDDAC and DENTAC personnel were trained in first-aid, map reading, litter carrying techniques, and weapons firing.

PATIENT CARE

In support of Reception Day (R-Day) for the U.S. Military Academy immunizations were given to 1,398 candidates on 2 July 1984. The immunizations given included Measles/Rubella, Meningitis, and the TB Tine Test. In addition, 308 candidates were issued eyeglasses.

During the 1984 Cadet Basic Training (CBT), a change was made in the management of cadet injuries. In prior years, only injured cadets from companies 1-4 reporting to morning sick call could receive treatment for their injuries at that time; cadets from companies 5-8 were only able to receive treatment in the afternoon when their schedule permitted. Although this system was designed to manage the flow of cadets to physical therapy and Department of Physical Education (DPE) reconditioning, it had the effect of limiting the opportunity of cadets from companies 5-8 to receive treatment since there was no specific time set aside for that purpose in the afternoon. Starting in 1984, however, cadets from any company could report to sick call and receive necessary treatment from the physical therapy clinic or the DPE reconditioning unit at that time. The objective was to treat cadet injuries more rapidly to expedite their return to

a full training program. At the same time the "Cadet Excusal Form," which specified physical activities the cadets could and could not be engaged in due to their physical condition, was used by orthopedists, physical therapists, and DPE reconditioning units to provide information on the recommended treatment of the cadet. Under normal circumstances, an injured cadet will be seen initially by an orthopedist at morning sick call; the orthopedist will determine if physical therapy is needed before DPE reconditioning and will record that decision on the cadet excusal form.

Two new braces were designed by the Keller Army Hospital Brace Shop and were utilized in treating cadet knee injuries and preventing nerve stretch football injuries. One brace was utilized on the Army Football Team and remarkably decreased shoulder pad stinger injuries to the players.

New equipment was ordered in Orthopedics to increase the effectiveness of therapy and rapid return to class and duty for the cadets. One of these instruments, a passive motion machine, decreased the pain medicine requirement for cadets who underwent reconstructive surgery to the knee.

Major William J. Hopkinson and Lieutenant Colonel John B. Ryan presented papers to the Society of Military Orthopedic Surgeons in 1984 concerning surgery and bracing techniques at West Point. These papers were well-received and continue to demonstrate that Keller Army Community Hospital, due to our patient population, leads the military orthopedic community with regard to soft tissue injury and rehabilitation.

Since June 1985, for the first time in recent years, the Emergency Room has had a registered nurse present for duty on all shifts. A \$60,000 computerized upgrade of the existing patient-nurse communication system was installed in several nursing units throughout the hospital in June.

In December 1984, a Health Risk Appraisal program was conducted for all active duty service members assigned to West Point and STAS. Some 441 officers, 243 enlisted, 282 civilian employees, and 34 dependents participated in this program which included completion of an extensive questionnaire, evaluation of blood cholesterol, blood pressure, and the height and weight measurement. Computer analysis of the information gathered was returned to the participant with recommendations made by the MEDDAC health team.

Captain Leo H. Mahony, a physical therapist, worked with the Corps Squad Football Team on a voluntary basis, providing a valuable link between the clinic and the practice field. He worked with the trainers, strength coach, and coaches to provide more immediate assistance to injuries than was available in the past and to ensure the rehabilitation of injuries was as complete as possible prior to the return on the field.

A "Business Card" concept for USCC was implemented for use by cadets when absent from USMA. It provides basic information regarding the use of civilian medical treatment facilities and a point of contact at the Keller Hospital for reporting cadet hospitalizations. The system dramatically reduces the misuse of civilian medical facilities by cadets and gives the Patient Administration Division up-to-date information concerning the hospitalization of cadets.

STEWART ARMY SUBPOST

Stewart Army Subpost (STAS) continues to grow at a rapid pace with the arrival of new reserve component units, expansion of the working population, and the corresponding expansion/renovation of the physical plant to accommodate these changes.

The Superintendent, the New York state Lieutenant Governor, State Adjutant General, congressional leaders and representatives of local government participated in a groundbreaking ceremony in September 1984, marking the beginning of a major expansion of the New York Air National Guard (NYANG) role at Stewart International Airport, New York, adjacent to the Stewart Army Subpost (STAS). Construction of the first building of what will become the largest Air National Guard complex in the nation began in June 1985. The 243-acre complex, which is estimated to cost \$125 million to complete, will house the C-5A aircraft of the 105th Military Airlift Group, NYANG, and the KC-130T Hercules air refueling tanker squadron aircraft of an element of the 4th Marine Air Wing. By the end of the academic year, over \$50 million of the total cost had been appropriated. The first building, a 150,000 square foot, \$18.8 million hangar, is expected to be completed in 18 months. Contracts for seven other buildings, in what will be a 14-building complex, are expected to be awarded in FY 85. The 105th will expand to over 500 full-time personnel and nearly 900 reservists and the first of what will eventually be eight C-5A Galaxy aircraft will be delivered in July 1985. Assignment of the C-5A to the NYANG and the attendant new strategic mission to the organization will make the 105th Military Airlift Group (formerly the 105th Tactical Air Support Group) the largest in terms of personnel of all ANG groups. This population growth, coupled with the arrival of the element of the Marine Air Wing with 12 aircraft, a full-time strength of 350, and an equal number of reservists in FY87, will require additional resources and improved facilities at STAS.

In June 1985, remodeling began for the first of two buildings which will house the Material Management Center (MMC), 42nd Infantry Division, New York Army National Guard (ARNG). The construction schedule calls for completion by the end of the Summer of 1985. The new unit, expected to have a full-time strength of 40 and a drill strength of 160 personnel, will move to STAS in the fall. A company-sized element of the 11th Special Forces Group (USAR) will move into leased space in the City of Newburgh during the same period and USMA support of the organization will increase. The move to leased space was necessitated by delays in the construction of a proposed USAR center at STAS. Currently programmed for FY 87, the center will house two companies of the 11th Special Forces; HHC, 854th Engineer Battalion; and the 320th Evacuation Hospital. The 320th Evacuation Hospital (formerly the 815th Station Hospital) is also experiencing significant growth in conjunction with its newly-assigned mission. The tremendous growth of reserve component units at STAS continues to impact significantly on service support activities such as morale support, exchange, commissary, family housing, medical and others.

Improvements to the physical plant were made throughout the year and are continuing. The Superintendent was the guest of honor at ceremonies marking the grand opening of the newly-remodeled STAS Post Exchange in February 1985. The \$138,000 project provided for the complete renovation of the facility and doubled the merchandise inventory to serve better the rapidly-expanding population of Stewart. A renovation of the STAS Officers' Club is nearly complete. Renovation of Building 2420 (the Directorate of Engineering and Housing office) also is nearly complete, which will allow the consolidation of the STAS Engineer operation and the Family Housing Self-Help store in the same building for improved service. A new telephone exchange was

installed and will be operational in July 1985. A branch of the West Point Federal Credit Union also will open at that time. In the family housing arena, major projects including the replacement of sewer mains and prime windows and the reroofing of many family housing units began. The \$2.3 million window contract involves the replacement of some 9,000 windows in 590 family housing units and should pay impressive energy dividends when completed. Some family housing units are programmed to receive carports and outside storage sheds in FY 86. To accommodate the growing population, projects were submitted to construct a new multi-craft facility, auto craft shop, community center and bowling center in FY 87.

To control the expansion of STAS and to insure that construction is accomplished according to a comprehensive plan, the STAS Planning Committee, a sub-element of the USMA Installation Planning Board (IPB) was established. With representatives from all major STAS activities, the group meets periodically to discuss expansion issues and to formalize the master planning effort at STAS. The primary focus of the committee, established by USMA Regulation 210-3, is the STAS Master Plan and major construction projects. The committee is responsible for the rehabilitation and modernization of existing facilities and for new facilities, where appropriate, to meet long-range needs; for supervising the process of incorporating new requirements into the STAS Master Plan; for providing Master Planning guidance to the Engineer; for reviewing requests and project designs to ensure that they are consistent with the STAS Master Plan; and for recommending major project priorities to the IPB. The formation of this committee will ensure that the growth of STAS is accomplished in an orderly fashion.

Despite its expansion, STAS remains a family-oriented, high quality environment, with numerous activities conducted community wide. Semi-annual community yard sales, a Holiday Happening, cleanup campaigns, town meetings, an Easter Parade and other events continue to develop and maintain high morale among the residents.

POST EVENTS AND ISSUES

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 importance to the Academy which took place at West Point or elsewhere during the past year and 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.

Athletic events often draw USMA into national prominence. During 1984, Army appeared in three nationally-televised and one regionally-televised football games. The most significant matches were the annual contests against the other two service academies. This year's victories over Air Force (24-12) and Navy (28-11) enabled Army to win its first Commander's in Chief's trophy since 1977. The Air Force game, aired over the Entertainment Sports Programming Network (ESPN), was the first night game ever participated in by an Army football team and it received national attention when we upset an Air Force team rising in football prominence. The Navy victory, our first in seven years, was the highpoint for many. Army went on to play in its first ever bowl game and defeated Michigan State 10-6 in the inaugural Cherry Bowl held in Pontiac, Michigan. Army's success in these games stimulated interest in the service as well as the Academy and raised the morale of the Corps of Cadets, the West Point community, and members of the Army throughout the world.

While cadets might be the most obvious athletic competitors, officers and enlisted personnel can make notable contributions as well. That fact was demonstrated when 22 West Point athletes qualified for the Olympic trials in rifle, pistol, track and field, and swimming and three made the olympic team: Second Lieutenant Ludwig D. Banach and First Lieutenant Romey Pelletier made the U.S. wrestling team; Cadet Brian A. Farlow was chosen as a member of the Virgin Islands swimming team. Second Lieutenant Lou Banach competed in the 220-pound freestyle wrestling events and won the Olympic gold medal in his competition. The week of 24 September 1984, was declared Lou Banach Week at West Point in honor of our Olympic gold medalist. First Lieutenant Pelletier was a third alternate in the Greco-Roman 163-pound wrestling competition. Cadet Farlow competed in the 100- and 200-meter breaststroke, the 200-meter medley, and the 400-meter freestyle relay; his best performance was 35th in the 200-meter individual medley. Staff Sergeant Floyd Winter of the Morale Support Division served as an assistant coach for the U.S. Wrestling Team. West Point's own athletic facilities were used when the second annual Army Soccer Classic was held at West Point in June 1985. There, the top 36 high school senior soccer players from across the nation met in the second East vs. West all-star game. The teams were made up of graduated seniors identified by the National Soccer Coaches Association of America (NSCAA). The game, sponsored by the NSCAA in cooperation with the U.S. Army Recruiting Command (USAREC) Army College Fund (ACF), is the only national high school all-star soccer game played in the United States.

The institution's historic role was recalled on 7 December when the 1984 national convention of the Pearl Harbor Survivors Association held a special memorial service at West Point. The Superintendent addressed the group during activities which included a service in the Cadet Chapel and a tour of the Academy. Some 750 survivors, spouses, and children from all over the country attended the memorial service. The Academy was also the site of the 25th biennial meeting of members of the U.S. Congress and

was also the site of the 25th biennial meeting of members of the U.S. Congress and European Parliament in June 1985. Over 100 members of the European Parliament and a dozen members of Congress attended the closed-door sessions designed to provide an exchange of viewpoints on issues of concern to both bodies. The European Parliament is the representative assembly of the European Community, or Common Market, and currently has representatives from ten Common Market countries.

Also during this period, the bicentennial of the birth of Sylvanus Thayer, "Father of the Military Academy," was marked by the issuance of a nine cent postage stamp bearing his image. In June 1985, the stamp was dedicated at a ceremony in Braintree, Massachusetts, sponsored by the Thayer Academy, the Braintree Historical Society, and the West Point Society of New England. The USMA Superintendent delivered an address to the citizens of Braintree on that occasion following a performance by the USMA band.

In addition to these events of unusual significance, many of which are indicative of the special position the Academy holds 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. Efforts continued to obtain assurances of sufficient funds to cover the cost of educating West Point high school students to compensate for cutbacks in impact aid to the Highland Falls-Fort Montgomery Central School District. Efforts by New York state legislators to give the district a loan to make up for an anticipated deficit were unsuccessful. However, later in the Summer of 1984, legislation was passed by Congress which closed the deficit of the school district for the 1983-84 school year. Nevertheless, efforts continued for a long-term solution to the problem. In July of 1984, Dr. Bruce H. Crowder, the school district superintendent, received the support of the Board of Visitors for the concept of a contract between the school district and the Department of Defense (DOD) for the education of West Point children. Although contracts of this nature are rare, a Delaware school district has a contract with the DOD to educate on-post children at an off-post facility. In addition, a legal opinion from Robert Stone, the chief legal counsel for the New York state Department of Education, held that major parts of the housing areas at West Point are on "ceded" land, thus, that property is a federal enclave and technically not part of New York state. As a result, the students on the property are not New York state residents and the school district is not compelled to provide education. This argument was used to request a "Section 6" contract from DOD. (A "Section 6" contract, part of the federal impact aid law, would permit DA through USMA to provide direct payment of the actual per pupil cost of educating the West Point children.) In early Fall 1984, DA recommended that the school district be granted financial aid under a direct Section 6 contract arrangement with DOD starting in the 1985 Fiscal Year.

Finally, at the end of the 1984-85 school year, as a result of a memorandum written by Secretary of the Army John O. Marsh, Jr. to Secretary of Defense Caspar W. Weinberger, it was announced that DOD would establish a "Section Six Contractual Arrangement." Details were to be worked out before the beginning of the 1985-86 school year. The school district was still faced, however, with more than a \$300,000 deficit for the 1984-85 school year which resulted from the receipt of less Section 3 (student) and Section 2 (land) aid than the school was entitled to under the law. Remedies were being sought from both state and federal sources, but the prognosis for success was doubtful by the end of the school year.

In addition, one issue marred the reputation of the institution during the period. In July and August 1984, separate allegations of sexual abuse occurring at the West Point Child Development Center were made by military families stationed at West Point. Each allegation focused on a different employee of the Center. The initial allegation was referred to the U.S. Army Criminal Investigation Division (USACIDC), but was almost immediately referred to the Federal Bureau of Investigation (FBI) for investigation as both identified victims and alleged perpetrators were civilians. In both incidents, after investigation by the FBI, both employees were returned to the Center. In September 1984, William J. Crain, a Newburgh attorney, approached the Military Academy with allegations of additional victims. Based upon these allegations and descriptions of incidents by various children, the two employees were assigned other duties at the Military Academy. Also in September 1984, Mr. Crain filed a motion in federal court requesting permission to conduct depositions in advance of action (i.e., filing of a claim for damages) on behalf of two children and their parents. This request was ultimately denied by a federal judge.

In October 1984, the FBI mobilized a task force to conduct a complete investigation of the Child Development Center. Ultimately, some 950 interviews were conducted. Children, parents, present employees, and former employees were interviewed. Some 50 children were interviewed by a child psychologist. Given the information provided by the FBI, the U.S. Attorney's office began presenting the information to a federal criminal grand jury in March 1985.

By the Summer of 1985, the investigation and grand jury proceedings continued but no charges had been filed. West Point found itself in the position of being the site of the purported incidents, but being unable to completely address the concerns of families and the West Point community seeking to learn what had actually occurred.

While the investigation was continuing, a number of changes, some recommended by DA, were implemented at the Center. Some changes are noted in the Personnel and Community Activities chapter of this report.

KEY USMA PERSONNEL

1984-85 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTG 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	LTC Hector M. Rangel	6/22/84-
Director of Operations, Plans, and Security	COL John C. Cornelson	6/13/83-
Director of Personnel and Community Activities	COL Michael W. Gilmartin	2/21/84-
Director of Logistics	COL Edward L. Aschliman	6/27/83-
Director of Resource Management	COL Robert L. Dilworth	5/18/84-

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	8/14/83-
Commander, USA Dental Activity	COL Terry H. Hake	7/8/84-
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	LTC William F. Hausman, Jr.	9/4/84-
(Deputy)	MAJ David L. O'Connell	7/1/84-9/4/84
Provost Marshal	LTC Wilson H. McComas	7/26/84-
	LTC Kenneth M. Alderson	7/1/81-7/25/84
Public Affairs Officer	COL John P. Yeagley	4/7/84-
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 Roy K. Flint	8/1/85-
	BG Frederick A. Smith, Jr.	8/16/74-7/31/85
Associate Dean	LTC David J. Phillips	6/84-
Operations Division	COL Garrett S. Hall	4/84-
Plans and Programs Division	LTC Donald S. Rowe	6/11/84-
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 Robert A. Doughty COL Roy K. Flint	8/1/85- 9/1/81-7/31/85
Law Dept. Head	COL Robert W. Berry	6/30/78-
Mathematics Dept. Head	COL David H. Cameron COL Jack M. Pollin	7/1/85- 9/1/74-6/30/85
Mechanics Dept. Head (Acting)	COL Peter D. Heimdahl COL William F. Carroll	7/1/85- 1/1/84-6/30/85
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	6/26/84-
Deputy Commandant	COL Lester E. Bennett	8/15/84-
USCC Chief of Staff	COL Dean H. Darling	10/3/83-
Special Asst to Commandant for Systems and Planning	LTC Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Rufus M. Riggs CSM Robert A. Whiteford	8/9/85- 1/10/82-5/85
Department of Military Instruction	COL Robert A. Turner COL Victor T. Bullock	7/15/85- 7/7/83-5/29/85
Department of Physical Education	COL James L. Anderson	9/4/74-
Director of Cadet Activities	COL Charles E. Johnson	10/1/83-
1st Regiment Regimental Tactical Officer	LTC Robert E. Seger	7/13/84-
2nd Regiment Regimental Tactical Officer	LTC Blaine S. Ball LTC George T. Hudgens	8/12/85- 8/5/83-8/12/85
3rd Regiment Regimental Tactical Officer	LTC Patrick D. J. Kenny LTC Daniel E. Deter LTC John C. Ellerson	7/9/85- 7/84-7/9/85 7/6/82-7/84

4th Regiment
Regimental Tactical Officer

LTC William D. Hughes
LTC John N. Sloan

6/16/85-
6/25/81-6/15/85

Headquarters, 1st Battalion, 1st Infantry

Commander

LTC Morgan G. Roseborough
LTC Jan C. Senecal

8/13/85-
7/15/83-8/13/85

ACADEMIC CALENDAR

(AY 85-86)

Reorganization Week Begins	13 Aug 85
First Term Begins	19 Aug 85
Labor Day (No classes)	2 Sep 85
Homecoming (No classes)	26 Oct 85
Veteran's Day (No classes)	11 Nov 85
Thanksgiving Recess (No classes)	28-30 Nov 85
Army-Navy Game (No classes)	7 Dec 85
Final Class Day, First Term	13 Dec 85
Term End Examinations Begin	14 Dec 85
Term End Examinations End/Christmas Leave Begins	20 Dec 85
Christmas Leave Ends	7 Jan 86
Second Term Begins	9 Jan 86
King's Birthday (No classes)	20 Jan 86
Washington's Birthday (No classes)	15-17 Feb 86
Spring Leave	7-16 Mar 86
Final Class Day, Second Term	9 May 86
Term End Examinations Begin	12 May 86
Term End Examinations End	
First Class	17 May 86
Other Classes	20 May 86
Graduation Day	28 May 86
Summer Academic Term	19 May--19 Jun 86
Late Graduation	20 Jun 86

SUPERINTENDENT'S LECTURES

GEN Sir Nigel Bagnall, Commander of the Northern Army Group and Commander-in-Chief of the British Army of the Rhine, The Kermit Roosevelt Lecture, "Some Thoughts on NATO and the Central Front in particular."

Dr. Milton Friedman, Senior Research Fellow at the Hoover Institute, Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCE AND LEADERSHIP

Dr. Fred L. Fiedler, University of Washington, "The Role of Cognitive Resources in Enhancing Leadership Effectiveness."

Dr. Reuven Gal, Fellow, Walter Reed Army Institute for Research, "Effects of Battlefield Stress and the Role of Cohesion in Combat."

Dr. Harry F. Evarts, Vice President, American Management Association, "The Development of a Leadership and Management Competency Program."

Coach Jim Young, Army Football Coach, "Developing a Winning Organization Through Commitment, Motivation and Subordinate Leader Development."

Dr. Roger A. Myers, Columbia University, "Officer Career Progression."

Dr. Morton Deutsch, Columbia University "Distributive Justice in Organizations."

DEPARTMENT OF CHEMISTRY

LTC William A. Alter III, Uniformed Services University of the Health Sciences, "Physiological Stress in a Chemical Environment."

CDR Gronlund, U.S. Coast Guard Academy, "Fingerprinting Oil Spills."

Dr. Steven Hecht, Naylor-Dana Institute, American Health Foundation, "Overview of Chemical Carcinogens."

LTC John Jewell, U.S. Army Drug Testing Laboratory, "The Army Drug Testing Program."

Dr. Herbert E. Klei, Visiting Professor, "Alcohol Fuels Production in Brazil."

Dr. Daniel Konowalow, State University of New York at Binghamton, "Why Every Undergraduate (and Faculty Member, Too!) Should Love Quantum Chemistry."

Dr. D.C. Locke, Queens College, City University of New York, "Organic Compounds in the New York City Atmosphere."

Dr. Foil A. Miller, University of Pittsburgh, "The History of Spectroscopy on Stamps."

CPT Patrick M. Owens, Research Officer, "Gas Chromatograph/Infrared Data Analysis Techniques."

LTC George F. Palladino, Professor of Chemistry, "The Interaction of an N-nitrosomorpholine Metabolites with Deoxyguanosine."

Dr. Gardner Stacy, Washington State University, "Optimum Student Performance with Organic Reactions and Complex Formulas."

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Mr. George A. Barletta, New York Telephone, "Managing a Switching Network."

Dr. Walter J. Kleinfelder, IBM, "The Computer Technology of the Future."

Dr. Stephen Umans, MIT, "Induction Motors."

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Mr. Ray Boedecker, Director of Quality Development and Manufacturing, IBM, "Developing a Total Quality Management Program."

Mr. Lawton Cain, FMC Northern Ordnance Division, "Autoloaders for Military Vehicles."

Mr. Irwin G. Cantor, Professional Engineering Consultant, "Problems Associated with High-Rise Buildings in New York City."

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COL (Ret) Trevor Dupuy, President, Historical Evaluation and Research Organization, "The Quantified Judgement Model."

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Mr. Tom Huber, RCA Government Systems Division, "V-Tronics and Future Armored Vehicles."

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Mr. Blanton C. Wiggin, Chairman, Advanced Instruments, Inc. and Puzzle Editor of the Old Farmer's Almanac, "Guides to Creative Problem Solving."

MAJ Craig Williams, Special Assistant to the Commander, Office of Project Management, Saudi Arabian National Guard, "Strategic Planning for the Saudi Arabian National Guard."

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Dr. Donald L. Ball, "The Value of Literature."

Dr. Eva Corredor, USNA, "Georg Lukacs and His Theory of the Novel."

Mr. Peter Davison, poetry editor of The Atlantic Monthly poetry reading.

Dr. Mary Ellett, Randolph Macon Woman's College, "Painting of the Northern Renaissance."

Dr. John Kekes, State University of New York at Albany, "The Moral Importance of Ceremony."

Dr. Townsend Ludington, University of North Carolina at Chapel Hill, readings of unpublished Ernest Hemingway letters.

Dr. Hugh Maclean, State University of New York at Albany, "Literature of War in the Renaissance."

Dr. Milton Munitz, former visiting professor, "Development of Ludwig Wittgenstein's Epistemological Views and Concepts of Language."

Dr. David Norton, University of Delaware, philosophical concepts from his book Personal Destinies.

CSM Roy Owens, U.S. Army Infantry School, "Military Service and Ethical Behavior of Junior Officers in the Army."

Mr. Philip Schultz, New York University, poetry reading.

Dr. John Silber, President of Boston University, "The Ethical Role of the Soldier."

Mr. Tony Tanner, "The Process of Drama," a cabaret performance and, along with several members of the Cadet Acting Troupe, a presentation of "Murder In the Cathedral."

Dr. Judith Jarvis Thomson, Yale University, "A Few Thoughts on Killing People."

Dr. Dimitri Tsekouras, Hellenic Military Academy, spoke on the teaching of English at the Greek Military Academy.

Anne Waldman, poetry reading.

Sister Monica Weiss, Nazareth College, "Invention of Structure and Composition," and "Structure and Meaning in the Poetry of Walt Whitman."

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Professor Tadashi Kikuoka, Seton Hall University, "The Japanese Language Within the World Family of Languages."

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Luisa Valenzuela, Argentine writer, "Experiences of a Writer During a Period of Censorship."

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Dr. Jon Bentley, Bell Laboratories, "Design-PDL-Testing" and "Software Engineering."

Mr. Robert H. Boyle, Editor, Sports Illustrated, "Water Resources Management."

COL Russell Blair, Consolidated Edison Corporation, "Storm King Project."

LTC Joel H. Cain, Commander, 29th Engineer Battalion, "Engineer Activities."

LTC Daniel Cashporenko, DCSIM, "AI in the Army."

MG Norman G. Delbridge, Jr, Deputy Chief of Engineers, "Water Resources Management."

Dr. Nicholas Dima, U.S. Information Agency, "Human Rights in Eastern Europe."

Dr. Mark Donner, T. J. Watson IBM Research Center, "Designing and Constructing Central Programs for a Six-Legged Walking Machine."

Mr. and Mrs. Stephen P. Duggan, Chairman, Emeritus, Natural Resources Defense Council, "Storm King Project."

Dr. J. Royland Eyton, Penn State University, "Two Variable Maps."

Dr. Gerry Fisher, IBM, "Ada Compilers."

Mr. Charles France, MICROFIX Project Manager, FORSCOM, "Project Management Issues."

Mr. Harold Furman, Department of the Interior, "Federal Water Policy."

Dr. Nerain F. Gehani, Bell Laboratories, "Ada."

COL Fletcher H. Griffis, Jr., New York District Engineer, US Army Corps of Engineers, "Westway & Urban Flooding."

BG William E. Harmon, Project Manager, Joint Tactical Fusion Program, DCSOPS, "MICROFIX and the Future."

BG Houston P. Houser, II, Chief of Staff, Third U.S. Army, "Power Projection: Operations in the Middle East" and "Contingency Planning (Classified)."

Commodore Grace M. Hopper, USNR, "Future Possibilities in Computing."

MAJ Holden and CPT Zachgo, Fort Sill, Artillery School, "Automation Projects at Ft. Sill."

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BG Robert H. Ryan, Commander, Defense Mapping Agency, "Discussion on Speciality 21/22."

BG Alan B. Salisbury, Project Manager, Joint Tactical Fusion Program, DCSOPS, "Software Engineering."

Mr. Alfred G. Schoenebeck, Forest Ranger, Corps of Engineers, Philadelphia District, "Corps of Engineers Recreational Activities."

COL Charles J. Sollohub, Army Space Activity, DARCOM, "Army Space Activities."

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Dr. Charles T. Vetter, author, formerly with USIA, "Cross-Cultural Communications."

MG John Wall, Director of Civil Works, Corps of Engineers, "The Civil Works Program of the Army and the Environmental Issues Confronting the Civil Works Program"

Dr. Vernon H. Webb, Environmental Photointerpretation Center (EPIC), "Enviropod."

Dr. Julie Winkler, University of Nebraska, "Severe Weather Conditions, Including Tornadoes, Thunderstorms, Squall Lines, and Hail."

Dr. Harold Winters, Michigan State University, "Historical Uses of Terrain."

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COL Nathan Ben-Ari, Israeli Embassy, "Israeli Armored Doctrine."

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Dr. Charles R. Harmon, Hoover Institute, "Terrorism."

COL Mohamed Halal, Egyptian Embassy, "Operation Badr."

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Dr. Bela Kiraly, Brooklyn College, "Hungarian Revolution."

Dr. Bruce Kuklick, University of Pennsylvania, "Nixon/Kissinger Foreign Policy."

COL (Ret) James H. Leach, former tank commander, "U.S. Army Armored Tactics in World War II."

Mr. Merle Miller, author, "Movie Industry in the U.S."

Dr. Williamson Murray, Ohio State University, "The Defeat of the Luftwaffe."

Dr. Elizabeth Pickering, Visiting Professor, "Peter the Great" and "Russian Revolution."

Mr. Herbert Y. Schandler, Industrial College of the Armed Forces, "U.S. Foreign Relations and the Vietnam War."

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Dr. Peter Smith, MIT, "Modern Mexico."

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COL John Wagnelstein, U.S. Army War College, "El Salvador."

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Dr. Roger Jones, Los Alamos National Laboratory, "Laser Fusion."

Dr. Gerard K. O'Neill, Geostar Corporation, "The Technology Edge."

Dr. Robert Rohde, U.S. Army Night Vision and Electro-Optics Laboratory, "Advanced Laser Technology and Laser Systems for the Future Army."

CPT Eileen Skelly, USMA, "Atomic Absorption Spectroscopy."

LTC Raymond J. Winkel, Jr., USMA, and CDT Stephen Bruch, USMA '85, "Infrared Spectroscopy of Diatomic Molecules."

Dr. Lowell Wood, Lawrence Livermore National Laboratory, "X-Ray Laser Program."

DEPARTMENT OF SOCIAL SCIENCES

Mr. Eugene Agan, Calvin-Bullock LTD, "Mutual Funds."

Mr. Khalid Ahmed, Pakistani journalist and USIS grantee, "Pakistan Today."

CPT Lance W. Bardsley, USMA, "Turkish War of Independence."

Dr. James Bill, University of Texas, "Islam and the Gulf."

LTC Fred Black, USMA, "Implications of the 1984 Congressional Elections."

BG Peter J. Boylan, Commandant of Cadets, colloquium concerning his agenda as Commandant.

Dr. Zbigniew Brzezinski, Columbia University, "Choices Facing American National Strategy."

LTG John T. Chain, Department of State, "American Foreign Policy: Reassertiveness or Retrenchment?"

Mr. Ryan Crocker, former political officer, U.S. Embassy in Beirut, "Lebanon."

Dr. Faye Duchin, New York University, "Impact of Defense Spending on Resource Allocation in the U.S. Economy."

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Mr. Zhang Jingyi, Statelist from the People's Republic of China, "Chinese Defense Policy."

BG Kim Sang Joon, Republic of Korea Army, "Security in the Korean Peninsula."

Dr. Marion R. Just, Wellesley College, "Interest Groups and Political Participation" and "Teaching Political Science."

Honorable Edward I. Koch, Mayor, New York City, "Politics in the Urban Environment."

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LTC Augustus R. Norton, USMA, "Understanding/Misunderstanding the Shi'a Muslims in Lebanon."

COL George K. Osborn, USMA, "General Westmoreland and CBS."

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Mr. Jacob Rosen, Israeli Consulate, New York City, "Iraq."

Dr. Reinhart Rummel, Stiftung Wissenschaft und Politik, "The Western European Union."

GEN Aryeh Sahlev, Visiting Scholar, Columbia University, "The West Bank."

Mr. Henry Schwarz, Paine, Webber Inc., "Stocks: A Broker's Perspective."

Dr. Gebbard Schweigler, Stiftung Wissenschaft und Politik, "European-American Relations."

Mr. William Stanton, Department of State, "The Making of Middle East Policy."

Ms. Lisa Swaiman, Investment Company Institute, "Mutual Funds."

Dr. Stephen F. Szabo, National War College, "The West German Political System" and "Domestic Political Trends in FRG."

Dr. Lester C. Thurow, Massachusetts Institute of Technology, "America in a Competitive World Economy" and "Economics."

MAJ William L. Webb III, USMA, "Car Purchase and Car Loans."

Mr. Albert Wohlstetter, Pan Heuristics, "The Need for Discriminating and Non-Suicidal Strategies of Defense."

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>
Golf	5	5	0	0	1.000	Won	Dave Goodling
Women's Indoor Track	3	3	0	0	1.000	---	Mary List
Women's Tennis	20	19	1	0	.950	---	Lelia True
Pistol	14	13	1	0	.929	Lost	Steve Witkowski
Men's Cross Country	9	8	1	0	.889	Lost	John Muller
Women's Swimming	14	12	2	0	.857	Won	Debbie Lane
Rifle	13	11	2	0	.846	Won	Al Scott
Wrestling	19	16	2	1	.842	Tied	Dan Parietti
Women's Cross Country	5	4	1	0	.800	---	Dan Sullivan
Men's Indoor Track	5	4	1	0	.800	Won	Karen Phelps
Men's Outdoor Track	5	4	1	0	.800	Lost	Lorie Fleming
Men's Swimming	14	11	3	0	.786	Won	John Zornick
Women's Volleyball	36	27	9	0	.750	Won	Phil Williams
Women's Outdoor Track	4	3	1	0	.750	---	Kendrick Kahler
Lacrosse	14	10	4	0	.714	Won	Chris McPadden
150 lb Football	7	5	2	0	.714	Lost	Andy Martin
Football	12	8	3	1	.667	Won	Michelle Walla
Water Polo	20	12	8	0	.600	Lost	Corine Hall
Hockey	30	17	13	0	.567	---	P.J. O'Sullivan
Squash	18	10	8	0	.556	Lost	Pete Short
Men's Basketball	29	16	13	0	.552	Lost	Tony English
Gymnastics	12	6	6	0	.500	Lost	Tom Deberardino
Women's Basketball	29	14	15	0	.483	Won	GAME
Men's Tennis	29	14	15	0	.483	Lost	Art Chasen
Soccer	17	8	8	1	.471	Won	Marc Kapsalis
Baseball	39	17	21	1	.436	Lost	Jim Hamilton
Women's Softball	32	10	22	0	.313	---	Randy Cozzens
Total	454	287	163	4	.632	10-10-1	Scott Milliren
							Dan Kelly
							Karen Short
							Jenni Moehringer
							Ted Wilson
							Dick Machovina
							Mike Brown
							Lori Stocker

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DAPE-MPO-R	1
Asst. Chief of Staff, Intelligence	1
D/Chief of Staff, Operations and Plans	1
D/Chief of Staff, Logistics	1
Comptroller General	1
D/Chief of Staff, Research, Development and Acquisition	1
Inspector General	1
Chief of Engineers	1
Chief of Legislative Liaison	1
Adjutant General	1
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DLOG	8
DRM	8
DAAS	2
DEH	3
SGS	2
SASPP	5
IG	1
PAO	4
SJA	1
CSM, USMA	1
Chaplain, USMA	1
Catholic Chaplain	1
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DIA	2
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