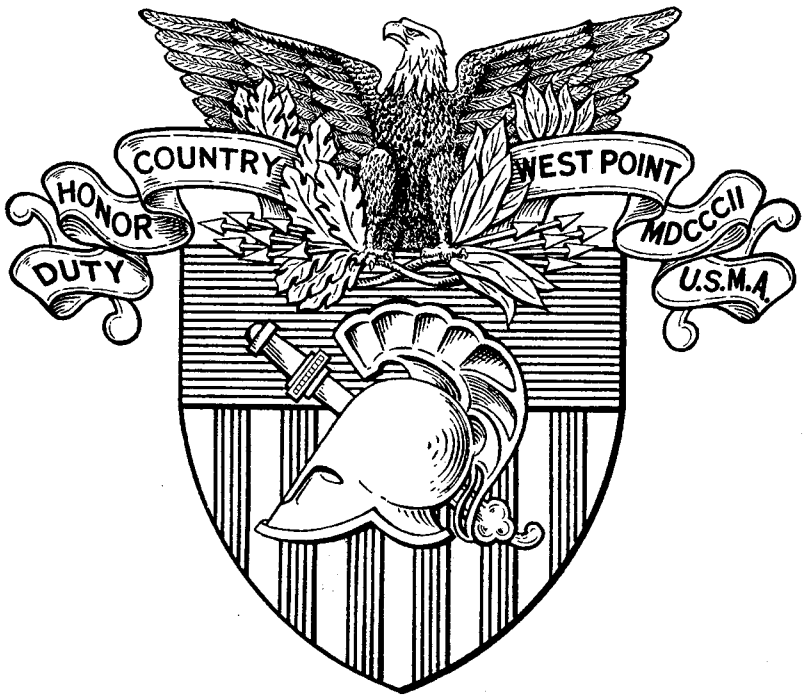
THE ANNUAL REPORT OF THE SUPERINTENDENT 1986



United States Military Academy

ANNUAL HISTORICAL REVIEW

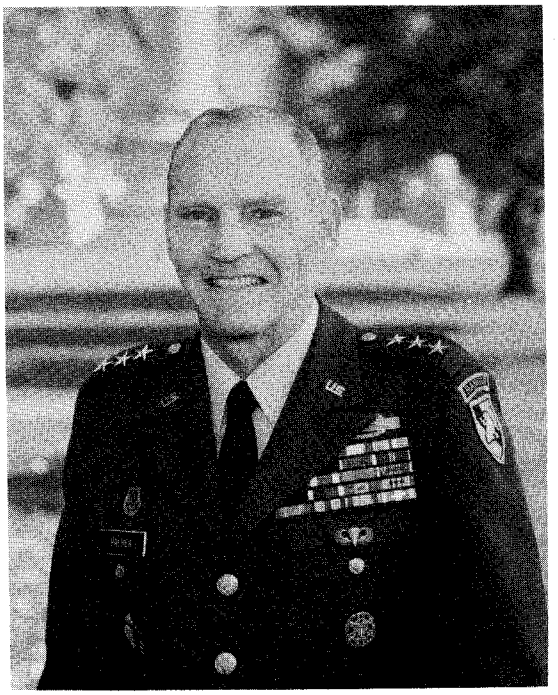
(RCS CSHIS-6- [R-3])

1 July 1985 — 30 June 1986

LTG WILLARD W. SCOTT, JR.

Superintendent

16 July 1981 — 28 July 1986



LTG DAVE R. PALMER

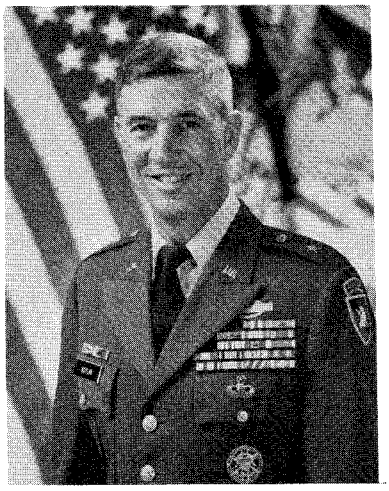
Superintendent

28 July 1986 —

BG FREDERICK A. SMITH, JR.

Dean of the Academic Board

16 August 1974 — 31 July 1985



BG PETER J. BOYLAN

Commandant of Cadets

26 June 1984 —

BG ROY K. FLINT

Dean of the Academic Board

1 August 1985 —

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OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996-5000

AUG 12 1987

This report provides a comprehensive review of the activities of the United States Military Academy during the period 1 July 1985 through 30 June 1986. This period marked the final year of General Scott's Superintendency, the longest tenure in 50 years and a period during which the Academy's reputation and spirit rebounded to high levels. Perhaps the most significant change came in academics: the Academy received accreditation from the Accreditation Board of Engineering and Technology (ABET) for four of the engineering majors.

Dave R. Palmer
Lieutenant General, U.S. Army
Superintendent

United States
Military Academy
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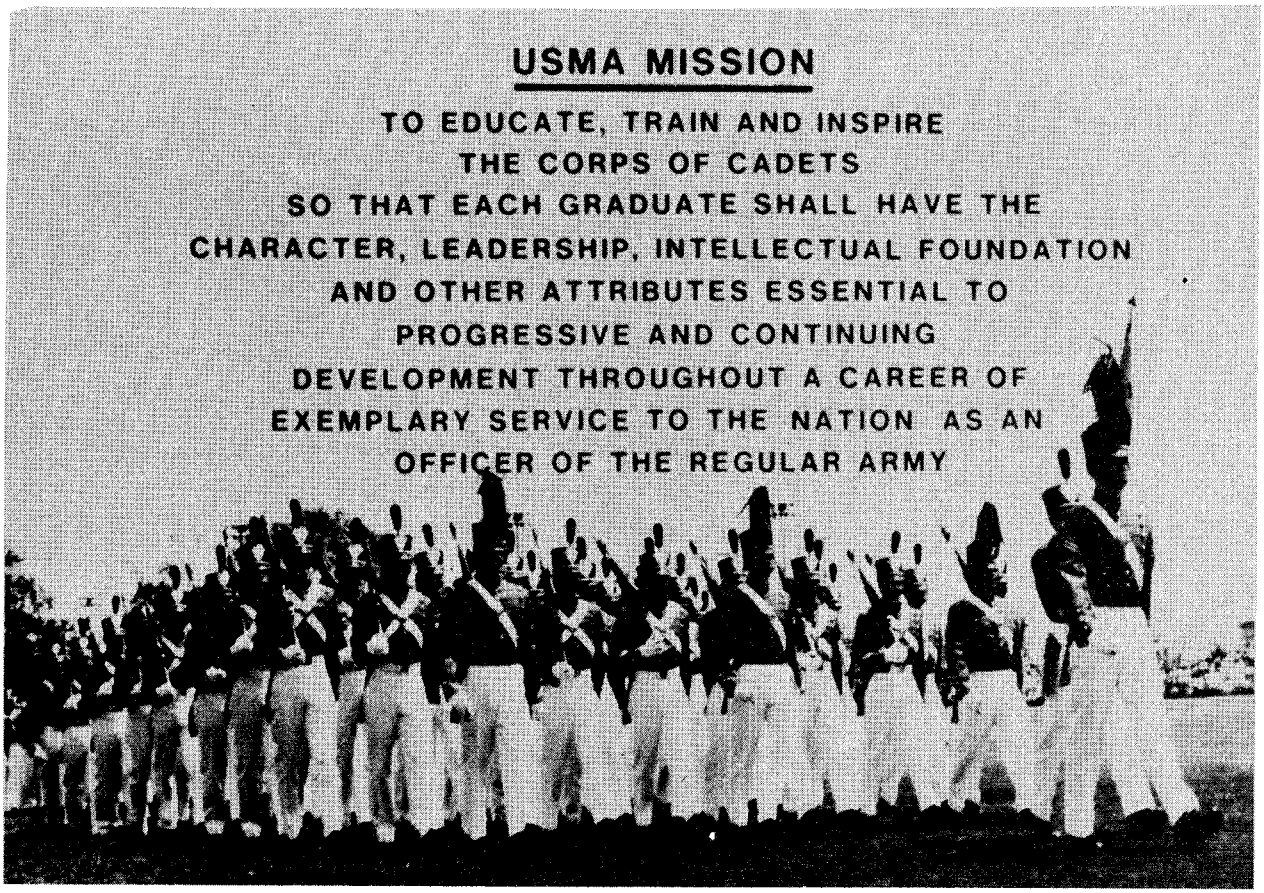

USMA MISSION
TO EDUCATE, TRAIN AND INSPIRE
THE CORPS OF CADETS
SO THAT EACH GRADUATE SHALL HAVE THE
CHARACTER, LEADERSHIP, INTELLECTUAL FOUNDATION
AND OTHER ATTRIBUTES ESSENTIAL TO
PROGRESSIVE AND CONTINUING
DEVELOPMENT THROUGHOUT A CAREER OF
EXEMPLARY SERVICE TO THE NATION AS AN
OFFICER OF THE REGULAR ARMY

TABLE OF CONTENTS

ADMISSIONS PROGRAM..... 1

ACADEMIC PROGRAM..... 5

MILITARY TRAINING PROGRAM.....43

ACADEMY COMMITTEE HIGHLIGHTS.....66

BOARD OF VISITORS.....78

INTERCOLLEGIATE ATHLETIC PROGRAM.....81

SUPERINTENDENT.....101

OPERATIONS, PLANS, AND SECURITY.....109

RESOURCE MANAGEMENT.....112

INFORMATION MANAGEMENT.....116

PERSONNEL AND COMMUNITY ACTIVITIES.....120

LOGISTICS.....124

ENGINEERING AND HOUSING.....126

CIVILIAN PERSONNEL.....131

ALUMNI AFFAIRS.....133

INSTITUTIONAL RESEARCH.....134

STAFF JUDGE ADVOCATE.....137

DENTAL ACTIVITIES.....139

MEDICAL ACTIVITIES.....140

FIRST BATTALION, FIRST INFANTRY.....145

STEWART ARMY SUBPOST.....146

PUBLIC AFFAIRS.....147

POST EVENTS AND ISSUES.....148

APPENDICES

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

ADMISSIONS PROGRAM

In July 1985, Colonel Pierce A. Rushton, Jr., Deputy Director of Admissions, succeeded Colonel Manley E. Rogers as Director of Admissions. Colonel Rushton, a 1959 USMA graduate, joined the admissions office in 1972 and became Deputy Director in 1979. Colonel Rogers, a 1950 USMA graduate, had served as Director of Admissions for 17 years; he was responsible for several initiatives which significantly enhanced the Academy's admissions effort and presided over the Academy's expansion in the late 1960s and early 1970s and the integration of women and minorities.

ADMISSIONS STATISTICS

There were 5,691 candidates nominated and examined for the Class of 1990, 745 of whom were women. Of this total, 2,822 were found qualified, and 1,329 (157 women) entered the United States Military Academy on 1 July.[1] Eighty-eight 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 566 on the verbal portion and 642 in the math, in contrast to national averages of 431 and 475, respectively. More than 99 percent of the new cadets taking the SAT had higher verbal and higher math scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.9 on the English and 28.9 on the math portions compared with the national means of 18.5 and 17.3, respectively. More than 97 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 858 cadets were members of the National Honor Society and 269 were class, student body, or student council presidents while in high school. Some 1,148 lettered in varsity athletics, 731 of whom were team captains. Scouting participants numbered 507 including 117 Eagle Scouts (Boys) or Gold Award (Girls). Minority cadets totaled 202 or 15 percent of the Class of 1990.

ADMISSIONS FIELD FORCE

The Sixteenth Annual USMA/ROTC Liaison Officer's Conference was held at the Academy in June 1986. 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 114 attendees at this year's conference, nearly three-fourths were new to the program. The program now consists of 444 officers, 27 of whom are minority group members, 8 of whom are women, and 101 of whom are USMA graduates. Colonel William M. Yates, the Academy's USAR Advisor, 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 opening remarks by the Superintendent, Lieutenant General Willard W. Scott, Jr., a closing banquet address by the Dean, Brigadier General Roy K. Flint, and presentations made by Major General Robert E. Wagner, Chief of Staff and Commander of the U.S. Army ROTC, and Brigadier General Paul L. Babiak, Commander of the U.S. Army Reserve Personnel Center. Participants gained a wider perspective of the interrelationship of the Reserve, ROTC, and USMA policies and programs in effect.

CANDIDATE TESTING

More than 10,250 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 11,730 individuals at 170 Army posts, National Guard armories, ROTC facilities, and select independent facilities.

ADMISSIONS MEDIA BRANCH

The Media Branch initiated several major recruiting projects this year while continuing to revise and update the current inventory of publications and films.

The Academic film, "Education for Leadership," completed in late 1985, is designed for those such as educators and admissible candidates who have a keen interest in the West Point academic program. The video, available on a VHS format, has been distributed recently in limited numbers directly to the Admissions Field Force.

The Branch is planning for a film to be made over the Summer of 1987 that will document the military training experience of the West Point cadet. The film would include military training received during the first three summers--Cadet Basic Training, Cadet Field Training, and the various options and programs of Cadet Advanced Training. This film is needed because no film currently exists that exclusively documents the military training of West Point cadets.

Particularly noteworthy among improvements to our recruiting publications was the improvement of the "Aviation Flyer." Candidates and those who influence them need to become aware that West Point graduates have the opportunity to pursue Aviation after graduation. Because the addition of Aviation as an Army branch is a recent development, many are unaware of their opportunities to fly as a West Pointer, and thus, the Academy loses candidates to the other academies. We will be including the flyer, which features two dynamic photos of the "Apache," in our annual Fall High School Guidance Counselor mailing which will reach some 20,000 schools across the country.

The direct mail search program was expanded during the past year to include an ACT search, which yielded an additional 10,000 names of young people who meet the basic parameters we set for our mailing. Because there are some states in which the SAT is not taken or is in competition with the ACT, we bought the names of potential candidates so we did not exclude in our mailings those areas of the United States that do not routinely administer the PSAT or SAT.

The envelope and contents of the search mailing were drastically improved this year. A glossy envelope with a four-color photo of the graduation hat toss scene with the caption: "At West Point, Much of the History We Teach was Made by People We Taught" was selected to replace the plain white government business envelope. Instead of Admissions letterhead bond paper, a colored parchment complete with the Director of Admissions signature in blue was utilized. These improvements, coupled with an improvement in the PSAT Brochure, made the search mailings more successful.

A multimedia high school program featuring a slide/tape or laser-disc presentation of West Point prepared by the Learning Research Network was expanded from 1,500 to 2,000 selected high schools during the 1985-1986 Academic Year. The short video program gives students who visit the guidance counselor's office an overview of the Academy and a toll-free phone number and address for those who desire additional information. A listing of these schools is mailed annually to the Admissions Field Force so they can utilize this resource.

An advertising program in the Army Times, tested during the 1984-1985 Academic Year and targeted for military families with college-bound children, did not generate sufficient additional leads from students eligible for presidential nominations in the admissions process. Accordingly, the advertisement was not cost effective and was discontinued.

During the Summer of 1985, members of the Media Branch, for the first time, attended the regional Hugh O'Brian Youth (HOBY) Leadership Seminar held at C. W. Post College on Long Island. In attendance were over 200 area rising high school juniors who had been hand-selected by their schools based on demonstrated scholarship and leadership. We passed out our Pre-Junior Brochure and talked to many about the Academy and the military in general. We are looking into the possibility of eventually hosting the regional HOBY at West Point.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 850 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, 525 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 370 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. Followup letters and telephone contacts by these officers completed an intensive recruitment effort.

EDUCATOR VISITS

The Educator Visits program continued in 1986. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn first-hand of 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 173 educators and Congressional staffers participated in the program.

FOREIGN CADET ENROLLMENTS

In accordance with Public Law 98-894, passed by Congress in 1983, the maximum number of foreign cadets permitted to be enrolled in the U.S. Corps of Cadets was increased from 24 to 40 effective with the Class of 1989. The law, expanded the number of

countries eligible to nominate cadets from only those countries in Central and South America and Canada to a world-wide consideration, and ended the special consideration given to Philippine candidates, who now must compete with other foreign candidates for admission.[2] During the first year of the foreign cadet expansion, nine countries nominated candidates, eight candidates were offered admission, and seven joined the class. The seven cadets are from Guatemala, Jordan, Kenya, South Korea, the Philippines, Thailand, and Turkey. With the USMA Class of 1990, 15 countries nominated candidates, eight candidates were offered admission, and all eight joined the class. The eight cadets are from Thailand, South Korea, Turkey, the Philippines, Senegal, Botswana, Liberia, and Honduras and may represent the largest number of foreign cadets to enter any class in the Academy's history.

FOOTNOTE

[1]One other cadet entering with the Class of 1990 was a "turnback" from the Class of 1989. The cadet did not go through the nomination and examining process with the rest of that class and therefore is not counted in the admissions statistics. His addition gave the class a total strength of 1,330 on 1 July 1986.

[2]The previous ceiling was twenty from the American Republics and four from the Philippines in the Corps of Cadets at one time. Canada never nominated a cadet. Through the Class of 1990, graduates from the Philippines represented one-third of all the foreign academy graduates. See MFR, Sub: "Observations in the Foreign Candidate Admissions Program," February 1985, MAAR-A, CPT David Lopez. Register of Graduates, USMA, 1980, "Foreign Graduates," pp. 813-814.

ACADEMIC PROGRAM

THE FACULTY

Brigadier General Roy K. Flint was appointed as the eighth Dean of the Academic Board on 1 August 1985. General Flint succeeded Brigadier General Frederick A. Smith, Jr., who retired after more than 41 years of military service, 11 as Dean and 9 as Professor in the Department of Mechanics. General Smith, a 1944 USMA graduate, became Head of the Department of Mechanics in 1969 and the Academy's seventh academic dean in August 1974. He presided over an increase in the tenured faculty, implementation of the visiting professor program, and an academic modernization program which included the institution of an optional majors program and the successful accreditation by the Accreditation Board of Engineering and Technology (ABET) for four of the Academy's engineering majors. He also was a strong advocate of the acquisition of the former Ladycliff College (New South Post) properties which he saw as the foundation of efforts for academic advancement in the future. A chapter in the 1985 Annual Report is devoted to the accomplishments of General Smith.

General Flint began his West Point experience as an instructor in the Military Academy's Department of Military Art and Engineering in 1968. His tour was curtailed due to his selection for attendance to the Air War College. He was selected in 1970 as a Permanent Associate Professor in the Department of History (formerly a part of the Department of Military Art and Engineering). Following completion of his doctoral degree at Duke University in 1972, General Flint served as a Permanent Associate Professor until 1976. In 1976, he was appointed Professor and Deputy Head of the Department of History and in 1981 Professor and Head of the Department.

General Flint, a graduate of the University of Michigan and Officer Candidate School, is the first USMA Dean to be commissioned from a source other than USMA. He is also the first Dean to be selected from a humanities department and only the second Dean selected with a Ph.D.

Several other changes among the tenured faculty took place in the 1985-86 Academic Year. Colonel Robert A. Doughty succeeded General Flint as Professor and Head of the Department of History on 1 August 1985, and was simultaneously advanced to the rank of Colonel. Colonel Peter D. Heimdahl succeeded Colonel William F. Carroll, who retired in June 1985, first as Acting Department Head and then as Professor and Head of the Department of Mechanics, effective 13 February 1986. Colonel Robert W. Berry, Professor and Head of the Department of Law, departed on 31 July 1986, after serving in that position for eight years. Colonel Jerome X. Lewis II will serve as acting Department Head until a replacement is selected.

Three Permanent Associate Professors were promoted to Professor of Subjects effective 11 September 1985: Colonel Patrick C. Hoy II as Professor of English; Colonel James L. Kays as Professor of Mathematics; and Lieutenant Colonel Louis S. Csoka as Professor of Psychology and Leadership. Two civilian instructors were promoted to Professor of Subjects effective 11 September 1985: Dr. Samuel Saldivar as Professor of Spanish and Dr. James A. Peterson as Professor of Physical Education.

Colonel James W. McNulty retired on 30 June 1986, after 16 years as a Permanent Associate Professor in the Department of Mathematics. Colonel Michael A. Paolino retired effective 31 July 1986, after six years as a Permanent Associate Professor and two years as a Professor of Mechanical Engineering in the Department of Mechanics. Colonel Wendell O. Jones, Permanent Associate Professor in the Department of Geography and Computer Science, resigned his Permanent Associate Professor position in the Fall of 1985 and was reassigned by the Department of the Army.

The newly-appointed Permanent Associate Professors during the past academic year include: Lieutenant Colonel William G. Held and Lieutenant Colonel Horst G. Sperber, Department of Foreign Languages; Lieutenant Colonel Harry S. Hammond and Major Jeffrey A. McNally, Department of Behavioral Sciences and Leadership; Major James M. Johnson and Major Judith K. Luckett, Department of History; Major Kelly B. Mohrmann, Department of Mathematics; and Captain Johnny E. Tolliver, Department of English.

Three tenured faculty members performed duties away from USMA during the 1985-86 Academic Year. Colonel Allen F. Grum, Professor and Head of the Department of Engineering, was on a military sabbatical serving as the Director of the U.S. Army Waterways Experiment Station (WES) at Vicksburg, Mississippi. Colonel Gerald E. Galloway, Professor and Deputy Head of the Department of Geography and Computer Science, was on military sabbatical serving as a special assistant for automation to the Deputy Chief of Staff for Information Management and to the Commander-in-Chief, U.S. Army Europe (USAREUR) in Heidelberg, West Germany. Colonel James L. Kays, Professor of Mathematics, served as a West Point Fellow at the U.S. Army War College, Carlisle Barracks, Pennsylvania.

Seventeen professors and scholars served as visiting professors during the past year: Dr. Edna Jo Hunter of the United States International University in the Department of Behavioral Sciences and Leadership; Professor Gardner W. Stacy of Washington State University in the Department of Chemistry; Dr. Thomas F. Trost of Texas Technological University in the Department of Electrical Engineering; Professor Kenneth C. Weston of the University of Tulsa in the Department of Engineering; Professor John Kekes of the State University of New York at Albany in the Department of English; Dr. Sheila R. Ackerlind of The College of White Plains of Pace University in the Department of Foreign Languages; Dr. Melvin G. Marcus of Arizona State University, Dr. Harold A. Winters of Michigan State University (an adjunct visiting professor), and Dr. Jon L. Bentley (first semester) of AT&T Bell Laboratories, all with the Department of Geography and Computer Sciences; Professor Charles F. Roland of the University of Kentucky in the Department of History; Dean John F. T. Murray formerly of the St. Louis University School of Law in the Department of Law; Professor Maurice D. Weir of the Naval Post Graduate School in the Department of Mathematics; Dr. Jack Fairchild of the University of Texas at Arlington in the Department of Mechanics; Professor D. Rae Carpenter of the Virginia Military Institute (VMI) in the Department of Physics; Dr. George G. Edwards of Texas Agricultural and Mechanical University and Mr. Charles S. Ahlgren, U.S. State Department, both in the Department of Social Sciences; and Professor Karl G. Stoedefalke of the Pennsylvania State University in the Department of Physical Education.

Majors Michael R. Reopel and William L. Webb III, Assistant and Associate Professors in the Department of Social Sciences, respectively, were among 11 individuals selected from 585 applicants to serve as White House Fellows for one year starting in the Fall of 1986. In addition, two other Academy graduates and former faculty members,

Majors Michael C. Ryan and William J. Lennox, were named. The selection of these officers brings to 29 the total number of USMA graduates selected for this position; 19 of these individuals have either taught on the faculty or served as tactical officers at West Point.

The academic credentials and composition of the faculty remained stable in most categories for the 1985-86 Academic Year. The percentage of faculty members holding Ph.D. degrees and of those completing all but dissertations were 21 and 7 percent, respectively. Officers commissioned from other than USMA comprised 35 percent of the faculty. The number of women officers on the faculty declined from 20 to 18 during the past academic year, the first time in five years that at least 20 women have not been on the faculty. However, the number of minority officers rose from 25 to 36 during the past year to the highest level in the Academy's history. The number has more than doubled since the 16 minority officers on the faculty during the 1983-84 Academic Year. The number of sister service officers on the academic faculty increased by one to 16 with 11 Air Force and 5 Naval officers. Additionally, one officer each from Brazil, West Germany, Mexico, and France served in the Department of Foreign Languages.

FACULTY DEVELOPMENT

During the Summer of 1985, faculty participation in the military development program increased over the level of the previous year. The participants ranged from Department Heads to Permanent Associate Professors, but each made contributions which furthered Army policies and programs. In addition to the work of Colonels Grum, Galloway, and Kays, mentioned previously in this chapter, five tenured faculty members served as team chief evaluators for the Army Training and Evaluation Program (ARTEP).
Colonel Roy K. Flint, Professor and Head of the Department of History, just prior to becoming Dean of the Academic Board, served as the team chief evaluator for a Massachusetts National Guard Infantry Brigade at Fort Drum, New York.
Colonel Wendell A. Childs, Professor and Head of the Physics Department, served as the evaluator for the 11th Ordnance Group (Ammo), Alabama National Guard, during its annual training at the Anniston Army Depot, Alabama; Lieutenant Colonel George F. Palladino, Professor of Chemistry, served as the evaluator for the annual training of the 1st Battalion, 161st Field Artillery of the Kansas National Guard at Camp Guernsey, Wyoming; and Lieutenant Colonel Hobart B. Pillsbury, Jr. and Major Robert H. Baldwin, Jr., Permanent Associate Professors in the Department of Social Sciences, served as evaluators with the 2nd Battalion, 180th Field Artillery at Fort Huachuca, Arizona, and with the 2nd Brigade of the 40th Infantry Division at Camp Roberts, California, respectively.

In the Spring of 1986, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, visited the Republic of Korea as part of the tenured faculty military development program and observed U.S. military forces in action. His observations ranged from the level of the Commander-in-Chief, General Livsey, to the level of a 2d Lieutenant commanding a platoon in the DMZ and in the Team Spirit exercise maneuver area. Lieutenant Colonel John M. Wattendorf, Permanent Associate Professor in the Department of Behavioral Sciences and Leadership, took a military development tour to Fort Leonard Wood, Missouri, where he served as a special assistant to the 1st Training Support Brigade Commander. Lieutenant Colonel Wattendorf was able to closely observe and interview soldiers at virtually all levels of the brigade in both U.S. Army Forces Command (FORSCOM) and U.S. Training and Doctrine Command (TRADOC) units while they were actively involved in routine daily jobs and training, as well as units on an FTX (combat engineer battalion)

and an ARTEP (heavy/medium truck company) in order to get a good picture of the Army today.

In the Spring of 1986, Colonel Robert W. Berry, Professor and Head of the Department of Law, conducted a field review of the three National Guard "round-out brigades" located in Georgia, Mississippi, and Louisiana, to assess their overall state of readiness and ability to meet their assigned duties with active duty divisions. As part of the review, he visited the 1st Cavalry Division and the 5th and 24th Infantry Divisions at Fort Hood, Fort Polk, and Fort Stewart, respectively, and visited FORSCOM Headquarters, and the headquarters of the Georgia, Mississippi, and Louisiana national guards. He later visited Panama and Honduras to observe USAR troops on training exercises. Prior to leaving Central America, he visited U.S. Army officers at the Guatamalean Military Academy as part of a review of the Army's Personnel Exchange Program.

In June of 1986, Colonel William J. Reynolds and Lieutenant Colonel John A. Dallen, both of the Department of Geography and Computer Science, worked with the 10th Engineer Battalion and USAREUR Headquarters on automatic obstacle planning. The results of their efforts were directed to the upgrade of engineer play in combat simulations. This exercise was sponsored by USACERL. Lieutenant Colonel Cathy Kelly of the Department, after participating with other faculty members in MICROFIX training with troops in Panama and Korea, spent four weeks as an action officer in the Caribbean Basin Branch at the Directorate of Political Military Affairs (J-5), in the Office of the Joint Chiefs of Staff.

For the Summer of 1985, only FORSCOM and TRADOC were approached to obtain appropriate positions for our tenured faculty. Following the summer, other MACOMs were also approached for training slots for the Summer of 1986 and thereafter. The FORSCOM slots primarily involved evaluating reserve units without active Army partners, i.e., "those without a critical readiness mission" during their annual training. The Superintendent requested the opportunity "for the faculty to participate in Reforger, Team Spirit, Desert Strike, and other major training exercises during the summer or at a time we could break one or two officers free during the academic year."[1] Funding difficulties with TRADOC limited the Academy's ability to serve at the NTC.

In late 1985, Colonel David J. Phillips, Associate Dean, chaired a DA-USMA committee organized to upgrade the available quality of summer duty with the Army in the field to ensure that it complied with the Army Chief of Staff's desire that the Army provide "meaningful tours of duty that benefit both the Army and the officer concerned."[2] Throughout the 1985-86 Academic Year, efforts were undertaken to enhance the quality of opportunities, particularly in major exercises overseas. Although improvements were made during this period, much still needed to be done at the end of the reporting period to comply fully with the Chief of Staff's guidance.

Besides the faculty development program, tenured and non-tenured faculty members participated in other actions and activities of particular importance to DA and other governmental agencies. In the Summer of 1985, Colonel Peter L. Stromberg, Professor and Deputy Head of the Department of English, and Lieutenant Colonel William A. McIntosh, Professor of English, conducted writing workshops for commanders and senior staff officers at headquarters ranging from brigade to Supreme Headquarters Allied Powers Europe (SHAPE) in support of the Army Effective Writing Program. In the Spring of 1986, English Department officers conducted workshops at Forts Campbell, Bragg, Lewis, Carson, Sill, Knox, McPherson, Gordon, Hood, and Devens. Besides this work in

the field performed by eight officers, five officers, to include Colonels Stromberg and McIntosh and Lieutenant Colonel John A. Calabro, Jr., Permanent Associate Professor, conducted workshops in Europe, Hawaii, Japan, and Korea. Answering a call from the Army Vice Chief of Staff, Colonel Anthony E. Hartle, Permanent Associate Professor, served on the Presidential Commission on the Space Shuttle "Challenger" accident. He wrote a substantial part of the report that critics have praised for its clarity and thoroughness.

In addition to these activities, Lieutenant Colonel Baldwin, Major Barry L. Scribner, and Captain Einar A. Seadler of the Social Sciences Department assisted the staff of the Seventh Army Training Command (7ATC) at Grafenwoehr, West Germany, in adding training resource data to its data bases. In July 1985, three other Department members, Captains Mark C. Coomer, Andrew H. Ziegler, and Michael Reopel, became the first USMA faculty members to complete six-week assignments as observer-coaches at the National Training Center (NTC) at Fort Irwin, California. At the end of the month, Colonel James R. Golden, Professor and Deputy Head of the Department, participated in field exercises at NTC to evaluate the performance of the USMA attendees and to determine the possibility of future USMA faculty members serving in that capacity given the requirements of the assignment. As a result of the visit, other officers will be scheduled to serve in the future. In June 1986, Major Peter B. Guild and Captain Keith C. Walker served in similar capacities at the NTC. Major Edward F. Smith of the Department of Engineering briefed and finalized the concept for "Brigade Planner," an automated planning tool for brigade commanders and their staff, at the TRADOC Systems Analysis Activity. Major Todd S. Bacastow of the Department of Geography and Computer Science visited Korea to view the use of MICROFIX-T during the Team Spirit exercise to meet topographical information requirements. Field visits also were made to the DMZ to gain appreciation of the impact of terrain on operations and to define the unique automation requirements of the Tunnel Detection Teams. Captain Mark O. Hehmeyer of the Department visited the Canadian Armed Forces Base, Kingston, Ontario, to present MICROFIX Introductory Field Training to personnel of the 1st Canadian Signals Regiment and the Canadian National Defense Headquarters. Captain Hehmeyer gave an overview of the commercial software contained as part of the MICROFIX System One (MSO) Version 2.0 Software and provided training on the operation and usage of the Topographic User (TOPO) and on the use of topographic database applications.

CADETS

On 28 May 1986, Secretary of Defense Caspar W. Weinberger delivered the commencement address to the Class of 1986. The Defense Secretary told the class "All of you will face, and very soon, men and women for whom authority is no longer just a concept. For them, authority will acquire a voice, a character: and it will be your own." This graduating class, the second largest in Academy history, included 973 members (881 men and 92 women). Twenty cadets (18 men and 2 women) joined the "Courage Never Quits - 86" and graduated during the summer and 13 other cadets (11 men and 2 women) graduated before the end of the year after completing additional requirements to finalize the graduation of the Class of 1986 with 1,006 members.

Four of the 51 Distinguished Cadets of the Class of 1986 received special academic recognition. Lieutenant Timothy A. Knight, Brigade Commander of the Corps of Cadets, became the Academy's third Marshall Scholarship recipient. He will study engineering science and economics at Oxford University. Lieutenant Paul C. Marks was the Academy's fourth Marshall Scholarship recipient and the second Academy winner of a Phi Kappa Phi Scholarship. He will pursue East Asian studies at the University of London. Lieutenants Lawrence R. Oliver and Robert W. Sadowski became the Academy's 25th and 26th Hertz Foundation Fellowship winners. They have been granted fellowship deferments to serve four years in the military prior to undertaking graduate study. Lieutenant Oliver will study energy and fluid systems at the Georgia Institute of Technology. Lieutenant Sadowski will pursue studies in computer engineering at either the University of Texas or the University of California at Davis. USMA continues to rank fourth behind MIT, Stanford, and the California Institute of Technology in the number of Hertz awards won since the Academy began competing in 1973.

In addition, Lieutenants Douglas C. Black, Donald E. Smith, and Thomas G. Szoka became the Academy's 17th, 18th, and 19th National Collegiate Athletic Association (NCAA) Postgraduate Scholarship recipients. They were awarded $2,000 scholarships for excellence as scholar-athletes in football to be used for postgraduate study at universities of their choice. They also were granted scholarship deferments to serve four years in the military prior to undertaking postgraduate study.

Under the provisions of Department of Defense policy, up to two percent of each service academy's graduating class may attend medical school immediately upon graduation. Twenty-four members of the Class of 1986 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. Eighteen of the 24 (representing less than two percent) were selected for admission as follows: Lieutenant Eric D. Adams at the the University of Pittsburgh; Lieutenant Ricanthony Ashley at the University of Indiana; Lieutenant John T. Atkins at the University of North Carolina; Lieutenant Gregory P. FitzHarris and Mark Vakkur at Duke University; Lieutenant Paul J. Houge at the University of Minnesota; Lieutenant Kurt L. Maggio at George Washington University; Lieutenant Douglas P. Prevost at the State University of New York at Buffalo; Lieutenant Mark W. Thompson at the University of Michigan; Lieutenant Andreas Wolter at the New York Medical College; and Lieutenants Rocco A. Armonda, Andrew S. Eiseman, John H. Farley, Edward G. Froelich, Wilma I. Larsen, Eric T. Lund, Karen S. Phelps, and Robert M. Rush at USUHS.

Fifteen cadets and two members of the staff and faculty were among some 200 students and faculty members from 26 colleges who attended the 40th Annual Eastern Colleges Science Conference (ECSC) at Duquesne University in Pittsburgh, Pennsylvania, in April 1986. Two papers by West Point cadets were singled out for special recognition. Cadet Jeffrey A. Hanko's paper entitled "Rates of Reaction: Trialkylphosphites and Sulfur" was selected as the best paper in chemistry and the best paper overall from among the 149 presented at the conference. Cadet Eric R. Conrad won first prize for the best physics paper for his work on "A Holographic Aiming Circle for Field Artillery."

A comprehensive cadet counseling program continued to assist cadets in more clearly defining their academic goals and planning a course of study which will lead to the attainment of those goals. After the counseling process, cadets of the Class of 1988 made general selections similar to those made the year before by the Class of 1987:

	Class of 1988	Class of 1987
Mathematics-Science-Engineering (MSE)	42%	51%
Humanities-Public Affairs (HPA)	58%	49%

The distribution of the Class of 1988 between fields of study and majors were as follows by the end of the 1985-86 Academic Year:

	Field of Study	Major
Mathematics-Science-Engineering (MSE)	12%	30%
Humanities-Public Affairs (HPA)	48%	10%
	60%	40%

The Class of 1988 recorded the most significant shift away from majors since it was first offered for the Class of 1985. In previous classes there was a rather even balance between those selecting majors and those remaining with a field of study.[3] In the Class of 1988, however, 60 percent of the class decided not to major. Some 150 fewer cadets of the Class of 1988 selected a major compared with their predecessors from the Class of 1987.

At the same time this shift was underway, the number of cadets selecting a major or field of study in the Humanities-Public Affairs (HPA) side of curriculum reached its largest share, when nearly 58 percent selected a field of study or major on that side of the curriculum. Some 100 fewer cadets from the Class of 1988 selected the Mathematics-Science-Engineering (MSE) side and nearly 100 more selected the HPA than was the case in the Class of 1987.

The declines in the proportion of cadets selecting a major and the increase in the numbers selecting HPA is not an anomaly. Majors have always been more popular among cadets selecting MSE than among those selecting HPA. For the Class of 1988, 71 percent of those cadets concentrating in MSE but only 17 percent of those concentrating in HPA decided to major in their respective specialties.

Of the optional majors open to cadets in the Class of 1988 at the time of their counseling during the Spring of 1986, engineering management, mechanical engineering (aerospace), and computer science were selected by the largest proportion of total cadets, 5.4 percent, 5.3 percent, and 3.5 percent, respectively. Of those cadets selecting a major, these three areas were selected by 13.4 percent, 13.2 percent, and 8.8 percent, respectively.

Of the fields of study open to cadets in the Class of 1988 at that time, Management (HPA-Human Resources), geography (HPA), and national security and public affairs were the most popular and were selected by 6.2, 5.5, and 4.5 percent, respectively. Of those cadets selecting a field of study the percentages were 10.3, 9.1 and 7.5, respectively.

The Class of 1989 made their initial "tracking" decision during the Spring of 1986. Of 1,226 cadets, 630 (51 percent) selected the HPA track and 596 (49 percent) selected the MSE track.

THE CURRICULUM

The most significant change of the past academic year was the elimination of the Dual-Track curriculum for the Class of 1990 and beyond. In 1981, the Academy adopted the Dual-Track curriculum, an academic program which required cadets to identify at the end of the plebe year their principal area of academic interest--Mathematics-Science-Engineering or Humanities-Public Affairs. "With that decision, cadets began the process of academic specialization; first, by taking four track-related electives directed by the Academic Board and second, by taking tracked versions of all MSE core courses required after the plebe year."[4] Designed to support a curriculum without academic majors, the Dual-Track system lent only partial support to the specialization requirements of the optional majors program adopted in 1983, and, in some cases, hindered improvements in specific fields. More importantly, the early selection of a track caused cadets to arbitrarily and artificially devalue one-half of the core curriculum.

In May of 1986, the Academic Board approved changes recommended by the Curriculum Committee which once again will make the core curriculum for the first two academic years truly common and eliminate any artificial devaluation of a portion of the core.[5] Included in these changes were requirements for the Department of Mechanics to offer a single version of the core course in Statics and Dynamics and the Department of Physics to offer a common two-semester sequence in physics. Currently, the Department of Physics plans for the common two-semester physics course to be calculus-based classical physics, which will mean that some cadets will graduate without a formal exposure to modern physics.

As a result of these changes, cadets will no longer need to select a curricular track in the plebe year. Their single focus now will be on the selection of a field of study or optional major during the second term of yearling year. The opportunity will still exist for selected cadets to begin to specialize earlier, but for the majority of cadets the expected norm will be to defer this decision until the yearling year.

At the same time, the Academic Board approved changes in the directed electives for the MSE programs which will provide increased flexibility for field proponents to strengthen their programs while still demonstrating the Academy's commitment to retaining breadth in the curriculum. Again effective for the Class of 1990, the MSE requirement for directed electives will be two electives offered by departments other than the field proponent. This requirement will parallel the requirement for two directed electives--a third semester of a foreign language and "Cultural and Political Geography" (EV 365)--which now exists for HPA fields of study and majors.

With these changes, the Academy curriculum approaches the conceptual simplicity of two complementary parts. A common core program for the first two years will provide the broad basic education in the arts and sciences, and a complementary specialization component will provide the opportunity for intellectual depth in over 40 fields of study and majors.

In the words of the Superintendent, "In the final analysis, I believe that as a result of these changes, West Point and its graduates will be even better prepared to meet the requirements of the modern, technological Army. The return of the common, two-year core curriculum means that for half of our students, the technical, MSE component of the curriculum will have improved, as these cadets who would have formerly been identified as HPA students are now required to take the same rigorous basic and

engineering science courses presently required only of cadets in the MSE track. Moreover, those cadets who specialize in the technical fields will have the opportunity to experience even stronger programs and will be better prepared to meet the Army's needs in a diverse number of technical disciplines."[6]

As anticipated at the time of its adoption, enrollment in the optional majors remains far from universal. In the Class of 1986 at graduation, enrollment in the majors program was 43 percent, down from 47 percent for the preceding class. At the end of the academic year, 51 percent of the Class of 1987 was enrolled in the majors program, but only 40 percent of the Class of 1988. The latter class also continues to be the first to have a majority of cadets selecting the HPA area of specialization. By the end of the year, the split was 57 percent HPA and only 43 percent MSE. The Class of 1989 initial selection had MSE on top by a narrow 51-49 percent margin.[7]

In July 1985, the Academy was notified that its civil, electrical, and mechanical engineering programs, and its engineering management program, had been awarded accreditation by the Engineering Accreditation Commission (EAC) of ABET. The accreditation was made retroactive with the Class of 1985, the first class to have the opportunity to major in a field of study. This decision marks the end of an intensive effort over the past several years to win accreditation for several of the Academy's new optional majors. The accreditation, the first for any Academy major, is recognition that these programs meet the basic academic standards established by the EAC. The Academy also received insightful comments from the EAC evaluation team on steps that could be taken to strengthen these programs beyond the minimum ABET standards. Appropriate academic departments and coordinating committees are reviewing these recommendations in light of our total curriculum and will initiate proposals where appropriate.

ACADEMIC COMPUTING

The 1985-86 Academic Year witnessed the continued expansion of cadet utilization of computers in academic course work and progress towards the goal of every cadet and faculty member having a personal computer.

During the 1985-86 Academic Year, cadet use of the Instructional Support System (ISS), a network of five super-minicomputers, continued to increase and was 17 percent higher than the year before and 78 percent higher than the year before that. Increased usage also was evident in microcomputer laboratories supporting Fourth Class computer science instruction in the Department of Geography and Computer Science Computer Graphics Laboratory (CGL) and in the Department of Engineering Computer-Aided Design (CAD) Laboratory.

The implementation of the Academic Board's decision of May 1985 to change the Academy's standard programming language from FORTRAN to Pascal was begun during the period with all members of the Class of 1989 being taught Pascal in their Fourth Class computer science course.

Following the Superintendent's decision in May of 1985 to issue a personal computer to every member of the Class of 1990, Lieutenant Colonel Lanse M. Leach, Assistant Dean for Academic Computing, was tasked with overseeing the Cadet Personal Computer Project. The primary task then was to define the functional specifications and initiate a procurement action. In February 1986, the Department of Defense (DOD) awarded a

contract to Zenith Data Systems for a standard DOD microcomputer. The microcomputer was a Zenith-248 which was IBM compatible and exceeded most of the specifications developed by Academy consultants in the project. In March 1986, the Superintendent approved the recommendation to select the Zenith-248 as the personal computer for the Class of 1990. Procurement action was initiated and the first increment of faculty and laboratory computers was delivered and installed in June 1986. The faculty actively began incorporating the personal computer into its courses to enhance the quality of instruction and the educational environment of cadets.

Also during this period, a committee, chaired by Colonel Jack L. Capps, Professor and Head of the Department of English, devised an Academy policy statement defining the institutional and individual responsibilities involved in using personal computers and computer software. The policy, which was ultimately approved by the Academic Board in June 1986, established policy guidelines and responsibilities in using computer software protected by copyrights and software licenses. Under the statement, the Academy's responsibility centers on "creating an environment that reinforces individual compliance with legal obligations" and ensuring that individuals using Academy materials comply with existing legal and copyright protection. Beyond that, it ultimately is an individual responsibility.[8]

FACULTY RESEARCH

During the 1985-86 Fiscal Year, Lieutenant Colonel Thomas H. Johnson served as the Assistant Dean of Academic Research and Director of the Science Research Laboratory. Major Richard C. Graham was the executive officer of the Science Research Laboratory.

Funding for the faculty research at USMA increased significantly from $1,015,386 for the 1984-85 Fiscal Year to $1,236,833 during the 1985-86 Fiscal Year. This 22 percent increase in funding is due primarily to increased funding for projects of the Department of Geography and Computer Science and the Department of Engineering and is indicative of the Academy's contribution to Army research programs. Funding continues to be primarily from DA 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 in the past the FDRF has been the primary sponsor of research for the social sciences and humanities, in FY 86 funding was obtained from the Army Research Institute (ARI) to enhance research efforts in these areas.

USMA LIBRARY

The USMA Library improved services and operations in a number of key areas during the year. The process of inputting manual (paper cataloging) records into the Library data base (Geac computer system) was nearly completed. Plans were made to increase the physical security of the Library through the closing of entryways leading to Bartlett Hall, and initial approval was obtained from the Dean for the installation of an electronic book theft surveillance/detection system. The Dean also directed that the Reading and Study Skills Center be relocated from Thayer Hall to the Library to improve accessibility. Steps were taken to enlarge and improve library use of computers, although funding for the Geac system enhancement was temporarily delayed at the Academy because of competition for funds.

Basic library services including cadet-faculty orientations, security, photocopy operations, reference collections and services, and interlibrary loan services were improved. Planning was conducted for movement of selected assets to New South Post to provide for internal renovation as well as long-term needs. The Friends of the West Point Library continued its activity in support of the USMA Library, and the Library received several significant gifts. A seminar dealing with copyright law, regulations, and issues, conducted by the library and USMA's SJA office, was held for USMA staff, faculty, and researchers in May.

During the past year, the project of converting existing bibliographic entries to the machine readable format and barcoding volumes was largely completed. By the end of the 1986 Fiscal Year, some 345,000 bibliographic entries in the collection had been barcoded and were accessible through the Geac computer system. All departmental libraries and most of the main Library collection (except for periodicals, government documents, special collections, and archival holdings) are listed. Patrons thus can identify the location of books by subject, author, or title in the collection through the Geac terminals. In the near future, the materials in the library's special collections section and duplicates of other books already listed in the system will be added. Selected government publications will also be added to this system.

The library also seeks to expand the existing Geac hardware to permit the installation of a fully-integrated library acquisition system in which bibliographic entries prepared when the book is originally ordered can be expanded upon to comprise the final catalog entry, thereby expediting the integration of new entries into the Geac system. At the same time, the online catalog (Geac system) will offer cross references to volumes and foster community access to the system by permitting users, through their personal Zenith 248 computers and the Sytek computer network, to survey the library holdings and conduct data base searches in all research areas.

To be successful in study and research at the Academy, it is essential that cadets become skillful library users. Improvements in the Library orientation and instructional program have been made to reach that objective. Reference librarians offer both basic library orientation sessions and advanced seminars on various research topics relevant to particular courses; two videotapes on reference resources have also been prepared.

Interlibrary cooperation is an important aspect of providing quality library support for faculty and student researchers. The USMA Library continued its participation in the national OCLC bibliographic network, in Army and other federal library affiliations, in New York State's SUNY/OCLC network, and in the regional Southeastern New York Library Resources Council (SENYLRC). Membership in these organizations promotes the liberal exchange of books and other materials among member libraries to the benefit of USMA Library users.

Important steps were taken during the year to improve the security of the USMA Library. Past studies indicated that $30,000 worth of books were lost annually. To help reduce book loss and unauthorized borrowing, the Library proposed that the doors connecting the Library with Bartlett Hall be locked and a single main Library entrance and exit be created; and that an electronic book detection system be installed to ensure compliance with Library loan policies. These recommendations were endorsed by the Library Committee and approved by the Dean of the Academic Board. The Bartlett Hall doors were closed after the 1986 graduation ceremonies, and the security system will be purchased and installed in the Winter of 1987.

The availability of coin-operated photocopying equipment for library users helps preserve library materials. During the past year, arrangements have been made to improve the availability of this resource by requiring more frequent maintenance checks of the equipment and by providing larger coin changing machines. Ultimately, machines will be introduced in the library which will permit cadets to obtain cash through the use of a special credit card.

The Archives staff worked to preserve endangered collections of historic USMA athletic films and valuable architectural plans. The Archivist also contributed to facility planning by focusing attention on environmental problems which must be solved to protect archival material when they are relocated to New South Post.

The Reading and Study Skills Center (RSSC) was relocated to the audiovisual center in the Library in January 1986. Interaction and collaboration between librarians and reading instructors enhanced Library/RSSC assistance to cadets.

Architectural plans for the New South Post Library space have been reviewed and commented on by Library staff who have worked closely with architects and engineers to ensure that necessary improvements are made in the proposed Doyle Hall space. Both USMA Archives and Library materials will be housed there when remodeling is completed during the 1987-88 Academic Year. The move is a short-term solution to the requirement for Library expansion.

Long-range Library space planning is required to provide for future growth into the 21st Century. Brigadier General Flint, the Dean, has included the Library in the Academy Bicentennial Plan, and initial consideration is being given to Library space requirements under this framework. The need for a modern addition to the present Library facility before Library space is exhausted in the near future was stressed in a meeting with the Hillier Group architects in April 1986.

In September 1985, Mr. Kenneth W. Hedman, formerly Associate Director of Libraries at The University of Texas at El Paso, succeeded Mr. Donald Koslow who retired from federal service in November 1984. Also in September, Dr. Edward Cass, USMA Archivist from 1980-1982, returned to the position succeeding Mr. Richard Hellinger who left in May 1985, to take a position with the New York City Department of Records and Information Services. At the end of the academic year, Mrs. Elizabeth Ince began service as Director of the Reading and Study Skills Center.

Retrospective monograph purchases in the areas of literary criticism and social sciences provided added collection depth which was needed to provide library service in light of the expanded curriculum. Approximately 50 periodical titles were added to keep this segment of information resources current with curriculum demands at least through the end of the 1986 Fiscal Year.

A collection of manuscripts, books, letters, tapes, and photographs relating to the careers of Robert T. Stevens and Isaac I. Stevens were donated to the Library during the past year. Materials from Robert T. Stevens' career as Secretary of the Army (1953-55) and his grandfather's cousin Isaac's tenures as Governor of the Washington Territory and Superintendent of Indian Affairs (1853-57) are central to the collection. Significant items of Americana include letters of George Washington, Robert E. Lee, and John Quincy Adams.

The Friends of the West Point Library have donated an 1852 letter from Brevet Brigadier General Joseph G. Totten to the Adjutant General of the Army Major General Jones announcing the assignment of Colonel Robert E. Lee to West Point as Superintendent of the Military Academy. The "Friends" also have purchased a unique French document which detailed the original course of studies at the Ecole Polytechnique in Paris and provided the basis for West Point's earliest curriculum.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1985-86 Academic Year, the Department continued its support of the Academy's primary purpose--developing leaders for the U.S. Army. Offering a fully-integrated curriculum, the Department has provided cadets with a course selection that 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 permit cadets to investigate the many factors which enable leaders to achieve success in a myriad of situations. The underlying assumption is that a key to the development of effective leadership is an understanding of human behavior—the leader's and the soldier's. Military leaders must have the ability to motivate and train soldiers and to provide them with appropriate feedback on their performance. All courses in the Department place specific emphasis on action-oriented learning strategies to enable cadets to learn to recognize and utilize appropriate leadership methodologies.

The core course, "Military Leadership" (PL 300), underwent substantial design changes this past academic year in an attempt to enhance the cadet's ability to link theory and practice. The course was designed around a general problem-solving process, which required students to use concepts and theories to diagnose and solve real-world military leadership problems. Through the use of case studies, cadets learned to analyze multiple causes of leadership problems and apply integrated frameworks in selecting leader actions. The Military Leadership faculty is currently engaged in systematic research to assess the effectiveness of this innovative approach to course design.

During the past year, the human factors psychology stem major/field of study expanded in enrollment and now essentially fills the lab facility to capacity. The final, integrative course "Human Factor Psychology" (PL 485) was modified to include a design project: the design of interior spaces and equipment placement in the M577 command post vehicle, using a full-scale mockup constructed for the purpose. In the next academic year, new projects will be added, including interior design of the M2/3 Bradley Fighting Vehicle (BFV) turret, and installation of a sophisticated solid modeling Computer Aided Design (CAD) system for human factors design work.

The Department's Human Sciences Laboratory passed a milestone during the past academic year when over 90 percent of funding for the facility came from outside research grants. During FY 82, the laboratory began with a total budget under $4,000; in FY 86, total funding topped $200,000, virtually all from grants by TRADOC and the ARI for the Behavioral and Social Sciences. In addition to dedicated support to the

behavioral sciences curriculum, the laboratory executed two major research programs: a study of concealment camouflage and human vision, and exploratory testing of special countersurveillance measures that degrade a gunner's ability to track and engage a target. The latter tests showed the first reliable eye-driving effect ever demonstrated in realistic combat conditions. The program will continue in FY 87 with TRADOC support. New initiatives already funded include investigation of visual search patterns for tactical targets, including acquisition of an eye movement analyzer (a costly and sophisticated research tool that provides a virtually unmatched capability in the field of visual performance); investigation of computer methods for evaluating countersurveillance measures; instrumentation of the M577 mockup for research in tactical decision making funded by ARI; and installation of an instrumented model range to exploit the successes in tracking performance and to launch new investigations of combat vehicle crew task loading, sight reticle design, and techniques for engaging aerial targets using the BFV system.

The Department continued to support Academy leader development programs. In particular, Department members assisted the Office of the Commandant in designing a four-year cadet sequential development program; in reviewing and monitoring ethical and honor instruction at the Academy; and in acting as consultants to the Military Development System (MDS) used to evaluate the military performance of cadets. The Department again assisted the Army football program by utilizing the data management system to support the scouting of Army football opponents. USMA continues to be one of the few institutions in the country to have a data system for scouting both offensive and defensive capabilities.

The Department-sponsored Behavioral Sciences Club Seminar (BSCS), now in its seventh year, provides cadets opportunities to pursue their interests in the study of leadership, psychology, sociology, and related behavioral sciences fields, through projects, lectures, trips, and seminars. By the end of the year, its membership totalled 417. The seminar hosted a dining-in in which stress and military families were discussed with special emphasis on POWs and their families. During the second semester, the seminar participated in an exchange program with Reserve Officer Training Corps (ROTC) cadets from St. John's University which involved exchange visits at both institutions.

Spurred by the efforts of the Seminar, 500 cadets and 75 local volunteers from area schools such as Mount St. Mary College, the Berkeley School, the State University of New York College at New Paltz, the local James I. O'Neill High School at Highland Falls, New York, and young people from the West Point community participated in the planning and operation of this year's Orange County Special Olympics held at West Point in April. This was the thirteenth year the Academy, and particularly the Corps, have hosted this event. Cadet Don Smith, a regimental commander and honorable mention all-America football star, administered the Special Olympics Oath to the athletes. About 350 of the country'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 Club Seminar and USMA's involvement in the Orange County Special Olympics is permanently displayed in the USMA's Visitor's Center.

Summer internship opportunities were expanded for selected behavioral sciences 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 of 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 thirteenth 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 24 cadets worked with 24 emotionally disturbed children in a one-on-one helping relationship. During the second semester, 11 cadets worked with 11 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. Major Ronald C. Sims participated in an Officer Basic Course (OBC) In-Progress Review (IPR) hosted by CAL for the Leadership Core Curriculum (LCC) taught in all the service schools. Since the Department, in concert with CAL, developed most of the lessons in the LCC, Major Sims was able to provide an institutional memory for most of the service school representatives and expanded upon the theoretical rationale behind the lesson plans.

Lieutenant Colonel Patrick J. Bettin participated as a facilitator, instructor, and seminar leader during the Leadership Instructors Training Course sponsored by CAL. This course is conducted semi-annually to prepare service school leadership instructors for their roles and responsibilities teaching the leadership core curriculum in the officer basic and advanced courses. The course is designed to enable instructors to link leadership doctrine to the AirLand Battle doctrine and emphasizes preparing leaders in peacetime.

Colonel Howard T. Prince II, Professor and Head of the Department;
Lieutenant Colonel John M. Wattendorf, Permanent Associate Professor; and
Lieutenant Colonel George B. Forsythe, Permanent Associate Professor, presented a paper entitled "A Framework for Leader Development" at the 1985 Army-wide leadership conference hosted by CAL at Fort Leavenworth. Their presentation addressed current Army leadership development problems in schools and units and presented a leadership development plan that could be used by battalion and brigade commanders within their units. The three officers also provided other Army leadership agencies and unit commanders feedback on various leadership education and training programs presently being used throughout the Army. Lieutenant Colonel Wattendorf served on a panel that discussed the topic "Where Should We Focus Our Research Efforts on Army Values?" at the 1986 Leadership Research Conference hosted by CAL.

The Department's contribution to the instruction and study of leadership extends beyond the military. For example, Colonel Prince participated in a symposium discussing "Teaching about Leadership" at the Annual Meeting of the Association of American Colleges in New Orleans. Colonel Prince was invited to speak by Dr. Irving Spitzberg, Executive Director of the Council for Liberal Learning, American Association of Colleges, and Dr. Fontaine Belford of the Association of American Colleges. This invitation is a reflection of a growing awareness at civilian colleges and universities of the desirability of teaching formal courses on leadership as part of the undergraduate curriculum.

Colonel Prince attended the national meeting of the American Association of Higher Education (AAHE) and presented a talk as part of a three-hour program featuring speakers on the subject of leadership development programs for college undergraduates. USMA is seen as a model for leadership development programs and the educators were eager for information on how to teach about leadership as well as how to establish extracurricular leadership programs.

Colonel Prince testified before the National Governors' Association Task Force on Quality in Education about the assessment of the USMA goal of leader development. His discussion included an overview of the USMA curriculum, an assessment of appropriate courses and curriculum, other leadership development programs, the Military Development Rating Program, counseling, and the postgraduate assessment (Project Proteus) conducted by Lieutenant Colonel Jerome Adams of the Science Research Laboratory. He also pointed out the need for follow-up assessments of institutional effects of other leadership programs and the support for this from state leaders. Colonel Prince was able to contribute to a national effort to improve education at all levels. His testimony also created an image of the USMA as a progressive academic institution.

During the year, at the request of the Surgeon General and the Commanding General of the Health Services Command, Lieutenant Colonel Bettin conducted leadership seminars as part of the recently-introduced pre-command course for all Army Medical Department (AMEDD) commanders (including MTOE battalion and brigade commanders) in CONUS in preparation for assuming or maintaining command of Army medical facilities. The seminars covered leadership, motivation, goal-setting, performance appraisal, decision-making, and organizational change. Emphasis is on the role of the leader as a mentor and developer of organizational values as well as the practical skills necessary to create effective organizations.

Lieutenant Colonel Forsythe presented a paper entitled "Undergraduate Curriculum Reforms: Implications for Military Professional Education" as part of a symposium which examined the implications of the national studies on undergraduate curriculum reform for education in the professions at the Annual Meeting of the American Educational Research Association in San Francisco.

Dr. Edna J. Hunter, Visiting Professor and a member of the Veterans Administration Advisory Committee on Readjustment Problems of Vietnam Veterans, made several significant presentations during her stay at USMA. In September, Dr. Hunter addressed the Committee on the seven-year longitudinal study in which she participated in at the Center for Prisoner of War Studies in San Diego, California, on prisoners of war and their families. Later in the month, Dr. Hunter attended the meeting of the Army Family Action Plan General Officer Steering Committee (GOSC) to review the progress being made to meet actions required in the Army's Family Action Plan II. In October, Dr. Hunter was invited by the Chief of Staff of the Army's office to address 35 wives of general officers at the commanders' conference and 88 wives of newly-appointed brigadier generals on coping with family stress. Her information was based upon her military family research which she has been conducting for a number of years. In April, Dr. Hunter presented a talk on the psychological effects of POW activity at the International Conference on Extreme Stress: From Vietnam to the Holocaust, at Cleveland State University, and participated in Congressional Advisory Committee

Hearings on the post-war health needs of Vietnam Veterans. In April, Colonel Prince and Dr. Hunter participated in a three-hour panel presentation on the leader's role in meeting the needs of Marine Corps families and dependents at the U.S. Marine Corps (USMC) 1986 Russell Leadership Conference at Quantico, Virginia.

Colonel Prince conducted structured interviews with company grade officers from all commissioning sources as part of a data collection effort in support of Project Proteus directed by the Vice Chief of Staff of the Army, General Maxwell R. Thurman, on junior officer preparation, satisfaction, commitment, and performance. Project Proteus is a multi-year longitudinal study with a sample of 5,000 company grade officers serving world-wide. Colonel Prince conducted these interviews in September 1985 with 2nd Infantry Division and Eighth Army officers stationed in Korea.

In July 1985, at the request of TRADOC, Major Timothy R. O'Neill visited the Armor Center at Fort Knox, Kentucky, to conduct research in target tracking and to demonstrate the tracking simulator developed at West Point. As a result of the visit, we have agreed with Fort Knox and TRADOC to continue the project through the next fiscal year with a goal of developing a finished training device. This involves construction (with USAARMC assistance) of two high-fidelity M-1 tank gunner's stations in the present field unit, development of a computer-generated shot adjustment display, addition of thermal capability, and production of a new series of targets with accurate threat superstructures.

DEPARTMENT OF CHEMISTRY

In the plebe core basic "General Chemistry" (CH 101-102) course, emphasis continued on developing logical approaches to problem solving by cadets. To develop this skill, guided inquiry laboratory exercises again were used which required cadets to develop the analytical process necessary to complete the laboratory and answer the questions.

The organic chemistry course incorporated a new five-lesson organic synthesis laboratory exercise this year. The many-step synthesis route for the formation of the product was developed by cadets who were required to prepare a final product from basic materials. This new technique goes beyond the one-step cookbook laboratory practice and gives the cadet an understanding of an industrial process.

"Polymer Chemistry" (CH 472B) was introduced this year. This new Departmental initiative relates the mathematics of statistics to the production of the desired length polymer, the chemistry involved in the choice of the monomer to create the polymer with the desired chemical properties, and surveys polymers used in DA and civilian industries.

Microcomputers were utilized in the "Physical Chemistry" (CH 481) course to determine the parameters used in estimating the activity coefficients which in turn are necessary to determine the vapor liquid equilibrium. The computer was used to develop a technique to test the predictions of the mathematical equations of state with the experimentally-derived data.

During the last academic year, the Chemistry Department continued the research project involving investigation of the thermodynamics and kinetics of the phosphite-sulfur reactions in cooperation with the U.S. Army Chemical Research and Development Center (CRDC), Aberdeen Proving Ground, Maryland. Colonel Harry G. Rennagel, Jr.,

Permanent Associate Professor, and Colonel George F. Palladino, Professor of Chemistry, conducted the experiments using nuclear magnetic resonance spectroscopy and Fourier transform-infrared spectrometry. The main thrust was the determination of the rate constants for these reactions. Using titration calorimetry and studying solvent effect on the reaction rate using UV-visible spectroscopy, the thermodynamics of the reactions were investigated. Colonel James H. Ramsden, Professor and Deputy Head of the Department, also presented several papers involving phosphite reactions with sulfur to the CRDC.

Colonel Palladino presented a paper and presided over one of the Division of Chemical Education sections at the National Meeting of the American Chemical Society (ACS) in Chicago, Illinois, and made a presentation on the State Science Olympiad at the New York Academy of Science in New York City. Department members had articles published in the Journal of Chemical Education, The Journal of Military Medicine, and Analytical Chemistry.

The first inter-academy chemistry conference was hosted by the Department at West Point in April 1986. The meeting coincided with the 191st Annual Meeting of the ACS and included presentations and discussions on the chemistry curriculum, general chemistry courses at USMA, USNA, and USAFA, and computer-based education in chemistry. The exchange of information and ideas among the three academies will help solve common problems and improve their chemistry programs and courses.

The Department again hosted the New York State Science Olympiad held at USMA in April. The Department was responsible for the organization and the staffing of numerous events for over 200 high school students in attendance. Those schools selected at this level go on to compete in the DA-sponsored National Science Olympiad.

DEPARTMENT OF ELECTRICAL ENGINEERING

The 1985-86 Academic Year marked the accreditation of the optional Electrical Engineering Major program, and three other USMA engineering programs, by the Engineering Accreditation Commission of the ABET. This historic milestone in the development of the engineering curriculum was the culmination of the efforts of many individuals in the Department and in the USMA community. The committee which coordinated the accreditation action for all programs at the Military Academy was chaired by Colonel Dean A. Herman, Jr., Professor of Electrical Engineering and Deputy Head of the Department.

The Department taught over 1000 cadets each semester in 28 different courses with 25 teaching faculty and one research officer. Included in our faculty for the year were a civilian visiting professor, Dr. Thomas Trost, two Air Force officers and one Naval Officer. Thirty-four cadets graduated with an electrical engineering major or field of study. Included in this group were the First Captain of the Corps of Cadets, Timothy Knight, who received a Marshall Scholarship and Robert Sadowski who received a Hertz Foundation Fellowship.

In the first term, the Department introduced a new text to the EE 301 course, "Basic Electrical Engineering," which is taken by cadets following the Humanities and Public Affairs track. The text, entitled Electrical Engineering Exordium, was prepared in the Department under the direction of Lieutenant Colonel Barry A. Brinkley and received a positive response from the cadets. The EE 363 course, "Introduction to Electronics," was

taught for the first time for cadets subsequently enrolled in the Department's senior engineering sequence. Computer-aided design and analysis programs, such as IG SPICE, were introduced or improved in several courses.

The Department hosted the 1986 Region 1 Institute of Electrical and Electronics Engineers (IEEE) Student Paper Contest in April. Faculty and student contestants from engineering schools throughout the Northeast participated. Colonel Stanley E. Reinhart, Jr., Professor and Head of the Department, served as one of the contest judges.

Faculty research continued during the past academic year, in support of academics and professional development. Colonel Reinhart presented a paper on the "Educational System of the United States Military Academy" at the Third Wharangdae (Korean Military Academy) International Symposium in Seoul, South Korea. Colonel Reinhart participated in discussions of all phases of military academy education with the faculty of the Korean Military Academy and representatives of other national academies present from Japan, the Republic of China, and Turkey. Colonel Herman presented a paper entitled "Magneto-Optic Observation of Domain Motions and Instabilities in Small Permalloy Elements" at the 24th International Magnetics (INTERMAG) Conference in Phoenix, Arizona. This paper was co-authored by Dr. Bernell E. Argyle and was published in IEEE Transactions on Magnetics. Colonel Herman also presented a seminar on the same subject to the Electronics Division, Los Alamos National Laboratory. He continues to carry out research with the IBM Thomas J. Watson Research Center to develop techniques for observing magnetic domains in metal films. These techniques are of immediate interest in magnetic and magneto-optic recording.
Lieutenant Colonel Daniel M. Litynski, Permanent Associate Professor, has continued research with Rensselaer Polytechnic Institute (RPI) researchers on the potential of the acousto-optic effect to perform matrix processing and presented a paper, co-authored with Dr. T. K. Das and Mr. A. V. Scholtz, entitled "The Effect of Detection Schemes on the Performance of Acousto-Optic Matrix Processors" at the Ultrasonics International '85 Conference at London, England. Lieutenant Colonel Litynski was selected as the USMA representative to the Department of the Army Conference, CSS Input to Army Space Master Plan, in Washington, D.C., in October, and was mentioned in Who's Who in Society, 1986 and American Men and Women of Science, 1986. Lieutenant Colonel John James attended a meeting of the Coordinating Group on Modern Control Theory at the U.S. Army Missile Command, Redstone Arsenal, Alabama, and presented a paper, co-authored with Dr. Dean Frederick of RPI and Dr. James Taylor of General Electric, entitled "An Expert System Architecture for Coping with Complexity in Computer-Aided Control Engineering" at the Third International Federation for Automatic Control and International Federation for Information Processing (IFAC/IFIP) International Conference on Computer-Aided Design in Control and Engineering Systems held in Copenhagen, Denmark. Lieutenant Colonel James was co-author of a paper with Drs. P. P. Bonissone and J. H. Taylor from General Electric and Dr. D. K. Frederick of RPI entitled "A Retrospective View of CACE-III: Considerations in Coordinating Symbolic and Numeric Computation in a Role-Based Expert System" presented at the Conference on Artificial Intelligence Applications and published in the Conference proceedings. He also visited Lawrence Livermore National Laboratory and attended an Internal Research and Development Systems Control Review at the U.S. Army Research and Technology Activity, Moffett Field, California. Lieutenant Colonel Lawrence A. Rapisarda, Permanent Associate Professor, conducted research on Systolic Array for Warhead Fuzing with Los Alamos National Laboratory.

DEPARTMENT OF ENGINEERING

On 30 August 1985, the Engineering Accreditation Commission of ABET formally notified the Military Academy that the ABET accreditation of four engineering programs at the Military Academy was approved retroactive to the Class of 1985. The Department of Engineering has direct responsibility for programs in Civil Engineering and Engineering Management, and it shares responsibility for the Mechanical Engineering program, with the Department of Mechanics. Modifications of the curricular content and course requirements had been instituted by the end of 1984-85 Academic Year to meet ABET requirements. No additional requirements were made in the 1985-86 Academic Year.

During the year, while Colonel Allen F. Grum, Professor and Head of the Department, served a year's sabbatical as Director of the WES in Vicksburg, Mississippi, Lieutenant Colonel Terry D. Hand, Associate Professor of Civil Engineering, served as Acting Head of the Department.

In April 1986, the State of New York administered the Engineer-in-Training (EIT) Examination to 181 cadets and 5 officers. Cadets examined this year were all MSE ABET majors; the officer's examined were instructors in science and engineering departments. Seventy-four 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.

Research on the Model Validation Program (MVP) was expanded during the year to include other models and organizations in addition to the ongoing analysis of the McClintic Theater Model (MTM). The original work, which statistically and historically compared past military campaigns with battle outcomes predicted by the MTM, was expanded to analyze field test data and modify parameters in combat situations. Existing planning models were modified and repackaged to improve the speed and accuracy of planning. For instance, Lieutenant Colonel Gary S. Williams conducted research on the validation of the U.S. Army TRADOC Systems Analysis Activity (TRASANA) CARMONETTE and CASTFOREM force-on-force simulation models. The research involved designing data reduction techniques and analyzing ground-to-ground target acquisition data from experimental data generated in the thermal pinpoint test. This effort (dealing with the target acquisition function in combat models) is an extension to the current USMA MVP, which previously had been limited to large scale, low resolution theater level models.

As a consultant for TRASANA, Major Edward F. Smith extended the MVP concept even further to the Automated Brigade Planning System. This system provides the Battle Commander with an interactive experimental tool that evaluates the elements of the Mission, Enemy, Troops, and Terrain (METT), and assists him in task organizing his forces and allocating terrain. Major Smith has briefed the Deputy Undersecretary of the Army for Operations Research, V Corps Commander, USAREUR, the AirLand Battle Management Project Manager, various subcommittees of the Army Science Board, and the Military Operations Research Symposium (MORS), with positive results. Further work is ongoing.

The CAD Laboratory was extended this year with arrival of four TEKTRONIX 4125P advanced graphics workstations in January 1986. These workstations have proved exceptionally useful in teaching computer-aided design techniques to upper class cadets in the engineering curricula.

Other Department members served as consultants to the Joint Working Group, tasked with providing recommendations to the Joint Chiefs of Staff (JCS) on the question of PATRIOT proponency (Joint Service Initiative #1A). Their efforts culminated in several reports to the sponsors of the research project and consisted of an independent assessment of the study analysis as well as specific comments and recommendations solicited by the Joint Working Group Study Director. Still others worked for the Program Manager, Mobile Protected Gun System, evaluating the work done by three different laboratories under contract to design lightweight armor systems for the Mobile Protected Gun System and lightweight vehicle structures, and for the Project Manager for Fire Finder Radar and the Remotely Monitored Battlefield Sensor System (REMBASS), developing the initial PM/Material System Assessment (PMSA) for the REMBASS.

The "Computer Aided Design" (AM 370) Course continues to grow in popularity among the cadets with enrollment in the 1985-86 Academic Year almost doubling that of the previous year. With the issue of personal computers (PC) to the Class of 1990, it is anticipated that this course will become even more popular. The Department is planning to incorporate PC use further into the engineering curriculum and for use in faculty/cadet research.

Major Norman D. Dennis, the 1985-86 Department Research Officer, directed his efforts throughout the year on self-weight consolidation of dredged materials in conjunction with the Corps of Engineers, WES. Major Walter W. Olson, who serves as a professional consultant in robotics and computer-aided design for organizations from the U.S. Army Material Command and the U.S. Naval Sea Systems Command, was selected as the Research Officer for the 1986-87 Academic Year. He will conduct research in the conversion of engineering drawings into computer-aided design constructive solid geometric models. 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 and numerous articles by Departmental personnel were published in various scholarly and defense-related publications. This past academic year, for the second consecutive year but only the second year in its seven-year history, the West Point/Stewart Student Post of the Society of American Military Engineers was awarded distinguished post status. The West Point post was one of only seven posts from among 66 nationally to gain this recognition and one of only two which have received it for two years in a row. The recognition was received based on the strength of a superior program of activities and a high level of participation by a membership that increased significantly during the year.

DEPARTMENT OF ENGLISH

The English Department continued to offer a carefully designed sequence of core courses to all cadets. All assigned officers have advanced degrees in either literature or philosophy and each term usually 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 an integrated effort extending across several core courses. Cadets taking elective courses profited from the teaching of tenured faculty members, who also directed and taught core courses.

In July 1985, the Academy sponsored the Modern Language Association's Association of Departments of English (ADE) Summer Seminar. Over 60 college and university English Department heads attended the conference held to discuss major issues in higher education.

In cooperation with other scholars at the University of Southern Mississippi, Faulkner Concordance Series researchers at USMA during the past academic year brought out the final revised version of the concordance to The Town, the 9th in the series. Work on The Mansion was initiated and a conflated concordance of the 1931 and 1981 editions of Sanctuary is progressing.

The department was pleased to have Dr. John Kekes of the State University of New York at Albany as Visiting Professor of Philosophy during the academic year. He taught an elective class and chaired a seminar on ethics each semester, and established an active discussion group for all philosophy instructors.

Members of the Department published reviews and articles in professional journals, presented papers at professional meetings with groups such as the Hastings Center, and participated in academic conferences such as the Modern Language Association (MLA) Convention, the Northeast MLA Convention, and the Conference on College Composition and Communication.

Among the more noteworthy contributions made by the tenured faculty during the past year in this regard were articles and presentations on literature and poetry prepared by Colonel Patrick C. Hoy II for scholarly journals and conferences and articles and presentations by Colonel Anthony E. Hartle on the laws of war for Philosophy, the Army Leadership Conference at Fort Leavenworth, and for the Just and Unjust War Conference at Pace University.

DEPARTMENT OF FOREIGN LANGUAGES

The 1985-86 Academic Year witnessed the Department's advancement in the field of computer-assisted instruction (CAI) and related technological areas in foreign language instruction. Several computers were installed and brought into daily use for preparation of instructional materials; two interactive video units were approved and funded for installation; a civilian professor and advisor for CAI was selected; and a major foreign language research project in CAI was approved. Proposals for a satellite dish and multi-font polylingual word-processor were submitted with a view to approval and installation over the next two years. All of these developments will be documented and shared within the framework of the Defense Exchange Committee on Language Efforts (D'ECOLE).

In November, Brigadier General Roy K. Flint, Dean of the Academic Board, signed the D'ECOLE Terms of Reference which specifies the committee's purposes, goals, and functions. Since April 1985, the Department had been actively involved in the formation of D'ECOLE, a committee composed of all major service academies, the National Security Agency, the Defense Language Institute, and several key DOD and DA agencies and activities concerned with education and training in and utilization of foreign languages. D'ECOLE is a voluntary organization initiated to achieve four general goals: a) enhance foreign language education, training, and usage throughout the DOD; b) promote mutual and cooperative efforts in instruction, administration, and research in the area of foreign language education, training, and usage; c) assist in the development,

funding, and support of projects and proposals which accelerate, improve, or encourage all of these activities among DOD agencies; and d) identify issues of common concern for consideration by DOD Policy or Program Managers. Participation in this progress will enable the Department to exploit available technologies in foreign-language education and will support the Academy's goals of improving computer confidence and skills among cadets and faculty. The established learning priorities of language skills, however, will remain those of understanding the spoken language, speaking, reading, and writing, in that order.

A special highlight of the past year was an address in September sponsored by the Department and delivered by the Honorable Vernon A. Walters, U.S. Permanent Representative to the United Nations, to over 2,000 cadets and faculty on "Americans' Responsibility to Learn Foreign Languages."

Department leadership within the greater academic community was confirmed through the participation of Department members in various phases of the DOD-University Forum on Foreign Languages and Area Studies held during the Summer and Fall of 1985. The sessions were designed to lay the groundwork for establishing a national foundation for language and area studies which would propose standards for measuring the foreign language proficiency of all persons in federal training programs or employment whose duties require proficiency in a foreign language. As a charter member of the Forum, the Department exercises significant influence on the development of national programs and standards in the area of foreign language and foreign area studies.

Individual achievements and contributions by department members were numerous during the past year. Dr. Samuel G. Saldivar, Professor of Spanish, taught in the summer Spanish program at Middlebury College and conducted language pedagogy workshops for elementary and secondary school teachers from West Point's immediate geographic area. In May 1986, Major Ambakum Hakopian, Assistant Professor of Spanish, received the 1985-86 Academic Year William P. Clements, Jr. Award for Excellence in Education from the Superintendent. The Clements Award is the most prestigious recognition that can be awarded for faculty service at USMA. Major Hakopian, a graduate of Queens College and Middlebury College, has just completed a three-year assignment as Assistant Professor of Spanish and Chief of the Spanish Instructional Group. The doctoral dissertations of Colonel William E. Temple, Permanent Associate Professor of Spanish, and Colonel Craig W. Nickisch, Permanent Associate Professor of German, entitled Jose' Antonio Alzate y Ramirez and the Gazetas de Literatura de Mexico and The Image of the Officer in Postwar West German Prose Fiction respectively, were published during the year. In addition, Colonel Nickisch was recipient of three awards: the Certificate of Merit for achievement in furthering and encouraging the study of German language and culture by the Goethe Institutes in the United States and American Association of Teachers of German and two competitive fellowships for study in Germany in the Summer of 1986, a Fulbright Scholarship and a Multilingual Educational College Consortium Fellowship.

The Department also provided escorts and interpreters for foreign civilian and military officials. The most notable among these include the Chief of Staff of the People's Liberation Army of the People's Republic of China, the Chief of Staff of the Armed Forces of Burundi, the Vice President for Military Affairs of Jordan's Mu'tah Military University, the Chief of Staff of the Cameroon Armed Forces, the Commanding General of the Army of Ecuador, the Deputy Secretary of Defense of the Federal Republic of Germany, the Chief of Staff of the West German Army, the Commandant of the French

Military Academy of St. Cyr, and two senior officers from the Soviet mission to the U.N. On all these visits cadets who were studying the language and culture of these distinguished guests were integrated into their itineraries as much as their schedules allowed. This gave the cadets the chance to display and improve their foreign language skills in a significant extracurricular environment and exposed foreign dignitaries to West Point's principal mission: developing career Army officers.

A wide range of out-of-class activities rounded out cadets' experiences in foreign-language learning during the past year. 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, which is an excellent boost on the road to achieving mastery of a foreign language and understanding of the culture that it represents.

During the Summer of 1985, Major Harry P. Allen of the Department was selected as the first American officer to participate in the USMA and Army exchange program with the St. Cyr Academy in France. Major Allen, a 1973 USMA graduate born in France, will serve as the liaison for U.S. Army doctrine and tactics and will deliver some of the military instruction provided to the French cadets. French Commandant (Major) Benoit L. D. Millot, who assumed his duties in the Department earlier in the year, is Allen's counterpart at USMA.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Academic Year 1985-86 saw the Department of Geography and Computer Science continue its tradition of excellence in the educational and military development of cadets and in research for the benefit of the Army. The trend in the Army toward an increasingly automated force spurred changes in the computer science curriculum and an expansion of the Mapping, Charting, and Geodesy (MC&G) program. Meanwhile, the Geography program maintained its crucial emphasis on terrain analysis and geography as tools for field soldiers. An Office of Artificial Intelligence (AI) Analysis and Evaluation was established in the Department at the end of the year to apply AI and related techniques in order to develop automated support for the Army. Cadet and faculty research projects increased in both number and scope during the year, with several maturing into useful products for the Army. The Department's cadets and faculty also enjoyed a vigorous guest lecturer program that included both military and civilian experts in relevant fields.

Geography

Twenty-eight members of the Class of 1986 completed the geography program. Of these, 16 graduated as geography majors while the remainder selected the more general field of study program. This was a decline from 68 concentrators in the geography program in the Class of 1985, 33 of whom majored in the field. On the other hand, the Class of 1987 has a record 97 students in the program, 48 of whom are majors, and 90 members of the Class of 1988 joined the program in the Spring of 1986. Therefore, the decline in the number of concentrators for the Class of 1986 appears to be only temporary. Cadet enrollment fluctuates from year to year partly because this is a course of study most cadets are unfamiliar with prior to entering the Academy and thus there is no core of cadet interest that is predictable based on high school records. During the past academic year, 20 geography faculty members taught the 33 geography core, area, and elective courses.

The Department's visiting professor in geography, Dr. Melvin G. Marcus, completed his work at the Academy, leaving a legacy of enthusiasm for his field—glacier research. During his time at the Academy, he did field work on the Franz Josef Glacier in New Zealand; led cadets and faculty in glaciological training and research at the Gulkana Glacier, Alaska; and was elected vice-president of the American Geographical Society in June 1986. A cooperative scientific research effort was established during his tenure with faculty of Arizona State University to conduct climatological studies and to determine glacial mass balance on the Alaskan Glacier.

Research efforts continued with Corps of Engineers laboratories. Majors William W. Doe III and Monte L. Pearson contributed to the U.S. Army's Cold Regions Research and Engineering Laboratory (CRREL) research effort by studying Delaware River ice jam flooding and Alaskan land use. Colonel William J. Reynolds, Permanent Associate Professor, worked with the Coastal Engineering Research Center at Vicksburg, Mississippi, on the military applications of coastal processes and presented papers at several national conferences on coastal related issues. In July 1985, Lieutenant Colonel John F. Langowski, Jr., received the 1984 Outstanding Thesis Award for the Social and Behavioral Sciences for his dissertation entitled "Forecasting Water Use on Fixed Army Installations Within the Contiguous United States." The Department continued to be the Army's center for excellence for MICROFIX, sending teams worldwide throughout the year to instruct and train soldiers in the use of this microcomputer terrain intelligence system.

The disciplines of Geography and Computer Science are effectively united in the increasingly popular and important field of MC&G. Serving as the skills portion of Geography while routinely using the computer as a tool, MC&G provides the educational and technical foundation for cadets interested in terrain analysis, topography, and earth science, as well as the art and science of map making.

Colonel L. Sam Thompson, named the first Permanent Associate Professor of MC&G in September 1984, has been charged with maintaining the Department's high standard of instruction while searching for better ways to educate cadets in the field. Two new pieces of equipment support the effort: the Analytical Photogrammetric Positioning System (APPS) is a state-of-the-art targeting system that combines salient principles of photogrammetry, mathematics, and computer science and has applications in construction engineering as well as MC&G; the Kelsh stereoplotter allows us to teach the basis of three-dimensional viewing more effectively as cadets plot elevation contours "hands-on" using overlapping photographs of the ground. Whole new areas for cadet research projects are now available.

Colonel Thompson and other MC&G instructors, Majors Bruce B. Bailey and Scott A. Loomer, presented scholarly papers at national conventions in the field. These officers and many others within the Department are actively engaged in fully-funded research sponsored by a wide range of research laboratories.

Computer Science

The Class of 1986 graduated with 75 computer scientists, 50 of whom were majors in the field. Cadets selecting the majors program undertook a rigorous schedule focused heavily on computer science. Those in the field of study program were allowed more flexibility in course selection, while still benefitting from a strong computer science

background. This was a decline from 108 computer scientists, 60 of whom were majors in the field in the Class of 1985. A total of 120 members of the classes of 1987 and 1988 remain in the program. The decline in the computer science field locally mirrors a similar decline at the national level. Other reasons proposed locally for the decline is that the field is much more demanding than it was just a few years ago; as the computer science field advances, the quality of the program is more comprehensive and demanding. At the same time, as utilization of computers and their application spreads throughout the curriculum, cadets do not need to restrict themselves to computer science courses to gain computer exposure. The 19 computer science courses offered this year were supported by 20 instructors.

For the first time, the core course in computers, EF105, made use of the Pascal rather than the FORTRAN computer language. Renamed "Introduction to Computers and Pascal Programming," the course was taught using the reliable 64K TERAK microcomputers. These computer facilities have always compared favorably with those of any undergraduate institution in the country, and they were improved this year through the installation of new Zenith-248 microcomputers, which will be used in the course next year.

In anticipation of this lab upgrade and the issuance of a new microcomputer to each member of the Class of 1990, one section of "Advanced Placement Computer Programming" (EF155) was taught using IBM PC compatible microcomputers and Turbo Pascal. Feedback from this "pilot" section served as the basis for restructuring EF105. The supplementary non-programming text Understanding Computers by Admiral Grace Hopper, USN, continued to enrich the course by calling attention to the moral, social, and economic issues surrounding the use of computers.

Several areas of computer science research have reinforced the curriculum, with direct effects on some electives. The Department continues a leading role in the Army's Ada education effort. Majors Charles B. Engle and Colen K. Willis obtained and tested a number of new Ada products, some of which will be used in the Ada language elective. In November 1985, Major Engle was selected as chairman and Major Willis was named a member of the Ada Certification Working Group at a meeting of the Ada Software Engineering Education and Training (ASEET) team in Washington, D.C.[9] The Working Group seeks to determine if it is feasible and desirable to require certification of Ada software engineers. Several cadets produced advanced research projects written in Ada. In particular, Karel the Robot, a computer language teaching tool written by Cadet Michael McDuffie, Class of 1986, will be used to introduce plebes to structured programming in EF 105 next year. A popular "Artificial Intelligence" elective (EF 487B), taught for the first time this year, also benefitted from the research program with the acquisition of several expert system packages and support hardware. Major Daniel R. Judy is conducting research in this area with support from Engineer Topographic Laboratories and the Joint Tactical Fusion Office.

Faculty Research

A total of 29 sponsored research projects produced some 40 publications and conference presentations by faculty members. Research in the Department's CGL included Ada and Artificial Intelligence as mentioned above. Both these projects were featured in the Academy-hosted Department of Defense training workshop at West Point--our fourth Advanced Ada Topics workshop in June 1986. The latter was conducted in cooperation with the University of Texas at Austin.

A highlight of the year's research was the fielding of MICROFIX Version 2.1 Topographic software. The AN/UYK-71 MICROFIX System, the only standard Army microcomputer system, was initially designed for the intelligence community. By the past academic year, there were some 620 in the field. The terrain analysis community became interested in MICROFIX's potential application for its activities. Accordingly, the Department has been involved with FORSCOM since 1982, in designing a software system for MICROFIX (Version 2.1), which will be the first update in engineer terrain analysis methods since World War II. In producing the system, the CGL coordinated the efforts of Department of Defense laboratories to meet needs voiced from topographic units in the field. The developers included Atmospheric Sciences Lab, Engineer Topographic Labs, and Waterways Experiment Station, which each produced parts of the system. MICROFIX Version 2.1 contains software written by Major Peter L. Guth and Captain Eugene K. Ressler of the CGL to manipulate digital terrain elevation data. This work will continue, with more field-usable products expected in the coming year.

During the past year, Colonel Gilbert W. Kirby, Jr., Professor and Head of the Department, and numerous Department members attended meetings at Georgia Tech University and FORSCOM headquarters (Intelligence Force Development Division) in Atlanta, Georgia, to finalize the requirements for the topographic/terrain workstation for Version 2.1, which was released for field testing to all Army terrain detachments in the Spring of 1986. Other members coordinated the development of the MICROFIX Topographic Work Station (MICROFIX-T). Throughout the year, Department members presented orientations of the MICROFIX system to numerous units in CONUS, USAREUR, U.S. Government agencies, and the Canadian National Defense Headquarters.

Other CGL research included work on automating terrain analysis in cold regions using satellite imagery by Major Bruce B. Bailey and communications with the Target Analysis and Planning System (TAPS) computer by Major James A. Relyea.[10]

Outside the CGL, Major William W. Doe concluded analysis of ice jamming on the Delaware River. Major Monte L. Pearson completed a study of sedimentation on the Toutle River near Mount Saint Helens. Colonel William J. Reynolds explored trafficability on potential coastal battlefields, and, along with Lieutenant Colonel John A. Dallen, initiated a study of automated engineer obstacle planning for brigade level headquarters and below. Other analyses included those by Lieutenant Colonel Cathy Kelly, noted earlier in the chapter; Captain Michael L. Smith, who conducted research in Chad funded by the Office of the Assistant Secretary of Defense for International Security Affairs (OASD-ISA) and the Academy's Science Research Laboratory on the territorial evolution of revolutionary warfare in Southern Africa; and Captain Guth, who did field work to understand the regional geology of the Nevada Test Site for the national nuclear weapons and waste disposal programs. Captain Guth also demonstrated computer software programs developed in the CGL for use in analyzing digital elevation data in terrain analysis to senior officials in Korea while observing engineers topographic operations during Exercise "Ulchi Focus Lens."[11]

In June 1986, a Memorandum of Understanding was signed between the Vice Chief of Staff of the Army, General Maxwell R. Thurman, and the Superintendent establishing an office of AI Analysis and Evaluation in the Department. The office will be an integral part of the Academy but retain a separate identity. The office will apply AI and related techniques (such as image interpretation, natural languages, robotics, and intelligent tutoring systems) to develop automated support for the Army. This support is vital to

the successful planning, support, and operation of numerically outnumbered and dispersed forces. Providing scholarly review tempered by military experience, the office will review and evaluate industrial and commercial products to ascertain their capability for meeting near and medium-term Army needs and establish a network of scholars who can serve as consultants of AI techniques and applications developed by DA or contractors. The office will analyze Army requirements for AI applications and develop, evaluate, adopt, and exploit emerging technology to meet near and long-term Army needs. General Thurman plans to create several other AI centers along functional lines, but intends this office, through its contacts with the academic community, to allow DA to review the work of its other AI offices and to perform tasks assigned by the Army Chief of Staff.

DEPARTMENT OF HISTORY

During the 1985-86 Academic Year, the Department faculty of 50 officers and one visiting professor taught seven two-semester core courses and 31 one-semester elective courses. The Department conducted the 18th Annual ROTC Military History Workshop, a demanding four-week program of instruction in military history. Seven officers from the Department and invited distinguished historians taught and prepared 29 college professors to teach a course in military history to ROTC cadets at their respective universities. As noted earlier, Colonel Robert A. Doughty, Professor and Deputy Head, was promoted to his present rank and appointed Head of the Department. Colonel Doughty, a 1965 USMA graduate, was named a Permanent Associate Professor in 1980 and became Deputy Head of the Department in 1984. During the year, Colonel Doughty's The Seeds of Disaster: The Development of French Army Doctrine, 1919-1939 was published by the Shoestring Press. In 1986, Oxford University Press published a volume entitled The National Security: Its Theory and Practice, 1945-60, edited by Professor Norman A. Graebner, a former visiting professor in the Department. The work contains the seven essays presented at a departmentally-sponsored symposium in April 1982. In addition, members of the Department published articles in the Military Review, Armor, and Air University Review. Throughout the year, members of the Department addressed numerous academic, military, and civilian audiences on topics of current interest in history. During the Summer of 1985, Captain John M. Williamson prepared staff studies in the Plans and Operations Section at the U.S. Southern Command and accomplished a special liaison mission to the Equadorian Army Staff. The Visiting Professor, Charles P. Roland, Professor of History at the University of Kentucky, lectured in various courses and taught the core course History of the Military Art (HI 301-302). Professor Donald D. Horward, Professor of History at Florida State University, accepted appointment as Visiting Professor of Military History for the 1986-87 Academic Year.

DEPARTMENT OF LAW

Beginning with the 1985-86 Academic Year, members of the Fourth Class were allowed to enroll in Constitutional Law, "Law 401." This new development was the result of an offer by Colonel Robert W. Berry, Professor and Head of the Department, to open this core course to members of the Fourth Class who had validated one or more core curriculum courses, thus increasing flexibility in their overall course scheduling. Five dozen Fourth Class cadets took advantage of this option and enrolled in the course and performed comparably to their First Class classmates. The Fourth Class cadets were, however, assigned to exclusive Fourth Class sections.

In the Spring of 1986, the Department provided the eight annual series of Legal Reorientation classes to officers departing the Academy to inform them of developments in military law which will be of importance to them in their upcoming assignments. Particular emphasis was placed on changes in military justice implemented by the 1985 Manual for Courts-Martial. In the spring, the Department published the 1986 edition of the "Field Legal Guide for Officers," a booklet designed each year to aid small unit commanders in carrying out their military justice responsibilities. Each graduating cadet and attendee to the reorientation classes is issued a copy.

In November 1985, as part of the Class of 1951 West Point Distinguished Lecture Series, the Department sponsored a lecture by the Honorable Robert N. C. Nix, Jr., Chief Justice of the Supreme Court of Pennsylvania (the first black chief justice of a state supreme court). Chief Justice Nix's lecture to cadets, staff, and faculty dealt with the responsibilities of state and federal courts to protect individual freedoms and rights. While visiting the Academy, Chief Justice Nix attended law classes and participated in a colloquium with the Department faculty and officers from the USMA Staff Judge Advocate's Office.

During the Fall of 1985, the Honorable Walter J. Cox, Judge of the U.S. Court of Military Appeals, and Major General William K. Suter, The Assistant Judge Advocate General, visited the Department, attended law classes, and conducted colloquiums with department officers.

On several occasions during the academic year, Colonel Fred Green, Staff Judge Advocate USMA, drawing on his experience as a Staff Judge Advocate in the 8th Infantry Division, discussed the North Atlantic Treaty Organization (NATO) Status of Forces Agreement and criminal jurisdiction in foreign countries in an international law course.

DEPARTMENT OF MATHEMATICS

The Department underwent a transition in leadership during the 1985-86 Academic Year. On 1 July 1985, Colonel David H. Cameron became Professor and Head of the Department succeeding Brigadier General Jack M. Pollin who retired after 11 years as Head of the Department. Colonel Cameron, a 1950 USMA graduate, became a Permanent Associate Professor in 1964 and a Professor and Deputy Head in 1975. Colonel Frank R. Giordano, Permanent Associate Professor, was selected as the new Deputy Head. Colonels James S. Armstrong and James W. McNulty, the group chiefs of the Third Class and Fourth Class groups, retired at the end of the year after 29 and 30 years of service, respectively.

Major efforts during the year were focused on enriching classroom presentations, streamlining validation procedures and advanced placement, focusing faculty intellectual development, and expanding faculty research opportunities.

With the decision that the Class of 1990 would receive personal computers, the Department conducted a thorough investigation to determine available programs to enhance classroom instruction and assist outside cadet study. A graphing package which included a motivational graphing game was selected after it was enthusiastically received by cadets in the 1985 Summer Team Academic Program (STAP). Efforts were still ongoing at the end of the academic year to identify an effective software package to reinforce the calculus concepts taught in the classroom.

A new course, "Introduction to Discrete Mathematics" MA 272, was introduced this year by Professor Maurice Weir, the Department's Visiting Professor and faculty member from the Naval Postgraduate School. This course, designed to provide a more theoretical base in the application of finite mathematics, met a current need of computer science concentrators for a rigorous logic course.

An in-depth study of the core calculus and probability courses required of all cadets resulted in fundamental changes which will be incorporated in next year's program. In essence, our advanced programs were recognized (1) to have evolved into mirror images of follow-on standard courses and were offered earlier only for validation purposes and (2) that cadets enrolled in these courses represented a normal cross section of mathematical talent. Adjustments in the validation procedure permitted these courses to be realigned so that they are identical to corresponding standard courses. This action simplified and improved efficiency of course administration, examination procedures, and instructor organization. Most significantly, it allows us to offer opportunities for enriched instruction as more talented cadets in each program can be identified, sectioned together, and challenged intellectually.

In conjunction with the realigning of our present advanced program, the method of determining which incoming cadets have sufficient background to validate one or more semesters of mathematics was extensively modified. Starting with the Class of 1990, Advanced Placement (AP) test scores from college level calculus courses, now taken routinely by college-bound high school seniors, will be used to identify potential course validators. Cadets with acceptable scores will be automatically validated, while those with marginal scores will be given a second validation opportunity by taking another AP level test after a short review period. The process will enable validated students to enter a course at the proper level in one week compared with 3-1/2 weeks required last year and will greatly reduce turmoil, time, and testing.

The intellectual development of the faculty has always been one of the Department's missions and this has been traditionally accomplished through guest lecturers and seminars taught by our visiting professors. The immediate value to first year instructors of a practical course in mathematical modeling enriched with examples using concepts taught in basic calculus was recognized during the previous year. During the first semester all new instructors took a 14-lesson mathematics modeling course, a policy to be continued in succeeding years. Immediate employment of modeling ideas in cadet classrooms is encouraged.

A concentrated effort was initiated to increase research opportunities for both the tenured and non-tenured faculty. A systematic effort resulted in identifying numerous DA agencies dealing in modeling, simulation, and optimization studies and tests that the Department could assist. Informal contacts were consolidated and in June 1986 Colonel Cameron began a series of formal visits to several laboratories and study agencies to explain our capabilities and solicit projects. During the Summer of 1985, instructors assisted in research projects at both the Armor and Air Defense Schools, Los Alamos National Laboratory, the Naval Postgraduate School, and the Engineer Cold Regions Laboratory. In June of 1986, instructors returned to do additional work at all but the Armor School and new work has begun at Natick Laboratories, the White Sands Missile Range, the National Security Agency, and the Engineer Studies Center.

Major John R. Edwards, Permanent Associate Professor, provided consulting support for the Directorate of Combat Developments, U.S. Army Air Defense School at Fort Bliss, Texas, during the Summer of 1985. He also served as advisor to the Air Defense Artillery Panel that is defining the Air Defense role in AirLand Battle doctrine and assisted in Cost Effectiveness Analysis (COEA) for both the Light Air Defense System (LADS) and the Point Air Defense System (PADS). Major Edwards was awarded a Research Officer position to continue his research in support of the Air Defense School; served as a consultant to the Office of the Deputy Chief of Staff for Research, Development, and Acquisition (ODCSRDA); and provided analytical support to the current Integrated Air Defense Study. He also was temporarily assigned to the Army staff as a DA Systems Coordinator (DASC) for a special access major weapons program.

In January, Colonel Giordano began his elected three-year term on the National Council of the Consortium of Mathematics and its Applications Projects. In June 1986, Colonel Giordano and Professor Weir presented several papers and seminars in modeling at meetings of the Mathematical Association of America and presented a week-long workshop on Mathematical Modeling to 32 college and university professors of the Association at Salisbury State College in Salisbury, Maryland. Faculty members presented papers to the American Statistical Association, the Army Research and Development Conference, the Acoustical Society of America, the American Mathematical Society, and the Army Conference on Applied Mathematics and Computing.

The Department-sponsored Cadet Mathematics Forum's year was highlighted by briefings from the JCS Joint Analysis Directorate and the Army's Program Analysis and Evaluation Directorate in Washington, D.C. Three cadets participated in the 46th Annual William Lowell Putnam Mathematics Competition; Cadet Tom Archinal, Class of 1986, scored in the top third of competitors from the United States and Canada.

DEPARTMENT OF MECHANICS

On 3 March 1986, Colonel Peter D. Heimdahl was appointed Professor and Head of the Department of Mechanics by the Superintendent following confirmation by the Senate. Colonel Heimdahl becomes the twelfth head of the Department, succeeding Colonel William F. Carroll who retired on 30 June 1985, after one and a half years in the position.

The mechanical engineering program was accredited by ABET on 30 September 1985. The mechanical engineering program is jointly administered by the Departments of Mechanics and Engineering. Colonel Michael A. Paolino, Chairman of the Mechanical Engineering Coordination Committee, received the Legion of Merit in March 1986, because of his efforts during the accreditation process. The accreditation places the mechanical engineering program in the forefront of similar programs at other institutions.

Dr. Jack E. Fairchild, University of Texas-Arlington, was the Visiting Professor of Aerospace Engineering for the year. Doctor Fairchild is known for his work in aerospace engineering design and performance. Doctor Fairchild is an Associate Fellow of the American Institute of Aeronautics and Astronautics and serves as an aeronautical engineering accreditor for the ABET. His expertise was invaluable in providing guidance on upgrading and modernizing the "Aerospace Systems Design" Course (ME 483).

The Department had two selections for battalion command in April 1986, representing two-thirds of the total USMA selection. Lieutenant Colonel Jerry W. Samples, Permanent Associate Professor, was selected for battalion command. Following Lieutentant Colonel Samples command, he will return to the Military Academy to complete his tenured faculty assignment. Major Thomas A. Dunn is the other Department selectee.

The West Point student chapter of the American Society of Mechanical Engineers (ASME) was chartered during an installation dinner on 30 January 1986. The local chapter is sponsored jointly by the Departments of Mechanics and Engineering. ASME is an organization of both engineers and engineering undergraduate students that promotes and supports the continuing education of engineers. ASME is particularly important to the mechanical engineering program at USMA since membership in the organization facilitates the cadet exchange of ideas with other undergraduate students and enables cadets to present papers on cadet projects and to compete in engineering project competition.

During the past year, the Department has made a concerted effort to enhance scholarly research among faculty and cadets. For one example, Major Michael L. Deeter conducted research at Los Alamos National Laboratory during the Summer of 1985, investigating a nuclear reactor pressure vessel design as part of a continuing project to design a compact, mobile nuclear reactor for use in remote locations. The research effort of the Department, which centers around the establishment of cooperative programs with Army, DOD, and government laboratories and research agencies, resulted in 13 officers scheduled to participate in research during the Summer of 1986. Research topics vary from gas dynamics problems to a technical analysis of the structure of the Vietnam Veterans' Memorial. Additionally, the Cadet Volunteer Summer Training (VST) program sponsored by the Department sent 23 cadets to government research agencies to enhance their education in the design process.

During the past year, the Department has produced numerous publications in scholarly journals. The faculty also has been involved in scholarly conference presentations.

DEPARTMENT OF PHYSICS

In addition to its normal course offerings, the Department continued its very successful Lunchtime Colloquium series, wherein outside speakers are brought in to introduce cadets to topics in physics that are not normally covered in the undergraduate program but are of sufficient interest to stimulate their intellectual growth. Among the keynote speakers were Dr. D. Rae Carpenter, our Visiting Professor from VMI; Colonel James Wasson, Deputy Director of the Ballistics Research Laboratory; Dr. George Chapline of Lawrence Livermore National Laboratories; Lieutenant Colonel Thomas H. Johnson of the USMA Science Research Laboratory; Dr. Martha L. Hazen of the Harvard College Observatory; and Major Donald R. Ponikvar, Research Officer in the Department. The thread of the colloquia throughout most of the year was the ongoing research and progress in the area of the President's Strategic Defense Initiative and its supporting programs.

Individual research also played a prominent part in the Department's activities during the year, with numerous initiatives with other national and Army laboratories. Joint research proposals and projects were begun with Los Alamos National Laboratory, Lawrence Livermore National Laboratory, the Army Materials and Mechanics Research

Center, the Army Night Vision and Electro-Optics Laboratory (NVEOL), and the Uniformed Services University of Health Services. Summer research was performed at these facilities by faculty and cadets alike, and several joint research projects were begun or continued throughout the academic year. Several of the projects are being funded by one of the above agencies while the research is actually performed in the Department research facilities here at West Point.

In the Summer of 1985, Major Ponikvar, the year's Departmental research officer, worked on optical phase conjugation in crystalline materials, experimental investigation of new holographic technology, an analysis of emerging technology concerning tactical employment of optical countermeasures, and counter-countermeasures to the technology at the Laser Division of the NVEOL. Work is continuing on many of these areas and it is envisioned that NVEOL will support continuing investigations at the Military Academy in the future. He visited Lawrence Livermore National Laboratories; an Annual Conference on Lasers on the Modern Battlefield sponsored by the Letterman Army Institute for Research; a Technical Information Seminar on High Average Power Solid State Lasers; and a special conference on compact laser sources at Los Alamos National Laboratories, New Mexico. He presented a briefing to DA, USAF, and LANL researchers related to his work at NVEOL and Electro-Optics Laboratory at Fort Belvoir.

Lieutenant Colonel Kenneth R. Grice, Permanent Associate Professor, performed research in the areas of thermal wave imaging, photoacoustics, and non-destructive evaluation. Of particular interest was the work done for DA and the Department of Energy (DOE) using infrared radiation detection to verify the continuity of high grade precision weldings on bomb fuses and detonators.

Colonel Wendell A. Childs, Professor and Head of the Department, serves as a member of the executive committee of the New York State Section of the American Physical Society managing the Student Grant Program and assisting in the planning of future symposia.

In March, Colonel Childs attended a conference of Academy Physics Department Heads held at the Naval Postgraduate School, Monterey, California. The conferees reviewed the curriculum at their institutions with particular attention to change. Special sessions were held to discuss the integration of microcomputers into the physics programs and the courses and materials available to support a space physics program.

Lieutenant Colonel James H. Stith, Permanent Associate Professor, serves on the editorial board of the "Physics Teacher" magazine and is chairman of the American Association of Physics Teachers (AAPT) committee on Physics in Minority Education. He presented a paper and chaired a session at the American Association of Physics Teachers meeting in Columbus, Ohio.

Lieutenant Colonel Richard Durham and Major John Souders, Department of Physics, U.S. Air Force Academy, visited the Department in September 1985. The purpose of the visit was to discuss issues which were of concern to both departments and to share solutions to common problems. Of particular interest was the status of USMA's two-track Physics program, the establishment of an exam "test bank," computer assisted instruction, and the engineering physics major.

The USMA Chapter of Sigma Pi Sigma, the physics national honor society, was installed at West Point in May. Membership in the society is open to all students of physics who

have taken at least two physics courses beyond the core requirements, stand in the upper one-third of their class, and have a "B" or better average in all physics courses. The charter group was composed of 13 cadets and 25 officers, all physics concentrators or members of the physics staff.

The Departments of Chemistry and Physics jointly hosted the finals of the New York State Science Olympiad in April 1986. The Olympiad consisted of 21 teams of up to 15 high school students each who were winners at the regional level. The top two teams from the finals are eligible to represent New York State at the National Science Olympics competition. West Point provided facilities/supplies in support of this event as well as 17 officers from both departments. The Science Olympiad was run by the New York State Education Department, Bureau of Science Education.

In November 1985, Major Bruce E. Takala, of the Department, competed as a member of the United States Team at the World Powerlifting Championships in Helsinki, Finland, and placed third in his weight class.

DEPARTMENT OF SOCIAL SCIENCES

During the 1985-86 Academic Year, the Department presented core, advanced, and elective courses in political science, economics, and international relations, and also offered elective courses in anthropology and management. The Department's faculty included two visiting professors: Dr. George Edwards, of Texas A&M University, and Mr. Charles S. Ahlgren of the U.S. Department of State. (Our Army faculty was augmented by two Air Force and one naval officer.)

The United States Military Academy hosted the 37th annual Student Conference on United States Affairs (SCUSA) in November.[12] This year, for the first time, students from five Western European countries joined students from colleges and universities across the country and Canada in the conference. Over 190 students from 120 colleges and universities, 40 visiting foreign policy professionals and academicians, and approximately 120 cadets discussed this year's topic: "U.S. Foreign Policy Consensus: Prognosis and Implications." Retired General Alexander M. Haig delivered the keynote address and Ian Smart of the International Institute for Strategic Studies presented the banquest address. Among the notable visiting dignitaries participating were Dr. Jeffrey Kemp from the Georgetown University Center for Strategic and International Studies, Tamar Jacoby of the New York Times, Dr. J. C. Hurewitz of Columbia University, Phillip Ringdahl of the staff of the National Security Council, and Walter Slocumbe of the Washington, D.C., law firm of Caplan and Drysdale, Chartered.

The 24th 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 "The Pacific Basin: An American Strategy for the 1990s." The three banquet addresses were delivered by Mr. Seiichiro Ohtsuka, Deputy Council General of the Consulate General of Japan; Mr. Zhang Jingyi, Head of the Strategic and International Studies Program at the Chinese Academy of Social Sciences at Beijing, People's Republic of China; and General Richard G. Stilwell, a consultant for the Secretary of Defense.[13]

More than 1,000 cadets participated in Debate Council and Forum activities sponsored by the Department during the past year. Cadet debaters and speakers earned national and international recognition this year. The debaters finished second in the northeastern

United States and achieved national ranking in the largest intercollegiate debate league in America, finishing 35th among 300 universities subscribing to the Cross Examination Debate Association. During their Thanksgiving visit to Tokyo, debaters Jeff Tronvold, USMA 1988, and Bill Gameros, USMA 1987, became the first American debaters to earn an invitation to the Japanese national debating championship and entered a tournament as competitors.

Cadets competing in individual speech events were invited to national championships where the Academy team earned a national ranking of ninth among over 350 schools. The team again hosted the 17th annual Speech and Debate tournament.

The West Point Forum and Model United Nations (UN) team enjoyed another successful year. Individual awards were won at all conferences attended. As a team, the club took runner-up honors at the Princeton Model UN Conference while playing the People's Republic of China. At Harvard the team won the best delegation award despite having the difficult task of playing Libya. Most impressive, though, was the unprecedented third consecutive national championship title won by the club at the National Model UN Conference in New York while playing the role of the People's Republic of China. Here the club bested over 150 other schools from around the country. For this distinction the accomplishments of the club were read into the Congressional Record.[14]

The Domestic Affairs Forum participated in several trips and home events where the club met and actively discussed issues with such public officials as Chief Justice Warren Burger, Chief of Staff Donald Regan, Representative Richard Cheney (R-WY), Governor Madeline Kunin (D-VT), and former Senator Eugene J. McCarthy.

The Finance Forum during the past year enjoyed its best year with 251 cadets participating. The forum was able to offer seven lecturers, two trip sections, and established a Mutual Fund, all in the goal of educating cadets in the real world practice of financial and investment management. The Forum is indebted to Cadet Paul Marks for his fine leadership and technical expertise. Through his guidance, the club was able to attract 109 cadet investors and their Mutual Fund realized a 32 percent return in investment in six months. This is particularly noteworthy as the purpose of the fund is educational and not speculative.

The Office of Economic and Manpower Analysis (OEMA) served as an analytical arm of the Army Chief of Staff's Office, the Army Comptroller's Office, and the Army Deputy Chief of Staff for Personnel's Office. During the year, the office assisted the DCSPER in the preparation of the Program Objective Memorandum (POM) 1992 for the 1987-92 fiscal years, the presentation of the Army's case for quality, the preparation of recommendations designed to maintain the Army's ethnic representativeness of society, and a final review of the retirement system changes. The office also provided an alternative model to review the mission of the recruiting command.[15] It prepared the Army's presentation to Secretary Weinberger on the defense of the GI Bill.

On behalf of the Chief of Staff and the Comptroller, OEMA designed an alternative way to build non-appropriated fund facilities, particularly in Garmisch, West Germany. This model was generally applied to Fort Drum, Alaska, and Korea. OEMA also reviewed the Corps of Engineers' graduated rental system ("rent" which the Corps charges numerous concessionaires throughout the United States). OEMA is working with the 7th Army Training Center in Europe and TRADOC on a statistical analysis of training and its ultimate effect on unit and crew performance. Finally, OEMA has supported and is

continuing to support the Office of the Secretary of Defense's Program Analysis and Evaluation (PAE) and the RAND Corporation on a long-term project concerning revising the Defense Contracting Process.

Department members continued to participate in numerous conferences, to present papers, and to publish books and articles. Among the faculty with notable publications during the 1985-86 Academic Year were the following: Lieutenant Colonel Augustus R. Norton, Permanent Associate Professor, who wrote the monograph Political and Religious Extremism in the Middle East, published by the Middle East Institute. Lieutenant Colonel Norton wrote articles which appeared in Shi'ism and Social Protest, edited by Juan Cole and Nikki Kiddie, and in such journals as Current History, Annals of the American Academy of Political and Social Science, and Update Report; gave numerous lectures and seminars in the United States and overseas on Middle Eastern affairs; and appeared before a House subcommittee in July 1985.[16]
Lieutenant Colonel Wallace Earl Walker, Permanent Associate Professor, who began serving as president of the White House Fellows Association and chairman of the White House Fellows Foundation in May 1986, wrote two articles on the General Accounting Office for Volume 8 of the 1985 Evaluation and Program Planning.
Lieutenant Colonel Robert H. Baldwin, Captain Thomas V. Daula, and Dr. D. Alton Smith, former visiting professor, contributed four papers on military manpower to volume 7 of Research in Labor Economics: A Research Annual, published by JAI Press. Major Barry L. Scribner joined Baldwin and Smith in writing "Are Smart Tankers Better? AFQT and Military Productivity," published in the Winter 1986 issue of Armed Forces and Society. Major Robert D. Merkl and Captain David F. Melcher coauthored "Military Retirement: The $2.9 Billion Dollar Mistake" published in the June 1986 issue of Armed Forces Journal. Captain Douglas A. Macgregor wrote "Uncertain Allies? East European Forces in the Warsaw Pact" published in the April 1986 issue of Journal of Soviet Studies.[17] Major Thomas J. Leney and Captain Mark C. Coomer contributed a chapter and several papers on technology transfers and the impact of legislation on the ability of the U.S. to address low-intensity conflict for the TRADOC Joint Low-Intensity Conflict Project Report. Lieutenant Colonel Daniel J. Kaufman, Permanent Associate Professor, was designated a member of the Special Review Committee established by the Army Chief of Staff to review the issue of JCS reform. The Committee presented a briefing on the group's analysis and recommendations to the Chief of Staff, Vice Chief of Staff, and the Army Deputy Chief of Staff for Operations (DCSOPS).
Lieutenant Colonels Kaufman and Asa A. Clark, Permanent Associate Professors, and Major David H. Petraeus prepared a paper entitled "American Landpower" for the ODCSOPS and Major Petraeus assisted officers in DCSPER drafting a "white paper" which the Chief of Staff used to announce and explain the Army theme for 1986: "Values." CPT Robert E. Johnson's article "Chinese Military Modernization" appeared in China's Military Reforms: International and Domestic Implications. Dr. George C. Edwards III, Visiting Professor, delivered numerous lectures, co-edited a volume entitled The Presidency and Public Policy Making; contributed a chapter to Francis E. Rourke's Bureaucratic Power in National Policy Making; wrote an article for Public Opinion; and attended editorial board meetings for the American Journal of Political Science, the American Politics Quarterly, and the Policy Studies Journal.

Finally, Captain Herman E. Bulls was listed among the Outstanding Young Men of America in the 1985 publication of that name. Bulls, a 1978 USMA graduate, earned an MBA from Harvard University and teaches economics in the Department. While stationed at Fort Dix, New Jersey, Captain Bulls counseled juvenile delinquents on his off-duty time.

FOOTNOTES

[1]Ltr, LTG Willard W. Scott, Jr., USMA Superintendent, to GEN John A. Wickham, Jr., Army Chief of Staff, 29 April 1985.

[2]Ltr, GEN John A. Wickham, Jr., Army Chief of Staff, to LTG Willard W. Scott, Jr., USMA Superintendent, 5 June 1985.

[3]For example, in the Class of 1987, 53 percent had initially selected to major in a field in April 1985, but only 51 percent were still majoring in a field one year later. A similar fall-off occurred in recent years with other classes.

[4]Ltr, LTG Scott, USMA Supt to GEN Meyer, USA, 13 June 1986, p1.

[5]Record of the Meeting of the Academic Board, 24 May 1986.

[6]Ltr, LTG Scott, p5.

[7]Field of Study Statistics, ZSR18, 13 April 1986, Operations and Registrar Division, Office of the Dean.

[8]USMA Policy on Personal Computers and Personal Software, 27 May 1986.

[9]The ASEET Team is sponsored by the Ada Joint Program Office (AJPO) in Washington, D.C.

[10]TAPS is a microcomputer-based software system that performs many functions including nuclear, chemical, and conventional targeting.

[11]Additional information on research activities is available in the "Annual Report of Faculty Research to the Assistant Dean for Academic Research," dated 15 May 1986, or the Military Academy monograph "In the Lead" for 1985-86, compiled by the Directorate of Resource Management (DRM).

[12]Bruce Berwick, CPT, ed. The Thirty-Seventh Annual Conference on United States Affairs. United States Military Academy, West Point, NY, November 20-23, 1985. Cadet involvement in the planning and conduct of the conference was extensive. SCUSA was the culmination of nearly a year-long effort on the part of the 100 members of the cadet staff. These cadets arranged the myriad logistical and administrative requirements of SCUSA. In addition, over 70 cadets competed for the opportunity to participate as delegates to SCUSA. Throughout September and October, these cadets attended weekly seminars focusing on specific foreign policy issues. These seminars prepared cadets for effective participation in the conference, and served as the basis for the selection of cadet delegates. Ultimately, 42 cadets represented the Academy as delegates to SCUSA XXXVII.

[13]Lonnie Keene, CPT, ed. Senior Conference XXIV Program. Department of Social Sciences, United States Military Academy, West Point, New York.

[14]U.S. Congress, House, Congressional Record, 99th Congress, April 14, 1986, p. E 1121.

[15]Major Thomas V. Daula, Permanent Associate Professor, and Major Barry L. Scribner of OEMA presented a briefing to members of the Congressional Budget Office on the Army Quality Report justification of efforts to promote the recruitment of high quality individuals. They demonstrated that the Army's goal of increasing the percentage of accessions that are high quality is justified on a cost effectiveness basis. Furthermore, they proved that, on a life cycle cost basis, a high quality force is only marginally more expensive than a low quality force. That is, the Army saves virtually nothing by moving to a force consisting of a very high percentage of lower mental category personnel.

[16]The record of the hearing was published in December 1985 under the title Islamic Fundamentalism and Islamic Radicalism.

[17]Annual Report of Faculty Research, Department of Social Sciences, May 1986. (Draft)

MILITARY TRAINING

During the Summer of 1985, a revised "Regulation for the USCC," USCC Reg 600-1, the "Blue Book," was distributed. The new regulation contains revisions in alcohol policy resulting from the DOD directive and the New York State law changing the age for alcohol consumption to 21, and a revised leave authorization. A privilege matrix presents regulations in a simplified, more accessible manner. Although there were few substantive revisions in guidance from the previous document, the current regulation is characterized as a commander's philosophy rather than as a "cookbook of cadet regulations." The change in thrust is designed to give the cadet chain of command and Tactical Officers general command guidance and to encourage them to use their own leadership and judgment to carry out their missions as appropriate. This action is part of the continuing effort to enhance the developmental nature of the cadet experience at West Point.

During the Summer of 1985, USCC Regulation 351-1 "Cadet Disciplinary System" was revised, utilizing newly-automated support for the disciplinary system. Computerization of the procedures will give the Commandant a much greater opportunity to monitor disciplinary procedures and punishments and assure consistency across companies in the Corps of Cadets. It also improves the Academy's ability to analyze trends and problem areas within cadet discipline and potentially to take corrective action more expeditiously than previously possible. The regulation incorporated a series of changes to combat alcohol abuse and to bring the regulation into compliance with modifications in New York State law.

The random urinalysis program for the Corps of Cadets was increased in scope and the Assistant S1 for Discipline provided advice and guidance on random urinalysis testing for steroids to be done for the Office of the Director of Intercollegiate Athletics (ODIA).

The Cadet ADDIC Council was very active this year, particularly in providing alternatives to alcoholic beverages in Eisenhower Hall and at other cadet activities.

In the Fall of 1985, the new Leadership Development Evaluation Program was implemented for the U.S. Corps of Cadets. The new system is designed to identify cadets who are either strong or weak in the leadership skills area. By identifying substandard performers early in their cadetship, their leadership development may be enhanced. The new system is also designed to reduce rating inflation by requiring a forced distribution of the rated cadets. Developmental information is obtained through written comments required with superior or substandard ratings and from peer evaluations. Ultimately, by simplifying the existing program, it is hoped that the new program will increase user confidence and popularity for the evaluation system.

In September 1985, a new sexual harassment reporting policy went into effect in the U.S. Corps of Cadets. Each company now has a cadet who acts as the sexual harassment representative and serves as an informal point of contact for cadets exposed to or aware of incidents of sexual harassment but who are unable or unwilling to go to the Company Tactical Officer directly on the issue. The establishment of this program on an informal basis is an effort to enhance cadet responsibility towards incidents of sexual harassment and to correct them as promptly as possible. The majority of the company sexual harassment representatives currently are male and the program initially is being viewed as a positive addition to cadet leadership development.

Cadet Timothy A. Knight was appointed Brigade Commander and First Captain for the 1985-86 Academic Year. Cadet Knight is a graduate of Washington High School in Massillon, Ohio. Cadet Lissa V. Young, a graduate of Venice High School in Venice, Florida, was appointed as Deputy Brigade Commander. Cadet Young, the first woman to command the Cadet Field Training (CFT) Regiment, is also the first woman to be named Deputy Brigade Commander.

Weekend Academy Exchange Visit

During the Winter of 1986, USMA and the Naval Academy reinstituted the traditional weekend Academy exchanges which had been discontinued since 1975. The objective of the visit was to enable Second Class cadets to share professional experiences and goals with the Midshipmen and to gain a more informed perspective of the Navy as a sister service with its own critical mission, unique heritage, and specialized training. The desire also was to establish lasting bonds on comraderie which could transcend traditional rivalries and carry into service. Over 870 Cadets from West Point visited Annapolis and nearly 800 Midshipmen visited West Point on one of four weekends during the first four months of 1986. They attended academic classes on Friday and sporting/social events the remainder of the weekend, departing for their parent academy on Sunday afternoon. Both academies found the program was successful and will be continued in 1987 if funds are available.

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.

In June 1986, the CLPD was restructured into two sections. The first, the Cadet Counseling Center (CCC), will continue to offer comprehensive counseling services to the Corps of Cadets and psychological consultation services to the Office of the Commandant. The second CLPD activity, the Leader Development Branch (LDB), will provide for the planning, direction, and coordination of cadet leader development programs under the Office of the Commandant. CLPD staff members and the Leadership Development Committee established the Sequential Leader Development System (SLDS) for the Corps of Cadets. This system, discussed in some detail in that Committee's portion of the Academy Committee Highlights chapter of this report, entails assigning specific roles and expectations to each of the four cadet classes. A developmental process of learning, practicing, evaluating, and providing feedback will continue throughout the four years. The LDB will develop the supporting documentation, computerization, and training program to support SLDS which will go into effect on a trial basis in the fall.

LEADERSHIP DEVELOPMENT

Service Academies Leaders Conference

The Fifth Annual Service Academies Leaders Conference was held at West Point in September 1985. This conference is part of the Robert T. Stevens Development Program whose purpose 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 enables the senior cadet/midshipmen leaders at the four service academies to acquire additional leadership skills to assist them in their duties. For the first time, the conference started on Thursday afternoon, a half-day earlier. Colonel (Ret) Dandridge M. "Mike" Malone led a seminar on leadership skills during the conference. On Friday evening, a formal Dining-Out featured Colonel (Ret) Russell P. "Red" Reeder, Jr. as the guest speaker. Mrs. Robert T. Stevens, widow of the conference's benefactor, was also present.

The Red Reeder Room

On 4 December 1985, the Commandant designated the Commandant's Conference Room on the fourth floor of Washington Hall as the Red Reeder Room. The room is named after Colonel "Red" Reeder, U.S. Army Retired, Class of 1926, a long time friend of West Point who has all his life lived up to the credo of Duty, Honor, and Country. Included in the room is a display of memorabelia of Colonel Reeder's career prepared by the USMA Museum and Directorate of Engineering and Housing (DEH). The Superintendent and many friends and relatives of Colonel and Mrs. Reeder were in attendance for the ceremony.

Fourth Class System

No significant changes were made in the Fourth Class System during the past year. Results of the 1986 First Class Questionnaire showed an 88 percent approval of the system, up by 10 percent over the previous year.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 29 foreign nations during 1986. The Philippines and Haiti did not participate this year. These exchanges and/or cultural orientations provide a unique opportunity for the cadets involved to travel and to learn more about a foreign country--the customs and culture, the language, 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, demonstrated fluency in a specific language.

During the 1986 Fiscal Year, 78 cadets from 27 foreign military academies were hosted by USMA and 111 USMA cadets visited 30 foreign countries. West Point hosted cadets from 13 Latin American countries and other cadets from Mexico, Brazil, Japan, Korea, Jordan, Morocco, Saudi Arabia, Australia, Belgium, France, Greece, West Germany, Spain, and Portugal. West Point cadets visited 14 Latin American countries and Mexico, Brazil, Australia, Korea, Japan, Jordan, Morocco, Saudi Arabia, Belgium, France, Great Britain, Greece, the Netherlands, Portugal, Spain, and West Germany.

Major Ambakum Hakopian of the Department of Foreign Languages led a USMA Color Guard to the Escuela Militar in Toledo, Uruguay, in August 1985. Activities in Uruguay included posting the colors in that academy's Hall of Honor and a pass in review as part of the contingent of honor guards from the United States, Argentina, Brazil, Chile, and Paraguay. This centennial celebration of the founding of the Escuela Militar was an opportunity for USMA to reconfirm ties of friendship with that academy. While in Uruguay, the USMA contingent met with a number of distinguished dignitaries, including Dr. Julio Maria Sanguinetti, the nation's President.

HONOR

Honor Education

This was an active year for the Honor Committee's Education effort. In addition to completing the fifth year of the Four Year Honor Program, the Committee encouraged Honor Representatives to be innovative in their approach to honor classes. Many classes were taught by officers (staff and faculty), classes were moved out of dayrooms, and chain of command participation was distinctly evident. The Committee reviewed and revised Fourth Class Year Honor Instruction, and, in so doing, established a goal to review, revise, and edit a different class each year. Next year, the Committee will revise Third Class Honor Instruction. The Committee also wrote and produced a film on Full Honor Investigative Hearing (FHIH) procedures. The film depicts an honor case with 52 minutes of testimony. At the conclusion of the film, class participants will discuss the case as if they were board members in deliberations. This film will improve the class "FHIH Procedures" for the Third Class.

As in previous years, the Committee conducted two seminars to educate Company Honor Representatives. The first seminar, to prepare Committee Members for upcoming education efforts, was held at the beginning of Reorganization Week. The second seminar, in late winter, trained newly-elected 1987-88 Company Honor Representatives.

Honor Committee Procedures

The Honor Committee Procedures to investigate and to make findings concerning violations of the Honor Code for the 1985-86 Academic Year were unchanged from the previous year. During the Summer of 1984, the Cadet Honor Committee developed two letters to be used after a cadet was found to have violated the Honor Code. Members of the FHIH are required to complete a letter; other cadets in the respondent's chain of command may complete a letter. These letters provide recommendations to the Superintendent on disposition of a cadet found to have violated the code. These letters have proven to be very successful; evidence suggests that FHIH board members are now voting on the allegation and not the sanction.

	1979-85 Average	Academic Year 1984-85	1985-86
Total number of Cases Reported	254	181	187
Resigned Prior to FHIH	16	23	14
Total FHIHs	53	41	33
% of FHIHs Found	36%	34%	61%
Total Honor Attrition	28	33	28
% of Total Cases Reported Leading to Honor Attrition	11%	18%	15%

As the previous chart demonstrates, over the past seven years the total number of honor cases reported has begun to fall off. This is believed attributable to a better cadet understanding of what constitutes an honor violation. Many misunderstandings between cadets that do not have honor implications now are resolved 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 results in an honor attrition is increasing. Indeed, the 1984-85 and 1985-86 Academic Year percentages of total cases reported which resulted in an honor attrition are the highest over the seven year period. At the same time, the total number of FHIHs is beginning to decline which suggests that a more thorough screening process is underway in the system to segregate out the probable honor violations from those in which the evidence does not support such a determination. Accordingly, the percentage of total FHIHs which result in a cadet being "found" to have violated the honor code has increased. This significant increase in the last year is, in the opinion of many, the result of the previously-noted form letter which encourages separation of the finding of an honor violation from the decision to separate. In the words of the Superintendent, "I believe the increase in the percentage of found cases can be attributed to improved investigative procedures which resulted in a larger number of unworthy cases not being referred to Full Honor Investigative Hearings."[1]

During this academic year, the Committee devised and recommended the implementation of a Modified Honor Hearing. The purpose of this Modified Hearing is to shorten the procedures required when a cadet admits to (or reports himself as) having violated the Code. Rather than using 12 primary members and six alternate members to hear evidence, only four board members are used. There is no vote, yet board members will be able to ask questions and clarify the issues at hand. This modified procedure was approved by the Superintendent in March 1986, but was not implemented before the end of the academic year.

Annual Service Academies Honor Conference

The executive staff of the Cadet Honor Committee, along with Captain George F. Oliver III, Special Assistant to the Commandant for Honor Matters, and Captain Gregory A. Stone, next year's special assistant, comprised the West Point delegation to the semi-annual Federal Service Academies Honor Conference held at Kings Point, New York, in February 1986. The conference is designed to provide a forum for the exchange of ideas and information on honor-related matters. A particularly difficult topic concerning the utilization of computer software was discussed. The issue involves the duplication of computer software, which is in violation of the Copyright Act of 1976. Because of the complexity of the issue, no resolutions were reached. There was, however, a general consensus that this issue will be difficult to handle under any honor system. The prevalent opinion among cadets/midshipmen was that the American public generally accepts copying of audio and video tapes for personal use and this opinion may extend to computer software. Additionally, the arrival of personal computers in each cadet room (effective with the Class of 1990) makes this an important and relevant issue which the Committee will be investigating throughout the upcoming year.

Goals

In April 1986, the Cadet Honor Committee held a goal-setting seminar to gain the insights of the Superintendent and Commandant on honor-related issues. At the meeting, the cadets set a general goal for the 1986-87 Academic Year to "Make the Honor Code Part of (the) Everyday Life of a Cadet." This goal complements last year's goal of a "Positive Image of the Honor System." They also discussed a number of problem areas to include improving education, combating toleration, improving feedback between the Committee and the Corps, copyright laws and computer software, and the potential hosting of a national honor seminar.

Cadet recommendations made in 1985 and implemented this year include: the previously-noted modified honor board for self-reported cases, minor modifications in the inspection procedures associated with the absence card, and facilitating the participation of Corps Squad Athletes on FHIHs.

Superintendent's Honor Review Committee

The Superintendent's Honor Review Committee (SHRC) completed its two-year study on the Honor Code and System and generally found the overall health of the system was good. The report was presented to the Superintendent in April and is discussed in the Academy Committee Highlights Chapter.

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 35 television tapes broadcast regularly on the USMA television network. These tapes focused on such topics as the "threat," doctrine, training initiatives, logistical and maintenance changes, and contemporary leadership issues. The tapes were supplemented by written material disseminated by branch representatives and by professional development classes sponsored by the Department and open to all officers and noncommissioned officers at USMA.

Seven briefings were presented throughout the year covering the latest developments in the Army. The most notable of these presentations included Major General Charles Bussey, Chief of Army Public Affairs, who spoke on "Contemporary Leadership Issues"; Colonel Gerald King, DISCOM Commander from Fort Drum, New York, who spoke on the 10th Mountain Division DISCOM; Colonel Fred Drews of the Army War College who spoke on Type "A" Behavior; Lieutenant Colonel Norman S. Nuzzi of HQ, TRADOC who presented a briefing on the AirLand Battle; Lieutenant Colonel Joseph C. Windle from Fort Benning who spoke on the Light Infantry Division; Mr. Michael Holthus, of the Foreign Science and Technology Center of Charlottesville, Virginia, who spoke on Soviet Artillery; and Major James Sfayer from DMI who gave a Marine Corps Update.

DUTY CONCEPT INSTRUCTION

Duty Concept is part of a four-year education program at the Academy. Beginning with 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 discuss 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 a 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.

Classroom instruction and seminars or lecturers are only part of the process of instilling a strong concept of duty. This education program is designed to build upon already possessed values and traits and to develop them progressively throughout four years at the Academy. Education and training decrease quantitatively as opportunities to lead and inspire increase. Leader behavior - role modeling - is an absolutely critical component of developing a strong sense of duty which cannot be overemphasized. The Professional Development Branch uses feedback from various sources to adjust and improve existing instruction.

TRAINING

Cadet Basic Training 1985

Cadet Basic Training (CBT) in 1985 began on 1 July (Reception Day) and concluded on 14 August with the return footmarch to West Point. The Class of 1989 was received into the Corps during ceremonies conducted on 17 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 1989 began training with a total of 1,428 cadets, which included 1,266 men and 162 women.

The training program, only slightly modified from previous years, was designed to be tough, challenging, professional, and performance-oriented. Strong emphasis was placed on leading by example and establishing a supportive and challenging command climate. The First Class cadre led by personal example, teaching, demonstrating, and assisting the new cadets in making a positive transition from civilian life to the rigors of a West Point cadet.

CBT in 1985 was 44 days, an increase of two days from 1984. As a result, the Program of Instruction increased by 30 hours (from 544.5 in 1984 to 574 in 1985). This increase provided time in the schedule for additional drills and ceremonies, inspections, bivoac Training, squad leader time, and orientations into the Army, USMA, and various Academy facilities, including several which had been omitted when the total course was reduced during the previous CBT.

Range 8 (Argonne), which had been renovated during the previous academic year, was used for the first time since 1962 at CFT. This enabled known distance firing using the M-16 rifle to be instituted in place of the train fire method of pop-up targets to expand weapons qualification training. Accordingly, Weapons Training featured known distance firing for both CBT and CFT. Implementing a nine-round zero and firing one-day known distance in the five-day comprehensive program effectively developed shooting skills. The cadre Basic Rifle Marksmanship (BRM) instruction was again instrumental in preparing cadets to zero their M-16s and Anti-armor training was reduced to provide more time on the BRM instruction.

Offensive training during Infantry week was expanded to include "preparation for combat." During the period, each platoon received an Infantry orientation and conducted preliminary troop leading tasks. Patrolling included a cadre-led patrol and night ambush. The focus of infantry training was on executing squad battle drills such as tactical movement, crossing danger areas, reacting to indirect fires, conducting fire and movement, reacting to ambush, and destroying bunkers. Multiple Integrated Laser Engagement System (MILES) equipment was again used in patrolling and defense instruction. Reconaissance and ambush patrols were added to the defense instruction.

Field Artillery introduced the Battery Computer System (BCS), the Digital Message Device, and Gun Display Unit during Fire Direction instruction to all cadets. Selected cadets served as aerial observers using the OH-58 helicopters. Concurrent training featured the Tactical Fire Direction System (TACFIRE) and a battalion Tactical Operations Center, the Position Azimuth Determining System, and a fire support officer station. Reconnaissance, Survey, and Occupation of Position (RSOP) continued to be a highlight of artillery training as a competitive practical exercise.

Combined Arms Training (CAT), a highlight of summer training, focused on teaching fundamentals of the combined arms team, while it introduced cadets to the heavy force. Mounted tactical training for both armored cavalry and mechanized infantry provided unique leadership opportunities and combat training for the Third and First classes at Fort Knox. Each cadet received hands-on instruction on some of the latest training devices such as the Unit Conduct of Fire Trainer (UCOFT).

Engineer Training featured improved mobility training such as the complex obstacle breech, which included two wire obstacles and a minefield. Countermobility instruction was expanded with the addition of the M16 anti-tank mine and the MQS test site for the M21 anti-tank mine. Mine-countermine instruction introduced a mine cluster exercise. Survivability was moved to a better location in area K. General engineering added instruction on dynamite and roll explosives.

Air Assault Training (14 hours) was integrated into the 1985 CFT for the first time in recent years. The training, added to expose cadets to the vital role of this combat mobility element, provided an opportunity for cadets to apply individual and leader skills during an offensive air assault mission. Support provided by the Connecticut National Guard was instrumental in executing the insertion and extraction of 48 platoons using UH-1H helicopters. The superb support of these units ensured that the value of the critical components of the AirLand battle was fully appreciated by the cadets. This exercise was unique in that the First Class platoon leader led the platoon throughout the ground and air exercise.

The Military Qualification Standards, Level 1 (MQS-1) continued to be a primary reference for military instruction. New cadets were taught and evaluated on 11 tasks in "Preventive Medicine and First Aid" and in the "Customs and Traditions of the Service." 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 continued to receive emphasis during CBT in 1985. 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 117 hours of administrative and logistical inprocessing and academic testing.

The physical training program conducted during the 1985 CBT utilized a Partner Resisted Exercise (PRE) program rather than the usual Army's daily dozen. The PRE uses a series of 10 activities designed to provide weight training without using weights by pitting one participant against an individual serving as the resistance. The results achieved during the 1985 CBT were dramatic. Although the initial Army Physical Readiness Test (APRT) results for the class were below those of the previous class, by the end of the CBT training period the class achieved higher levels of attainment than their predecessors. The men's and women's average scores rose by 21 percent and 34 percent respectively, notably above the 15 percent and 13 percent increases achieved the previous year, and were one of the most dramatic improvements in recent years. Research is ongoing in the Department of Physical Education to provide a more comprehensive scientific measure to test the validity of this exercise method.

During this year's CBT, a new program was inaugurated for the parents of entering plebes to inform them of the initial experiences of their sons and daughters in the first weeks at West Point. This Parent's Transition Seminar, conducted by the Center for Leadership and Professional Development (CLPD), was designed to inform the parents of the initial environment the new cadets will be exposed to and the coping strategies and support elements available to cadets at West Point. It is hoped that through this seminar parents will have a better understanding of how to deal with their sons and daughters when they next speak with them.

Of the 1,428 cadets who entered the Academy as members of the Class of 1989, 1,328 successfully completed their six-week summer training program and joined the Corps of Cadets in August. The 7.0 percent attrition rate for the Class was a notable decline from the 9.5 percent attrition of the Class of 1988 last summer, but was comparable to the attrition rate in CBT of the Classes of 1986 and 1987. The decline in attrition may be attributed to many factors. Among them was the Parent's Transition Seminar, advancing 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), and showing an Army orientation film at a point earlier in the training cycle. Additionally, new cadets had a rally to lift their spirits and make them feel part of the West Point sports program. An intensified program for the upperclass cadre also was conducted to impress

upon them the developmental nature of the training program. Overall, cadets were exposed to the many diversified facets of cadet life to enable them to make an intelligent decision about remaining with the Corps of Cadets at the conclusion of CBT 85. The first visit of plebe parents was delayed to Labor Day, after the conclusion of CBT and the start of the academic year, so that the new cadets could be better integrated into the Academy environment before they met their parents.

Third Class Summer Training 1985

Cadet Field Training (CFT) 1985 was conducted from 17 June - 12 August 1985. During this period, 1,168 Third Class cadets (from the Class of 1988) were trained by 321 First Class cadets (from the Class of 1986) and by approximately 1,700 soldiers from active duty and reserve component units.

The focus of the CFT program in 1985 was twofold. First, cadets received training in 37 Military Qualification Skill level I tasks, which they were required to pass prior to being considered qualified for potential commissioned service. Second, they were provided an orientation on some of the duties and responsibilities of a platoon leader in selected combat and combat support arms branches, to assist them in selecting branches. The primary support unit for the summer was the 3d Battalion, 327th Infantry, 101st Infantry Division (Air Assault), which provided outstanding training throughout the summer.

Military training conducted during CFT at Camp Buckner is designed to teach basic and advanced soldier skills as well as an understanding of the fundamentals of Combined Arms Operations, including combat support and service support activities. CFT '85 was again an eight-week training experience with DMI responsible for the military instruction provided by ten distinct committees.

Tactical Intelligence training included classes in camouflage, operations security (OPSEC), combat information reporting formats, ground surveillance radar (GSR), interrogation of POWs, electronic warfare/signals intelligence (EW/SIGINT), and the law of land warfare. Training was moved from the limited confines of Area K to the extensive Area T which created a more realistic tactical environment.

Signal Training was restructured to present instruction to platoon-sized groups. Additional training included use of the state-of-the-art OE254 antenna, vehicular mounted radios, tactical satellite, signal command post, and the tactical facsimile machine. A squad practical exercise culminated the instruction and provided an opportunity for cadets to demonstrate individual communication skills. These tasks included establishing wire and radio nets, using the communications-electronics operating instructions (CEOI), and operating a secure net.

Nuclear-Biological-Chemical (NBC) Training continued to emphasize four hours of cadre-taught survival skills. All cadets performed an equipment and personnel decontamination exercise.

The Score Orienteering Course in Land Navigation Training was expanded. A third route was added to minimize "trail" building by previous companies going through training. Retests were scheduled to allow immediate retraining and evaluation of cadets who failed this course.

Cadet Advanced Training (CAT) 1985

Summer training for the classes of 1986 and 1987 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 junior officers. Some 559 cadets from the classes of 1986 and 1987, or half of those engaged in CAT, participated in the 1985 CTLT Program. Cadets served in one of two five-week cycles at 23 posts (18 FORSCOM and five others) in the Western Hemisphere, Europe, or Korea. With the addition of Military Intelligence, cadets had assignments in 11 branches, all but two of which (Infantry and Armor) were open to women cadets. Two hundred sixty cadets trained at FORSCOM sites; 195 trained in Europe; 63 trained in Alaska, Hawaii, or Panama; and 41 trained in Korea. Cadet training with active Army units remains one of the most valuable experiences of cadet life.

As in the CTLT Program, increasing the cadet's leadership experience continues to be the primary goal of the Drill Cadet Program (DCP). DCP places cadets in basic training companies performing the duties of noncommissioned officers. Participation in DCP was increased slightly to nearly half of the Second Class cadets participating 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 542 cadets from the classes of 1986 and 1987 participated in the program. Three-fifths of the total trained at Forts Leonard Wood, Dix, Benning, and Sill.

Cadet Military Speciality Training (CMST) consists of seven 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 military training experience for cadets. Women participated in all training on the same basis as men with comparable results. Cadets, primarily from the Class of 1987, were represented in varying strengths in each of the following training programs as indicated: Airborne (500), Jungle Operations Training (205), Air Assault (151), Flight Training (98), Survival, Evasion, Resistance, and Escape (SERE) at the U.S. Air Force Academy (97), and Northern Warfare (73). Two additional options were made available to cadets during CMST for the first time this summer: a new SERE program at the Army's Special Warfare Center (ASWC) at Fort Bragg and a Strategic Mobility Planning Course (SMPC) offered at Fort Eustis. Cadets had never participated in the Fort Bragg SERE program and this year's cadet attendees were generally unprepared for this unusually demanding program; most were unable to complete the program successfully. The program is not available for the Summer of 1986 and the Academy will make a determination in the future about the desirability of having it included among future CMST options. The SMPC program, however, was a useful addition and will be offered again next summer to cadets medically disqualified from participating in other options. Of the 1,183 cadets participating in CMST programs, 1,114 (or 94 percent) successfully completed the training. All the cadets in Flight Training successfully completed the program. Other than in the ASWC SERE program, in which only 18 percent successfully completed the program, the least successful participation was in Airborne school where 96 percent of the cadets were successful.

In addition to CTLT, DCP, CMST, and First Class Leadership Details, which occur during the summer training period, over 520 cadets participated in 42 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) participate in lieu of a First Class Detail. Each of the four cadets participating in the Crossroads Africa Program served several weeks 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. Eight cadets served eight-week tours in the Summer Intern Program, coordinated with the Social Sciences Department, with a variety of government departments and agencies in the Washington, D.C. area.

First Class cadets also participate in academic summer programs, sponsored by various academic departments, which occur during the cadets' summer leave periods and do not interfere with required military training. For instance, 23 cadets participated in the Cadet District Engineer Program. They each spent four weeks working as Assistant Project Inspectors/Engineers at Engineer Districts worldwide including Frankfurt, West Germany; Riyadh, Saudi Arabia; Seoul, South Korea; Japan; and numerous other locations in CONUS. Twenty-three cadets participated in the Behavioral Sciences Summer Intern Program. In addition to intern positions on the Army Staff, the program places cadets in the major CONUS commands such as TRADOC and FORSCOM and in separate commands such as the Recruiting Command, the Criminal Investigation Command, and the U.S. Army Military Personnel Center. Twenty-eight cadets participated in the Mechanics Summer Program and worked at a wide variety of agencies including the Aeromechanics Laboratory, the Applied Technology Laboratory, Los Alamos National Laboratory, and the Advanced Attack Helicopter Program Management Office. Twenty-three cadets participated in the Computer Science Summer Intern Program and worked at a wide variety of agencies including the Engineering Topographic Laboratory, the Defense Mapping Agency, the Joint Tactical Fusion Office, the Ada Joint Programs Office, and the Lawrence Livermore National Laboratories. Overall, nearly 200 cadets participated in the 18 different academic programs during the summer.

Over 50 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. Normally the cadets participated during their leave periods.

Finally, over 160 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 that training also was conducted during the cadets' leave periods.

In January 1986, the Superintendent approved the proposal of Colonel Robert A. Turner, Director of the Department of Military Instruction (DMI), to send selected rising First Class cadets to Ranger School. The recommendation was made due to the value Colonel Turner and the Commandant saw in the Ranger training and on the basis of an

intensive preparatory training program scheduled for cadet applicants. The preparatory program included training in land navigation, patrolling, troop leading procedures, physical readiness, roadmarches, a physical examination, a combat water survival test, and classroom exercises. The program reduced the number of applicants from 75 to less than two dozen highly motivated and extremely well-qualified Ranger candidates. In February 1986, formal approval was received from the Directorate of Operations and Plans (DCSOPS) at DA to send the cadets.

MILITARY SCIENCE

During the 1985-86 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 their chosen profession in the United States Army. In this course cadets trace the evolution of military officership from its origins in America to the modern concept of a professional. The course features a lecture and seminar program on professional behavior and ethics, a topic which receives reinforcement throughout the course.

The "Map Reading and Small Unit Tactics" (MS 102) course introduces cadets to map reading and to basic infantry squad and platoon-level tactics. Cadets receive 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 Operation" (MS 200) course focuses on operations at the company and platoon level in a combined arms team and the support provided by the appropriate combat support and combat service support elements. Greater emphasis was placed on instruction to prepare the cadet for DCP/CTLT. Examinations continue to emphasize cadets making tactical decisions and writing operations orders, rather than merely memorizing facts.

"Readiness: The Role of the Platoon Leader and Public Speaking," MS 300, provides Second Class cadets an 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 environments. Public speaking presents a theory of effective oral communication 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. This speech, as well as others, was videotaped and played back during the critique by the cadet's instructor.

DMI formed an Interactive Video Disk (IVD) Task Force under the Deputy Director Colonel Charles B. Butzer to determine the feasibility of incorporating IVD into Military Instruction at USMA. IVDs combine the benefits of individualized instruction with video disk technology to make a very powerful instructional tool for students. After several trips to coordinate with appropriate agencies, DMI was given permission in early 1986, to pursue a map reading IVD by the Infantry School, TRADOC's proponent for map reading.

The goal of the task force is to have a map reading disc produced by the fall and a map reading "additional instructional package" ready to be tested by cadets in the second semester of the 1986-87 Academic Year.

CLASS OF 1986 BRANCH SELECTIONS

Quotas for the Transportation, Aviation, and Ordnance Corps were filled before physically-qualified male cadets were restricted in their selections to the Infantry, Armor, Field Artillery, and Air Defense combat arms branches. Quotas for Military Intelligence, Ordnance, Quartermaster, and Transportation were filled before physically-qualified female cadets were restricted in selections to combat arms. Male cadets satisfied the minimum quotas in Infantry, Armor, Field Artillery, and Air Defense; women filled the minimum quotas in Field Artillery and Air Defense. (The branches of Infantry and Armor are closed to women.) However, the number of men and women selecting two of the combat arms branches (engineering and aviation) exceeded the minimum quotas. In this year's branch selections some 88 percent of the men selected combat arms to meet the minimum DA quotas, a slight decline from the 92 percent in 1985. However, some 25 percent of the women in 1985 selected combat arms to meet the minimum DA quotas compared with only three percent the year before.

The percentage of the Class selecting a combat arms branch or speciality was 82.8 percent in 1986. Some 89.6 percent of the men and 33.7 percent of the women selected combat arms specialties in 1986.

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 989 of the 1,012 potential graduates of the Class of 1985 selected branches at that time.

SANDHURST TROPHY COMPETITION

The Sandhurst Trophy, awarded annually during the spring to the Regiment achieving the highest degree of military excellence, was presented to the 1st Regiment of the U.S. Corps of Cadets by Colonel R. J. W. ffrench Blake, Deputy Commander, British Army Staff and Assistant Military Attache at Washington, D.C. This was the ninth 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 Captain Brenda A. Bradley, was judged the winning company of the Corps of Cadets. The competitors, consisting of four, four-person team (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 tested in swift movement, map reading, NBC, communications, crossing a one-rope bridge, rappelling and inspecting equipment. As was the case the previous year, the phase was timed, with the exception of the equipment inspection station. The shooting phase consisted of target shooting on the outdoor Range 8 with teams being required to fire 20 rounds using an M16 rifle in a timed exercise.

The inclusion of firing an M16 rifle on an outdoor range area and the mandatory requirement for each company to have a minimum of one female cadet ensured a more challenging and realistic competition and helped to promote teamwork and military excellence.

1986 SPECIALTY SELECTION

SPECIALTY/ BRANCH	QUOTA MALE MAX	QUOTA MALE MIN	QUOTA FEMALE MAX	QUOTA FEMALE MIN	SELECTIONS TOTAL ASSIGNED MALE	SELECTIONS TOTAL ASSIGNED FEMALE
11 (IN)	270	229	N/A	N/A	229	N/A
12 (AR)	154	131	N/A	N/A	131	N/A
13 (FA)	228	193	23	7	193	7
14 (AD)	71	61	33	8	61	8
15 (AV)	92	85	22	6	92	11
21 (EN)	101	87	11	3	95	6
25 (SC)	28	0	17	0	20	9
31 (MP)	10	0	11	0	8	10
35 (MI)	40	0	8	0	33	8
74 (CM)	14	0	6	0	2	5
91 (OD)	14	0	11	0	14	11
92 (QM)	17	0	9	0	9	9
95 (TC)	7	0	11	0	7	11
Total					894	95

DEPARTMENT OF PHYSICAL EDUCATION

During the academic year, the Department of Physical Education (DPE) was fortunate to have Dr. Karl Stoedefalke, Professor of Physical Education at Pennsylvania State University, serve as the eighth visiting professor on the DPE faculty. Dr. Stoedefalke served on the Department's Curriculum Committee, advised Department personnel who were working toward advanced degrees, and represented the Academy at numerous national conventions.

In July 1985, the Second International Conference on Physical Activity, Aging, and Sports was held at West Point. The conference, presented by the Albany, New York based Center for the Study of Aging, was held to discuss key issues in improving health, vitality, quality of life, and longevity and featured some 350 experts in the field from 23 different countries.

In Department personnel actions, in September the Department hired Mr. Jim Worthington to replace Mr. Paul Assaiante as Director of Racquet Sports. Also in September, the Director of Intercollegiate Athletics agreed to transfer Mr. Bill Permakoff, an ODIA employee with DPE teaching, guidance, and testing responsibilities, to DPE along with his manpower position. The position will remain in DPE as long as Mr. Permakoff remains in the position. When he leaves, the position will revert to ODIA. In April, DPE extended Mr. Permakoff in the position for three years.

Instructional Program

Most of the instructional program was unchanged this year. Plebes continued to attend standard courses in swimming, gymnastics, boxing (for men) and Self-Defense I (for women). Upperclass cadets continued to take 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. However, the "Fundamentals of Physical Education" lecture portion of the plebe course was replaced this year with wrestling for men and Self Defense II for women. Next year, the "Fundamentals" portion will become a required upperclass course. This change, originally proposed by the Fourth Class course director several years ago, was made to add more combatives to the plebe year schedule and to move the "Fundamentals" course to a more appropriate time for cadets. Upperclass cadets now 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.

In addition, the Department evaluated the concept of offering several selected activities on the advanced level. The evaluation of a Tennis II class, offered on a pilot basis originally near the end of the 1984-85 Academic Year, indicated that the course supported upperclass program goals. That course was offered during the 1985-86 Academic Year, along with pilot courses in aerobic dance and racquetball. Based on the favorable evaluations of those courses, they, as well as handball, will be incorporated into the upperclass curriculum next year.

Guidance Program

The Department's Guidance Program emphasized the development of positive cadet attitudes toward personal fitness based on personal satisfaction and success in an individualized workout program. The Guidance Program this year focused its efforts on providing the individual cadet with the information and personal guidance necessary to develop his/her own workout program and carry it through to successful completion. Drawing from the techniques used quite successfully in its remedial conditioning program, the Guidance Office published and distributed copies of a booklet entitled "DPE Company Conditioning Program" to each company. In addition to serving as the basis for programs run by the company chain of command, the booklet provided individual cadets with step-by-step instructions for developing personal fitness programs containing elements of aerobic, anaerobic, and strength development. As always, the heart of the Guidance Program continued to be the work of the DPE guidance officer assigned to each cadet company. Each company guidance officer assisted the cadets in his/her company with physical education coursework and periodic testing or individualized and specialized physical development goals. The result of these efforts was a greater consistency in cadet fitness throughout the year and a significant reduction in DPE failures. Whereas 137 cadets failed DPE during the 1983-84 Academic Year and 125 failed during the 1984-85 Academic Year, only 43 failed during the past year, a decline of two-thirds. The Department's STAP '86 consisted of eight cadets compared with nine the year before. All passed the program except for one Fourth Class cadet who later resigned.

Testing

Each cadet took three physical fitness tests during the academic year: the Indoor Obstacle Course (IOCT), the Physical Aptitude Test (PAT), and the Army Physical Readiness Test (APRT).

Beginning with the past academic year, all upperclass cadets took an identical battery of tests: the APRT in the fall and spring and the IOCT in the winter. Plebes took the APRT during the fall, the PAT during the winter, and the IOCT during the spring. 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 Two Mile Run (2MR) Test administered to Second Class cadets during previous years was deleted in favor of the APRT to make the testing more closely related to that of the Army.

In addition, the APRT was taken in running shoes instead of combat boots, and in the gym alpha uniform instead of fatigue trousers with T-shirt, for the first time since the 1981-82 Academic Year. This change, made at the direction of the Commandant, was done also to bring it in line with Army practice. In order to compensate for the change, maximum passing 2MR times were reduced by 50 seconds. The overall test results for the 1985-86 Academic Year compared with the previous year (in parenthesis) are as follows:

	Men	Women
APRT	260 (252)	262 (248)
IOCT	2:51 (2:53)	4:19 (4:36)
PAT	329 (336)	324 (321)

The alternate testing program continued to be utilized for cadets having a medical profile preventing them from doing certain exercises. This enabled the testing office to evaluate specifically the physiological variable 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 2MR portion of the APRT due to a medical profile, an alternate test consisting of situps, pushups, and 10-km bike test, or situps, pushups, and 10-minute swim was administered. The Army has adopted a similar alternate test program. The alternate test program held the number of cadets unable to complete an APRT or equivalent test to less than one percent of the Corps last year, even lower that the figure the year before. The push to reduce the number of cadets unable to complete an APRT increased the number of cadets tested on the alternate tests last year to 352, from 191 the year before.

Research and Publications

The second part of the "Comparison of Metabolic Responses of United States Military Academy Men and Women in Military Load Bearing" research study, identifying metabolic response differences in six vertical elevation grades, neared completion. Preliminary results demonstrated that varying vertical elevation made the differences in the performances of USMA men and women cadets even more pronounced than in horizontal walking.

The data obtained for the "Validation of the West Point Twelve Minute Bicycle Ergometer Test" research study was analyzed during the year. The study should be completed by the start of the 1986-87 Academic Year.

Dr. Robert Stauffer and Dr. Michael Welch were selected as Fellows in the American College of Sports Medicine in the Spring of 1986.

An article by Dr. James Peterson, Professor of Physical Education, and Captain Mark Hertling entitled "Being All You Can Be--Physically" was published in the February 1986 issue of Army. Dr. Michael J. Welch, Mr. Michael Sitler, and Lieutenant Colonel Christopher Guiry, formerly of DENTAC, had their article entitled "Nasal Septal Injuries" published in the Spring 1986 issue of Athletic Training. Dr. Welch, along with Colonel Ernest Edington, former DENTAC Commander, and Major Richard C. Ritter, of MEDDAC, had their article entitled "Muscular Strength and Temporomandibular Joint Repositioning" published in the March 1986 issue of The Journal of Orthopaedic and Sports Physical Therapy. Dr. Robert W. Stauffer presented a paper entitled "Physical Fitness Research at the U.S. Military Academy" at the Advanced Courses Program: Fitness of the Army held at the U.S. Army War College, Carlisle Barracks, Pennsylvania, in April 1986. Mr. Craig H. Sherman presented a talk on "Strength Development Basics" to the U.S. Ski Coaches Association at Lake Placid, New York, in April. Throughout the period, Major Hertling's column, "DPE Fitness Forum," appeared in the Pointer View, while Dr. Welch's column, "To Your Health," was published in the local press.

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.

Renovation of the swimming pools forced the triathlon swimming to be conducted in Delafield Pond, a rather "chilling" experience in October. It will return to the Intramural Pool for the coming year.

Participation in boxing was higher than usual. At the close of the season two cadets, Randy Bachman and John Poncy, qualified for the National Collegiate Boxing Association Championships at the Air Force Academy. Cadet Bachman won the National Championship at 132 pounds; Poncy was runnerup at 180 pounds and won the prestigious Sportsmanship Trophy at the conclusion of the meet.

Cadets participated in football, soccer, track, triathlon, or flickerball in the fall, and basketball, handball, swimming, boxing, wrestling, squash, volleyball, or strength development in the winter.

In the voluntary spring program, 36 companies fielded softball teams, 34 fielded cross country, 33 fielded racquetball, 33 fielded tennis, 29 fielded lacrosse, and 22 fielded aerobic fitness teams.

Sports Medicine

During the 1985-86 Academic Year, 576 plebes reported to the reconditioning room in lieu of their physical education class. Although some of these cadets had limited profiles, an average of 7.8 visits were made by each cadet, and an average of 29.2 cadets per day of physical education class reported to reconditioning.

The total number of moderate injuries suffered by cadets undergoing physical education instruction was 246; 210 of these took place during plebe instruction. 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. The increase in plebe injuries from 174 last year to 210 this year may be attributable to the addition of wrestling to plebe instruction this year. Thirty-six moderate injuries occurred in Upperclass Physical Education, down from 63 the year before, resulting from the removal of wrestling from the upperclass curriculum. Sixteen of the 36 injuries came from the Indoor Obstacle Course.

During the intramural season, football-related injuries (172) again represented the largest single share of the 433 total moderate injuries. The total number of moderate injuries is comparable to the 436 the year before although the number of football injuries declined by 32. Slight increases in most other areas compensated for the decline in football injuries.

The Sports Medicine Section again administered the USCC weight management program. Some 106 cadets (75 men, 31 women) were identified as exceeding the USCC body fat standards in the January 1986 screening. By the end of the year, only 23 cadets (11 men, 12 women) still exceeded the standards. No member of the Class of 1986 exceeded the standards of AR 600-9 which must not be exceeded to be commissioned in the Army.

During the 1985 CBT, new cadets were again screened for postural deficiencies and 531 new cadets were identified as exhibiting poor postural habits and/or muscular imbalance. During CBT and the fall semester of the 1985-86 Academic Year, corrective exercises were prescribed for these individuals and nearly 90 percent were corrected by the end of the academic year; the remainder will continue to receive help next year.

Supply and Services

The filtration and chlorination systems were replaced in all three DPE pools. The Directorate of Engineering and Housing (DEH) completed a study on the feasibility of leveling River Court (South Fill) Field to alleviate an overcrowding of the athletic fields. The COMAR Board accepted the project and assigned it a high priority on the 1987 COMAR List.

Authorization to issue Department civilian faculty members DPE uniform items was obtained from DA. As a result, Department civilian faculty will no longer receive a clothing allowance.

CADET CLUB ACTIVITIES

During the 1985-86 Academic Year, the Directorate of Cadet Activities (DCA) continued to provide a variety of leisure-time experiences and opportunities that contributed to cadet development. One of the biggest changes during the year was the change in the drinking age in New York State to 21, effective 1 December 1985. In anticipation of that event, an Eisenhower Hall Task Force, a committee under Colonel Charles E. Johnson, Director of Cadet Activities, with heavy cadet participation sought to determine ways to continue to attract cadets to Eisenhower Hall. One of the most successful actions was instituting a delicatessen in Eisenhower Hall, which attracted cadets and matched the sales of recent years, although the cost of operation was greater than when beer was sold and thus the profit margin was reduced. Other initiatives included upgrading the dance floor and making it more like a disco and having the supervising cadets exercise greater control over cadet behavior in the Restaurant and in the Eisenhower Hall facility.

Continued coordination and cooperation with the ODIA permitted greater cadet attendance at away athletic contests and greater recognition for the institution's athletic endeavors. The Association of Graduates (AOG) and the Daughters of the United States Army (DUSA) continued to provide considerable funds in support of cadet activities. A centralized Non-Appropriated Fund Instrumentality (NAFI) Concept has been applied to the Cadet Activities business, and, at the start of the 1987 Fiscal Year, the Cadet Activities Fund, the Cadet Restaurant Fund, and the Superintendent's Cadet Hosting Fund will be integrated into the Cadet Fund.

The fall schedule included Ring Weekend, in which 2,424 cadets and guests attended the Ring Banquet and Dance. Autumn Weekend consisted of two formals--the Fourth Class in Cullum Hall and the upperclass cadets in the Eisenhower Hall Ballroom. The Army/Navy Rally and Post-Game Party were held in the Adam's Mark Hotel in Philadelphia.

During the second semester, approximately 2,100 cadets and guests attended the 500th Night Weekend Banquet where Lieutenant Colonel James N. Rowe was the speaker. The Yearling Class began its weekend activities with a Hawaiian Buffet Dinner featuring Hawaiian music and dancers in Crest Hall. General Scott spoke at the Banquet, which was attended by 1,950 cadets and guests. The 100th Night Dinner was held in February; Malcolm Forbes was the guest speaker. Plebe-Parent Weekend was held in March with approximately 4,600 cadets and guests. The class sponsored a variety of events, including a class talent show and fashion show. Graduation Week activities featured a banquet and formal dance for some 5,000 cadets and guests with the Superintendent as guest speaker.

The Cultural Arts Branch of DCA in association with the Cadet Fine Arts Forum, the Dialectic Society, and the Theatre Arts Guild presented a wide array of arts' events and performances. Among the most notable presentations were the New York City Opera Company's production of "Faust," the Vienna Symphony Orchestra, and the Cincinnati Symphony Orchestra. Broadway plays and musicals included "Noises Off," "Brigadoon," "42nd Street," and "On Your Toes." Celebrity appearances were made by Maureen McGovern, Peter Jennings, Chick Correa, Tony Bennett, and David Copperfield. Other events included a Plebe-Parent Week performance of "Mark Twain Tonight" with Hal Holbrook and a special Christmas program which featured life-size puppets in a production of "The Christmas Carol." The 1929 Art Gallery was host to four exhibitions. The most ambitious of these was a show entitled "The World of Anna and Susan Warner, West Point, Constitution Island, and Beyond." The Visiting Artist Series featured Mr. Richard Kapp, the musical director of The Philharmonia Virtuosi of New York. Mr. Kapp presented three varied programs in the Eisenhower Hall Theatre and offered several lectures and special visits to interested cadet groups throughout the year. The Cadet Theatre Arts Guild presented two plays: "Ten Little Indians" and "A Midsummer's Night's Dream."

Extracurricular Activities

During the 1985-86 Academic Year, cadets participated in nearly 100 clubs and organizations featuring 150 activities. Each cadet, on the average, participated in two of these clubs. Women were included in 85 percent of the member rosters. Approximately 250 officers, noncommissioned officers, and civilians assigned to the staff and faculty served as advisors for these clubs. Emphasis was placed on cadet leadership development; cadet leaders planned and conducted activities and managed budgets. The number of clubs and variety of activities (academic, hobby, religious, support clubs, and competitive teams) has remained generally constant during recent years. These activities participated in 450 trips and hosted approximately 200 home events. A listing of the clubs under DCA for the 1985-86 Academic Year is located at Appendix D of this report.

Two crew teams represented Army for the first time in 15 years at the Head of the Connecticut regatta and finished fifth and 15th in their division among 25 novice crews. The crew team also completed a successful first year with a lightweight crew program.

During the Summer of 1985, Army cyclist Mark Waite qualified for the National Sports Festival in Louisiana, a showcase for amateur athletics in non-Olympic years. The Cycling Team went on to emerge as national collegiate bicycle road racing champions in October 1985.

The Domestic Affairs Program participated in several trips and home events and actively discussed issues with such public officials as Chief Justice Warren Burger, Chief of Staff Donald Regan, and former Senator Eugene McCarthy.

During a Thanksgiving visit to Tokyo, debaters Jeff Tronvold and Bill Gameros became the first American debaters to earn an invitation to the Japanese National Debating Championship.

The Glee Club presented a total of 38 concerts, three of which were on national television.

During a Spring Tour to San Jose, California, the Gospel Choir cadets gave three performances before approximately 5,000 people.

Stephanie Stephens placed 18th and Veronica Santapolo placed 20th out of a field of 54 at the National Gymnastics Championships at the University of Wisconsin, in February. The Women's Gymnastics Team finished the season with eight wins and three losses, the best record in the team's history.

The Handball Team placed first in the Northeast Intercollegiate Handball Tournament held at Pennsylvania State University.

The Judo Team was undefeated in all individual team competitions, including wins over Air Force, Navy, and RMC, and placed second at the Eastern Collegiate Judo Championships. Cadets Donna Lee and Julia Hamacher took first in their respective weight divisions. Three cadets went on to win medals at the 25th annual National Collegiate Judo Championships held at West Point in April. Julia Hamacher took second in the 158-pound division and third in the open division, Donna Lee was third in the 134-pound division, and Bill Stacey was third in the 143-pound division. Over 50 colleges and universities were represented with some 170 competitors participating.

During the year, the Mechanical Engineering Club was chartered by the American Society of Mechanical Engineers (ASME) as a student chapter.

The Media Club was founded in the Fall of 1985 to replace the cadet newspaper, "Slum and Gravy."

The Orienteering Team won the National Intercollegiate Championship for the ninth straight year and won the Senior Intercollegiate Team Championship for the second year in a row.

In April 1986, 19 officers, dependents, and cadets competed in the Boston Marathon. Cadets James Talley and Phil Sobiesk finished 284th and led the USMA runners with a time of 2:40:50. Angie Minichiello led the Army women with a time of 3:33. Major William J. Martinez of the DPE led the non-cadet contingent finishing with a time of 2:45:50.

At the National Collegiate Powerlifting Championships in Chicago, Illinois, the women combined for a second-place finish and the men combined for a third-place finish from among the 30 colleges represented. Elaina King took the 165-pound women's division and set a national collegiate record in the bench press while Eve Emmons took the national title in the 148-pound class. King and Larry Hughes became the first cadets to reach master's status, the second highest level attainable in powerlifting. Hughes finished sixth in the highly-competitive 165-pound men's division and qualified on the basis of his overall total weight lifts.

The women's Nordic ski team finished first in the women's division of the Mid-East Conference of the National Collegiate Ski Association (NCSA) and the men's team finished second in their division. The women's team went on to place eighth and the men finished ninth in the nation at the Nationals held in Killington, Vermont, in February. This was the fourth straight year the men and the third straight the women were invited to compete in the Nationals. The Alpine men's ski team placed fifth out of 19 teams and the women placed third out of 13 teams at the Mid-East League Championships at Waterville, New Hampshire, in February 1986.

The Sport Parachute Team won 14 individual awards in three competitions held in the Fall of 1985. Loss of rigger-coaches in November halted parachute jump operations for the rest of the academic year.

On the trip to England, six members of the Tactics Club, including the OIC, earned their British jump wings from the Parachute Depot, the Airborne Regiment.

The Army team handball team won the national collegiate title at the 1986 Team Handball Team National Championships when it defeated the Air Force Academy 17-11 in Columbus, Ohio, in April 1986. This marked the seventh time in 11 years that the cadets have won the title. The women's team finished second in the women's division.

Randy Bachman won the 132-pound title and John Poncy finished second in the 180-pound class at the National Collegiate Boxing Association Championships held in April 1986 at the Air Force Academy.

Six cadets in the Karate Club participated in the 7th U.S. Tang Soo Do Moo Duk Kwan Federation National Championships in Los Angeles, in November 1985. Two cadets captured first in sparring in their belt category and four others placed in the top five in their categories. Pat Hynds was first in orange belt sparring and second in forms; Greg Gatti and Robert Albino finished first and second, respectively, in lightweight green belt sparring. Army karate "A" and "B" teams finished third and fourth place, respectively, at the first Intercollegiate Karate Team Championships held at the Merchant Marine Academy, in April 1986.

The West Point Skeet and Trap Team finished fifth in the nation in both American trap and skeet at the national collegiate championships held in Peoria, Illinois, in April 1986. The team finished fifth among two dozen universities in both events.

Stephanie Santanello finished sixth in open equitation competition at the equestrian national championships held at Charlottesville, Virginia, in May 1986.

The Cadet Rugby team won its seventh consecutive Metropolitan New York Collegiate "A" League title in October 1985, and all four Army teams (A-D) had a combined 24-0 record.

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.

FOOTNOTE

[1]Ltr, LTG Scott, USMA Supt to GEN Wickham, USA, 8 July 1986, p.2.

ACADEMY COMMITTEE HIGHLIGHTS

ADMISSIONS COMMITTEE

The Admissions Committee is a standing committee of the Academic Board and an integral part of the admissions system. It is made up of representatives from various Academy offices and departments that deal directly with cadets. The Committee spent eight months during the past academic year evaluating applicants and selecting qualified members for the Class of 1990. The Admissions Committee ensured that the 1,329 candidates who joined the Corps of Cadets on 1 July 1986 met the legal and medical requirements specified by the laws and regulations governing USMA, that their demonstrated academic, physical, and leadership qualifications indicated a high probability for meeting the demands and standards of the Military Academy, and that they were well-rounded young people, highly suited for progressive careers as U.S. Army Officers. The Committee also ensured that those selected for admission comprised a class of the composition directed by DA and the Academic Board. The Committee continued the broadened Foreign Cadet Admission Program into its second year.

Nearly 13,000 individuals expressed an interest in admission to the Class of 1990 and established initial files with the Admissions Office. That office collected relevant materials submitted by those applicants, of whom 5,700 acquired the nominations that precede selection for admission. The files of some 4,000 nominated individuals who completed all basic application requirements were forwarded to the Admissions Committee for consideration. From these completed files the Committee determined some 2,000 candidates fully qualified for admission. Offers of admission were made to 1,835 of the qualified candidates; 1,321 accepted offers and took the oath as new cadets on Reception Day. Eight foreign cadets also entered the class, making the total class size at entry 1,329. The 72 percent acceptance of offers of admission was slightly lower than the 74 percent level of acceptance for the Class of 1989, but the yield was extremely close to the total 1,325 class size approved by the Superintendent in January 1986.

The Early Action Plan, now in its fifth year, continued to yield a higher rate of accepted offers of admission than the candidate pool as a whole. Under this plan, applicants who notify the Academy by 1 November that West Point is their first choice and complete their files by 1 December receive early action consideration. By the end of January 1986, 83 percent of the 703 qualified early applicants who had been offered admission, conditional upon medical qualification and obtaining nomination status, had accepted the offer. This level was just below the 85 percent recorded during the previous year. The majority of the remaining early applicants, who had not been selected for early admission, were advised that their applications would continue to be considered actively during the ongoing admissions process.

The Class of 1990 generally met class composition goals, which are annually proposed by the Committee and approved by the Academic Board. Some 24.8 percent of the entering class were identified as "scholars," 22.2 percent as "leaders," and 21.4 percent as "athletes." Twelve percent of the class are women, 6.8 percent are Black Americans, and 4.7 percent are Hispanic Americans.[1] The only composition goal not met was in the admission of Black Americans, where the proportion of the entering class was slightly below the 7-8.5 percent desired. Because the number of college-aged black applicants is declining (as is the college-aged population in general) and competition continues among

many colleges for qualified black candidates, it is becoming increasingly difficult to meet that goal. To be certain that no qualified candidates had been overlooked, the Committee, assisted by the Admissions Staff, reviewed the files of black applicants with great care.

CURRICULUM COMMITTEE

The most significant action of the Curriculum Committee during the past academic year was its work to consummate the study of several years to simplify and strengthen the Mathematics-Science-Engineering (MSE) programs and, to an extent, the entire academic program. The specific revisions are noted below. The significance of the changes is discussed in the curriculum portion of the Academic Program chapter of this report.

The Curriculum Committee and later the Academic Board agreed to:

"a. Vest MSE field proponents with the primary responsibility for designating the courses that satisfy the requirements for the field of study (ten courses) and the major (twelve courses).

b. Direct the Head, Department of Physics, to offer only one version, calculus-based, of the two-semester physics sequence in the core program.

c. Give up its requirement that the Department of Physics instruct all cadets in modern physics.

d. Direct the Chairman, MSE Committee, to highlight and coordinate the elements in core MSE courses that impart instruction on modern physics.

e. Direct the Head, Department of Mechanics, to offer a single engineering-science version of the course in statics and dynamics, now appearing in two versions as ME302 and ME303.

f. Urge the Head, Department of Electrical Engineering, to revise the one-semester core course in electricity for a new body of students, all of whom will have taken calculus-based physics and will be in virtually any field, to include engineering.

g. Direct the Heads, Department of Electrical Engineering and Department of Mathematics, to coordinate the order in which EE302 and MA262 present material so that MA262 becomes a corequisite of EE302.

h. Acknowledge that certain core courses—LW401, SS307, and the single version of statics and dynamics—can fill the vacant space in the second semester of Third Class year."[2]

In the past, Fourth Class cadets had to choose the MSE or HPA options so they could take required courses during the Third Class year. With the modifications in the curriculum, cadets will undergo a common core for two years and not have to make their selections as early as before. Accordingly, as a result of these changes, formal briefings for Fourth Class cadets on the various tracks and fields were eliminated. During the spring of their initial year, cadets merely complete their schedules for their next (Third Class) year with the guidance of company academic counselors who will inform cadets of the effects their selections have on their future options for majors or fields of study. These selections can

still be modified during their Third Class year through the assistance of the company academic counseling system. Cadets will be required in the early fall of their Third Class year to visit departments for general counseling as appropriate for their interest and abilities. In the spring of their Third Class year, cadets will continue to be required to select their fields of study or major and to complete their schedule for their last two years.[3]

In response to recommendations made by LTG Garrison H. Davidson, USMA Superintendent 1957-60 and a member of the Board of Visitors, the Committee studied his proposals that "the Secretary of the Army take note of the radical departure of the current academic curriculum from tradition and be advised of the Board's concern over the trend" and that "the Academy should consider the advisability, desirability, and feasibility of establishing a core course in first class year in weapons systems engineering as a capstone to the award of the bachelors degree of science in the military art and consider the desirability of abandoning its offerings of optional academic majors if necessary to do so."[4] The Committee concluded that the proposals were seriously flawed and furnished the Academic Board with a response which the Superintendent provided to the Board of Visitors.[5]

Finally, the Committee reviewed all requests for changing the scope, title, placement, and frequency of existing courses, for adding new courses, and for eliminating courses in the next academic year. The Academic Board accepted, for the most part, the recommendations.[6]

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

In March 1986, the Superintendent's Honor Review Committee (SHRC) for Academic Years 1984-86 published its report on the state of health of the honor code and honor system. The SHRC consisted of 18 members (11 officers, six cadets, and one civilian), representing a cross-section of staff and faculty elements and the United States Corps of Cadets. The sources of data used by the SHRC included surveys, interviews of cadets and members of the staff and faculty, and written comments from academic departments and staff elements.

In the report, the SHRC stated "that the overall health of the USMA Honor Code and Honor System is good. While there are areas that need improvement (particularly in combating toleration) the Corps of Cadets respects and tries to adhere to the Honor Code and supports the Honor System."[7] The report included a short history of the Honor Code and System, evaluated documentation standards (particularly with regard to the proliferation of computer software), analyzed Full Honor Investigative Hearing (FHIH) statistics since 1977, examined the current definition of lying, and evaluated honor procedures adopted by the U.S. Air Force Academy (USAFA) following its 1984 honor difficulties.

The report found that the Four-Year Honor Education Program, first initiated in 1981, has been successful in increasing honor awareness, generating healthy discussion about honor matters, and teaching procedural details of the honor system. During the past two years such honor education topics as lesson content, instructors, time, location, and size of classes were evaluated by the committee.

The SHRC found that the current procedures for the investigation and processing of honor cases are fair to the respondent and sound from the Academy's point of view. The Superintendent's judicious use of his discretionary authority to retain a cadet in the Corps who has violated the honor code has been well accepted by the Corps of Cadets.

The SHRC found many strengths and positive aspects about the honor code and system. The cadets particularly like the "trust" which the code fosters. "They feel that living under the Honor Code develops moral and ethical values which will be with them for life." They recognize that the standards are demanding, but they feel they are "realistic and worthwhile and take pride in the fact that it is 'theirs.'"[8] Staff and faculty members tended to agree with the cadets about the positive aspects of the honor code and system and often cited the beneficial influence of the Four-Year Honor Education Program. The SHRC believes that "changes to a healthy Honor System should come slowly...(but that USMA) should remain open to constructive criticism" and suggestions. The SHRC anticipates "a continuation of a trend toward gradual liberalization of honor policies."[9]

The toleration of possible honor code violations continues to be a subject of concern. There are some unhealthy trends in recent corps-wide honor survey data. When there is reluctance to report a possible violation, it is almost always because of a tendency to give "friends" the benefit of the doubt. The principal worry of cadets centered around concerns about toleration of possible honor incidents and some perceived lack of uniformity and adherence to the code by cadets.

A number of recommendations for improvement in the honor system, especially to strengthen the non-toleration tenet of the honor code, were made. "These include a better honor orientation of the USMA staff and faculty, a change in the status of cadets suspended for an honor violation (who currently remain in a pay status), additional guidance on the honor implication of copyright violations (especially involving computer software), a modification to the definition of lying (to more precisely define the term), initiatives to better interrelate cadet commitment to duty and honor (including the proper role of friendship in fulfulling these commitments), better standardization of documentation of academic work, modifications to the Four-Year Honor Education Program (especially to combat toleration), and, finally, better honor information exchange within the Corps and with the staff and faculty."[10]

In addition, the committee recommended integration of more ethics instruction for the First Class; establishment of an Honor Information Subcommittee within the Cadet Honor Committee; and an emphasis on the need for "confrontation" of suspected honor violators. These, as well as other recommendations, should strengthen the honor system, and improve the Four-Year Honor Education Program. This Program is the key element in providing the Corps with the necessary tools to be an effective custodian of the honor code.

ETHICS AND PROFESSIONALISM COMMITTEE

The Ethics and Professionalism Committee for the 1985-86 Academic Year investigated service academy religious programs and the content of the eight academic courses designated as constituting the ethics and professionalism thread in the curriculum.

Throughout his Superintendency, Lieutenant General Scott had been interested in strengthening the religious environment at West Point. Following a visit to the U.S. Air Force Academy (USAFA), where he saw a very strong religious program which purportedly had a significant impact upon the level of ethics and professionalism, he requested that the Committee look into ways that the religious environment at West Point might be strengthened.

Visits by committee members to the USAFA and the U.S. Naval Academy (USNA) produced insight into the relationship between the development of cadets/midshipmen and religious programs. Investigation also revealed that while the structure of the chaplaincy and the facilities differ at the other academies, the programs are similar to West Point's. At USAFA, the religious program receives particularly vigorous support from the Superintendent.

As a result of its investigations, the committee concluded that while legal restraints necessarily separate church and state institutions, existing religious programs support the Academy mission. The committee recommended that the religious program at West Point continue to receive appropriate support and, if increased opportunities for cadet religious experiences are desired, that a central facility for religious services be made available on a trial basis.

Examination of the eight ethics and professionalism "thread" courses revealed that the courses are mutually supportive in terms of content and that they collectively reinforce the presentations in the cadet Honor Education Program.[11] The committee recommended that the directors of thread courses annually address opportunities to incorporate Honor Education Program material directly into core courses and that each academic department provide an overview of the Honor Education Program for its incoming officers, identifying lessons in the program relevant to the department's instruction.

The committee also recommended that the Superintendent consider merging the activities and membership of the Ethics and Professionalism Committee with those of the Superintendent's Honor Review Committee. Such a merger would require a wider focus for the Honor Review Committee, but its concerns are in many ways similar to those of this Committee and require annual coordination to minimize duplication of effort.

ATHLETIC COMMITTEE

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

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

During the Summer of 1985, the Committee recommended that the USMA Regulation 28-12 "Intercollegiate Athletic Regulations" be approved.[12] The regulation had undergone extensive clarification and design changes during the previous year and had been modified to ensure that it was integrated with other relevant Academy and USCC regulations and policies. The modifications are discussed in the Cadet Club Activities Section of the Military Training Chapter of the 1985 Annual Report.

In January 1986, in line with actions undertaken recently at many colleges and universities, the Committee voted to elevate women's soccer to corps squad status.[13] The change was taken in recognition of the rapid expansion of women's soccer at the high school and college levels and the increasing difficulty of scheduling challenging competition for the women's team while it remained in a club status. These facts, as well as the high cadet enthusiasm for the elevation, resulted in the decision to add a 28th intercollegiate sport at USMA.

During the year, the Committee also approved the concept for a three-part capital improvement program. The first will be the expansion of football coaches' offices, the "A" room, and the half time room in Michie Stadium, scheduled for completion in early 1987. The second will be a Lacrosse Facility to house lacrosse training and locker rooms at Howze Field, which is scheduled for completion in early 1988. Finally, a concept to create a second floor over half of the field house was approved. Although primarily designed to provide a tennis facility, it will also expand the available horizontal gym space for athletic practice during the winter season. This project will be completed when funds are approved. The Athletic Committee approval is but the first step in project approval which will ultimately occur when approved by the Installation Planning Board.

FACULTY COUNCIL

The Faculty Council, appointed in September 1985, convened for five meetings during the academic year to raise issues on academic matters and to communicate its opinions to the Dean and the Superintendent.

A major topic of discussion was the use of the noontime period for volunteer academic programs. Over the years, some departments had routinely scheduled academic seminars during the noon hour and invited cadets to attend. Cadets that elected to attend were provided a box lunch from the Cadet Mess Hall. Some of the seminar topics were quite popular and cadet attendance occasionally exceeded 100. The Commandant became concerned because of confusion and inconvenience in the mess hall and the increased difficulty for the chain of command and Tactical Officers to conduct inspections and to distribute information at the noon formation. The Commandant requested elimination of all noontime cadet academic activities; however, the Dean felt there were a number of very worthwhile activities held during lunch periods. The Faculty Council had several discussions on this subject and provided comments to the Dean. Ultimately the Dean and Commandant agreed on a policy whereby a department head could gain approval if the seminar presenter was distinguished in his field, from outside the West Point community, and the seminar could not reasonably be scheduled at another time. A few seminars were subsequently held under this more restrictive criteria.

The Council also concerned itself with developing a better way to schedule Term End Examinations. Currently, 12 test periods of four hours each are scheduled over a six-day period. Nevertheless, there typically remain more than 1,000 conflicts where a student is scheduled for two exams in the same period. The conflicts necessitate a make-up examination schedule and preparation of additional examinations for many courses. Post season varsity competitions that fall during the examination week further complicate the process by requiring additional make-ups. The council concluded that a system of three-hour Term End Examinations would be necessary to produce a workable, less complicated Term End Examination schedule. Although many departments did not anticipate problems in a change to three-hour examinations, several had reservations and the subject was moved to discussion at a later date.

The council discussed in considerable detail the excessive amount of time required for instructors to enter grades into the automated grade keeping system. New computer equipment expected to arrive in the summer will alleviate the problem somewhat, but not eliminate it. Two alternatives were recommended to the Office of the Dean for further study. One would utilize the Department of Geography and Computer Science to make design changes to make the present system more efficient; the other would develop a system using micro computers in the departments to transfer grade data for an entire course at a time electronically to the present system. The Office of the Dean is investigating the feasibility of these alternatives.

Several members of the Council perceived the administrative procedures for gaining approval for academic trips to be excessive. Investigation revealed that procedures were responsive to justified requests, and that when judgement was required the approval authority weighed the benefits received by cadet participants against the loss to the cadets of academic class and study time. The conclusion of the council was that present procedures were appropriate and responsive.

The subject of diligence in academics had been referred to this council by its predecessor. Ultimately, the chairman on the council, Colonel Wendell A. Childs, Professor and Head of the Department of Physics, appointed a committee to explore the subject of "Duty Concept and its Relations to Academics" and to prepare a paper on background for a discussion by the council at its first meeting in the next academic year.

COUNCIL OF SPORTS SCIENCE AND MEDICINE

The number and severity of cadet injuries occuring during the 1985 Cadet Basic Training (CBT) increased over the level of recent years. Members of the CBT Training Committee, to include Colonel Robert E. Seger, CBT Commander, presented the Council with some of the training considerations that went into the design and execution of squad competition at CBT. It was suspected that the increase in injuries in general and the increase in severe injuries in particular was largely attributable to changes in the obstacle course portion of CBT, designated the "do or die course." This portion of the training included, in addition to the ordinary obstacles present in typical courses, an opposing team which attempted to prevent cadets from reaching their objectives. In addition it was found that on some occasions there were size discrepancies between individuals on the competing and opposing forces. All parties desired that CBT objectives be accomplished with improved safety awareness and that preventable injuries be reduced. Accordingly, the council suggested modifications in that portion of the training and recommended a closer monitoring of injuries in general. Next year's council will follow up on the injuries during the 1986 CBT to determine the extent to which real safety improvements were realized.

In view of concerns expressed by a consultant in Neurology to the Surgeon General of the Army, relating to the nature of competive boxing in the U.S. Army, the Commander of the Health Services Command was asked for comments. The Health Services Command asked the USMA Medical Activities Command (MEDDAC) for comments. At the request of the Council of Sports Sciences and Medicine, a response was prepared by Colonel James L. Anderson, Director of Physical Education, regarding the USMA cadet boxing program.[14]

In his response, Colonel Anderson pointed out that the boxing instruction at West Point "is part of the overall combatives program that also includes required instruction in wrestling, self-defense, and close quarters combat."[15] The instruction was seen as an integral part of the development of combat officers at the Academy. He noted that qualified instructors are always present in small class size settings and that every possible attention to the personal health and safety of participants is taken. At the outset, cadets are screened before they may participate to ensure that there are no problems or indications that a specific cadet's participation might lead to problems. Participants receive daily screenings; the boxing is conducted under the safest possible conditions; physical checks are made before and after participation; and appropriate medical facilities are available at all times to meet any requirements.

In a cover letter accompanying Colonel Anderson's response, Colonel Barry W. Wolcott, the USMA Meddac Commander, pointed out that "Army boxing" is divided into three elements: "instruction in self-defense, intramural boxing, and highly competitive national and world class amateur boxing," the last of which does not occur at West Point. Colonel Wolcott noted that if the Surgeon General's Office felt compelled to take a position on boxing, that "it is important that the self defense program and the intramural program at West Point be specifically excluded from any imposed regulation of boxing—(a) regulation which should properly apply, if at all, only to highly competitive amateur boxing."[16]

During the Summer of 1985, Colonel George F. Palladino, Professor of Chemistry in the Department of Chemistry and a member of the council, prepared a letter which was forwarded to the Office of the Surgeon General outlining the health implications of the use of snuff among soldiers.[17] Colonel Palladino is the Academy's resident expert on the subject and has written articles and made many presentations to state committees and health agencies. Ultimately, snuff use was integrated into the current DA tobacco cessation campaign.

At the Academy the subject is now integrated into substance abuse training provided to cadets through the Office of the Director of Intercollegiate Athletics (ODIA) and the MEDDAC. The purpose of the training is to ensure that adequate information is provided to the Corps of Cadets in general and to cadets on athletic teams through their role model coaches in particular.

In March 1985, for the first time in recent memory, a Cadet Mess Food Preference Survey was conducted. From an array of 126 foods, the cadet's most popular foods in ranked order were fruit, ice cream, tacos, pizza, and hamburger. The survey also found that there was considerable cadet interest in learning about nutrition. The subjects of (1) nutrition and athletic performance and (2) nutrition and weight control were the most frequently mentioned (by 75 percent and 63 percent, respectively, of the respondents). The survey revealed that 46 percent of the cadets ate breakfast daily and that another 41 percent ate at least one breakfast a week. In general, the survey indicated a need to enhance some training for the cadets on food groups and selecting a balanced diet for good nutrition. During the past academic year, with the approval of the Commandant, the USCC dietician CPT Jill McCoy was given permission to use a portion of some Monday evening "Tactical Officer Time" to teach interested cadet companies and athletic teams various aspects of nutrition. A start was made in this area, but much needs to be done to teach cadets and the Academy in general about nutritional requirements.

Medical clinics for volunteer coaches which discussed the prevention and treatment of youth sports injuries, were presented both at West Point and Stewart Army Subpost (STAS) during the past year. These efforts are part of the fall and spring youth sports programs and aimed at expanding the knowledge of sport injury prevention among volunteer coaches.

A diagnosis of testicular cancer in one cadet during the past year stimulated increased concern with testicular and breast self-examination at West Point. At the end of 1985, the Community Health Nurse, through the hospital's Ambulatory Patient Care/Emergency Medical Service Committee, joined the Council to help devise programs for these self-examinations. That effort was finalized through S-3 USCC and is scheduled for implementation during the 1986-87 Academic Year.

LEADERSHIP DEVELOPMENT COMMITTEE

During the 1985-86 Academic Year, the Leadership Development Committee (LDC) continued to emphasize the development of a Sequential Leadership Development System (SLDS) for the Corps of Cadets. Using the Army's guidelines in FM 22-100 "Military Leadership" and TRADOC PAM 525-28, "Army Operation Concept for Leadership," the SLDS will attempt to determine the optimum method of developing young leaders who will set standards for the Army. This effort involves identifying those critical skills and tasks associated with each of the four West Point years. The identification of the differences between each of these years will provide the framework for the SLDS.

The objective is to develop leaders within the framework of a sequential process, delineating roles and responsibilities for cadets in each class year. In the past, tactical officers essentially developed cadets; now greater emphasis is to be placed on cadets developing other cadets as future leaders. Cadet responsibilities for developing subordinates increase as they progress through their cadetships. During the initial, or Fourth Class year, each individual serves as a unit/organizational member. The following Third Class year, the individual acts as a resource developer, most typically of the new Fourth Class cadets. During the Second Class year, each cadet acts typically as a squad leader, or a small unit leader, responsible for the development of subordinates. During the final, or First Class year, the individual serves as an organizational or corps leader, planning, organizing, and directing the corps and subordinates.

The major objective of the leadership development system is to promote a team building spirit, and to develop leaders, not just evaluate them (or allowing them to be here and to develop naturally); in summary, being proactive in cadet development. This proactive process will include counseling, evaluation programs, commanders memorandums, and leadership development training programs. To be specifically identified are task standards, teaching the tasks, opportunities to practice the skills, evaluation requirements, and remediation when required. The Committee recognizes that all current leadership development programs must be coordinated to provide consistency and continuity with the overall leadership development program as it evolves.

Members of the Committee prepared the Superintendent to attend each of the regular meetings of the Secretary of the Army's Committee on Leadership and assisted in the development of the Pre-Commissioning Task List, a joint venture with the Center for Army Leadership (CAL), DCSROTC, OCS, and USMA.

Finally, the Committee is also charged with computerizing the Sequential Leadership Development System (SLDS) to show how and when we do things, to articulate actions, to set goals for supervisors, to determine at a later date if the goals were met, to determine how we are doing at various stages of progress, and to make a final evaluation at the end of the year. The evaluation will go through a series of progressions and different role modeling responsibilities.

INFORMATION SYSTEMS PLANNING STUDY GROUP

The purpose of the Academy Information Systems Planning (ISP) study was to determine the current and future information needs of the Headquarters and the major subordinate elements which comprise USMA. At the direction of the Superintendent, in December 1985, an ISP Study Group was formally selected to formulate a long range plan which would effectively guide and direct information systems development required to support the Military Academy's mission.

In an October 1985 memorandum to the various team leaders tasked to help initiate the ISP, the Chief of Staff, Colonel Richard A. Behrenhausen, noted "The ISP study is designed to comprehensively assess information requirements of the command, working 'top down'...The study should identify who creates what information, and who then uses the information."[18]

An ISP study helps individuals judge how best to employ information as a corporate resource in the organization rather than as information limited to individual functional areas. An ISP study effectively determines the information architecture, which in turn is the basis for developing, refining, and validating the information management plan. Ultimately, the Information Management Plan (IMP) becomes the basis for obtaining resource support for information requirements.

"The study employed the Business Systems Planning methodology developed by IBM in identifying USMA's current and long-term information needs, and recommended a plan to effectively implement information systems to fulfill these needs. The methodology used in the study emphasized the value to the Military Academy in sharing data as a corporate resource and in improving the quality of information necessary for effective management control."[19]

The ISP study was completed in April 1986. "The study team recommended the formation of an information management steering committee to control the expenditure of resources for information systems development and it suggested the need for information systems officers within each directorate and subordinate command. It identified a need for applications to support the areas of civilian and military personnel management; the management of appropriated and non-appropriated funds; creation of an interactive master scheduling system; support of purchasing and contracting, force development, and the staff action process; and enhancement of cadet leadership evaluation through the provision of resources to support development of the cadet sequential leadership development system. The capstone recommendation of the study team was to develop a capability to provide summary-level information to assist senior managers in decision making."[20]

INSTALLATION PLANNING BOARD

During the past year, the Installation Planning Board recommended and the Superintendent approved a number of projects. Among the most noteworthy were the approvals, in June 1986, of the concept of a one-stop shopping center and a Thayer Memorial Gate Project. When completed, the one-stop shopping center, to be sited in the vicinity of "H" lot area near the Stoney Lonesome Housing Area, will put all of the Academy's major retail facilities at one location to ease consumer shopping and increase sales. The concept of the proposed facility is to ultimately include a commissary, post exchange (PX), garage, shoppettes, car wash, package beverage store, credit union, morale support activities (MSA) equipment rental, bowling alley, medical clinic, auto-teller, and snack bar, with potential expansion for inclusion of the post laundry pick-up, post theater, and laundromat. Also approved during the period was the Class of 1943 project for a Thayer Memorial Gate, subject to formal acceptance by the Secretary of the Army and the approved during the period include construction by the Office of the Director of Intercollegiate Athletics (ODIA) of additional office space under the east stands of Michie Stadium; the construction of a new lacrosse locker room facility at Howze Field; the addition of a mezzanine deck in the Field House for tennis courts, to be funded by ODIA and the Directorate of Alumni Affairs (DAA); the construction of a permanent storage building at Round Pond; and permitting the 1900 housing block at STAS to be used by the U.S. Marine Corps to construct an enlisted barracks.

FOOTNOTES

[1]To come within class composition goals, the Admissions Office and the Committee strive to identify candidates with particularly strong credentials in athletics, scholarship, or leadership and those who are members of population groups whose representation will sustain the diversity in the Corps of Cadets appropriate to DA requirements. Because some individuals may belong to as many as five of the seven composition categories, this distribution does not constitute the total class population.

[2]MADN-C Memorandum, 22 April 1986, subject: Academic-Board-Directed Electives for MSE Field Programs, p.2. The Academic Board endorsed a version of Option Three described in the report.

[3]Ibid.

[4]West Point (a working paper for the 1985 BOV) by LTG Garrison Davidson, pp. 113,114.

[5]MADN-C Memorandum, 6 March 1986, subject: Reports to the 1986 Board of Visitors.

[6]The recommendations were contained in MADN-C Memorandum, 11 October 1985, subject: Curriculum Committee Action on Proposed Curriculum Changes, AY 1986-87.

[7]Superintendent's Honor Review Committee Report, AY 84-86, p.1.

[8]Ibid., p.27.

[9]Ibid., p.28.

[10]Ibid., p.27.

[11]The eight are specified in this committee's section in the 1984 Annual Report, p. 62.

[12]Minutes of Athletic Committee, 28 August 1985. It later became effective on 20 June 1986.

[13]Minutes of Athletic Committee, 21 January 1986.

[14]DASG-PSP-O, letter, 12 December 1985, sub: Position of Competitive Boxing in the U.S. Army. See also DF, HSHL-NR, 19 November 1985, sub: Position on Competitive Boxing in the U.S. Army, Colonel Carl Gunderson to Colonel R. C. Park, MC, DASG-PSC.

[15]Position Paper, Colonel James L. Anderson, undated.

[16]HSUD (DASG-PSP-0/12 Dec 85) 2 End, sub: Position on Competitive Boxing in the U.S. Army, 5 Feb 86, Colonel Barry W. Wolcott to DASG.

[17]Memo, Col Palladino (MADN-M) for Office of Surgeon General, 5 August 1985, sub: Snuff Use. See also 1st End, HSUD-CS (MADN-M) Col Howard to Office of Surgeon General, 7 August 1985, sub: Snuff Use.

[18]Abstract, Information Systems Planning Study, 1986, USMA.

[19]Abstract, op. cit.

[20]Memorandum, Col Behrenhausen, C/S, to Col Cornelson, DOPS, 21 Oct 85.

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.

The six BOV Presidential appointees and three of the Congressional representatives visited the Academy during July 1985. The members observed the reception of new cadets and training at various cadet field training sites, and received briefings on admissions, leadership development, curriculum, faculty and academic modernization, and possible changes to the Board composition and schedule.

The annual meeting of the 1985 BOV was held at West Point in December 1985. The board received briefings on areas of interest previously identified during the summer meeting. These areas included cadet attrition, USMA graduate attrition from the service, minority officer and cadet recruitment, and Project Proteus, a study of the performance of women graduates in the Army. The Board requested briefings on discipline, training, curriculum, and Project Proteus at future meetings.

The following conclusions and recommendations were prepared and approved by the majority of members present and appear in the BOV 1985 Annual Report to the President.

The 1985 BOV found the Military Academy in the fifth year of the superintendency of Lieutenant General Scott, "in overall vibrant health and optimistic about its future."

"The USMA Board of Visitors is pleased to report the following successes and transitions during 1985: the largest class with the lowest attrition rate in a decade graduated in May; the issue of Impact Aid for the Highland Falls School District has been resolved effective through school year 1986; USMA received final accreditation of four engineering programs through 1991 by the Accreditation Board for Engineering and Technology; Academy athletic teams achieved a .637 winning percentage;...completion of the multipurpose sports complex; attrition rates appear to be on a downward trend as indicated by statistics for the Class of '89; and the Academy received Department of the Army support for funds to improve the USMA Child Development Center."[1]

BOV recommendations in six major areas of concern in the report are detailed in the following paragraphs.

"The raison d'etre of the Military Academy is to produce career soldiers; therefore, the Board concurs that the academic faculty should remain preponderantly military. The significance of the faculty as exemplars, together with their intimate association with the cadets in small classes and in a myriad of non-academic activities, vindicates a mostly military faculty. The uniqueness of West Point as an undergraduate military institution is appropriately less fettered with a low proportion of tenured professors; but the Academy should continue to endeavor to increase the number of Ph.Ds. Commendably, the Academy has striven to increase the number of women on the faculty and should correct this distortion by diligently recruiting female West Point graduates

and visiting professors. The pertinacity exhibited by the effort to add black faculty members is admirable and the Academy should persevere to increase the black faculty percentage with possible emphasis on visiting professorships and contacts through the ROTC and Black colleges."

"The Superintendent and Academic Board should continue to monitor the development of the dual-track curriculum and the optional majors program and confirm that it is having an affirmative impact on admissions and accreditation. In addition, the Superintendent and the Academic Board should continue to stress the importance of the core curriculum and its emphasis on education in the "military art," including courses in military history. The Board requests a report from the Academic Board with respect to (1) the efficacy of the optional majors program in fulfilling the Academy's mission, (2) the advisability of establishing a "capstone" course in the first class year in weapons systems engineering, and (3) the desirability of establishing a goal that the Academy's course in military history remain nationally pre-eminent, for discussion during the Board's meeting in 1986."

"The Board compliments the Academy for the positive trend in attrition rates and recommends that the Academy place continued emphasis on this subject. In particular, the Board looks forward to receiving the completed study concerning attrition and further recommendations for continued reductions in attrition."[2]

Although the subject was discussed, the Board had no specific recommendation pertaining to the effectiveness and composition of the Board of Visitors.

Despite the dissent of Member Davidson, "a majority of the Board of Visitors...after a full and free discussion came to the conclusions that USMA was not suffering from undue influence from the Department of the Army and its internal governance was intact," and, accordingly, had no specific recommendations on this topic.

"The Board strongly recommends that the Academy continue the intensive efforts and application of resources in the achievement of admissions goals. Further, the Board recommends that the Academy review its recruiting literature to insure that the challenge of cadet life and prospects of long-term sacrifice and service are adequately presented to candidates."[3]

In early 1986, President Reagan appointed Mr. Michael J. Bayer of the Panhandle Eastern Corporation of Washington, D.C., and Ms. Marta T. Caldera of The Caldera Company of Los Angeles, California, to serve for three years on the BOV. Representative William Carney (R-NY) was the newly-appointed Congressional member.

The Organizational Meeting of the 1986 USMA BOV was held in Washington, D.C., in May. The Board elected Mr. Clyde H. Slease as Chairman and Representative Hamilton Fish, Jr. (R-NY) as Vice-Chairman. In addition to Slease and Fish, Brigadier General (Ret) George B. Price, Mr. William D. Mounger, Senator Carl Levin (D-MI), and Representatives Carney and Elwood H. "Bud" Hillis (R-IN) were named to the Executive Committee. Several areas of interest for 1986 were identified. These included cadet pay, cadet separation procedures, the Superintendent's Honor Review Committee Report, and USMA long-range planning.

As of 30 June 1986, in addition to the members of the Executive Committee noted above, the members of the Board of Visitors included: Mr. Michael W. Grebe (USMA '62), a Milwaukee attorney; Michael Bayer; Marta Caldera; and Representatives W. G. (Bill) Hefner (D-NC) and Julian C. Dixon (D-CA). The other Senators serving on the BOV include the Honorable Lowell P. Weicker (R-CT); the Honorable J. Bennett Johnston (D-LA); and the Honorable Phil Gramm (R-TX).

FOOTNOTES

[1] 1985 BOV Report, p. 3.
[2] Ibid., pp. 4-6.
[3] Ibid., pp. 6-7.

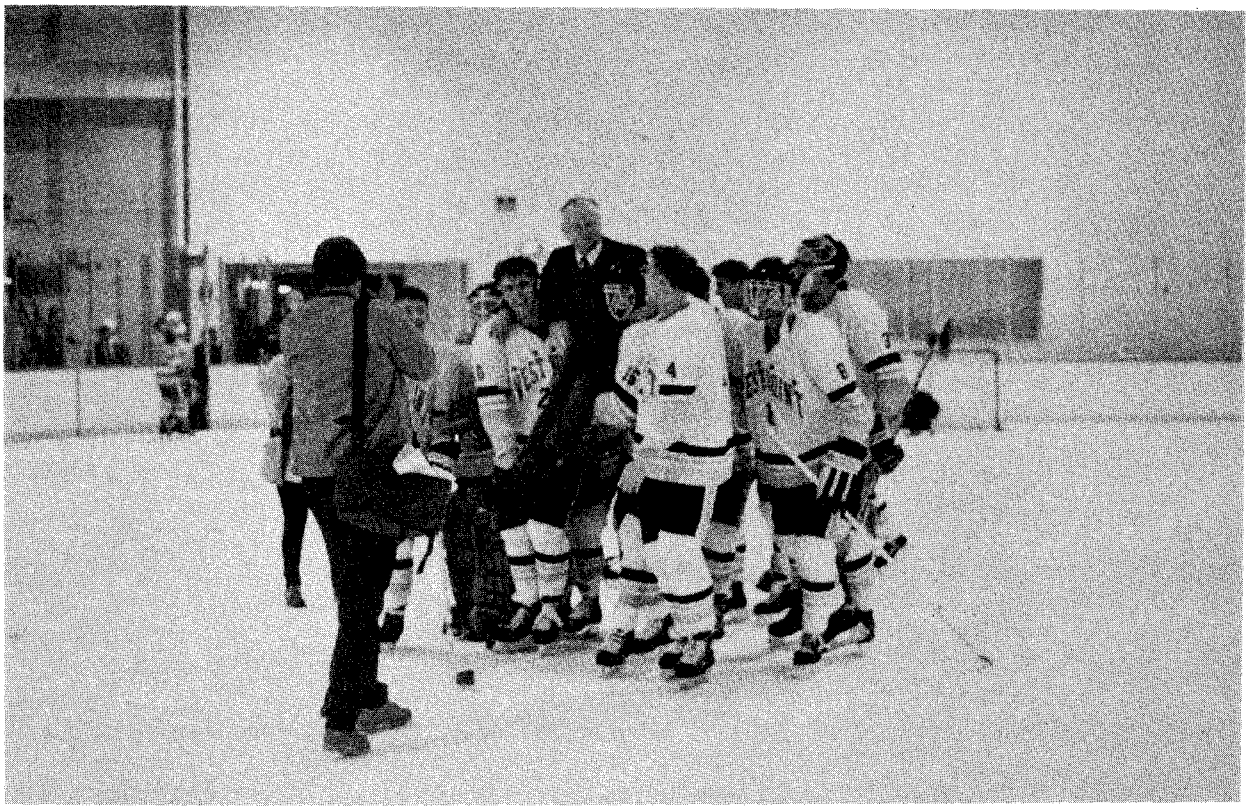
INTERCOLLEGIATE ATHLETICS PROGRAM

STAFF

Three new head coaches joined the Army staff over the Summer of 1985. Bob Detrich, a 1980 graduate of the University of South Carolina and a former tennis coach at the University of California at Santa Barbara, replaced Paul Assaiante as the men's tennis coach. Dan Roberts, an assistant coach for the past three years, replaced Bill Permakoff as baseball coach. Al Arceo replaced Harold Johnson as the women's softball coach; Johnson devoted his full coaching time to women's basketball. Rob Riley, son of hockey coach Jack Riley, joined his father as an associate coach for the 1985-86 season and will take over as head coach for the 1986-87 season.

At the end of the athletic season, Ed Steers, the wrestling coach, was voted "Coach of the Year" by the New York State College Coaches Association. It marked the second time in five years he has been so honored. For the third straight year, women's basketball coach Harold Johnson was selected a College Division All-America coach by the American Women's Sports Federation.

After 36 years of distinguished hockey service to USMA, coach Jack Riley retired at the end of the 1985-86 hockey season. He closed out his final season with an 18-11-1 mark, finishing with a lifetime record of 541-340-21, making him the second winningest college hockey coach behind the late John MacInnes of Michigan Tech. Riley's teams made three appearances in the Eastern College Athletic Conference (ECAC) Division I tourneys and six in ECAC Division II. Riley was named National Collegiate Athletic Association (NCAA) "Coach of the Year" in 1957 and 1960 and had only seven losing Army teams in



Coach Riley carried off the ice by the team following his final game as head coach

his 36 years at the Academy. In addition to coaching the 1960 U.S. Olympic team to its first-ever gold medal in hockey and being inducted into the U.S. Hockey Hall of Fame in 1979, he was presented with the 1986 Lester J. Patrick Award by the National Hockey League for his contributions to the sport at the league's all-star dinner in February 1986.

In August 1985, Jack McJunkin, Army's pistol coach, captured gold medals in air and free pistol and was a member of the three-man team that took the silver medal in air pistol at the Empire State Games. McJunkin qualified for the Olympic trials last year and also made the tryouts for the Pan American and World Games competition.

THE RECORD

The Intercollegiate Athletic Program continues on an upward swing. The 1985-86 season was the third straight year in which the Cadets won at least 60 percent of their athletic contests. Competing in 27 intercollegiate sports, Army teams compiled a winning percentage of 63 percent, their best since authoring a 67 percent during the 1978-79 season. Army competed in 443 contests, won in 281, lost in 159, and tied in three.

Three teams completed the year with undefeated marks. The golf team led the way with an 8-0 mark, women's cross country was 6-0, and women's indoor track was 2-0. The rifle and pistol teams fashioned the next best marks with respective 15-1 and 8-1 seasons. The wrestling team followed with an outstanding season and an 18-3 record overall. Women's softball, setting an Academy mark for wins in a season, was next at 27-7, while football and gymnastics posted identical 9-3 marks in winning 75 percent of their contests.

The men's teams won 60 percent of their contests, fashioning an overall mark of 183-120-31, slightly below the 63 percent average last year. The eight women's teams fashioned a 98-39 record, winning 72 percent of their contests. This was the best year for women's sports since the 1977-78 season when women's sports was limited to basketball.

In the annual rivalry with Navy, the women made a clean sweep in the three sports -- volleyball, swimming, and basketball — in which they compete. Navy, however, dominated the men's competition for an overall 15-6 record.

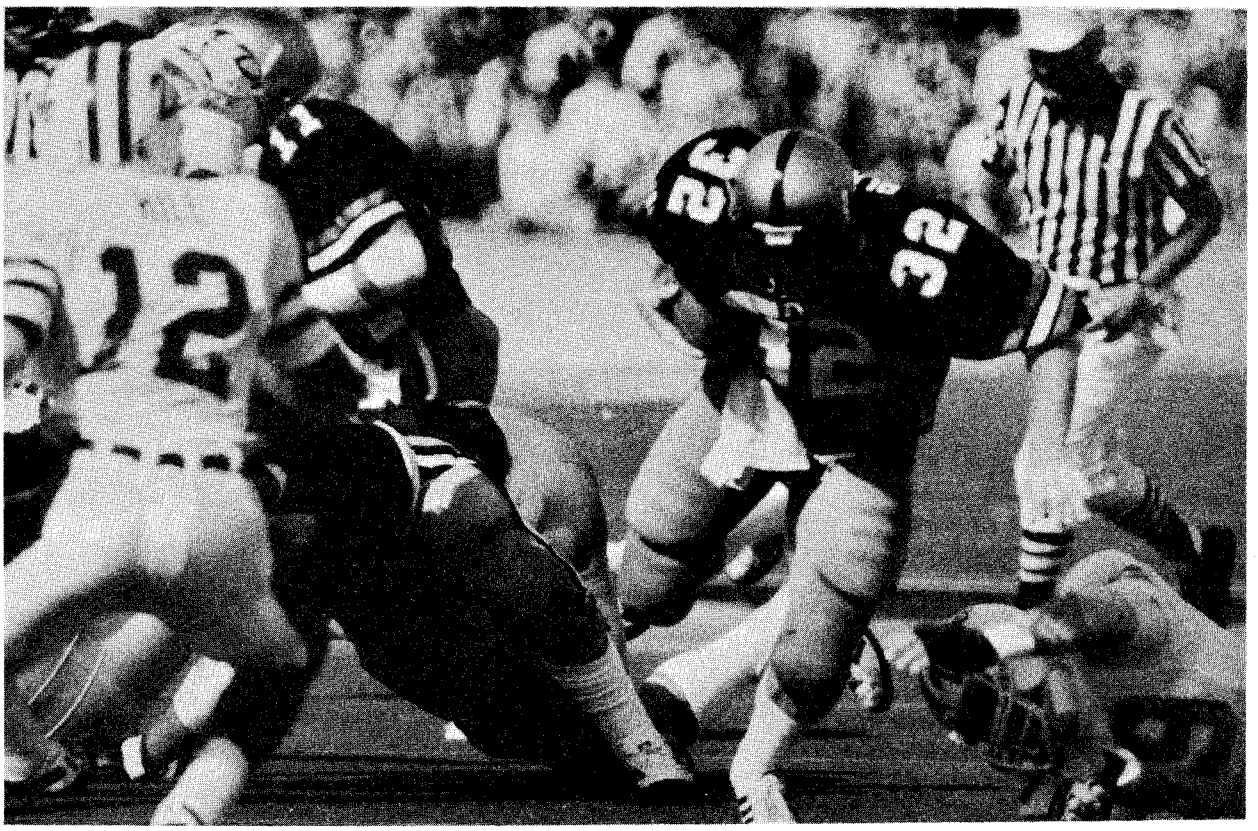
The success the Cadets met during the year was recognized as 18 cadets were selected for all-America honors, and nine others were accorded honorable mention honors in their respective sports. In football, Don Smith was named to two teams; rifle and pistol had five members selected for honors. Men's and women's swimming combined for three, wrestling had three, lacrosse and women's track each had two, and women's basketball and golf each had one.

For the second straight year the football team was invited to participate and went on to win a post-season bowl. On New Year's Eve, Army took the measure of Illinois, 31-29, in the Peach Bowl. In closing out the year with a 9-3 mark, the Cadets tied the Academy record for most victories in a season.

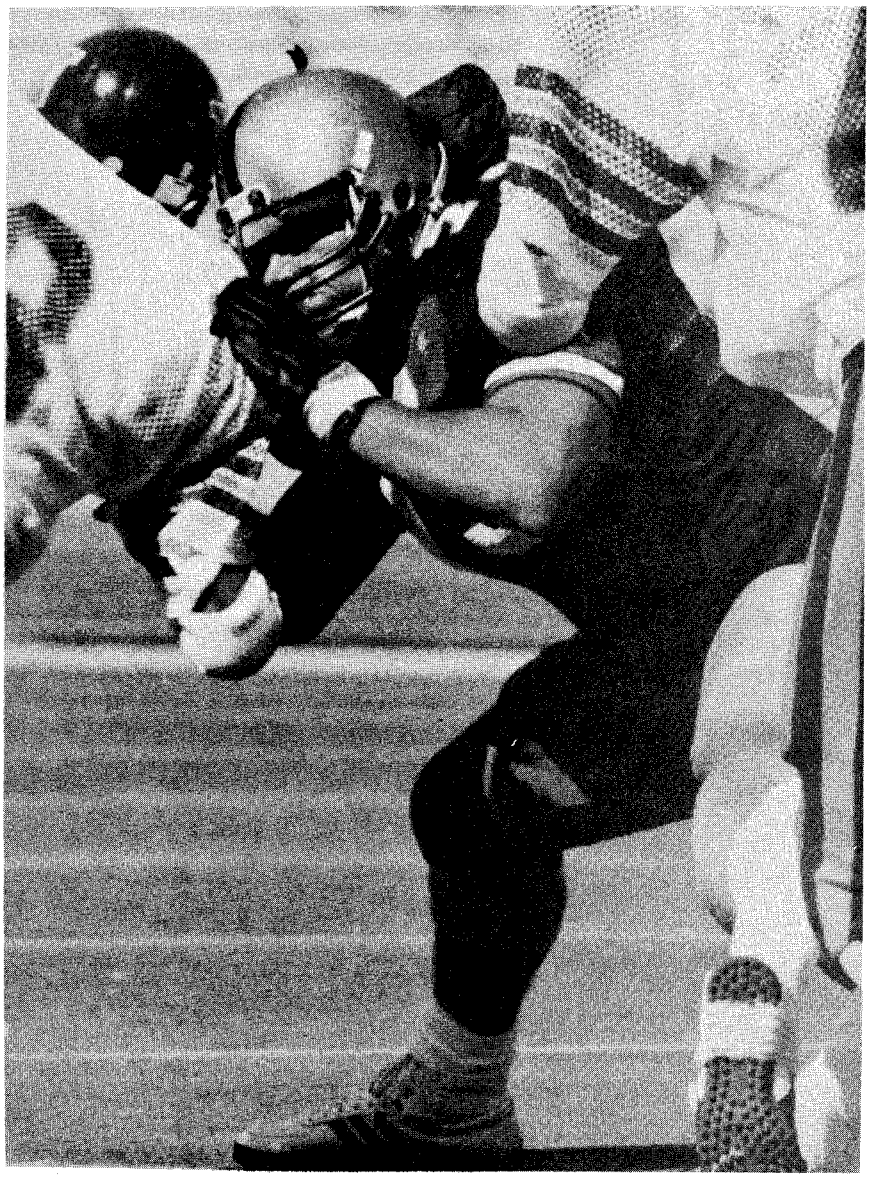
In an impressive season opener, Army rolled to a 48-6 decision over Western Michigan. Six players scored touchdowns and Craig Stopa kicked two field goals in the biggest scoring blitz by an Army team in a season debut since 1955, when the team routed Furman 81-0. The following week, linebacker Dave Scheyer, with 16 tackles, two of which were behind the line of scrimmage, was cited by the ECAC as the Division I-A

"Defensive Player of the Week" after Army's 20-16 victory over Rutgers. September ended with the team reaching a 3-0 mark, following a 41-3 thrashing of Pennsylvania, extending its two-year winning streak to six games. The team went on to wallop Yale 59-16, the most points ever allowed by a Yale team, and to defeat Boston College, last year's Cotton Bowl champions, 45-14, during which Army gained 503 yards. By mid-October, the team had won eight in a row, its longest winning streak since a 17-game streak in the 1949-50 seasons. At that point, Army was ranked first in rushing and 19th in the nation overall by the Associated Press (AP) coaches poll, our first national ranking in 23 years. Notre Dame and Allan Pinkett, who became the Irish's all-time rushing leader during the game, stopped the streak the following week, defeating Army 24-10 and dropping Army from the unbeaten ranks. The cadets came back home to defeat Colgate 45-43 and Holy Cross 34-12, before Air Force, ranked in the top five nationally, defeated Army 45-7 at Colorado Springs. The team closed out the home portion of the schedule with a convincing 49-7 victory over Memphis State on the snow-covered Michie Stadium for our 12th consecutive home victory. Army was then stopped 17-7 by the Middies and Napoleon McCallum, the nation's leading rusher.

The 1985 season was the first time since 1949 that an Army team won nine games. In addition to finishing 23rd in the final AP rankings it did well in many other categories. Army finished second in final NCAA statistics in rushing (336.4), sixth in punt returns (11.5 yards), ninth in scoring offense (33.2 points), 15th in kickoff returns (21.9 yards), and 21st in total offense (398.2 yards). Doug Black finished 29th in the nation in rushing with 86.4 yards per game; Doug Pavek was fifth in interceptions per game (0.64); Darold Londo was 11th in punt returns (11.4 yards per return). With only 13 turnovers, Army had the fewest of any Division 1-A school.



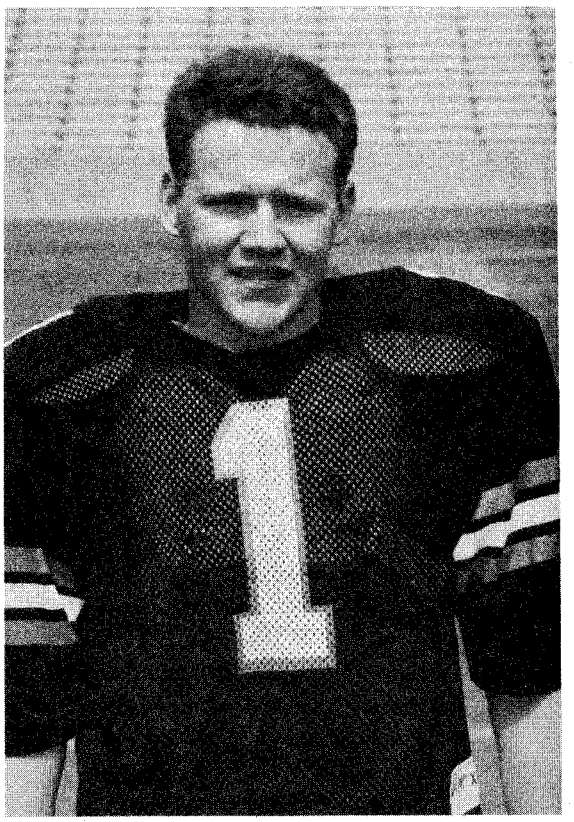
Doug Black (32) in action



Don Smith (79) holds the line against Western Michigan

Offensive guard Don Smith became Army's 70th all-America football player when he was named to the Kodak all-America first team. He is the first to gain a first team all-America selection since Ken Johnson in 1968. He also received an NCAA post-graduate scholarship. Fullback Black, fifth on the Army's all-time rushing list, and the first back to rush for over 1,000 yards in two consecutive seasons, received both an NCAA scholarship for post-graduate study and a National Football Foundation and Hall of Fame Scholar-Athlete post-graduate scholarship. Smith was an AP second team all-America and center Ron Rice and Black were AP all-America honorable mentions. Smith, Rice, and free safety Pavek were selected to the AP all-East first team; Black was named to the second team. Nine others received honorable mention. The total of 13 cadets cited for recognition was the highest number ever accorded an Academy football team. Kicking specialist Craig Stopa, who holds Army records for consecutive point kicks (61), most career points after kicks (106), longest field goal (53 yards), and most scoring (71 points), Smith and Pavek were named to the ECAC Division 1-A first team. Smith and Black were selected to play in the 1986 Hula Bowl and Pavek was selected to play in the East-West Shrine game.

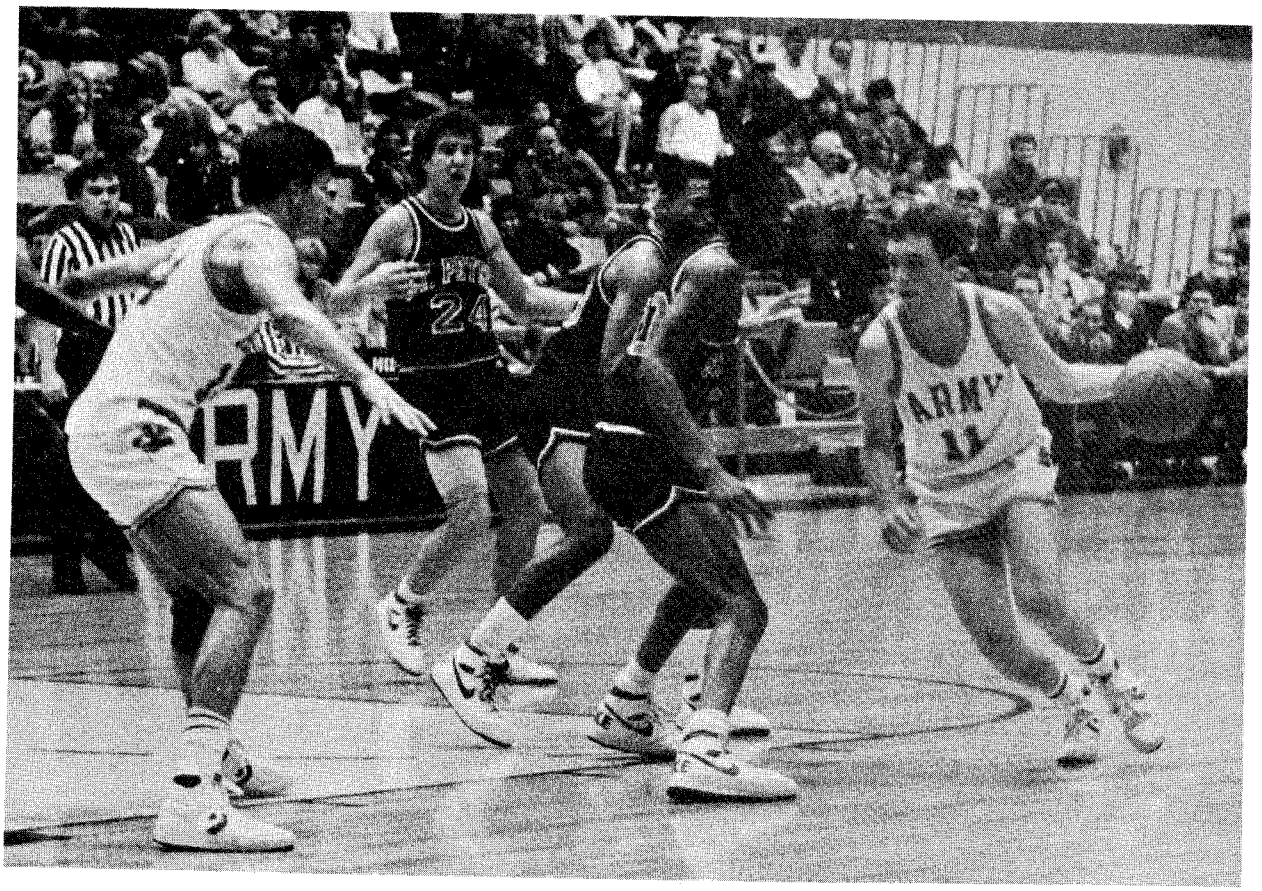
Doug Black--the fifth leading rusher in Army football history



Craig Stopa--Army's premier kicker

Injuries, lack of weight, and inexperience contributed to the men's basketball team's 9-18 overall record, the team finishing seventh in the Metropolitan Atlantic Athletic Conference (MAAC) behind a 5-9 mark. In one of its final four games of the season, however, the cadets took nationally-ranked Navy into overtime before falling 55-52. The Middies, who went on to reach the Final Eight of the NCAAs, trailed 24-17 at the half with their all-America center David Robinson held to only two points. In the second half, Navy rebounded to force the overtime and ultimate victory.

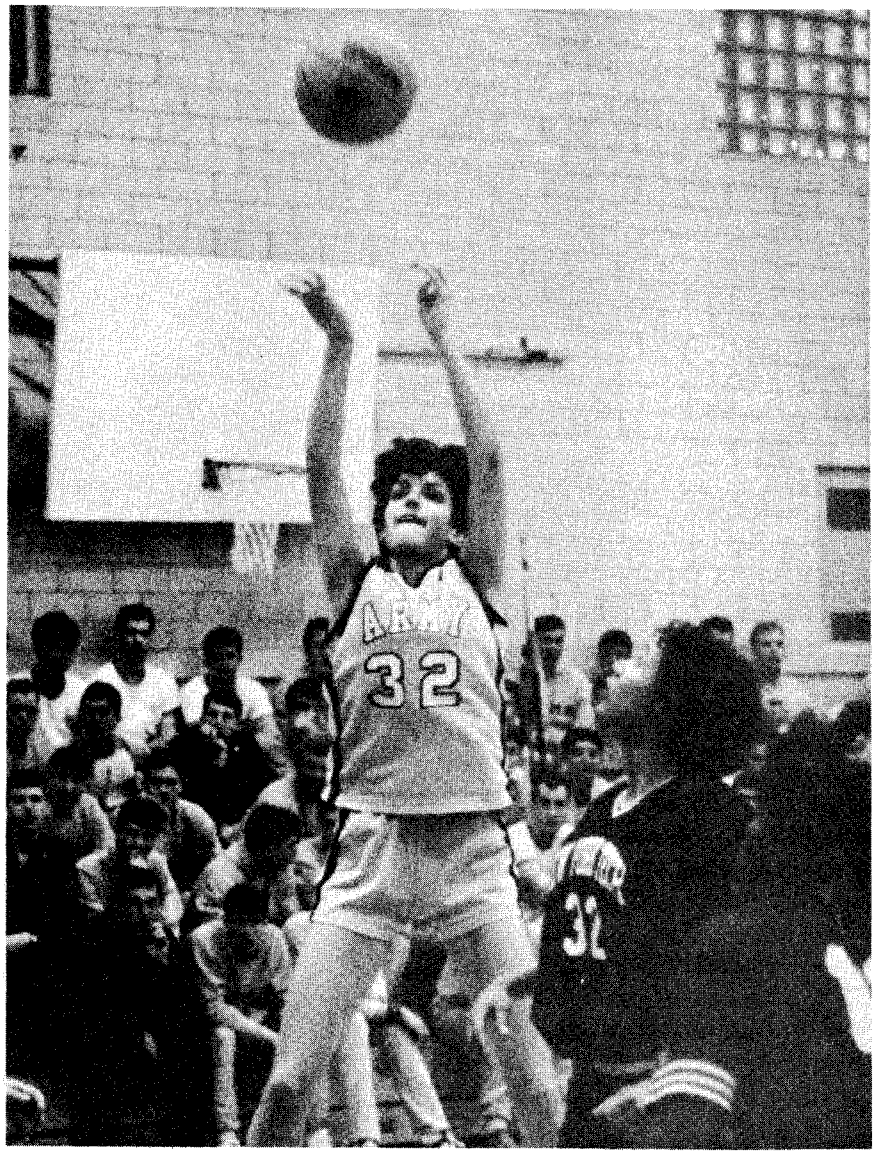
Guard Kevin Houston had an outstanding year and led the Conference with his 23.1 average, .847 free throw percentage, and 19 steals. He was named to the all-MAAC team for the third straight year and twice during the season was selected as the Dunn and Bradstreet "Player of the Week." Houston became only the fifth underclassman to reach the 1,000 point club. He led the cadets in overall scoring (22.2), assists (108), steals (47), and currently ranks fourth in career scoring with 1,372 points. He was given honorable mention on the Associated Press (AP) all-America college team.



Kevin Houston (11) in action against St. Peters

The 1985-86 season proved memorable for coach Harold Johnson and his women's basketball squad. Johnson notched his 100th career win at West Point, while leading his squad to its third straight win over Navy on the way to being selected a College Division all-America Coach for the third straight season as previously noted. The Lady Knights also received an invitation to two post-season tournaments, closing out their best record since 1983-84 with a 19-11 mark. The Lady Knights finished fourth in the Empire State Conference league with a 7-5 mark, reached the semi-finals of the playoffs, and closed out the season by finishing second at the ECAC South Division II Playoffs.

It was also a season to be remembered by team captain Julie DelGiorno who wrote her name into the record book in several categories her final year. DelGiorno, who scored a career high 30 points over Adelphi in the final regular-season game of the Empire State Conference, became the fifth Army woman basketball player to score more than 1,000 points. DelGiorno closed out her four-year stay at West Point second on Army's career charts in both scoring with 1,270 points (behind Melody Smith's 1,420), and rebounding

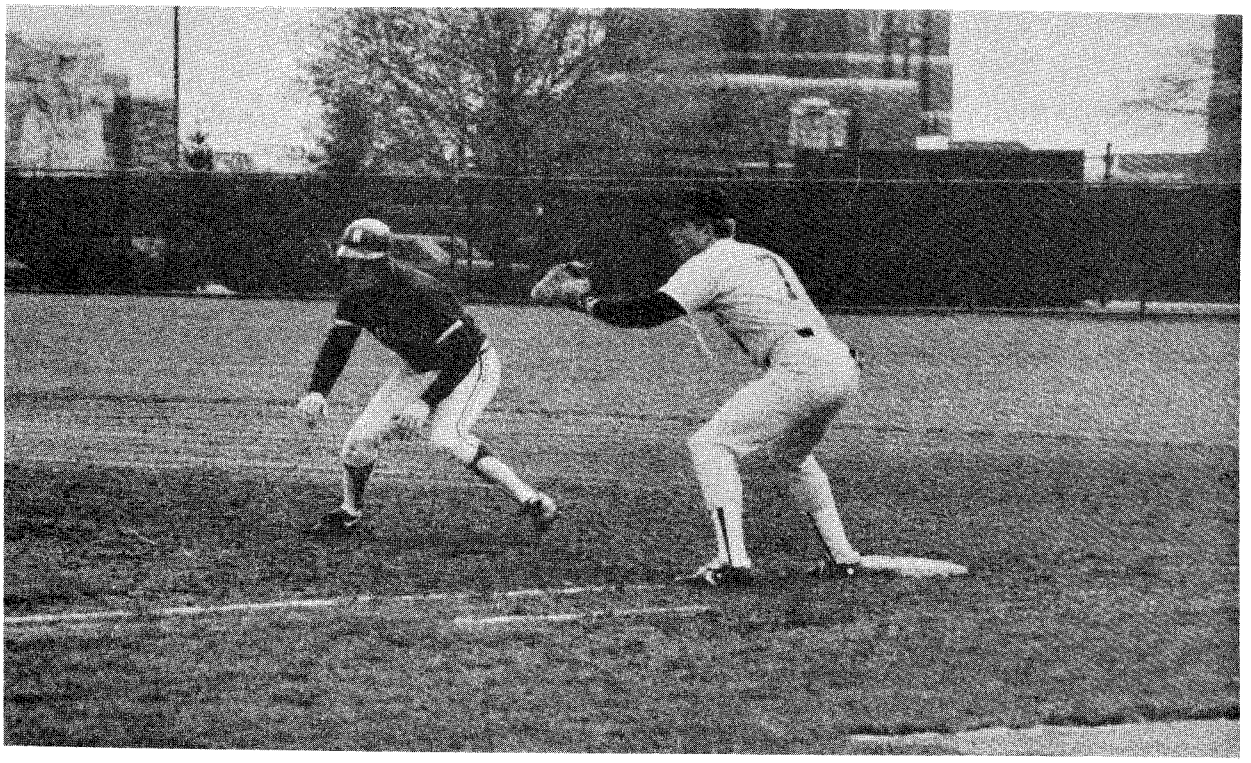


Julie DelGiorno (32) shooting against New York Tech

with 827 (behind Pam Pearson's 881). She is the second Lady Knight to be singled out for all-America honors following her second-team selection by the American Women's Sports Federation, which also named her to the College Division all-Region team. She also was selected to the all-Empire State and ECAC Division II South teams.

The 1986 Army baseball team finished its first winning season in five years with a 23-13-1 record, its most victories ever in a season (surpassing the old record of 21 wins in 1981). At one point in the season, the team enjoyed a 13-game winning streak, the longest in 41 years, and swept a doubleheader from Navy. The team ultimately finished fifth out of ten teams in the Eastern Intercollegiate Baseball League with a record of 9-9.

The team batted .311, averaging more than six runs per game, and was backed by a pitching staff that combined for an earned run average (ERA) of 3.99, the first time in two decades that the ERA was below 4.00. First baseman Karl Tappert set season (43) and career (94) runs batted in (RBI) marks, tied Kenny Smith (1965-67) for the career home run mark of 17 and tied the Paul Divis (1980) record for most base hits in a season (50). He finished third in the League batting race with a .386 average, was named to the Division I New York State all-Star team, and, along with Tom Cascino, was named to the League first team. They were the first cadets to be selected since Dave Toth and Craig Jones in 1980. Cascino became the third Army player and the first since 1951 to win the League batting title, posting a .431 average and hitting safely in the final 13 league games. He was the first to hit over .400 for a season, surpassing Divis and Smith's .400. Cascino also set two Army records for the best overall season average (.430) and for the longest hitting streak (21 games). Pitcher Rich Krafft, twice named League "Co-Player of the Week," finished the season with a 4-3 mark and posted the lowest ERA of 2.39 among the regulars.



Karl Tappert (7) holding a runner

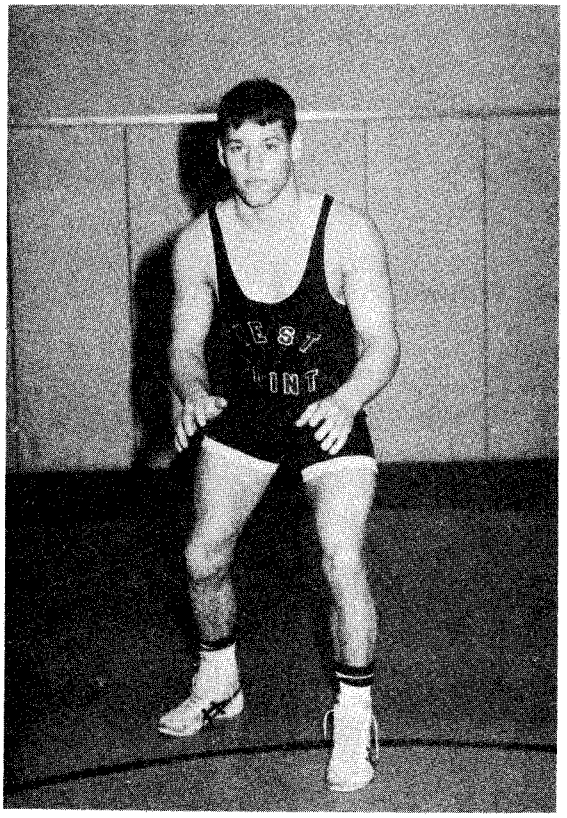
The Army women's softball team reached unprecedented success in 1986, capturing its first MAAC championship en route to a school record 27 victories. At one point, under first year coach Al Arceo, the team was ranked 19th nationally in Division II. Although the Lady Knights string of 42 scoreless innings was snapped in opening round play of the MAAC tournament, the team went on to post a 4-0 record for its first MAAC title. Army closed out its campaign with new Academy marks of 14 shutouts in a season, a 14-game winning streak, and a 0.93 ERA. In fashioning a 27-7 mark, Army also compiled its best winning percentage (79 percent) while tying the school mark for least number of losses in a season. Andee Hidalgo was selected most valuable player (MVP) of the tournament and was one of six Army players, the largest contingent, named to the all-MAAC team. Joining Hidalgo, selected at third base, were team captain Jill Schurtz and Trese LaCamera who shared pitching duties, Brandt Kinder at first, Bernie McLaughlin at catcher, and Laura Slattery, the designated hitter. It marked the second time that Kinder and Schurtz received the recognition. Schurtz set school marks for strikeouts (62), consecutive wins (7), and season record (14-4) en route to posting an ERA of 0.90. McLaughlin tied the school record in RBIs (21) and triples (6), led the team in hits (36), and finished second in batting with a .349 average behind Michelle Bronner at .432.

This was a year to remember for coach Ed Steers and his wrestling team. During the dual meet season, the Cadets posted an 18-3 record, bowing only to Lehigh, Wilkes, and Navy. Army was ranked as high as 15th nationally during the season, captured the New York State Championships, finished fourth at the Easterns, and placed 13th at the NCAA Championships. During the season, Coach Steers also notched his 100th victory at West Point, in a career dating back to the 1980-81 season. As noted earlier, he was named Coach of the Year by the State College Coaches Association for the second time in five years and finished fifth in balloting for NCAA Coach of the Year.

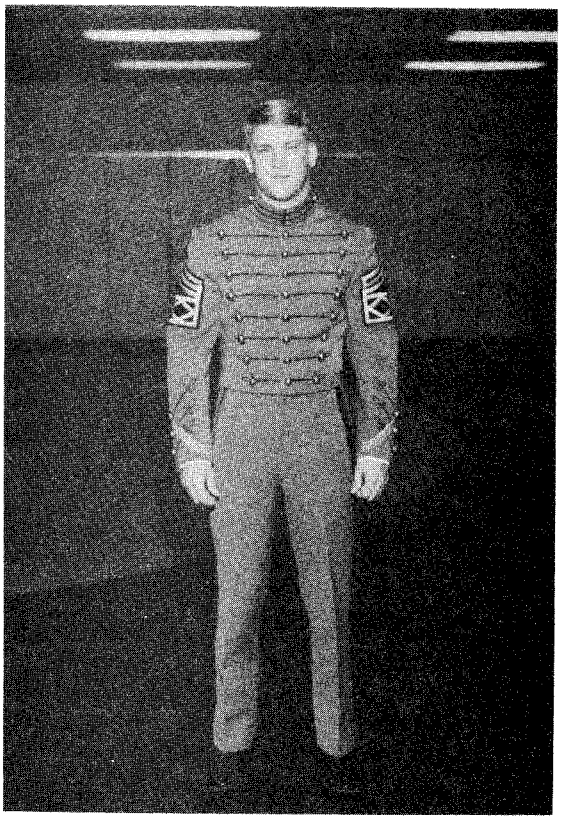
Dennis Semmel, named the state tournament's outstanding wrestler, topped the Cadets performance at the Easterns by becoming Army's first two-time Eastern Intercollegiate Wrestling Association (EIWA) Champion in 33 years, winning the 126-pound title. He was one of five Army wrestlers to earn NCAA berths by placing third or higher at the Easterns. Also making the trip were Dave McCormick who finished second at 167, and Darrel Nerove, John Rippley, and Dan Costigan, who finished third at 142, 150, and 190, respectively.

At the NCAA Championships, Semmel, seeded ninth, worked his way into the finals at 126, where he finished second, and became Army's first finalist since Mike Natvig in 1963. He garnered all-America honors as did Nerove, who placed seventh at 142. It was the first time since 1966 that Army had two all-America wrestlers. Semmel finished the year with a 35-4 record while his overall career was a 102-20 mark. After impressive showings at the Easterns and the Nationals, John Rippley became the first plebe in Army history to be recognized an all-America by the "Amateur Wrestling News." In addition, Jeff Shapiro won the Eastern Regional 125.5 pound Greco-Roman title in April and won a silver medal at the U.S. Olympic Festival during the summer.

In Coach Riley's final season, the Army hockey squad defeated Colgate 7-6 in its ECAC Division I season opener, its first victory in ECAC competition since the 1970-71 season. The team, which posted a 2-9 mark against Divison I opponents, went on to win 13 of its last 14 games to finish at 18-11-1. Matt Wilson and Rob Brenner led the team in scoring with 50 points each. Wilson collected 22 goals to top the team in that category, while Brenner was the leader in assists with 31 in addition to his 19 goals. Goalie Paul DeGironimo compiled an 18-11-1 record while posting a goals-against-average of 3.75.



John Rippley



Dennis Semmel

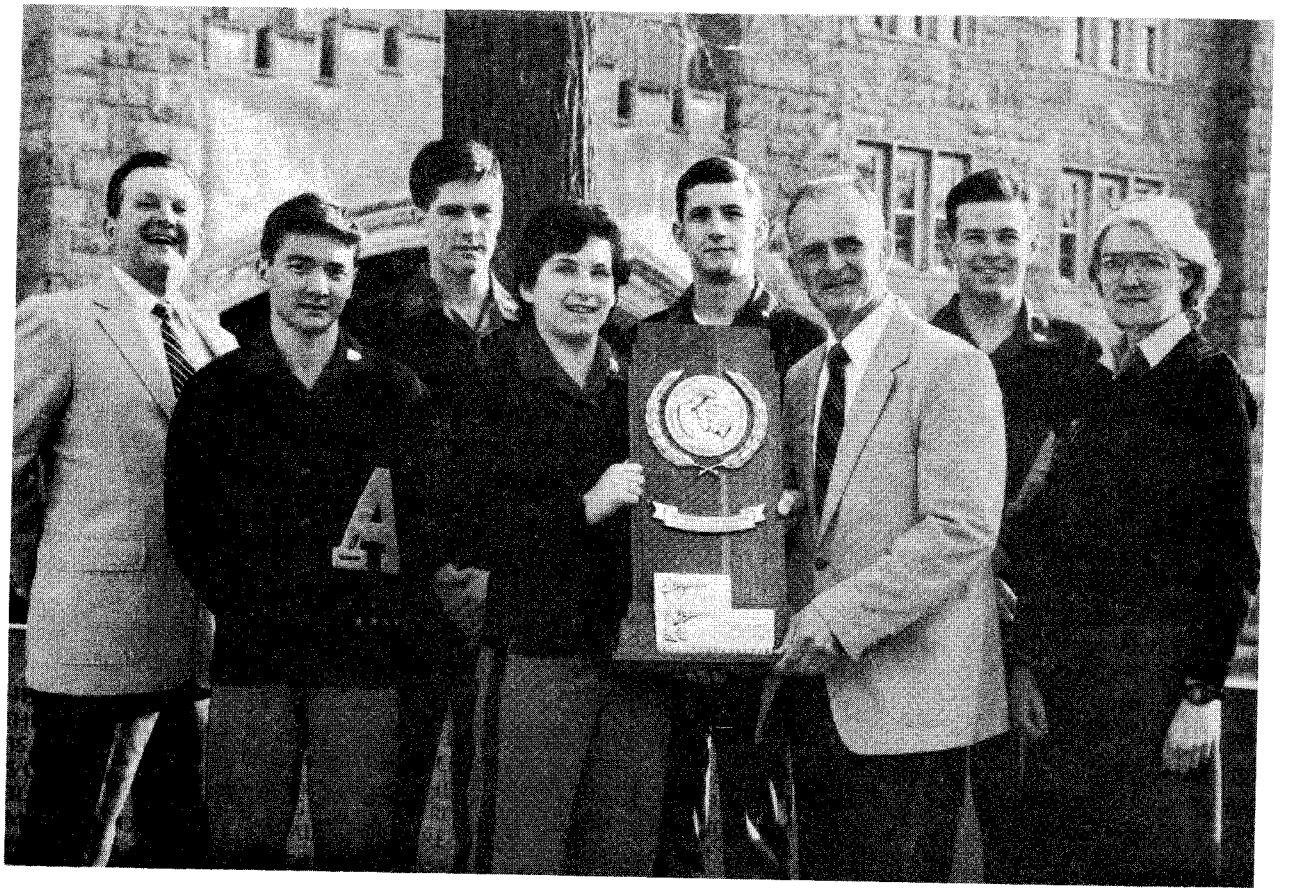
Finishing the season with a 6-6 mark, 1986 was the first time in six years that the lacrosse team did not compete in post-season playoffs. The cadets closed out the year ranked 14th in the U.S. Intercollegiate Lacrosse Association (USILA) coaches poll. Midfielder Pat Daly led the team in scoring in all three departments—points (44), goals (23), and assists (21). In the net, Joel Portuese made 153 saves for a .622 saves percentage. Daly was named a second team Division I all-America, while defenseman Dan Williams was named to the third team by the USILA. Tom Hickman, a defenseman, was an honorable mention. Daly also was selected to play in the North-South Senior all-Star game.

The Army soccer team finished the season with an 8-9-1 mark, placing third in the MAAC with a 5-1-1 mark. With one league game remaining the cadets faced defending champion, LaSalle. This was the third straight year that the Army and LaSalle matchup had decided the league championship and once again Army came up on the short end. The cadets then suffered their second straight loss in falling 2-0 to Navy in the season finale. Sean Mitchiner finished the year as Army's scoring leader with five goals and six assists for 16 points; Rick Nohmer was second with 13 points. In the net, John McHugh had 112 saves and a goals-against-average of 1.93. Mitch Johnson was named to the 1985 all-MAAC first soccer team on defense as a back; four other teammates received second team recognition.

The Cadet sharpshooters strung together a 14-meet winning streak en route to posting a 15-1 mark and rewriting the record books in garnering third place at the NCAA Rifle Championships. The NCAA Champion West Virginia snapped the cadets winning skein, but Army bounced back by beating Navy, 7,629 to 7,596, for the sixth-straight year.

At the NCAAs, Army set Academy marks in smallbore, finishing second with 4,622 and in the composite scoring with a 6,138 tally. The Cadets were runnerup in the smallbore competition and fourth in air rifle with a 1,516 score. Rhonda Barush, Gordon Taras, and Randy Powell were selected for all-America honors. Barush, only the second person in Academy history to become a four time all-America, was named to the second team in smallbore. Individually, Barush was ninth out of 38 competitors in the smallbore at the NCAAs with an 1,159; Taras, named to the first team in that discipline, finished 15th with 1,155. Powell, a second-team choice in both air and smallbore, ranked 19th in the air rifle competition.

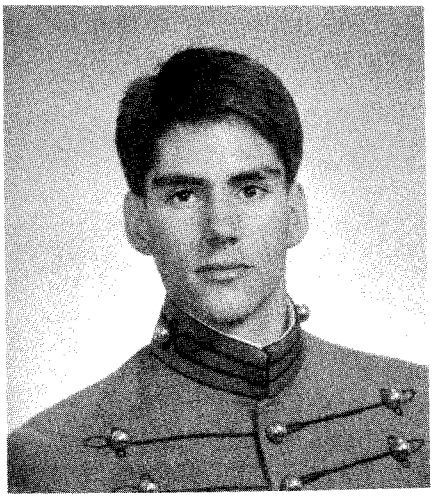
In April 1986, the pistol team closed out the 1985-86 campaign taking first in composite scoring at the Sixth National Rifle Association (NRA) Pistol Championships. The cadets posted a 6,235 mark, won free pistol with 2,013, and placed third in standard (2,081) and sixth in air (2,141). Team captain Richard Shelton led the way as he topped the field in all three disciplines: free (521), standard (551), and air (558), and became the first competitor in the history of the championships to sweep all three events. For the second straight year, Shelton gained all-America honors in all three disciplines; it was the third year he copped selections in both free and air pistol. Ron Frost was named an all-America in free pistol. Comprising the remainder of Army's four-man squad at the nationals were John Higgins and Dom Perriello. Perriello, next year's team captain, finished eighth in free pistol.



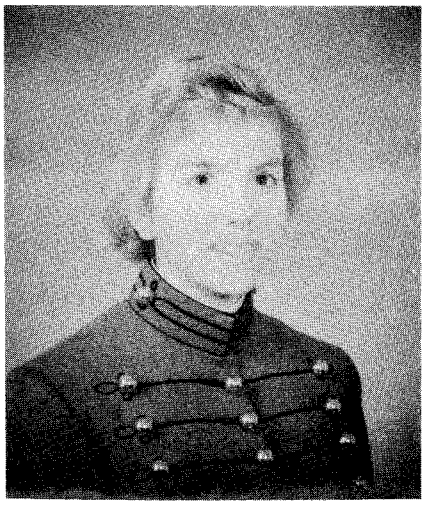
Athletic Director Carl F. Ullrich (third from right) joins with members of the rifle team showing off their third-place trophy won during the NCAA championships. Joining Ullrich, left to right, are coach Ken Hamill, Larry Arthur, Randy Powell, Rhonda Barush, Jim Clancy, Gordon Taras, and officer representative CPT Sue Ann Sandusky

The women's cross country team was the lone Army team to go undefeated during the fall, compiling a 6-0 season mark in dual meet competition. Teresa Sobiesk led Army to a second-place finish at the MAAC Championships with her fourth-place finish of 18:29. Sobiesk then led the team to a seventh place finish out of 10 teams at the Heptagonal championships, finishing 18th overall with 18:33. Brenda Essenmacher and Sobiesk led the team to a fourth-place finish at the NCAA Division II Regional Championships, placing 16th and 19th, respectively, in the cross country race.

Coach Ron Bazil's cross country squad posted a 5-3 mark during the fall. Though losing to Navy, 21-36, in the dual meet finale, it proved the closest meet with the Middies since the Middies 24-36 victory in 1977. Mica Comstock led the team to a third-place finish at the Heptagonal Championships, its best finish since taking runnerup honors in 1977. Comstock finished fourth with a personal best of 24:57 at the Heps. The Cadets then capped the season with a tenth-place finish in a 48-team field at the IC4A championships while regionally placing sixth in a field of 35 in District II. Comstock again led the Army contingent in finishing 22nd overall and 13th regionally covering the 10,000-meter course in 31:29.



Mica Comstock



Teresa Sobiesk

Though losing to Navy in the only dual meet of the men's outdoor track season, the Cadets battled the Middies down to the final event before bowing 83.5 to 79.5. Army bounced back by taking fourth in the 10-team field at the Outdoor Heptagonals, its best mark since placing third in 1981. Wendell Champion and Tyno Carter led the way as they combined for three gold medals. Champion won the long jump with a leap of 24' 8 1/4" and ran the anchor leg on the 4x100-meter relay along with Bob Peller, Ron Davis, and Clarence Jones which finished in 41.96. Tyno Carter also joined the winners circle by taking the 3,000-meter steeplechase with a time of 8:57.08. Placing second were Tom Szoka in the 800-meter run, Karl Harrison in the triple jump, and Mica Comstock in the 1,500-meter run. Champion also topped Army's performance at the Penn Relays and the IC4As track and field championships. At the relays, he placed fifth in the long jump and ran the anchor leg on the 4x100 meter relay, which finished second and posted a season best of 41.95. At the IC4As, he took fourth in the long jump with a leap of 24' 6".

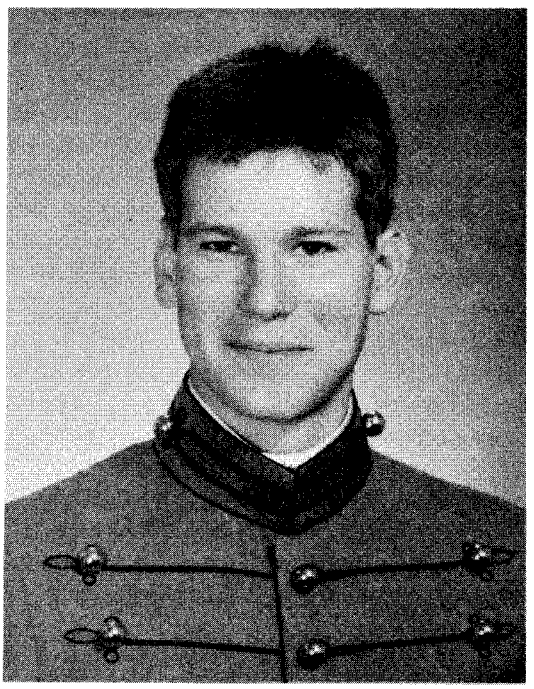
The women's outdoor track team took runnerup honors at the Outdoor Heptagonal Championships. Army was first in four events and Pam Pearson had a hand in each victory. Pearson set Hep and USMA records in winning the triple jump with a leap of 39' 7 1/4", capturing the long jump title with a 19' 6 1/2" effort, and running on the winning 4x100 and 4x400-meter relays. Pearson also took second in the 200-meter dash with a time of 25.17. Kim Ehrlund took third in the shot put with an Academy record toss of 45' 11 1/2" and took sixth in the discus. Karen Turner set a record in the 400-meters with a 56.60 third-place finish.

Pearson's performance in the triple jump at the Heps and a 19' 7" first-place finish in the long jump at the Penn Relays qualified her in both events for the NCAA Division II Championships. Several other members of the team also qualified during the season. Marilyn Gibbs qualified with a 19' 3 1/2" second-place finish in the long jump, and the 4x400-meter relay team of Pearson, Turner, Gibbs, and Michelle Collins qualified behind a 3:48 third-place effort, both at the Atlantic Coast Relays. Teresa Sobiesk also qualified when she broke the Academy mark in the 5,000-meter run, placing fourth with 16:27.15 at the Penn Relays.

At the NCAA Championships, the team finished in a tie for 14th; Navy finished 25th and Air Force finished 30th. Two of the five members of the team came away with all-America honors. Pearson finished seventh with a 19' 5 3/4" leap in the long jump and set an Academy mark when she finished third in the triple jump with a leap of 40' 4 3/4". In gaining all-America recognition in both events, she earned the distinction of being a two-time all-America in two sports. She previously had been named all-America in women's basketball in both her Second and Third Class year. Sobiesk captured an all-America title in the 5,000-meter run after finishing fourth at 16:52.15.

The women's indoor track team won its two meets against Harvard and Cornell, and capturing their third straight Indoor Heptagonal Championship. Pam Pearson was named most valuable player at the Heps after capturing two events and taking runnerup in a third. Pearson set an Academy and Hep mark in winning the triple jump (38' 10 1/2"), was first in the long jump (19' 2 1/4"), and runnerup in the 200-meter dash (25.33 seconds). The mile relay team of Karen Turner, Maria Smith, Marilyn Gibbs, and Michelle Collins finished first in 3:49.9. Collins also won a Hep title in the 55-meter dash, while Kim Ehrlund was a winner in the 20-pound weight. Teresa Sobiesk set Academy marks in placing third in both the 5,000 and 3,000 meter run. Her 16:52.36 clocking in the 5,000-meter qualified her for the NCAA Division II nationals.

Navy ruined Army's hopes for an unblemished season in men's indoor track by dealing the Cadets a 96-40 defeat as the cadets slipped to 2-1. Coach Ron Bazil's squad then closed out the indoor season with a seventh-place finish at the Heptagonal Championships. Tom Szoka, who set an Army-Navy meet record in winning the 1,000-meter run, set a Hep meet mark in capturing that event in 2:23.57. Karl Harrison set an Academy mark in finishing second in the triple jump with a leap of 48' 9", while Tyno Carter broke the school mark in the 3,000-meter run with his third-place clocking of 8:12.3. At the Yale Invitational, John Nelson shattered the Academy mark in the 5,000-meter run posting a 14:27.

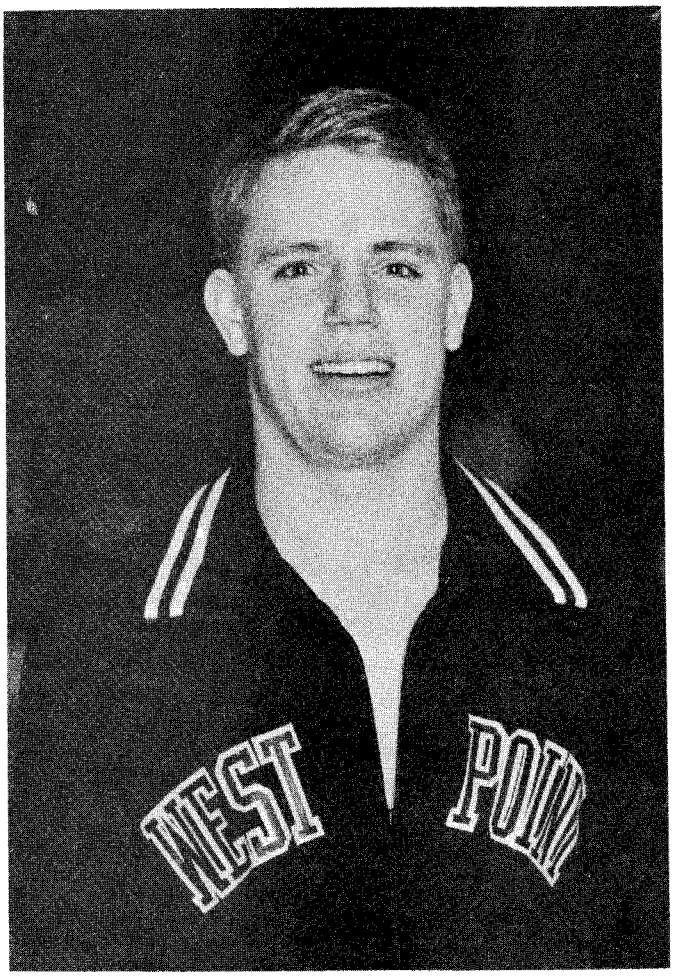


Tom Szoka, Army men's outdoor track captain

In men's swimming, Navy snapped Army's seven-meet winning skein as the cadets closed out the dual meet season at 9-4, but Army bounced back to beat Navy at the Eastern Seaboard Championships. The cadets, who compiled a 5-4 record in the Eastern League, finished fourth at the Easterns, well ahead of Navy's eighth place finish.

John VanSant led the way at the Easterns by setting meet and Academy records in winning both the 100-yard breaststroke (55.62 seconds) and the 200 Individual Medley (1:49.56); he qualified for the NCAAs in both those events and also in the 200-yard breaststroke (2:00.65). He also swam legs on three record-setting relays: 400 medley, 800 freestyle, and 400 freestyle. For his efforts, he was named a co-owner (with Princeton's Dan Viech) of the Phil Moriarity Award for most points scored by an individual (57).

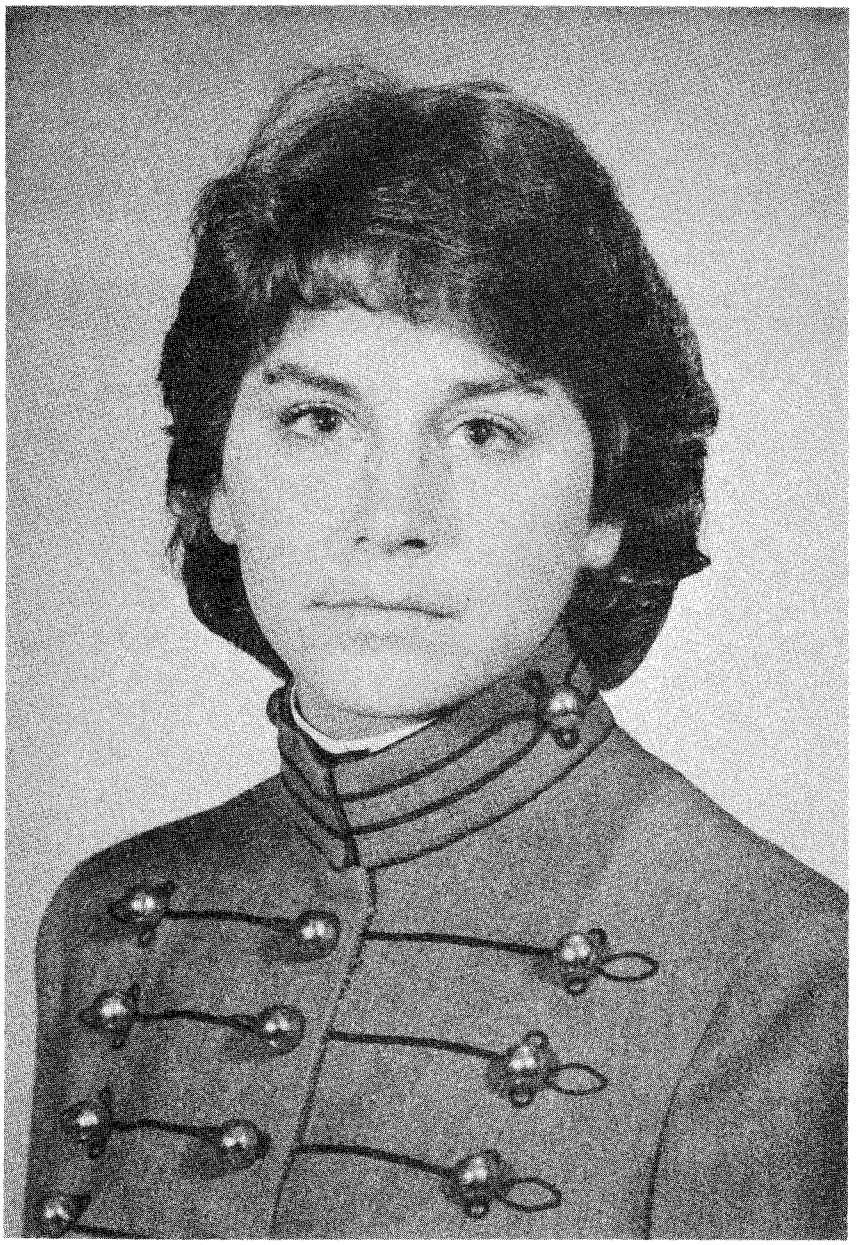
VanSant went on to garner all-America and honorable mention honors in leading the mermen to a tie for 22nd place at the NCAA Division I Swimming and Diving Championships in April. VanSant was named a first team all-America following his third-place finish in the 200-yard breaststroke where he clocked a 1:58.01 to break the Academy record. He became the first cadet to earn all-America honors since Ben Ross' selection in the 100-yard backstroke in 1970. He also earned honorable mention honors in capturing the consolation finals in the 100-yard backstroke in an Academy record time of 55.13 seconds.



John VanSant, all-American

During the Summer of 1985, Marcie Seiner was named to the 1985 Academic all-America Division II team by the College Swimming Coaches Association of America. Seiner swam on three record-setting relay teams at the NCAA Division II championships.

In the subsequent 1985-86 season, the Army mermaids, who closed out their dual meet season at 8-3 following their second straight win over Navy, finished second in the MAAC Championships, and posted their highest finish at the NCAA Division II Championships by placing 13th. Ann Marie Wycoff ended her first season in dramatic fashion by garnering all-America honors in three of the four events she swam at the nationals, while Clare Hramiec was selected in another.



Clare Hramiec, all-American

Ann Wycoff, all-American

Wycoff took all-America honors in finishing eighth in the 200-yard Individual Medley, fourth in the 200-yard butterfly, and second in the 400-yard Individual Medley, with Academy record times of 2:11.13, 2:05.85, and 4:32.66, respectively. Hramiec just missed garnering honors in the 100-yard breaststroke by finishing ninth, but was named in the 200-yard breaststroke after placing fourth with an Academy record time of 2:23.54. That makes the fifth time she has received all-America honors.

The gymnastics team won three of its final four meets to close out its regular season with a 9-3 mark. The team topped off the season by taking third at the Eastern Intercollegiate Men's Gymnastics Championships held at West Point. At the Easterns, the cadets' strongest showing was on parallel bars where they finished second. Team captain Jeff Baum took sixth individually on parallel bars and tied for seventh on still rings; Andy Kissig placed sixth on pommel horse; and Doug Kenna placed seventh on parallel bars.

Army's 150-pound football team, looking to lock up the Eastern Lightweight Football League (ELFL) championship, lost to Navy 33-14 in the season finale and finished second with a 5-1 record. In the ELFL all-League selections, three Army players captured spots on the first team: offensive tackle Steve Bradley, center Chris Townley, and linebacker Ernest "Rock" Marcone. Six of their teammates won second team recognition. One, Burt Biebuyck, led the team in rushing with 341 yards on 80 carries. Quarterback Eric Schacht, who threw the ball for 624 yards and three passing touchdowns, and Scott Andrews, the most valuable player at this year's anthracite bowl game, led the team in scoring with four touchdowns each. Townley was named most valuable player and Marcone received the first George S. Perkins Memorial Award which will be awarded annually at USMA to the player "who displays the most dedication to the 150-pound program." Although Army is the newest member of the league, it has won 18 championships in its 30 years in the ELFL.

For the second straight year, the golf team went undefeated in dual-meet competition (8-0), and extended its winning streak to 17 straight, dating back to the 1984 season. The cadets also posted their third consecutive win over Navy in capping off the season with a 375-396 victory. During the fall, Army led the 24-team field for its first major intercollegiate golf victory under John Means in capturing the Toski Intercollegiate Golf Invitational. Randy Chavez finished second at the invitational with a 36-hole score of 145. Robb Lott then went on to fire an even-par 71, leading Army to runnerup honors among a 21-team field at the ECAC Metro New York-New Jersey Qualification Tournament. The cadets posted a 301, edging Princeton by a single stroke for second-place honors and the right to compete at the ECAC Championship round. Chavez, firing a 148 over the 36-hole course, took medalist honors in leading the cadets to a fourth-place finish at the Championship.

During the spring, Army won three tournaments, its own Black Knight Invitational, the MAAC Championship (its fifth straight), and the Metropolitan Golf Association Championship. The Cadets also posted runnerup honors at the Easterns, and, based on their No. 2 ranking in District II, received a bid to the NCAA Championships. At the Eastern Intercollegiate Championships, Bill Fuller tied for second with a 219 and Chavez finished ninth with a 229. Both were named to the all-District II team and the all-Eastern Intercollegiate Tournament Team. The Army team ultimately finished second at the Easterns, becoming Army's first full five-man team to qualify for the NCAA Championships. Representing the cadets were Chavez, Fuller, Lott, Dave Duffy, and Rob Kewley. The team, however, failed to make the cut on the final day of competition. At the end of the season, Duffy was one of 39 collegiate golfers named to the third annual Academic all-America golf team selected by the Golf Coaches Association of America.

Though ranked third in the East, the women's volleyball team, which garnered runnerup honors at the ECAC Championships, failed to gain a berth to the Regional playoffs. In winning its final four games, the team closed out the season at 23-10. Season highlights included a 3-2 upset victory over 14th-ranked New Haven, which was also first regionally. Coach Bob Gambardella's squad defended its team title at the East Stroudsburg tournament, was runnerup at the Princeton tournament, posted its first win over Air Force 3-2, and third straight over Navy in downing the Middies, 3-1.

The Army squash team finished 20th at the Intercollegiate Squash Association Championships while placing 11th in the National Intercollegiate Squash Racquet Association (NISRA) during the season and closed out the season with an 8-10 record. At the Intercollegiate Championships, Andy Eiseman and Bill Basnett advanced to the quarter-final round in their consolation brackets before bowing. Basnett and Randy Paras tied for the team lead with 11 wins apiece. Basnett closed at 11-6, Paras was 11-7, followed by Jeff Leach with a 10-5 mark.

Though falling below the .500 level in posting a 13-14 mark, coach Ray Bosse's water polo team won four of its final six games. The Cadets closed out the season in placing fifth at the Mid-Atlantic Championships. Todd Friedman led the Cadets in scoring with 54 goals while Jon Lau followed with 37 and Scott Maitland added 33. In the net, Joe Martin made 161 saves and John Kilroy had 56.

The netmen closed out the season at 5-14 and took second at the MAAC tourney. The Cadets took runnerup honors at the West Point Invitational, fifth at the Great Dane Invitational, and posted a 1-8 mark in Eastern League play, edging only Cornell (for their first win over the team in four years). At the MAAC Championships, first-year coach Bob Detrich's squad won three individual titles while taking runnerup honors as a team. Todd Ramsey was a champion at the No. 6 singles position; captain Scott Poirier and Robert Haley teamed to win the No. 1 title; Jeff Vezeau and Kevin Lemke were winners at the No. 3 spot.

The women's tennis team improved upon its 4-4 mark of the fall season in winning its last three dual matches of the spring season for a 13-8 overall mark. In the fall, the team finished third at the MAAC Championships and 18th among a 22-team field at the Eastern championships. During the spring, Army took runnerup honors in a field of 12 at the Metropolitan Collegiate Tennis Championships (MCTC). Aimee Lenz and Kristin Powell were MCTC winners at the No. 3 doubles; reaching the finals in singles before bowing were Tanja Shipman, No. 1, Patty Abt, No. 3, and Michelle Stratton at No. 5.

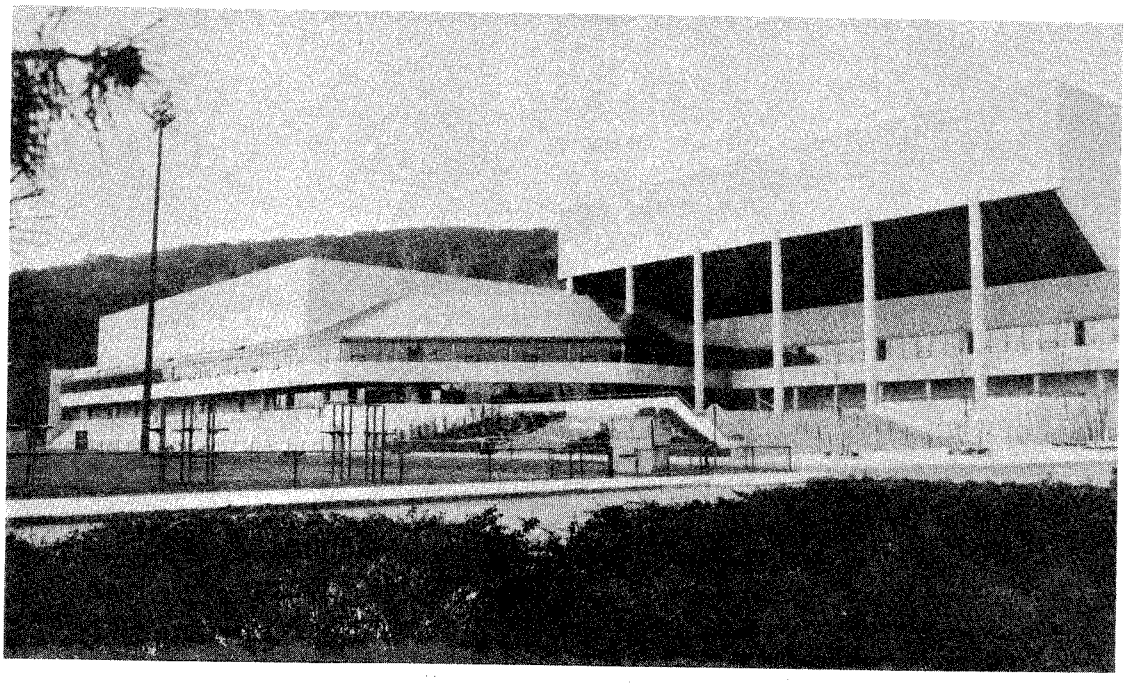
Ten Army athletes received special recognition for their performance at the end of the academic year during the annual Superintendent's Awards Review on the Plain. Seven received ECAC Merit Medals, two received the Academy's top intercollegiate athletic award, and one was awarded the Army Athletic Association (AAA) Special Award. Don Smith, the first Army football player in 17 years to be selected to an all-America team, and Julie DelGiorno, a women's basketball all-America, received the AAA Trophy for "most valuable service to intercollegiate athletics during a career as a Cadet." Wrestling all-America Dennis Semmel was awarded the AAA Special Award "for exhibiting outstanding achievements and exemplary leadership in athletic competition. Receiving ECAC Merit Medals were Rhonda Barush, Doug Black, Jim Clancy, Wilma Larsen, Jill Schurtz, Tom Szoka, and Bob Townley.

Rhonda Barush, captain of the rifle team, won all-America recognition four straight years and Jim Clancy was a member of numerous record-setting rifle teams. Doug Black, the first Army back ever to rush for over 1,000 yards in two consecutive seasons, set a single-season rushing record with 1,184 yards in 1984. Wilma Larsen, women's volleyball team captain, ranked among the leaders in several categories and helped Army to a number three ranking in the Northeast in the 1985 season. Jill Schurtz, women's softball team captain, was selected to the MAAC all-Tournament team for the second time this year. Tom Szoka, ranks as one of the top middle distance runners in Army history, garnering all-America honors in 1985 by finishing sixth in the 800-meter NCAA indoor championship and was a member of the 3,200 and 6,400-meter relay teams which set Academy records in the Spring of 1985. Townley, co-captain of the 150-pound football team, was named to the league's first team the past two seasons.

During the Spring of 1986, as noted in the Athletics Committee section of the Academy Committee Highlights chapter, and in line with actions undertaken recently at many other colleges and universities, women's soccer was elevated to corps squad status and became our 28th intercollegiate sport at USMA.

Finally, the 1985 football season marked the addition of two new scoreboards at Michie Stadium. The boards, provided free by the American Sign and Indicator Company, are similar to those installed recently at the Naval and Air Force Academies. One board, installed at the southern end of the stadium, features a message center equipped to display computer graphics.

On October 25, 1985, the USMA hockey team opened the new USMA Multi-Purpose Sports Complex defeating Ryerson Tech of Toronto, Canada, for Coach Jack Riley's 524th victory. The complex, located at Fenton Place next to Michie Stadium, houses a 5,000 seat basketball arena, a 2,500 seat hockey rink, and various athletic offices. Construction of the $17 million complex was begun in the Spring of 1983 by Murray Walters, Incorporated.

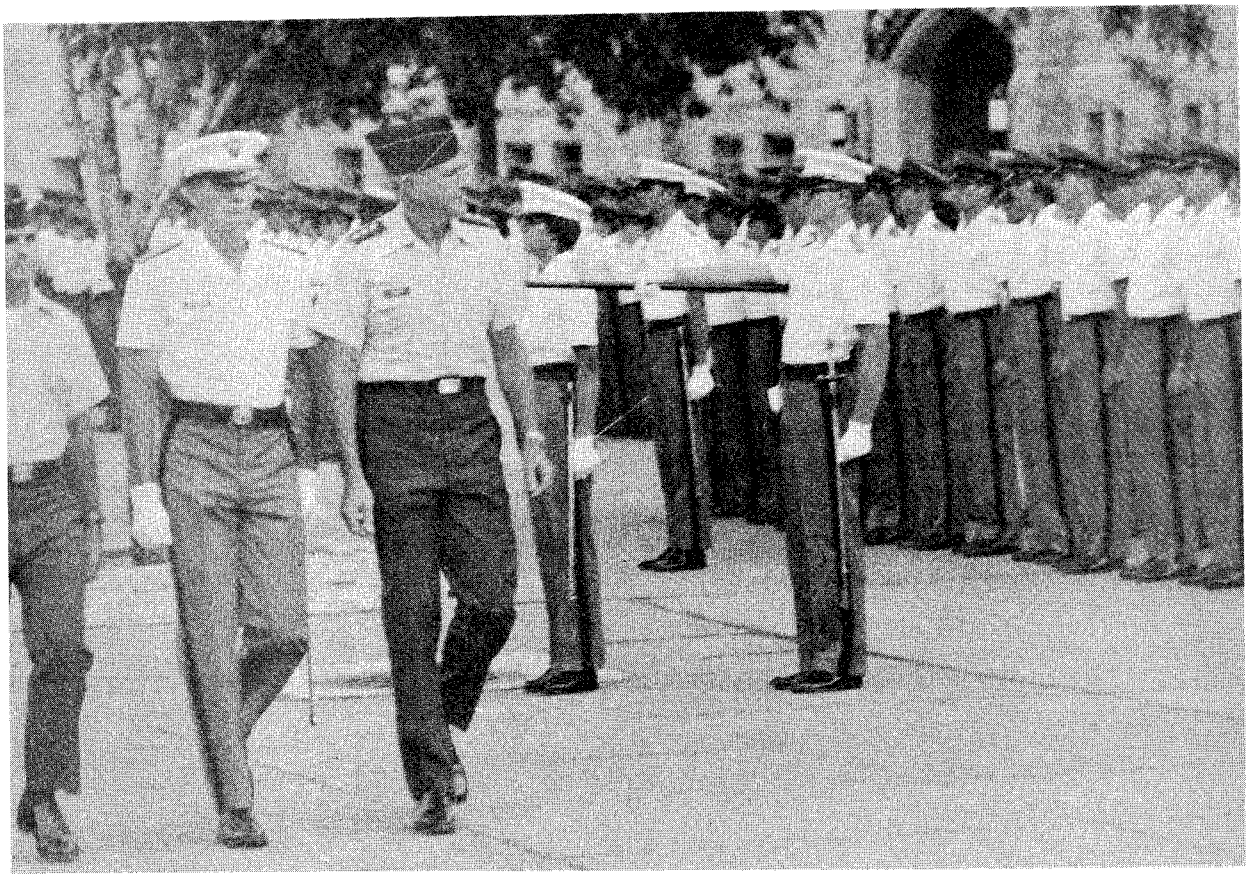


New Sports Complex

SUPERINTENDENT

On 16 July 1981, Lieutenant General Willard W. Scott, Jr., became the Military Academy's 52nd Superintendent. In recent years General Scott had served as Commanding General of the U.S. Military Assistance Command, Vietnam Special Troops; as the V Corps Artillery Commander in Europe, as Commanding General of the Readiness Region VI; as the Commanding General of the 25th Infantry Division, Hawaii; as the Assistant Deputy Chief of Staff for Operations and Plans (ODCSOPS) at DA and the Commanding General, V Corps, U.S. Army Europe. General Scott, a 1948 graduate of USMA, received a masters degree in Mechanical Engineering from the University of Southern California and was a graduate of both the U.S. Army Command and General Staff and Army War Colleges.

When General Scott greeted the Class of 1985 on its first day of Beast Barracks, the Corps and the Academy were beginning to settle down from one of their most turbulent periods. The EE 304 honor cases, following as they did so closely on the heels of the doubling of the Corps in the early 1970s, resulted in significant disruptions in the institution. At the same time, women were being integrated into the Corps for the first time.



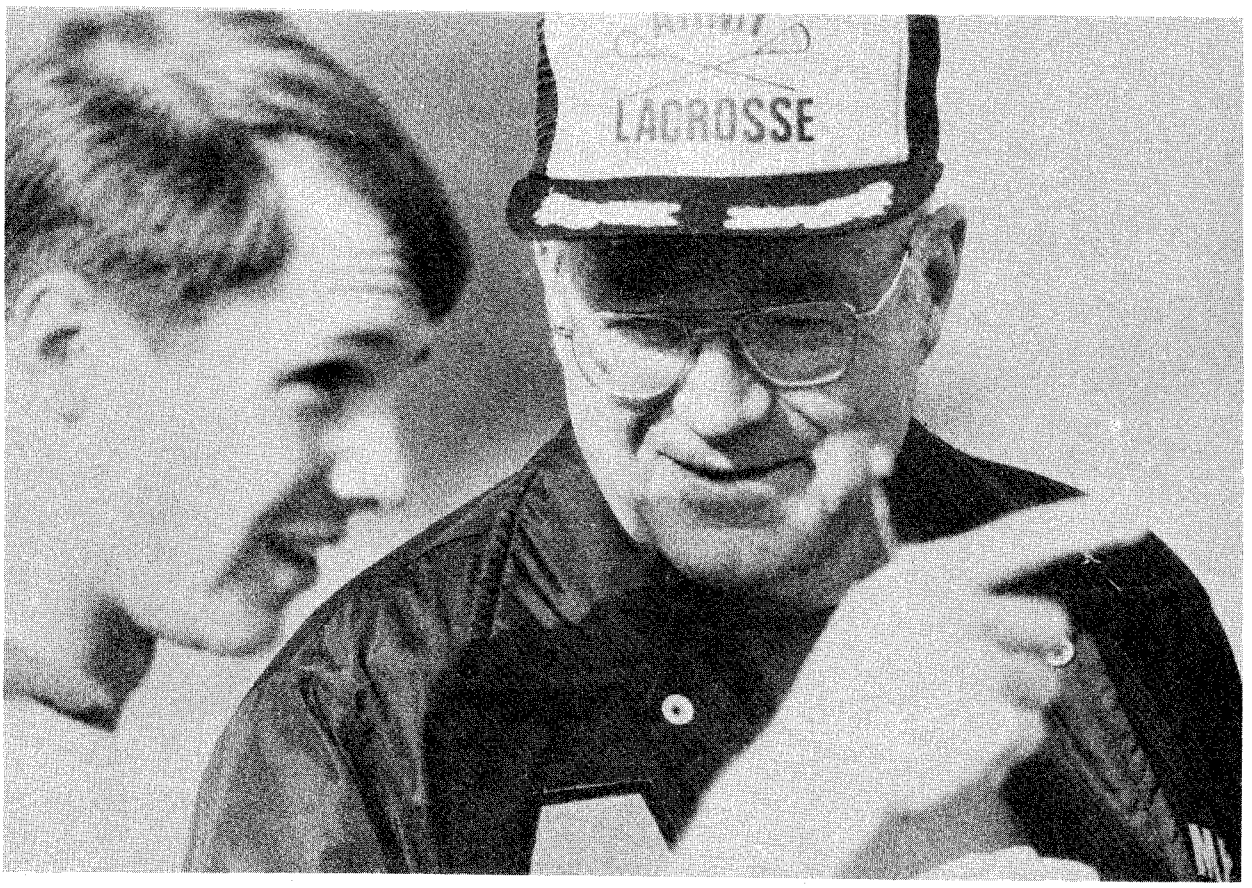
General Scott's arrival review, accompanied by the Deputy Superintendent BG Arthur E. Brown, Jr. and the Cadet Brigade Commander John Nicholson, Jr.

Through the efforts of his predecessor, Lieutenant General Andrew J. Goodpaster, the Academy had faced the challenges of those changes directly. Much of the institution's prestige and credibility was enhanced by the efforts of General Goodpaster. Nevertheless, the extensive in depth reviews and analyses with the changes and modifications which had characterized the post EE 304 era had taken their toll on the Academy morale.

With these tremors and intensive internal reviews in mind, Scott saw the need for stability and for refinement of the recent actions taken. In General Scott's words, "by having stability and fine-tuning these adjustments we made, we could again make sure we believe in ourselves." His goal: "With confidence, West Point should hold its head high and realize that it is a great institution."[1]

Although the Academy would experience a comparative period of stability under Scott, after the dramatic changes of the late 1970s, his tenure was marked as well by significant developments in many areas.

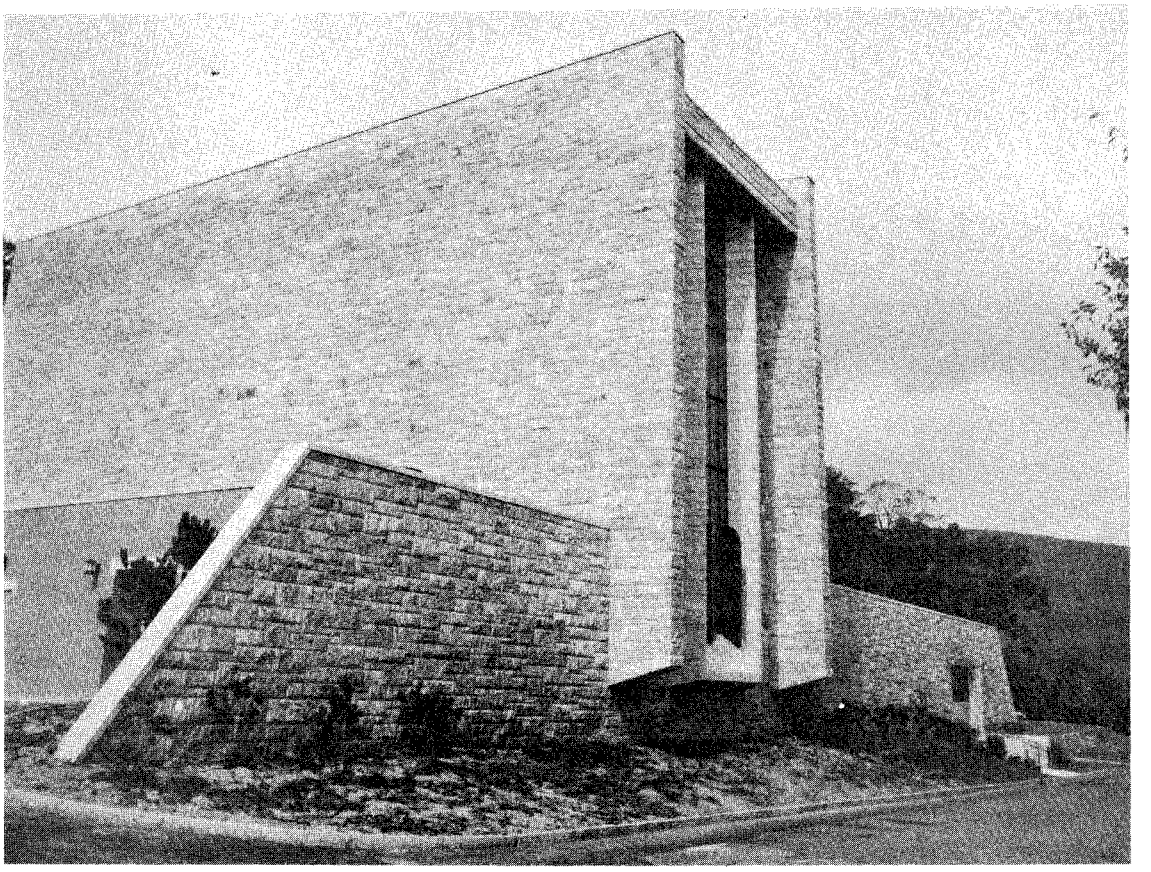
One of the most noteworthy developments was the adoption of a program of optional academic majors beginning with the Class of 1985. The plan, approved formally by DA in February 1983, called for offering 16 majors: eight in the mathematics-science-engineering (MSE) discipline and eight in humanities-public affairs (HPA).



Despite the apparently dramatic nature of the change, it was a more evolutionary, than revolutionary, revision. The use of accelerated courses for advanced cadets, which dated back to the introduction of electives in 1961, and the decision to introduce a dual-tracked curriculum in 1981 had already started the Academy on the path to academic specialization, or depth. The decision to offer majors was made for many reasons. Among them was the desire to keep the academic curriculum in line with the increasing specialization of the Army and society while maintaining the Academy's traditionally strong commitment to a solid broad core curriculum of fundamental knowledge essential for the modern Army officer.

Along with this action, accreditation of four engineering programs was received from the Accreditation Board of Engineering and Technology (ABET) in 1985. These actions help to ensure that our programs demand the highest levels of academic achievement. The Academy continues to rank fourth in the nation in the number of Hertz and Rhodes scholarships attained by its graduates.

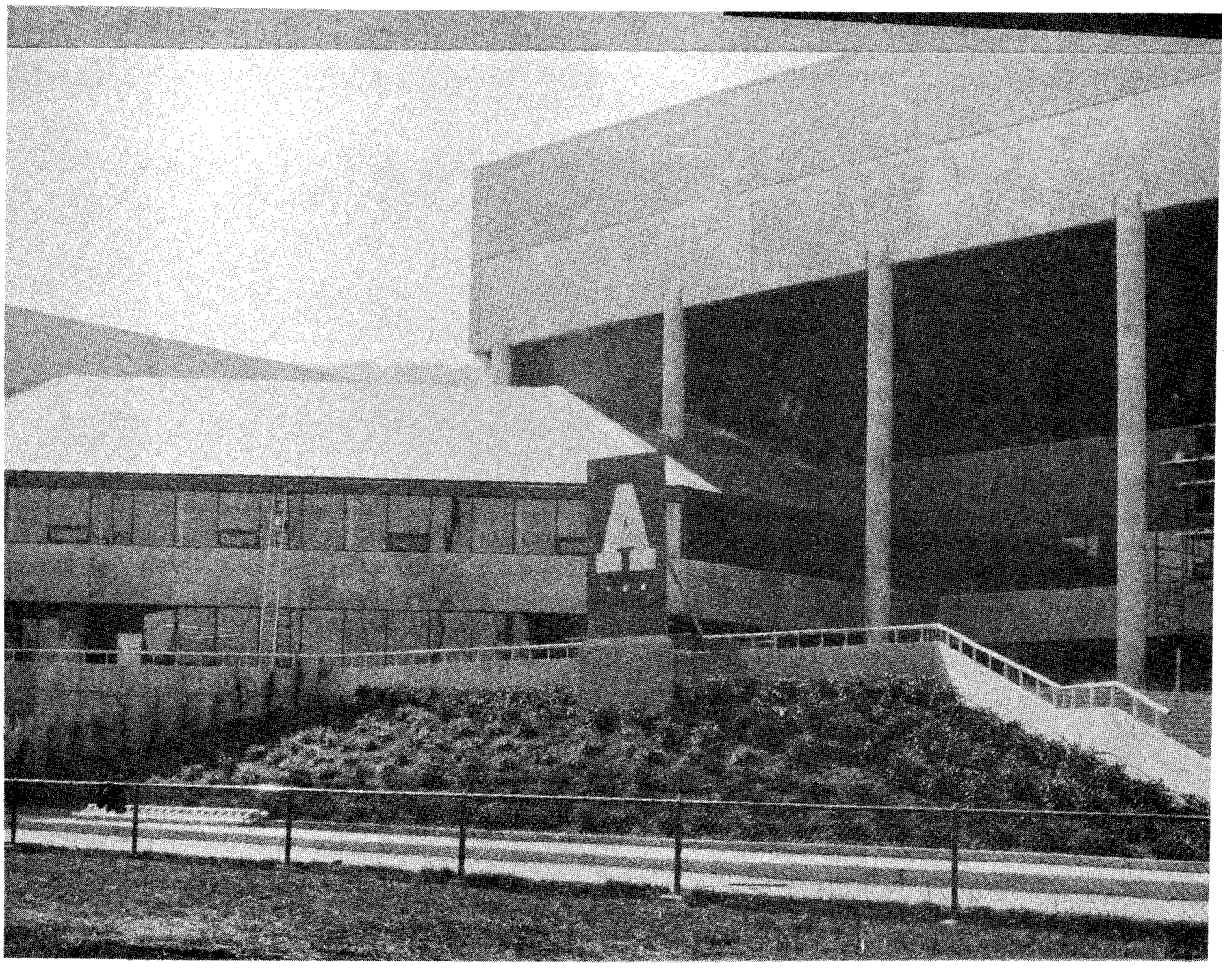
Keeping the Academy and its graduates in tune with advances in society and the Army also stimulated General Scott's 1985 decision to approve the purchase of personal computers for all faculty members and each member of the Class of 1990. Steps were also initiated to network the personal computers with the existing Academy computer facilities and the USMA Curriculum Committee began the development of a personal computer thread to integrate the use of the computer across the curriculum.



Jewish Chapel

To accomodate the demand for additional academic space in the central cadet area in view of the expanded and changing nature of the curriculum, the Academy acquired the former Ladycliff College property, now West Point's New South Post, during the Scott Superintendency. Its 28 acres and existing buildings will allow expansion of academic facilities in the main cadet area by moving other activities such as the computer center and the Military Academy Museum to New South Post.

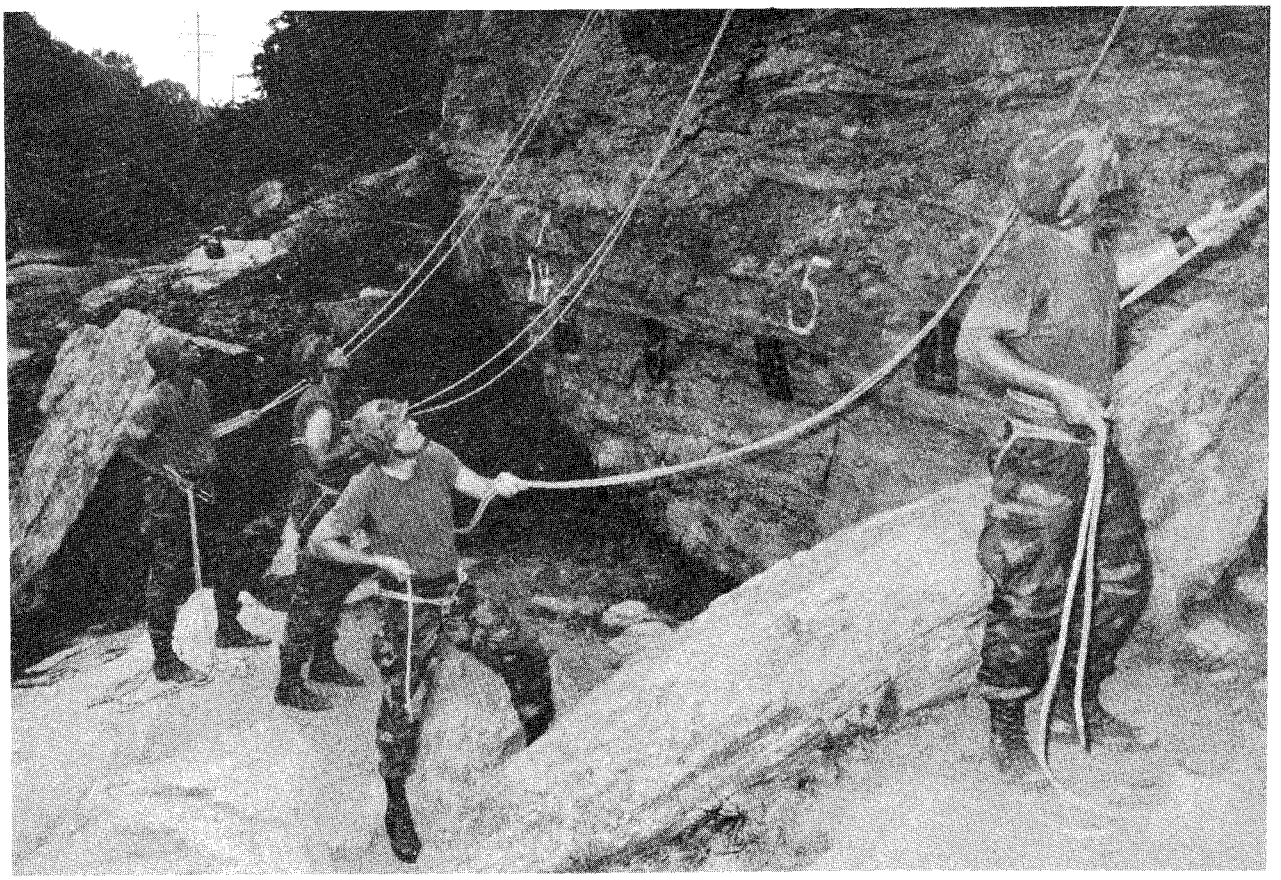
Other major additions to the Academy landscape during his tenure included the Jewish Chapel in 1984 and the new Multi-purpose Sports and Athletic Facility for hockey and basketball in 1985. A monument to Dwight Eisenhower, one of the nation's finest citizen soldiers, was added to the Plain in 1983. In the same year, General Scott presided over memorial services dedicating plaques in Cullum Hall to those who lost their lives in the service of their country during the years following the end of the Korean War.



Sports Complex

Near the end of his tour, in a May 1986 letter to the Academy community, he stated: "Five years ago, upon assuming command....I emphasized three areas: (the assimilation of) women in the military, varsity sports and honor. I suggested that when a soldier is dressed for battle, with steel helmet and camouflage paint, one cannot tell from a distance if that soldier is black or white, male or female. I noted that while our cadet varsity teams won about two out of three contests, I believed that we were capable of improving our performance in the high exposure, high media-interest sports, especially football. I stressed the importance of the Honor Code and System to our Academy and reminded all that "honor" at West Point is a fragile thing, requiring the efforts of cadets, staff and faculty, and alumni. These three areas were the primary focus of my efforts."[2]

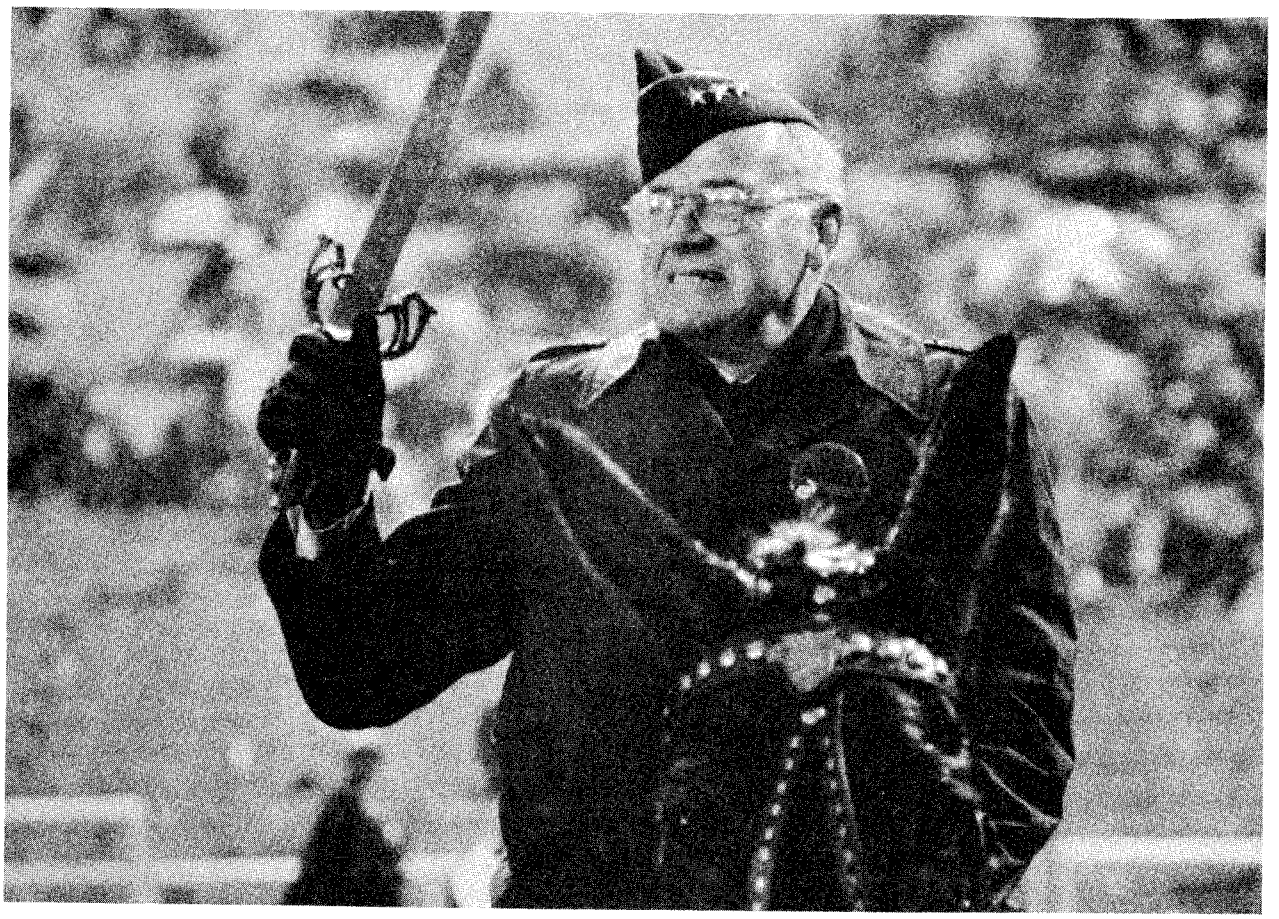
To enhance the moral/ethical environment at West Point, General Scott built upon the most comprehensive honor education program in the Academy's history enacted in 1981. The program is designed to ensure that all cadets, regardless of their background and sense of individual ethical consciousness at admission, can assimilate the hallowed Academy precepts of honor. General Scott commented, "Because of the honor education program, there is a healthy realization on the part of the Corps of Cadets that it has the unique role of being custodian of the code."[3] During his Superintendency he carefully monitored the cadet support for the code and system and exercised methods such as discretion to stress the developmental nature of the system. It was believed that improvements in the health of the code among the Corps of Cadets occurred during his stewardship.



General Scott at Camp Buckner

General Scott demonstrated support for the integration of women at West Point. He noted, near the end of his tenure, that women...."have been very successful in all aspects of the four year cadet experience—in academics, on the playing fields, in military training, and in the many and varied extracurricular activities...I am happy to say that very soon we will have the first of our women graduates returning to the Military Academy to serve on the staff and faculty as instructors and tactical officers. Admission to the Academy is as competitive as ever; academic and military standards have been improved; and cadet life is certainly more interesting. But the most important benefit of the admission of women is the development of highly trained and qualified officers for the U.S. Army; and producing officers of the highest quality has been and continues to be why the Military Academy exists."[4]

While he sees the Honor Code and the assimilation of women moving along a healthy path, the resurgence of Army sports, particularly football, may remain the most visible improvement during the last five years. "One of the high priorities at West Point," Scott wrote early in his tenure, "is to return the image of our athletic program to that of being winners; not just in football, but in the overall intercollegiate program. I firmly believe that winning athletic teams benefit the Corps, the Military Academy, and the Army as well."[5] Under the leadership of Football Coach Jim Young, the Army Football Team rebounded from a decade of disappointing performances to post two winning seasons, back-to-back bowl victories, and an undefeated record at home dating back to 1983.

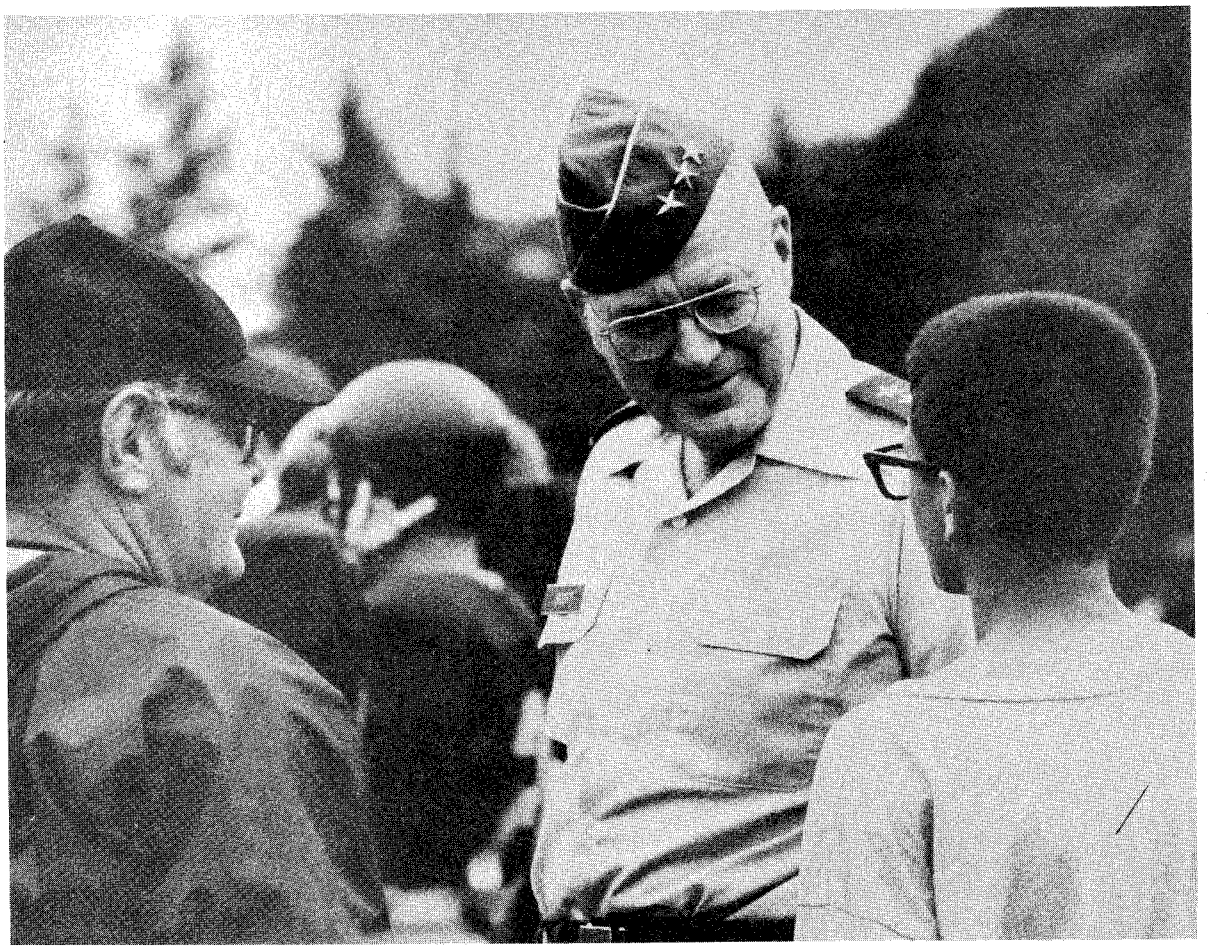


The General rallying the troops against Navy

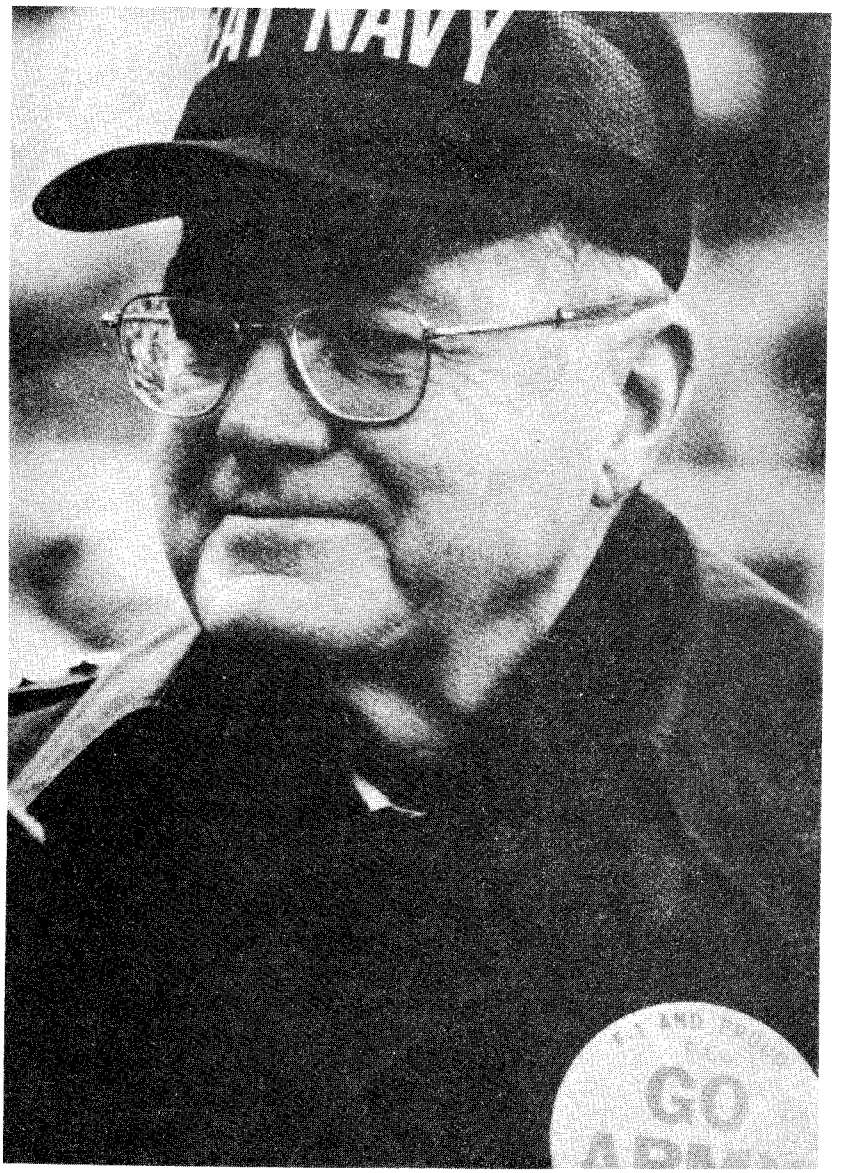
Even though measures were taken to help the team, such as freeing-up last hour class periods and providing extra time for the players to train and get mentally ready for a game, the General continually reminded the players of their priorities. In a preseason talk to the players, Scott reminded them that, above all, they were cadets first, and, at great sacrifice, athletes second.

The resurgence of Army's football program coincided with resurgence in applications to the Academy. As the number of applicants rose during the Scott Superintendency to record levels, or over 13,000 for the Classes of 1988 and 1990, the media also returned to take another look at the Academy and found much that seemed timely and progressive as well as traditional and historic. General Scott always responded with enthusiasm to opportunities to spread the West Point message.

General Scott excelled as the Academy's prime stimulator and motivator. Every element of the Academy community felt the unabashed enthusiasm and infectious spirit of the Superintendent and his wife. General Scott achieved the objective he set out for himself--restoring the spirit and enthusiasm of the institution. If his predecessor had set the Academy on the road to recovery after the shocks of the 1970s in policies and programs to restore the institutional mind, it would be General Scott who restored the spirit of the Academy.



The General, former football coach Ed Cavanaugh, and the football team's cadet manager



The Number One Fan

FOOTNOTES

[1]These quotes and much of the material in this chapter was adapted from an article entitled "LTG Willard W. Scott, Jr. Leaves West Point" by Major Patrick Cooney which appeared in the June 1986 issue of Assembly, p. 4+.

[2]Ltr, General Scott to USMA Graduates, 8 May 86.

[3]Assembly, June 1986, p.4.

[4]Ltr, General Scott to USMA Graduates, 8 May 86.

[5]Assembly, June 1986, p.5.

OPERATIONS, PLANS, AND SECURITY

RANGE AND TRAINING

There have been several upgrades of USMA range and training areas during the past year. The 39-lane M16A1 rifle night fire qualification range at Range 3B, currently under construction, will become the first multipurpose range at West Point when it is completed in the Fall of 1986. This new, state-of-the-art facility will keep the Academy and cadet military instructional programs on the cutting edge of technology. Its creation is in line with the objectives of the Army Range Modernization Plan to expand utilization of existing facilities. The 30-point turning target pistol range (Range 4A) is under construction and should be operational in the Fall of 1986. The new range control building, located across from the entrance to Ranges 3 and 4 on Route 293, is fully operational. The new facility is more centrally located among the ranges and contributes to better communication with each of the 12 ranges.

Two other projects, the 11-lane combat pistol qualification course (Range 4C) and the Remote Engagement Target System (RETS) (Range 5), previously listed in the FY 86 Military Construction, Army (MCA) budget, were deleted due to funding cuts. Funding constraints and the realization that only limited financial resources would be available for the project have caused the request for 12 water obstacles in the leader's reaction course to be scaled down to six. Construction on these obstacles is scheduled to commence by the Spring of 1987. The six two-story cinderblock range towers, also previously listed for FY 86 funding, did not make the cut of projects receiving funding. Similarly, USMA withdrew the ballistics test facility request when it was learned that only Fort Benning was authorized to have such a unit. Other proposed improvements were also modified. When it was decided by USCC that USMA cadets would be qualified only to MQS Level 1 standards, the requirement for the new "Anti-Armor Range" (Range 4B) and the Mobile Assault Course (mini-Mobile Operations and Urban Terrain (MOUT)) were both deleted.

Two other range and training issues require resolution in the near future. The Ammunition Supply Point (ASP), located in the Stony Lonesome area, will have to move by the Summer of 1987, when construction for the new commissary and post exchange buildings will commence at that site. The other issue is where to construct a consolidated engineer combat training area. Currently, claymore mines are fired at Range 4C and demolition mines on Range 9 (an inadequate site because of its size and location near to traveled areas). Range 1, the site where both have been fired in the past, also is inappropriate because of its close proximity to civilian housing areas in the neighboring community of Highland Falls. Among alternatives being considered is to remove all Cadet Field Training from Range 1 and limit its utilization to the individual assault course of Cadet Basic Training.

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 50 academic and eight ROTC workshop displays in the north rotunda of Thayer Hall. In addition, the academic program was supported with over 231 loans of artifacts for classroom presentations. The staff also answered numerous requests for technical assistance relative to these artifacts prior to their use in classrooms.

Four weapons presentations pertaining to the assault rifle and the current family of weapons were made for the Department of Military Instruction (DMI) at Cadet Basic Training (CBT).

Some 82 objects were accessioned during the period. Outstanding among these were a wristwatch belonging to General George S. Patton, a presentation sword belonging to General George Goethals, a Model 1852 cadet coatee, a Model 1873 Springfield trapdoor carbine, and an American Revolutionary War militia fusil.

A number of objects in the collections were made available for special exhibits in the United States. Among them were: a 1640 buff leather coat for an exhibit commemorating the anniversary of the National Guard at the Historical Society of the Militia and National Guard, Washington, D.C.; a Civil War Medal of Honor at the Fort Wilson National Historic Site; an Indian pictograph of the "Battle of the Little Big Horn" by Whitebird at the Museum of American Folk Art at the IBM Gallery; and a Colt (Texas Model) made in Patterson, New Jersey, circa 1840, at the Texas Ranger Hall of Fame and Museum, Waco, Texas.

"The War in Vietnam" display area was completely revised to provide a more comprehensive exhibit and to satisfy visitor requests for additional display materials on that subject.

Staff work on the "Guide to the Collections, West Point Museum" included completion of the first draft of the written text and the photographing of 167 objects in the Museum's collections.

The installation of a new electronic sound system was approved for the audio visual map of the Hudson Highlands at Fort Putnam. Several new descriptive bronze plaques were installed.

Liaison was made with the DEH and New York District Engineers regarding the architect-engineer plans for the first stage of the MCA renovation of the new museum building. The Museum staff obtained approval for an independent study of the HVAC requirements for the new museum. The results of the study were incorporated into the renovation plans.

The new museum building was dedicated as Olmsted Hall on 12 May 1986. Work commenced on the building by the contractors several weeks later. At the end of the reporting period, building expansion, museum layout, and gallery fabrication had yet to be finalized.

The number of visitors to the West Point Museum totaled 268,900, a seven percent decline from last year. Attendance at Fort Putnam totaled 41,700, a decline of nearly 13 percent from last year, but still 30 percent above the figure for the 1983-84 Academic Year. Last year's decline at Fort Putnam was directly attributable to manpower cutbacks which reduced the total available hours of operation.

USMA BAND

The United States Military Academy Band provided musical support for 1,490 commitments on and off post during the 1985-86 Academic Year. The number of direct cadet support missions continues to increase due to added meal formation and classroom support requirements.

In addition to the normal musical support provided to military and civilian communities, elements of the Band contributed to numerous noteworthy events. A Ceremonial Band supported the Department of Interior ceremony for the 100th anniversary of the death of President Grant, held at Grant's Tomb, New York City, in July, and a Ceremonial Band provided musical support for the Department's ceremony designating the U.S.S. Intrepid, permanently docked in New York City, as a National Historic Site in January.

A 42-piece Ceremonial Band performed at Gracie Mansion (official residence of the Mayor of New York City) during ceremonies honoring the Prime Minister of Israel in October. Later in the month, a Woodwind Quintet and a pianist supported a reception at the Waldorf Astoria hosted by President Reagan for the Heads of all United Nations delegations and some 55 Heads of State participating in the 40th Anniversary of the United Nations.

In January 1986, the U.S. Army Recruiting Command withdrew all Total Army In Recruiting (TAIR) funding for the remainder of the fiscal year. This impacted on the Academy Band by eliminating ensemble tours scheduled for California and Oregon and "Jazz Knights" high school programs and skill clinics presented by Academy Band personnel in high schools throughout the Northeast.

With funds cut the band performed additional local missions for area high school programs and skill clinics within 100 miles radius of West Point. The end result was that the band's total number of performances remained generally unchanged from the previous year, although some of the more attractive performances were eliminated from the schedule by the reductions. The objectives of aiding the Army's recruiting program, assisting in recruiting band personnel, and presenting a positive image of USMA and the Army were again achieved.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1986 of $242.7 million supported the operation and maintenance of the U.S. Military Academy, New South Post, Stewart Army Subpost (STAS), family housing facilities, and tenant units, with the exception of MEDDAC activities. The increased cost of $400,000 above the comparable FY 85 cost, is largely attributed to a military personnel pay raise.

The Military Academy again had a highly successful Year-End Close-Out in FY 86 by obligating 99.9 percent of our Operation and Maintenance, Army (OMA) and 98.5 percent of our Army Family Housing (AFH) budgets. This represents a combined obligation of nearly $113 million. During year-end closeout, $6.2 million in unfinanced requirements (UFRs) were funded. HQDA in September provided almost $2.9 million as a result of the early and persistent identification of an FY 86 funding shortfall required to fund the increased cost of our Commercial Activities (CA) contract for Cadet Mess food service operations and regulation-driven improvements to the Child Development Center operations. This, combined with internal reprogramming efforts, valued at $3.3 million, enabled us to fund a number of essential needs during year-end closeout. Among these were various deferred maintenance and repair (M&R) projects, barracks and dayroom furnishings, a fuel oil barge, cadet battle dress uniforms (BDUs), and microcomputers for the faculty, education center, and elements of the installation staff.

The USMA FY 87-89 Command Operating Budget (COB) for OMA and AFH was prepared with microcomputers for the first time. The primary significance of this COB submission is that it will serve as USMA's first biennial budget. The primary focus of this submission was to fund requirements that will allow for continuation of our academic modernization program.

The Military Academy's input to the Army Guidance, Volume I, "The Army Plan" of December 1985, was incorporated within the manning functional area of the plan. Support of the "academic modernization and renewal program at the United States Military Academy" is specified, as well as a provision to "provide realistic and demanding precommissioning training in officer accession programs which offers the challenge necessary for leadership development and evaluation." Recognition of these objectives in the Army's overall plan will enable DA to apply available financial resources to meet these objectives.[1]

The first edition of the USMA Monographs, entitled "In the Lead," was published in January 1986. The monograph is comprised of abstracts which describe, in layman's terms, the diverse research and problem-solving efforts in support of national and defense initiatives undertaken by USMA cadets and instructors during the 1985-86 Academic Year. The publication is intended to serve as a catalyst for idea interchange, to allow Army agencies and commands to open up additional communication channels with USMA, and to identify areas requiring additional research support. The monograph was distributed to general officers and other interested personnel at HQDA, to Army commanders, and to some candidates for admission to USMA in order to present the variety and scope of research involving cadet participants.

Unfinanced requirements submitted by USMA through the Program Analysis and Resource Review (PARR) at HQDA received additional funding of over $23 million for the five program years (FYs 88-92) in both mission and base operations areas, mostly in the academic modernization program, in the DA Program Objective Memorandum

(POM). However, this resourcing was reduced in the review conducted by the Office of the Secretary of Defense (OSD) to $11 million. This level of resourcing provides OMA and Other Procurement, Army (OPA) funds for automation issues, including upgrades to the Instructional Support System (ISS) and the library computer system, both essential to USMA's academic program. Although OMA funding was retained for upgrading the Academy Management System (AMS), which supports academic and post information management, concerns exist regarding the loss of OPA funds in the OSD review for the major AMS upgrade required in FY 90 and for other management automatic data processing equipment (ADPE). This upgrade is already two years behind schedule because of delayed and reduced funding in the past. Another major concern is the loss of the OPA funding for the academic laboratory equipment intended for replacement of worn-out and outdated equipment. This equipment is necessary to support the Dean's life-cycle laboratory equipment replacement program and is essential for the academic modernization effort. In addition, the Military Academy's core funding level was reduced. These reductions, which include approximately $3 million in FY 88, significantly limit the increase in the core funding level, an increase which had been designated to alleviate manpower transfer costs, such as contract coach conversions and the Army-directed inactivation of the 528th Engineer Detachment, as well as sustaining costs for increases in commercial activities contracts.

Manpower resources authorized USMA by HQDA as of 30 September 1986, totaled 3,349. This is a net decrease of 35 spaces from the total authorized on 30 September 1985 and a decline of 195 spaces (or nine percent) since 30 September 1984.

	30 Sep 85	30 Sep 86	Net Change
Officer (and Warrant Officer)	766	766	0
Enlisted	557	551	-6
Civilian Full Time Permanent	2,061	2,032	-29
	3,384	3,349	-35

The decrement of six enlisted spaces completed the Physical Activity Specialists (03C) decrement of nine enlisted. The civilian decrement resulted from the transfer of post computer operations from DOIM to Information Systems Command (ISC) and a Program Budget Decision (PBD) 029 cut.

During FY 86, end strength ceilings were once again eliminated as a tool for managing manpower authorization levels. A Civilian Employment Level Plan (CELP) was submitted to DCSPER and the Comptroller of the Army (COA). This plan projected employment strength levels by month within the constraints of an annual financial target. The Civilian Employment Plan was closely managed throughout the year and ensured execution within the approved yearly strength average of 2,172 civilians, as well as USMA's annual financial target of just over $55 million. While USMA was unable to meet the DCSPER monthly targets (a one percent average deviation from a specified civilian strength of 2,150), we did not exceed the approved yearly average. A contributing factor to our execution within the strength limitations was the institution of a civilian hiring freeze in mid March 1986 which lasted through the end of the fiscal

year. The hiring freeze resulted in delays and decisions not to fill numerous positions during this period; the freeze did not include positions in health and safety and Cadet Mess food preparation. Although dollar savings accrued from the freeze, the impact of the resulting vacancies was detrimental to the operation of many offices. The hiring freeze was implemented as a means to generate approximately $1.5 million for use in funding high priority command initiatives not funded during the normal HQDA programming cycle.[2] The hiring freeze was not instituted in order to ensure strength execution within the civilian employment plan parameters; however, it did contribute to the accomplishment of managing within the strength limitations set by DCSPER.

The Military Academy is currently conducting four CA cost studies under the OMB A-76 program. The functions being studied are custodial services for academic and public buildings; Supply and Services; Real Property Maintenance and Repair at West Point; and Fixed Plant Operations (i.e. water, sewage, boiler) at West Point and STAS. Approximately 622 manpower spaces are represented in the functions under study. In addition, authority for direct conversion of the troop dining facilities' 12 military cook positions to a contract operation was approved on 15 July 1986, by the Assistant Secretary of the Army (Installations and Logistics).

In concert with the President's goal of increasing productivity in the government by 20 percent over the next seven years, DA has taken action to apply productivity initiatives in all areas and at all organizational levels through a FY 86-92 Army Master Productivity Plan. In February, the Academy's master plan was submitted to DA. Our specified FY 86/87 short-term goals were initiatives already delineated in our FY 85 manpower review and scheduled for implementation during FY 86/87. Achievement of long-term goals should be realized by the implementation of findings resulting from Organizational Efficiency Reviews scheduled through FY 92. New initiatives will be explored continuously and incorporated into our plan during annual updates. As part of our efforts, Major Activity Directors are conducting self-examinations focusing on areas conducive to productivity enhancement. Recommendations from these examinations will be reviewed, analyzed, and, as appropriate, incorporated into our master plan during the annual updates. Continuous organizational self-examination is becoming an integral part of the overall USMA productivity improvement program.

The Comptroller Career Intern Program at USMA continues to grow in reputation as one of the finest in the Army. In November, we sent representatives to brief an intern group from the Pentagon on methods utilized in establishing our Intern Committee. In May 1986, the Office of The Adjutant General (TAG) sent two interns to West Point to observe firsthand the workings of our program; that same month the Strategic Studies Institute, U.S. Army War College at Carlisle Barracks, Pennsylvania, requested information to help them set up an intern program.

Finally, Colonel Robert L. Dilworth, Director of Resource Management, was promoted to brigadier general at a ceremony held at West Point in February. Colonel Dilworth served as the Director of Resource Management from June 1984 to February 1986. Upon his promotion, he was assigned to the Pentagon as the 54th Adjutant General of the Army.

FOOTNOTES

[1]See ltr, LTG Scott, USMA Supt, to LTG Carl Vuono, DCSOPS, 8 Aug 85, sub: The Army Plan (TAP), 1988-2002 (U), (Army Guidance Volume 1), Draft 1, dated 28 July 1985.

[2]These items include the increased cost of the CA contract for Vehicle Operations/Maintenance; increased costs of the cadet summer training and visiting professor programs; and training costs funded from OMA associated with DA OPA funding to upgrade the automated AMS.

INFORMATION MANAGEMENT

In August 1984, the Army Chief of Staff created the Information Mission Area (IMA) under a newly-created Assistant Chief of Staff for Information Management (ACSIM). After several months, a series of draft Army regulations (AR 25 series) providing guidance for the consolidation and management of information resources throughout the Army was distributed. In September 1985, in concert with these initiatives, the Superintendent approved the creation of a new Directorate of Information Management (DOIM). The new major activity combined the Directorate of Automation and Audiovisual Systems (DAAS), the U.S. Army Communications Command - West Point of the Directorate of Logistics (DLOG), and the central records, records management, printing, publications, and mail and distribution functions of the Adjutant General (AG). A Memorandum of Understanding formalizing this agreement was signed by the Superintendent and Brigadier General James R. Ralph, Jr., Commander of the Personnel Information Systems Command (PERSINSCOM), on 20 September. (PERSINSCOM, a provisional command subordinate to the Information Systems Command (ISC) of Fort Huachuca, Arizona, contains all IMA resources from the DCSPER FOAs.) The realignment of agencies occurred on 1 October 1985, and, in line with the Army objective of bringing all information resources under a single manager, 18 spaces will be transferred from USMA to the ISC. Colonel Daniel E. Bartholomew was appointed director of the DOIM and Lieutenant Colonel Robert A. Kaiser, formerly Director of DAAS, became deputy director of DOIM. The DOIM is tasked with integrating information technologies and implementing a centralized programming, budgeting, and execution system for all information resources at the Military Academy.

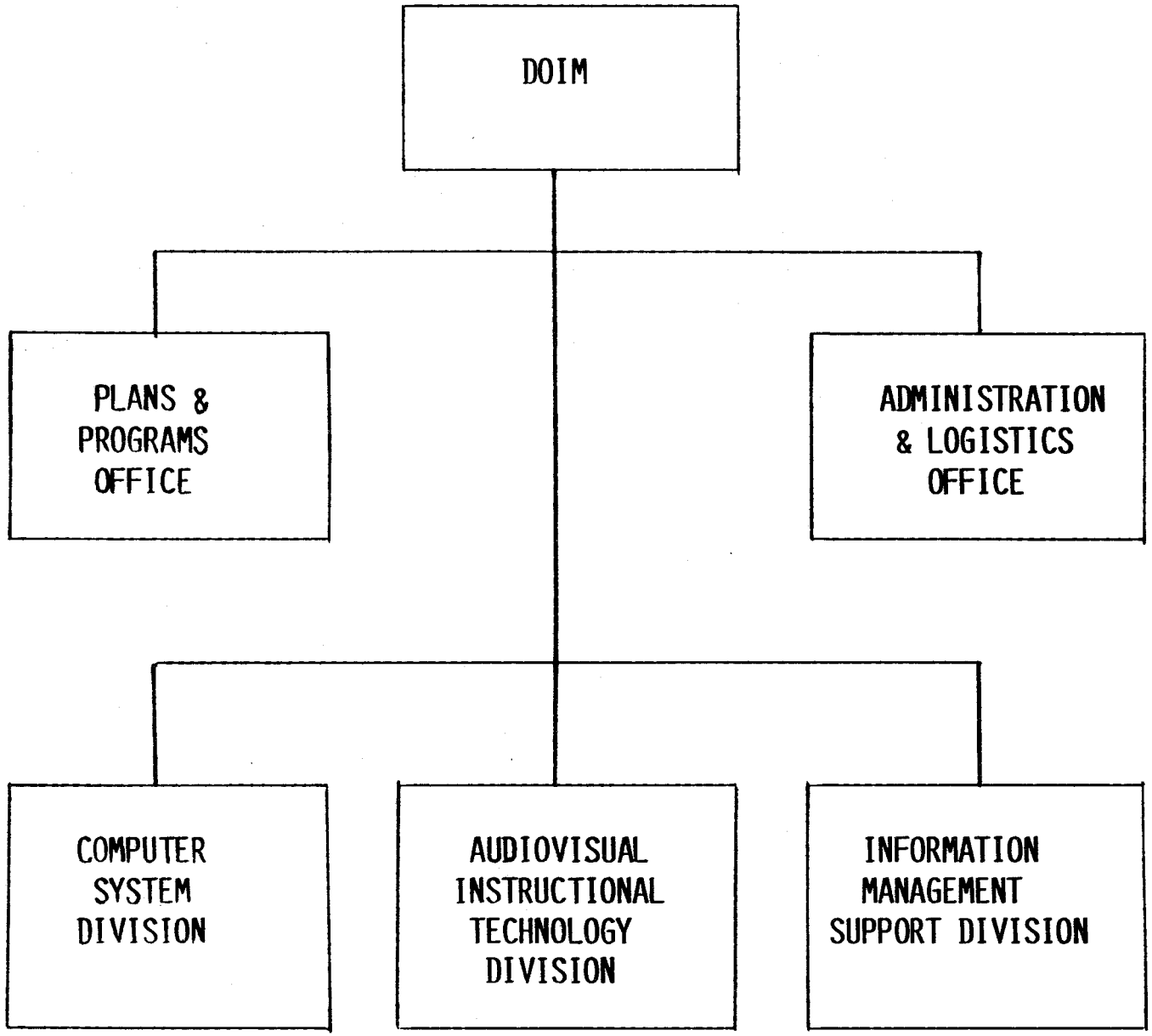
The establishment of the DOIM also calls for the transfer of USMA assets to the U.S. Army Information Systems Command (USAISC). Prior to this year, the telecommunications element was already an USAISC element. During this transition year, the Post Computer Operations Branch was transferred to USAISC although funding was on a reimbursable basis by USMA. The complex issues involved in the transfer of DOIM assets and funding are to be resolved on a continuing basis through next year.

COMPUTER SYSTEMS DIVISION

In September 1985, the West Point extension of the Vertical Installation Automation Base Line (VIABLE) network was increased from 30 to 91 terminals (most with slave printers). This expansion increased access to the VIABLE system by the post, camp, and station functions at West Point. The VIABLE system integration into the Military Academy's information system network was marked by the most successful fiscal year-end processing of the financial Standard Army Multi-Command Management Information Systems (STAMMIS).

By the end of the 1985 Fiscal Year, contracts were awarded for the procurement of additional Visual terminals, Okidata printers, IBM plotters, AT&T microcomputers, disk and tape drives, an upgrade to the Gandalf data switch, and an expansion of the campus network. These enhancements are targeted to support the Academy's administrative and academic instructional requirements.

In May 1986, after a delay of almost two years, the Academy Management System (AMS) procurement contract was awarded to the Sperry Corporation and Amperif Corporation to replace the existing system with the Sperry 1100/72H2 Computer System. Sperry will provide the central processing unit (CPU) and communication processors, while Amperif


DOIM
PLANS & PROGRAMS OFFICE
ADMINISTRATION & LOGISTICS OFFICE
COMPUTER SYSTEM DIVISION
AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION
INFORMATION MANAGEMENT SUPPORT DIVISION

will supply disk and tape drives. Sperry also will provide maintenance on government-owned equipment. Some $1.6 million was received from HQDA Other Procurement, Army (OPA) Base-level Commercial Equipment (BCE) funds for the upgrade of the AMS. Installation of the new equipment will occur during the Summer of 1986.

The past year has seem numerous acquisitions of single and multiuser microcomputers throughout USMA. In an effort to help users maximize the potential benefits of their systems, the Computer Systems Division (CSD) has worked closely with the user community to provide needed assistance. Assistance included consulting services as well as formal training classes on the use of software packages (such as LOTUS 123) and Systems Administrator functions.

A project to "download" (transfer) much of the admissions data from the larger mainframe computer to a series multiuser microcomputers is on track. The end result of this venture will be quicker access to the data for the Admission office operating personnel.

COMMUNICATIONS

In early 1986, through the efforts of Lieutenant Colonel Alan R. Levy, USMA Communications-Electronics Officer, a computer program was prepared which automates the Military Academy's Communications-Electronics Operation Instructions (CEOI). As a result, the new USMA CEOI is a secure, state-of-the-art document generated by the National Security Agency (NSA). This automation of a previously manually-prepared document ensures that the CEOI taught to cadets is actually utilized by them during their cadet summer training and is available for any Academy field training requirement.

A contract was awarded to AT&T Information Systems in February 1985 for the installation of a new electronic switch at West Point. An integral part of the contract is for a major telephone upgrade to include the System 85 electronic switch and a new carrier system to Camps Buckner and Natural Bridge. The upgrade will provide modern services such as call conferencing, alternate trunk call routing, least-cost routing, and call forwarding. It is anticipated that the new system will be operational in August 1986.

A new switch for Stewart Army Subpost (STAS) was installed in the Summer of 1985 which has improved service for the community. The Highland Falls, New York exchange (the 446 prefix which includes the West Point housing area) was upgraded with a state-of-the-art electronic switch installed in the Spring of 1986.

Grant Barracks (Building 602) was rewired during the past year for voice/data communications. This major undertaking will enable each cadet room to be equipped with a telephone and computer terminal through the use of modular receptacles permanently installed in each room.

A state-of-the-art internal communications system (MERLIN) was installed during the past year and provided enhanced service and communications capability for the Military Police Office.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY (AVIT) DIVISION

Audiovisual projects incorporated a planned expansion of technology in the production of two laser interactive videodisc (IVD) programs. IVDs combine the benefits of individualized instruction with videodisk technology to make a very powerful instructional tool for students.

In early 1986, the Department of Military Instruction (DMI) formed an IVD Task Force under the Deputy Director Colonel Charles B. Butzer to determine the feasibility of incorporating IVD into Military Instruction at USMA. After several trips to coordinate with appropriate agencies, DMI was given permission to pursue a map reading IVD by the Infantry School, TRADOC's proponent for map reading. The goal of the task force is to have a map reading disc produced by the fall and a map reading "additional instructional package" ready to be tested by cadets in the second semester of the next academic year. In June 1986, the Division completed work on USMA's first videodisc project. This project, prepared for the Center for Leadership and Personal Development, included videotaping 40 skits and scenarios demonstrating various leadership techniques. This tape will be transferred to a laser disc and be part of an IVD program library for cadet instruction at Cadet Field Training (CFT). Both videodisc programs required extensive preliminary training and project planning. As a result, the methodology created by the close cooperation has led to the development of similar projects for other academic purposes.

AVIT prepared two extensive briefings, one used by the Director of Resource Management and one by the Director of Engineering and Housing (at the Department of the Army). Each briefing was tailored to funding initiatives proposed by USMA and required detailed preparation by the presenters and by AVIT's Graphic Art and Photographic Sections to illustrate academic construction and funding initiatives requiring Army Staff assistance.

The Army-sponsored Children's Self-Help Program, designed to teach child abuse prevention techniques to children and parents, was videotaped by AVIT in cooperation with the Directorate of Personnel and Community Activities (DPCA). By using special editing methods to create interaction with parents in the audience, the presenters provided an informational program that was aired several times to West Point audiences. The program also was provided to DA and incorporated into the program sponsor's promotional campaign.

AVIT Electronic Maintenance Section upgraded the sound system in the Cadet Mess in Washington Hall to improve reliability and to provide better quality sound. Power amplifiers and mixers were replaced with solid-state components and a new subsystem was installed on the Poop Deck.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

In March 1986, for the tenth year in a row, the Military Academy received the Fiscal Year (FY) 85 DA Major Command Reenlistment Award for meeting DA reenlistment goals.

The 1986 Combined Federal Campaign in Orange County, New York, was coordinated by the Military Academy. Some $172,000 was pledged from over 4,900 contributors in support of the United Way, national health agencies, and national and international service agencies. This amount was slightly higher than the year before and exceeded our goal by more than $40,000.

In April 1986, the Military Personnel Office (MILPO) moved into newly-renovated facilities in Building 622. The MILPO also reorganized in line with Army of Excellence (AOE) initiatives, consolidating the Officers and Enlisted Records sections into the Personnel Actions/Records Section. The new facility and streamlined organization have contributed significantly to the efficiency of the MILPO and have improved service to West Point and its personnel.

With the creation of the Directorate of Information Management (DOIM) at the end of FY 85, many of the functions of the Administrative Services Branch were transferred from the Adjutant General (AG) Division. The new DOIM assumed control of the Records Administration, Mail and Distribution, Publications, and Printing Plant functions of the branch.

The Military Academy's Twelfth 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 1,200 area retirees, dependents, and guests attended the scheduled events held in recognition of their dedicated service to the country. Lieutenant Colonel David J. Braze, Chief, Retiree and Veterans Activities Division at the Department of the Army, was the guest speaker.

HUMAN RELATIONS PROGRAMS OFFICE

Representation of minorities at West Point increased last year. The most significant improvement was an increase in the representation of women in professional and administrative positions within the mid and upper-level general service positions (GS 9 and above) from 23 percent the previous year to 31 percent last year. Although losses occurred in the representation of Hispanics, this was offset by gains among Black males and females.

HUMAN RESOURCES DIVISION

In September 1985, the Family Advocacy Program of the Army Community Services (ACS) office sponsored an installation-wide workshop on domestic violence by Dr. Peter Neidig of Behavioral Science Associates, Inc. of Beaufort, South Carolina. During the three-day conference, 187 people, including 67 MEDDAC personnel, 44 community residents, 36 members of the staff and faculty, 23 officers and NCOs, and 17 community providers participated in various sessions. Aspects of the problem of domestic violence

discussed at the conference included myths, recognizing symptoms, commanders' responsibilities, resources available, and treatment programs.

ACS initiated the Family Member Employment Program, first on a part-time basis in October 1985, and then full-time in February 1986. The Family Member Employment Program provides military family members employment assistance for private and public sector positions, career counseling, and skills building. This program is one part of the overall employment resource center with CPO.

In September 1985, funding was approved for a $1.1 million renovation of the West Point Child Development Center. The renovation includes major improvements to plumbing and electrical systems, as well as rebuilding classroom areas. During the renovation, the First Class (Old Ordnance) Compound is the temporary site for Child Development Services. The project is scheduled for completion in Spring 1987.

In February 1986, Ms. Barbara Denerstein was hired as Family Child Care (FCC) Director to implement the Family Child Care Program at USMA in accordance with Army Regulation 608-10 "Personal Affairs: Child Development Services" of 15 October 1983. Although the regulation has been in effect for some time, the FCC portion of the regulation has been gaining compliance only recently. The FCC Program is designed to license, train, and supervise family members who wish to provide child care services by establishing standards of health, safety, and developmental programming for children in home-based care. The regulations apply to family members 18 years of age or older who provide day care services in government quarters in excess of 20 child care hours per week. Orientation meetings were held in March at West Point and Stewart Army Subpost (STAS) and information was disseminated through numerous Academy channels. In the Summer of 1986, a letter from the USMA Chief of Staff was sent to the West Point community explaining FCC and giving notice that those who do not comply will be in violation of both AR 608-10 and AR 210-50 "Installations: Housing Management" of 15 May 1985, and risk the loss of government housing.[1] All providers must be enrolled in classes by the end of June 1986 and the FCC director began to certify houses at that time.

The STAS Child Development Center was awarded a COMAR project of $175,000. The project, to begin in early FY 87, will add space as well as pediatric toilets and sinks.

Long Island University, West Point campus, granted masters degrees in Professional Accountancy to Colonel Robert L. Doherty, Department of Foreign Languages, and Lieutenant Colonel Robert L. Webster, Department of Social Sciences, in May 1986, the first degrees to be awarded since the inception in 1984 of the Accountancy Degree Program at West Point.

During the past academic year, 84 alcohol and drug education and training presentations were given to a total of 3,256 cadets, soldiers, family members, and civilian employees. This included military unit training, Cadet Basic Training (CBT), Cadet Alcohol and Drug Intervention Council Training, tactical officer orientation, and civilian supervisor training. Twenty-eight cadets attended U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, Texas, and 69 cadets attended a 13-hour Cadet Alcohol Awareness Education Class. As in the previous years, the post urinalysis testing level climbed to over 700 per month during the Spring of 1986. 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 at West Point and STAS. In the overall

program, 461 individual and 90 group counseling sessions were conducted with clients and 190 consultation sessions were held with commanders.

During the 1985-86 Academic Year, several actions were taken in the area of urinalysis testing for illegal drugs. The USMA Alcohol and Drug Program began local screening of certain urinalysis samples for the presence of marijuana and cocaine. Selected civilian employees in certain critical positions have been added to the list of those subject to periodic testing. An Alcoholics Anonymous group has been started at West Point, benefitting cadets and other members of the West Point Community who might need to take advantage of these services.

The 1986 West Point Army Emergency Relief (AER) Campaign ended in May with $47,032 collected from active duty personnel, retirees, cadets, and civilians in the West Point area. This represents a $10,000 decline from that received in 1985 due to a problem in collection procedures. Nevertheless, the Academy continues to collect more than it disperses in the West Point area.

INSTALLATION CLUB SYSTEM

Two major renovations were accomplished during the academic year. The Stewart Officers' Club kitchen underwent a total renovation at a cost of approximately $400,000. This project included a total rehabilitation of the kitchen, equipment, and restrooms, as well as construction of two restrooms for the handicapped. The second project was the complete restoration of the Gold Room, West Point Officers' Club, at a cost of approximately $50,000, which included new carpets, wall treatment, drapes, and furniture.

The Package Beverage Branch (PBB) generated a net income of $153,472 for FY 86. This is a seven percent decline from the net income of the previous fiscal year, and a 27 percent decline from the 1983 Fiscal Year. The declines are in line with national decreases in hard alcohol consumption in favor of less expensive light beers and 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.

Unlike the procedure of recent years, the PBB net income for FY 86 was not distributed to the Officer's Club, NCO/ENL Club Branch, and to the Morale Support Fund. Instead, under the Installation, Morale, Welfare, and Recreation Fund (IMWRF) concept, all income was deposited into a centralized fund to offset the administrative costs of all activities under the auspicies of the DPCA. Accordingly, the Officers' Club, NCO/ENL Club Branch, and Morale Support Activities received support although no longer directly or through their own funds.

PROVOST MARSHAL

In addition to the routine law enforcement support performed during the year, the USMA Military Police was involved in three significant actions.

The first was the response to an on post demonstration on 23 November 1985. Desiring to attract media attention, individuals from a variety of anti-war organizations joined together in a planned effort which might have disrupted activities at West Point. The museum was closed due to a sit-in by these individuals. The military police's planning provided for the rapid, professional apprehension and processing of 16 demonstrations.

The Military Police's policies of apprehending the leaders and using minimum force, eliminated the momentum and hope for the media attention. All demonstrators apprehended were issued barment letters prohibiting them from entering Military Academy grounds.

The second action involved Provost Marshal initiatives in the area of security. Following the American air attack on various targets in Libya in April 1986, and threats against American personnel in the Middle East, the security posture of USMA was strengthened. Academy gates, when opened, were assigned Military Police. Random spot checks to ascertain the reason for individuals entering the installation were conducted. Emphasis was placed on requiring USMA civilian employees to register their vehicles. Additionally, the cadet area was designated a car free area during hours of darkness. This resulted in various roads being blocked off with barricades. These plus additional measures will remain in effect until the threat level for USMA is reduced.

The third action began in the Fall of 1985, when the Military Police began an effort to offer the Identi-Kid Program to all families living at West Point or STAS. Due to extensive community interest and support, nearly 1,000 children were registered in the program by the end of the year. This program provides for the fingerprinting and collection of dental records for all children whose parents desire to participate in the program. All incoming personnel will be made aware of the program by a letter in the ACS packet which they receive when they come to the Military Academy.

WEST POINT ELEMENTARY SCHOOL

The Sequential Mathematics Program of New York State was implemented during the past year. Eighteen students took the Regents Examination at the end of the year and all passed with an average group score of 97 percent. These results are typical of all standardized test results for West Point Elementary School students.

Peak school enrollment fell by nearly 12 percent to 725 from the previous year. Sixty-four eighth grade students were graduated from the school in June. Peak enrollment has fallen by 25 percent from the record high of 907 achieved during the 1979-80 school year and is at the lowest level in a decade. The decline is due not only to the national trend of smaller families, but also to the decline in enlisted personnel as contract utilization increases.

Construction began on additions to the elementary (705A) and middle school (705) buildings. The additions are designed ultimately to enable school specialists and the kindergarden students (housed in Buildings 779 and 791 respectively) to be integrated into the buildings. The construction began with the demolition of Building 779 in March 1986; the entire project is expected to be completed by the first half of 1987.

FOOTNOTE

[1]Memo, MACS, 9 July 86, Sub: Family Child Care Program, COL Behrenhausen.

LOGISTICS

PURCHASE AND CONTRACT DIVISION

The dollar value of the appropriated fund obligations, which amounted to $44.3 million during the 1985 Fiscal Year (FY), fell sharply to $37.7 million during FY 86. At the same time, the value of nonappropriated fund obligations, which amounted to $6.8 million in FY 85, rose sharply to $10.2 million during the past fiscal year. The decline in appropriated fund obligations is believed partly attributable to the DA switch from the Burroughs to the Sperry Computer Processing System. (For compatability, this division had to convert as well.) The conversion required three months the first part of 1986 and resulted in a backlog in recording obligations. This fact, as well as the possibility that several obligated contracts may have been withdrawn during the period, are suggested as the most probable causes of the decline. At the same time, the increase in nonappropriated fund obligations is believed attributable to the acquisition of the Zenith computer system which began to receive obligations during the latter part of FY 86.

During the year, USMA met its Army Materiel Command (AMC) Small Business goals. Seventy-five percent of all awards went to small business, 27 percent were small business "set asides," $752,000 went to disadvantageed businesses, and $89,000 went to women-owned businesses.

One requirement under OMB Circular A-76, Vehicle Operation and Consolidated Maintenance (VOCM) was re-solicited for contract. Other significant requirements during the period included the $2.2 million renovation of Pershing Barracks; the $1.3 million renovation of Bradley Barracks; the renovation of the USMA Fire House; the award of the Academic Management System (AMS); the West Point Elementary School Teachers' Contract; and the white cloth for the cadet India Coat.

SUPPLY AND SERVICES DIVISION

As a result of action taken by the DA Subsistance Review Committee in November 1985, construction of a new commissary facility at West Point, previously scheduled for construction in FY 90, was reprogrammed for construction in FY 87. Construction is to be accomplished under the "one-step" method with completion targeted for 18 months after start. Start of the project is awaiting final Congressional approval. The $1.5 million program to replace outmoded equipment in the laundry and dry cleaning facility did not progress during the past year. A portion of the required funds was expected to be made available as a result of reprogramming Basic Commercial Equipment (BCE) Funds by DA. (BCE funds are for commercial/standard industrial-type equipment.) However, no reprogramming BCE money was received in FY 85, nor in FY 86 due to cuts necessitated by the Gramm-Rudman-Hollings Law.

An active program was instituted to construct a new ammunition supply point (ASP) at USMA. The current facility, constructed in 1942 and expanded in 1952, is too small to meet current requirements in support of cadet summer training. The existing facility also poses a potential safety hazard to existing/proposed family housing, the water treatment plant, and the construction site for the new West Point commissary. The new ASP will be located at some undetermined location and will consist of permanent and temporary (summer use) storage locations.

A program to construct a new Troop Issue Subsistence Facility (TISA) was initiated in FY 86. The current facility is fragmented at three locations, is undersized to meet current requirements, and will lose its perishable subsistence storage (collocated with the existing commissary) when the new commissary is completed. The purpose, justification, and requirements of the new facility, as specified in the DD Form 1391, is currently under development by the Directorate of Engineering and Housing (DEH).

TRANSPORTATION AND MAINTENANCE DIVISION

Initial steps have been taken to convert the Transportation Motor Pool non-tactical vehicle fleet from Army-owned to a GSA-leased fleet. The lease will include all operations and maintenance costs (less driver's payroll). In anticipation of the conversion to a GSA-leased fleet, which should save nearly $1 million annually, the existing VOCM contract has been modified in advance of a new solicitation.

New commercial vehicles, the M 1008 and 1009 commercial utility cargo vehicle (CUCV)-type, will be on hand for the 1986 Cadet Summer Training, replacing the M 151 and 880-type fleet of quarter-ton jeeps which were not economically repairable.

ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute Real Property Maintenance ($43 million), Family Housing Management ($8.8 million), facilities utilization at West Point and Stewart Army Subpost (STAS), and to develop and manage the Academy's Military Construction, Army (MCA) Program.

Commercial Activities (CA)

A contract was awarded in August 1985, for a CA study of various DEH functions at both West Point and STAS. The study, in accordance with OMB circular A-76 and applicable regulations, will determine the most cost effective method of accomplishing DEH functions. The functions being studied are Real Property Maintenance and Repair at West Point and Fixed Plant Operations (i.e. water, sewage, boiler) at West Point and Stewart Army Subpost (STAS). The study will result in either accomplishment of these functions by government personnel or by contract. By the end of the academic year, drafts of the Performance Work Statements and Quality Assurance Plan were prepared.

Master Planning

The MCA Program for the Academy approved by Congress in the Fiscal Year (FY) 86 Authorization/Appropriations Bill included: Modernizing the Teaching Chemistry Laboratory in Bartlett Hall (PN 0186 - $1.4M); Modernizing and Expanding Academic Facilities, Phase IA (PN 0209 - $5.3M); Energy Management Control Systems Rehabilitation (PN 0215 - $5.0M); and Boiler Conversion for Coal Slurry Fuel (PN 0218 - $8.6M). (This project was later cancelled due to the inability to obtain the necessary work within the monies allocated.)

Following the inventory of all the existing floor space at the Academy and an assessment of the conditions of facilities completed during the previous academic year, The Hillier Group, Inc., the consulting architectural engineers for the USMA Master Plan update, examined the space requirements of all the Major Activity Directors both for the near term and for the bicentennial year of 2002.

The project to construct a replacement Commissary building was briefed by the Superintendent to the Subsistance Review Committee in November 1986. This resulted in an agreement to fund the Commissary as a FY 87-88 "one step construction project." A site for the Commissary, identified in a study by the DEH, is adjacent to the "H" Lot at the Stony Lonesome Road entrance to the Academy. Plans were also developed for companion projects for the eventual relocation of the Post Exchange and other retail and service facilities in a one-stop shopping complex adjacent to the Commissary.

DEH completed an analysis of the proposed construction of a replacement gate at the Highland Falls entrance to the Academy. The new Thayer Gate plans were developed through funding by the Class of June 1943 with the firm of Roe Alesio, Inc. of New York City. The design analysis by DEH included reconfiguration of the traffic just outside (south of) the gate as well as utility interconnections to New South Post.

The Office of the Military Academy Master Planner was disestablished and a new Division created within the DEH in Summer of 1986. The Programming Division will assume responsibility for the master planning function as well as the consolidation of programming operations for Military Construction and Army Family Housing programs. The Division also will assume the responsibilities of the real estate officer.

Housing

DEH completed the third year of the Quality Quarters program. Although some problems were encountered, it was generally considered an enormous success. Compliments concerning the condition of the quarters were received from many new occupants. For the second year in a row, the Five Star Inn at STAS was selected as runner-up in the small building category of the DA "Lodging of the Year Award" in 1986.

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 area 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 FY 86, USMA electricity use was 72.0 million kilowatt hours (KWH), an increase of over 3.4 million KWH, nearly five percent over FY 85, and ten percent over the program goal. New energy requirements primarily came from construction contractors' use of our electricity in our construction projects, the expanding use of computers, the increased use of New South Post, and the operation of the Jewish Chapel and the Sports Complex. At the same time, total energy consumption of 1.278 trillion British Thermal Units (BTUs) in FY 86, was 571 billion BTUs (or 31 percent) below the FY 85 level. Under the new DA energy goals for the next decade (1985-1995), energy is calculated on the basis of BTUs per square foot. (The total goal is a nine percent reduction during the period.) Under this method, which is fairer to West Point given our expanded operations and new construction, USMA was two percent under the program goal for FY 86. A significant reduction in the number six fuel oil burned at the Central Power Plant (375,000 gallons or eight percent less than in FY 85) helped USMA reach the goal. This reduction was accomplished by applying state-of-the-art utilities management technologies, manpower training, and utilization methods. However, USMA met the goal primarily because DA significantly revised the BTU value of electricity from 11,600 BTUs per KWH to 3,413 BTUs per KWH (or a decline of 70 percent). This revision is more realistic as it accounts for electric use by the consumer, not what it takes the utility company to generate a KWH of electricity. Under the new system, fuel oil comprises nearly three-fifths of our total energy usage and electricity less than one-fifth. Under the former system, fuel oil made up just over two-fifths and electricity one-fourth.

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 was completed in June 1986. The Energy Management and Control System (EMCS) for STAS construction has been completed, and the 30-day endurance testing will begin in August 1986. A $5.5 million project to rehabilitate and expand the existing West Point EMCS is awaiting receipt of bids and construction is expected to begin in FY 87.

In addition to the ECIP projects, energy-saving initiatives were continued during the period. The pilot project at USMA, begun in June 1984, to test high efficiency gas furnaces at STAS should result in identifiable energy savings by the end of 1986. However, the increasing utilization of STAS by more and more agencies will make energy savings comparisons difficult to measure at locations which are not individually metered.

Environmental Management

DEH continues to coordinate construction, repair, and maintenance projects with the New York State Historic Preservation Office and the President's Advisory Council on Historic Preservation. This coordination with the federal and state agencies is required under the National Historic Preservation Act and its implementing regulations because the Military Academy is a National Historic Landmark. The DEH also received and distributed to the West Point community, a four-volume Historic Structures Inventory of all USMA buildings. This report was prepared by the National Park Service of the Department of Interior under a contract with USMA.

The asbestos removal or repair projects in various buildings undertaken by DEH by in-house work force or by contract continued during the period. The Environmental Management Branch personnel along with the Preventive Medicine Service personnel assess the condition of asbestos in various buildings and quarters and initiate projects to correct the situation.

DEH completed environmental assessments required for the demolition of seven buildings during the past year: Lady Hall, Regina Hall, the Chapel and the Boiler Plant at New South Post, and the Elementary School Building (Building 779), Smith Rink (Building 698), and the Icehouse (Building 644) at West Point. Assessments were prepared because it is necessary to inform public and regulatory agencies in advance of the proposed demolition of buildings containing asbestos. The environmental assessments concluded that the proposed demolitions would not have an adverse affect on the quality of the human environment as long as proper mitigation actions were included as part of the demolitions.

Many activities use hazardous materials and therefore generate hazardous waste. Cleaning solvents, laboratory chemicals, outdated pesticides, and waste fuels, are just a few of the typical hazardous wastes needed to be disposed of. In calendar year 1985, DEH disposed of approximately 26 tons of hazardous waste material.

In the past few years, environmental concern has focused on the contamination of underground water supplies. It is suspected that one of the major sources of this type of contamination is leaking underground tanks used to store petroleum products or hazardous/toxic materials. As a result of this concern, the Solid Waste Disposal Act was passed in November 1984, initiating a program to control hazards created by undergound storage tanks.[1] This law requires that owners of underground storage tanks notify designated state agencies of the existance of their tanks. In addition, owners of the underground storage tanks are required to monitor for leaks and spills and to test tanks for integrity in accordance with the Federal Law and its implementing regulations. DEH has submitted the underground storage tank notification to the New York State Department of Environmental Conservation (NYSDEC). DEH will initiate actions to test these tanks for leaks and to take appropriate action if the tanks are found to be leaking.

In 1983, the NYSDEC assessed Pollution Control Regulatory Fees on the Military Academy. Through discussions involving DEH, the Staff Judge Advocate (SJA), and DA, it was determined that these fees should not be applicable to USMA. The DA staff agreed with the local SJA determination that these fees, comparable to taxes, were not applicable to West Point and other Federal installations in New York State. DA requested the U.S. Department of Justice to take action to determine the validity of these fees. To date the applicability of these fees has not been resolved.

Engineer Plans and Services

The past academic year has been a period of adjustment and prioritization to reflect the effects of the Gramm-Rudman-Hollings Budget Reduction Law on the USMA budget. Ten million dollars in FY 86 OMA funding was programmed for projects. In addition, USMA received an additional $5 million to cover the OMA portions of FY 86 MCA projects. However, a lack of usually anticipated migratory funds in the fourth quarter of FY 85 resulted in the carry over of nine projects valued at $3.7 million which correspondingly reduced the funds available for other projects in FY 86.[2] The COMAR Board has carefully reviewed the prioritized projects to be awarded with the remaining FY 86 funds.

During the past academic year, 43 OMA projects valued at $15.6 million and 9 Family Housing projects valued at $1.4 million were awarded. Major projects include repairs to the Cadet Mess, repairs to Pershing and Bradley Barracks, sewer repairs, demolition of the four buildings at New South Post previously mentioned, and the OMA portion of the MCA project for Academic Expansion, Phase IA.

The highlight of the MCA program during the past academic year was the completion and opening of the Multi-Purpose Sports and Physical Development Center in October 1985. The demolition of four buildings at New South Post and the award of the contract for Modernization and Expansion of Academic Facilities, Phase IA, marked the beginning of construction of the Academic Expansion Program. Projects also were awarded for modernization of the Chemistry Lab, remodeling of the Child Development Center, and an expansion of the West Point Elementary School.

Fire Prevention and Protection

Fire Station (Building 721) renovations were completed in August 1985. These renovations were designed to provide relief of crowded conditions at a facility that is in continuous use.

A Rainmaker Helicopter Bucket, received in August 1985, will be used in forest firefighting in coordination with the 2nd Aviation Detachment. Training in the use of this equipment is ongoing for all Fire Department personnel.

Efforts continued to gain official recognition for the Department's Emergency Medical Technician/ Paramedic Program.

Forestry, Fish, and Wildlife

Two firewood sales programs were conducted near the end of 1985. One program allowed individuals to bid on small lots of standing trees planned for removal, as a woodland improvement measure. The other made available naturally fallen deadwood along training area roads. Proceeds from these programs, which go to the forest management program, were $2,000.

DEH, with personnel and helicopters of the 2nd Aviation Detachment, conducted an aerial spray of 3,000 acres of USMA training areas in May 1986, 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 1985 total harvest of 237 deer (147 bucks, 90 does) was the largest kill to date at West Point, surpassing the previous record the year before by 27. 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.

Over 8,200 rainbow and brook trout were stocked in four areas of the reservation for the 1986 fishing season. USMA personnel spend over 5,000 angler-days afield each season pursuing trout, bass, walleye, and channel catfish in West Point waters.

Major In-House Projects

Projects completed by the DEH Civilian work force include renovation of Building 635 for the Child Development Center, extensive repair to the exterior of the Old Cadet Chapel, repainting and rehabilitation of Grant Hall, enlarging the parking lot for ski slope personnel and Mint employees, and rebuilding the 5-foot intake river water pipe to the power house.

Awards

In early 1986, Mr. Ray Cox, superintendent of the DEH Operations and Maintenance Division, was named Army-wide DEH Operations and Maintenance Executive of the Year. Mr. Cox manages nearly 400 workers who service 10 million square feet of buildings at USMA. During the past six years he was responsible for reducing an annual average of over $230,000 in non-productive time and he recently introduced a dynamic team training program for his employees, the first of its kind in the Army. The award was presented at the Pentagon by Lieutenant General E. R. (Vald) Heiberg III, Army Chief of Engineers.

FOOTNOTES

[1]This act basically amended the 1976 Resource Conservation and Recovery Act.

[2]The term refers to excess funds generated here at USMA and distributed to other activities. These funds and those excess funds made available to USMA by DA near the end of the fiscal year comprise what is known as "year end funds."

CIVILIAN PERSONNEL

The first year of monitoring personnel levels by Annual Financial Target (AFT), as opposed to end strength, proved quite successful. The personnel strength at the close of the 1985 Fiscal Year (FY) 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.

Efforts were initiated in early 1986 to internally reprogram funds to meet $3.5 million "must fund" unfinanced requirements (UFRs). Decisions were made by the Academy senior staff to reduce all Major Activity Director's FY 86 budgets by approximately $2.0 million and to initiate a modified hiring freeze for all civilian-hire positions to provide $1.5 million towards the balance. The hiring freeze will last until the end of FY 86 and will result in delays of promotions and most lateral reassignments. It will not include positions in health and safety and Cadet Mess food preparation.

The FY 86 USMA Civilian Employment Level Plan was closely managed from a financial management as well as an absolute manpower strength perspective. Strength variances from the plan were monitored on a monthly basis and were maintained within the three percent tolerance levels of the annual target. A revised plan was developed and coordinated with Headquarters, Department of the Army (HQDA) to better report the impact of the hiring freeze. Because of an overstated vacancy forecast during the hiring freeze, however, DCSPER monthly targets (a one percent average deviation from a specified civilian strength of 2,150) were not met although the AFT was not exceeded. The hiring freeze has resulted in delays and decisions not to fill numerous positions during this period. Although dollar savings have accrued from the freeze, the impact of the resulting vacancies has been detrimental to the operation of many offices at USMA.

Several significant events have occurred in the Civilian Personnel Office (CPO) during the past academic year. In a continuing effort to provide assistance to family members of both military and civilian Federal employees, CPO, in conjunction with the Army Community Service Office, opened an "Employment Resource Center." This Center, located in a renovated section of the CPO, projects a professional yet comfortable image to job seekers. Information on Federal, Nonappropriated Fund, and private sector employment is provided by a full-time coordinator and job information clerks. Individual counseling and assistance with preparing resumes and applications are also available. The Center sponsored an "Employers on Location" session during the Spring of 1986. Local employers were invited to come to West Point and be available to job seekers at one time in one location. It is anticipated that this highly successful effort will be offered annually.

CPO also made great strides in automation. Nine Burroughs Word Processors/Computers were installed as a result of a centralized Department of the Army (DA) purchase, as well as several terminals in conjunction with project VIABLE. Although initial training was provided to primary users by Burroughs, the CPO Training and Development Branch conducted the remainder of the in-house training at a savings of approximately $10,000.

The Position Management and Classification Branch participated in a variety of Directorate of Resource Management (DRM)-initiated Commercial Activities (CA) studies to ensure proper classification of positions and to suggest the most economical and efficient position structures.

Finally, the Army Suggestion Program had its best year on record at West Point with a total savings of $192,000 achieved. As a result, the Military Academy doubled its goal for tangible benefits.

ALUMNI AFFAIRS

In September, the Military Academy conferred its most prestigious award when General (Ret) Michael S. Davison, President of the Association of Graduates, presented the Honorable Frank Pace, Jr., with the Thayer Award. The ceremony, attended by the Corps of Cadets and many distinguished guests, marked the 28th 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." Pace served as Secretary of the Army during the Korean War. Since then he has served the government on several commissions including the NATO Defense Ministers' Conference, the President's Commission on National Goals, and the President's Task Force on Private Sector Initiatives.

In December, Lieutenant Colonel Terry D. Hand, Professor and Acting Head of the Department of Engineering, coordinated the erection and unveiling of a bronze plaque, presented by the American Society of Civil Engineers (ASCE) and the American Society of Engineering Education (ASEE), honoring Sylvanus Thayer, "Father of the Military Academy," and a pioneer in American engineering education. Presented in the bicentennial of Thayer's birth, the plaque will be placed near the major entrance to Thayer Hall. The plaque states "By his study and adoption of advanced European engineering educational practices, he pioneered technological education in this country."

On 8 May, 1986, the former Ladycliff College's Rosary Hall at New South Post was dedicated as Olmsted Hall. The structure is named for Major General (Ret) George H. Olmsted, USMA '22, who made a $2.5 million grant in 1979 to the West Point Fund of the Association of Graduates. Proceeds from the grant will be used for the renovation of the building in preparation for housing the West Point Museum. The USMA Museum is scheduled to move from Thayer Hall to Olmsted Hall starting in late 1987 as part of the Academy's academic modernization plan which is designed to open up additional academic space in the central area.

INSTITUTIONAL RESEARCH

During the 1985-86 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, military and moral/ethical development.

A number of studies were completed in cooperation with the Admissions Office. One investigated the effects of sponsored group membership and low SAT/ACT test scores on the overall academic qualification rating. It resulted in a procedure which quantifies, to some extent, a few of the subjective elements of the current academic qualification process. A second study identified reasons most frequently expressed by candidates declining appointments to the Class of 1989: USMA not their first choice, flying not an available career option, desired another career, and unwilling to accept the five-year service obligation following graduation. USMA's strongest competition was shown to be the other service academies. A third study determined that using the seven primary admission variables (SAT-V, SAT-M, High School Rank, Physical Aptitude Exam, Faculty Appraisal Scores, Athletic Activity Score, and Extracurricular Activity Score) in combination did not significantly improve the prediction of academic and physical education performance at USMA, but did appreciably improve the prediction of leadership performance over the currently used LPS score (composed of the faculty appraisals and the athletic and extracurricular activity scores). Over the years, more than two dozen studies were found to have had a significant impact on the operations of Admissions. Ongoing research centers on methods to improve the recruitment of blacks.

A number of studies in the cadet intellectual development area were completed in cooperation with the Office of the Dean. One investigation determined the principal influences on cadet academic attrition to be grading standards, academic ability, and the requirement to maintain a minimum Quality Point Average. The study also provided an historical and comparative analysis of academic attrition and found that the U.S. Military and Naval Academies' academic separation rates were six percent, but that the Air Force Academy's rate was slightly higher than eight percent. The study concluded that there is no compelling reason to raise or lower academic attrition at USMA. Two studies concerned academic tracks. The first found that while it is possible, by means of the Strong-Campbell Interest Inventory, to differentiate between cadets who elect the Math-Science-Engineering (MSE) Track and those who elect the Humanities-Public Affairs (HPA) Track, the preferred approach would be to tailor a guidance instrument to USMA's unique mission. The second study assessed the impact of track selection on Academic Quality Point Average (AQPA) and Order of Merit. It demonstrated that MSE cadets earn higher AQPA's than the HPA cadets for every term, but that the gap narrows as cadets progress through the four years; accordingly HPA cadets improve their relative Order of Merit through their four years at USMA.

Research on intellectual development also included an assessment of the impact of the Service Academy Exchange Program on AQPA. Results showed that USMA cadets performed slightly better than expected at the Air Force Academy and significantly worse than expected at the Naval Academy. Another study obtained cadet perceptions of the effectiveness of the Company Academic Counseling Program and resulted in a recommendation for counselors to focus on cadets who need clarification of educational and career goals, abilities, and interests. And lastly, a study was made of internal operations of the Department of Behavioral Sciences and Leadership.

In cooperation with the Office of the Commandant, research in military development centered on a major revision of Military Development Rating Procedures. The purpose of this ongoing project is to identify the leadership attributes, knowledge, and skills expected of each class and the individualized leadership training required to produce or enhance these characteristics in cadets. A rating system is being developed to assess these leadership factors in each cadet. Additionally, consultation was provided the Center for Leadership and Personal Development to help streamline the Leadership Development Clinic, which is used to identify leadership strengths and weaknesses of cadets.

Research in the moral/ethical areas was completed in coordination with the Superintendent's Honor Review Committee (SHRC). Work centered on the analysis of results of several surveys. One survey, given to First Class cadets at the five service academies, showed that USMA's Honor Code is basically sound but that strengthening of the non-toleration clause is needed and that additional training/education on confronting suspected honor violators might be of value. Results from another survey given to USMA cadets in all four classes were analyzed by company and given to each company's Tactical Officer and cadet chain of command for the development of suitable honor educational programs to meet their respective needs.

Research of a general nature focused on the effects of the U.S. Military Academy Preparatory School (USMAPS) preparation on performance at USMA, cadet resignations, and cadet utilization of Eisenhower Hall.

The USMAPS study was completed in response to the USMAPS Review Committee's request that OIR investigate the effectiveness of USMAPS in preparing candidates to meet the challenges they will face at West Point in academics, physical education, and military development. It was concluded that the USMAPS experience does provide some increase in academic and physical education achievement during the Fourth Class year. However, by the end of the Third Class year, these effects have disappeared and USMAPS graduates are performing at West Point at about the levels associated with their pre-USMAPS admission variable scores. The relationship between the leadership potential score and leadership achievement at West Point was not strong enough to permit inferences about the effects of USMAPS attendance on performance at West Point in this area.

In response to a Board of Visitor's recommendation, a long-term cadet resignation study remains ongoing with the Center for Leadership and Personal Development. The study, an indepth investigation of resignations during Cadet Basic Training (CBT) and the academic year, will include a study of post-resignation experiences and perceptions. A number of research memoranda and in-process reviews have been prepared and a final report should be completed in the Winter of 1986.

A study of Eisenhower Hall utilization by cadets resulted in a number of recommendations to improve programs and activities at that facility.

OIR provided a number of other services as well. Surveys were conducted in collaboration with the Offices of the Dean, Commandant, Chief of Staff, Public Affairs, the Association of Graduates, the Facilities Modernization Committee, and the Sports Science and Medicine Committee. 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 evaluation 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, Ethics and Professionalism Committee, Facilities Modernization Committee, Human Use Committee, Institutional Review Board, and the Council of Sports Science and Medicine. OIR's Data Support Branch (DSB) was closely involved in planning for and providing timely data for all projects. In addition, the 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

The Office of the Staff Judge Advocate (OSJA) fulfilled its mission of providing comprehensive legal services in both routine and extraordinary legal circumstances to the United States Military Academy.

In May 1986, the OSJA, in conjunction with the Dean, organized a copyright seminar which addressed various issues relating to writing, publishing, and computer software. Participants included representatives from the Patents, Copyrights, and Trademarks Office of the Judge Advocate General (OTJAG) and a representative of the General Counsel for the Copyright Office.

The Magistrate program has been expanded to allow this office to prosecute certain criminal cases involving West Point in Federal District Court, White Plains, New York. One individual was convicted on harrassment charges in a jury trial conducted under this expanded program.

The OSJA increased its involvement in the litigation between local taxing authorities and Ladycliff College over $564,000 in taxes assessed against the property during the period it was leased by the U.S. Government. The ultimate amount of such taxes would be passed on to USMA as an increase in the rental payment due Ladycliff College. As a direct result of our research and negotiation efforts, taxing authorities agreed to a settlement in the amount of $88,000. The U.S. Bankruptcy Court should approve the settlement by the end of June 1986.

The Directorate of Engineering and Housing was provided legal guidance on several issues concerning the use or transfer of USMA lands, to include advice on the impact of Federal Coastal Zone regulations on the demolition of buildings at New South Post; the transfer of Cranston Dock to the Town of Highlands; interpretation of our raw water line easement in Fort Montgomery; and the need for DEH to coordinate projects with the New York State Clearing House pursuant to federal and state laws and regulations.

The OSJA provided litigation support to the U.S. Attorney's Office and the Litigation Division, Office of the Judge Advocate General, in approximately 10 civil cases pending before various federal courts.

The Claims Section of the OSJA settled 388 individual claims totalling $182,000; it recovered $6,400 for damage to government property and $81,000 for medical care costs provided by the government. The Claims Section received commendations from the U.S. Army Claims Service for increasing its medical care recovery collections in 1985 by more than 50 percent over those recorded in 1984 and from the Judge Advocate General for recovering more than 32 percent of its claims against carriers, about double the average DA success rate.

Two members of the Class of 1987 were Court-Martialed for related barracks larceny offenses. Both were sentenced to dismissal and total forfeitures and one was sentenced to 90 days confinement.

One soldier (E-7) was Court-Martialed for the use of marijuana and cocaine. The adjudged sentence included a forfeiture and reduction to E-4.

The Legal Assistance/Defense Section completed 7,488 legal assistance actions, serving 4,295 clients. In addition, it advised 245 cadets and 225 soldiers in a defense counsel capacity. The office staff was augmented on weekends and annual training periods by reserve JAG officers assigned to the 4th JAG Detachment, Bronx, New York.

The OSJA represented USMA's interests in nine adverse action appeals before the Merit Systems Protection Board; two arbitration cases; and two unfair labor practice cases brought before the Federal Labor Relations Authority. In addition, the OSJA provided review and legal opinions in over 45 labor-related cases which never reached the hearing stage.

The OSJA processed and provided support to the command in 46 cadet honor cases, 98 cadet disciplinary cases, and 14 misconduct cases. Advice and administrative assistance was provided on 246 cadet resignations and 11 cadet medical boards. The OSJA either drafted or integrated changes to several regulations of significance to USMA cadets. One was the result of a change in Section 4348 of U.S. Code Title 10 entitled "Cadets: Agreement to Serve as Officers." The modification more clearly specified the circumstances resulting in a service obligation of cadets who resign or are separated from the Academy. In the resulting revision of Section 20 of Chapter 10 of Regs, USMA, for instance, a cadet resignation, misbehavior, or any failure to meet Academy standards resulting from a willfull act or omission will result in a cadet being subject to a call to active duty. The modification, which required a revision of Regs, USMA, also resulted in changes to Army Regulation 612-205 "Appointment and Separation of Service Academy Attendees," and USMA Form 5-50 (pertaining to the cadet oath upon admission to USMA). Another change recommended by the USMA OSJA would modify AR 15-6 "Procedure for Investigating Officers and Boards of Inquiry," changing the phrasing of "substantial evidence" to a "preponderance of evidence" in investigations. The clarification does not change the standard of evidence required, but rather clarifies the standard for the commander, investigator, and respondent. This recommendation is under review at DA. Finally, modifications of honor board procedures were made in circumstances where cadets admit violations of the Honor Code at the outset or report themselves for honor violations, resulting in the so-called mini honor boards noted in the Honor portion of the Military Training chapter.

DENTAL ACTIVITIES

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, 19 enlisted personnel, and 15 civilian personnel; however, the average strength of the DENTAC was three less enlisted personnel. These numbers represent a loss of an average of two enlisted from last year due to filling slots in the Army's newly-forming light infantry divisions.

Throughout the year, U.S. Army Reserve dental personnel provided support in a clinical setting alongside our active duty staff to provide patient treatment. A group of Reserve personnel provided dental support on weekends, assisting this Activity in the treatment of family members and retired soldiers.

In August 1985, the 338th Medical Detachment from Massachusetts provided a significant training experience in the erection and dismantling of field chests and equipment. An exceptional demonstration of unit movement by air was provided when the entire unit was moved to a new bivouac site by a CH-54 Skycrane helicopter.

The same unit arranged an excellent demonstration of dental equipment to be viewed by the Third and Fourth Class cadets while they were at Cadet Field Training. A lecture was presented consisting of a synopsis of the role of the Dental Unit in the field. Additionally, a walk-through demonstrated the dental equipment used in the Korean and Vietnam Wars.

The dental affiliation program for the training of dental assistants between this activity and area community colleges was reduced to only Dutchess County Community College during the past academic year. Orange and Rockland County Community Colleges, which had participated in the program for the past several years, did not apply for participation. It is believed that this is the result of a marked decline in the number of students participating in the dental assistants program in this area.

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.

TRAINING

Two four-credit hour basic Emergency Medical Technician (EMT) courses were conducted at the Hospital by the State University of New York at New Paltz. Fifty-eight individuals, mostly enlisted soldiers, passed the courses.

Two Army Nurse Corps (ANC) officers and the non-comissioned officer in charge (NCOIC) assigned to the Emergency Room are Advanced Cardiac Life Support (ACLS) qualified. Twelve Military Corps (MC), nine AN officers, three civilian registered nurses, two Patient Care Specialists (91Cs), and one Medical Specialist (91B) were ACLS certified during the calendar year.

A six-week preceptorship program was initiated by the Nursing Education and Training Service for all newly-assigned and commissioned AN officers. Both civilian registered nurses and active-duty officers were employed as preceptors and provided an extensive orientation into the hospital's procedures and techniques. The program enabled the nine new officers to function independently more rapidly than their predecessors.

Cadet Summer Training in the Summer of 1985 was supported by the MEDDAC with assistance from the 326th Medical Battalion of the 101st Airborne Division (Air Assault) and the 556th Medical Ambulance Company, Fort Dix, New Jersey.

Two Mass Casualty Exercises were conducted during the period -- a test of the National Disaster Medical System (a joint federal-civilian program) and an internal exercise assisted by the Castle Point Veterans Administration Hospital and the 336th Medical Detachment (Air Ambulance), New York National Guard.

PATIENT CARE

A project to upgrade patient monitoring capabilities was completed in June 1986, after 14 Data Scope monitors were acquired for three areas in the hospital. In the Operating Room, four monitors were installed; these machines monitor patients for inhaled and exhaled gases, blood gases (BG), and electrocardiograms (EKG). All five recovery room beds are now equipped with monitors to provide continuous surveying. Two pulse oximeters were added to enhance capabilities. Five Data Scope monitors were added to the intensive care unit (ICU). The nurses' station was redesigned and rebuilt in June 1986, by the MEDDAC biomedical maintenance section to accomodate a control monitor to oversee the monitors at the five beds. The replacement of all previous monitors with the new Data Scope provides a standardized system and greatly enhances patient care capabilities.

Installation of the nurse call system, an $80,000 patient/nurse communication system in all nursing units, was completed in September 1985.

In support of Reception Day (R-Day) for the U.S. Military Academy, immunizations were given to 1,428 candidates for the USMA Class of 1989 on 1 July 1985. The immunizations given were TB tine test, Measles/Mumps/Rubella, meningitis, and, for the first time, oral polio.[1] Eyeglasses were issued to 600 candidates.[2] Three candidates were medically screened and determined not fit for entry on Reception Day. Some 740 commissioning physicals and 290 flight/commissioning physicals were given to graduating cadets in October 1985.

To serve better the Stewart Army Subpost (STAS) community's after-duty-hours medical needs, a Mobile Life Ambulance Service contract has been instituted at that facility.

After close coordination with the Veterans Administration, the Patient Administration Division introduced an information paper for cadets who are being separated from the Corps of Cadets. The "Veteran's Application for Compensation or Pension" (VA Form 21-526), along with the information paper, will allow separating cadets to initiate claims for compensation or possible pension for injuries or diseases incurred in the line of duty (at the Academy) at the time of separation. This procedure should expedite the claim processing and provide cadets with pertinent information regarding the use of VA benefits and medical facilities.

A joint project with the Physical Therapy Clinic and the Department of Physical Education (DPE) is underway to determine the fitness preparation of incoming cadets, and the relationship between the level of preparedness and the frequency of stress-type injuries. The Physical Therapist was alloted time to talk to the Cadet Basic Training cadre about the prevention of stress-type injuries.

The use of an arthroscopy videotape has permitted patients to gain a greater awareness of the diseases observed at surgery.

Through the efforts of Physical Therapy and the Orthopedic Service, screening programs for the dependent sports program were begun. In addition, lectures and conferences for coaches of specific sports-related injuries were undertaken in the Fall of 1985 and Spring of 1986.

A review of all physical therapy post-operative and non-operative protocols was completed and newly-established treatment plans and goals were established. Follow-up studies of shoulder and knee injuries were performed. Non-operative treatment of acrimioclavicular (AC) joint injuries demonstrated excellent results with equal or higher performance on the Army physical fitness test after injury.

Three different methods of dealing with anterior cruciate deficient knees were investigated over several years: no operation; an iliotibial band substitution; and a middle one-third patella ligament substitution. The last method of knee reconstruction was found to provide the greatest likelihood of success. This information will be presented at several national meetings.

Seven visitors, residents from the University of Miami and the Walter Reed Army Medical Center, and medical students from Army-sponsored programs participated in six-week to three-month training programs at Keller Army Community Hospital in Orthopedic Sports Medicine Traumatology. Eight physical therapy students and two physical therapy assistant students completed clinical affiliations ranging from four to ten weeks.

VETERINARY AND PREVENTIVE MEDICINE SERVICES

A water adulteration threat was directed to Preventive Medicine in response to an anonymous phone call to the West Point operator in October 1985, stating that a poison had been placed into the potable water supply for West Point. The DEH closed the Water Treatment Plant and went to stored water. All Veterinary/Preventive Medicine personnel were alerted. Water samples were immediately collected from all water supply points at West Point, and taken to the U.S. Army Environmental Hygiene Agency (USAEHA) Water Laboratory at Aberdeen, Maryland, where these samples were given complete toxicological analysis for radiological, pesticide, inorganic, and organic chemical contamination. All test results, to date, were negative. The poisoning threat was determined to be a hoax. The Chief, Preventive Medicine/Deputy Commander for Veterinary Services, and the Directorate of Engineering and Housing (DEH) decided to turn the West Point water distribution system back on after verbal receipt of negative laboratory results of key parameters.

As a result of a request of the Commander, MEDDAC, an ad hoc committee was established to evaluate and recommend solutions to correct airborne lead health hazards associated with the Indoor Pistol/Rifle Range (Building 635). Through their efforts a number of actions were taken during the period to deal with the problem. (1) Cadets and coaches were informed of the dangers of airborne lead particles and personal hygiene measures that should be taken to reduce their lead exposures. (2) The rifle range was modified to reduce the number of firing points and to establish barriers between the firing positions. (3) Intake and exhaust motors were scheduled to be increased in size to increase the volume of air through both ranges. (4) The ventilation system in the rifle range was modified to see if redirecting air from above the cadet shooters to behind them would push airborne lead concentrations away from the breathing zone of the firer. (5) Bi-monthly medical clinical laboratory testing was performed by the Occupational Health Service to monitor cadet systemic blood leads. One cadet with a significantly high blood lead level (45 ug/ml) was removed from firing for several days in order to reduce his systemic blood lead concentrations. (6) A zinc protophorin device was procured to medically monitor the chronic systemic effect of lead on cadet and coach firers. (7) A cleaning contract was released to clean lead particles from the facility on a quarterly basis. Cadets and coaches in 1986 experienced reduced blood lead levels compared to the two previous firing seasons due to the instituted control measures. Their blood lead levels still increase with the exposure to firing, but now the levels are below Occupational Safety and Health Agency (OSHA) legal and, for most cadets and coaches, below OSHA action limits.

The Preventative Medicine Service published a pamphlet "Coping with the Nuisance Fly Problem at West Point" in an effort to alert the West Point Community about the problem, control, and prevention of black flies and gnats.

The Veterinary Food Hygiene and Quality Assurance Services inspected and passed for consumption over 47 million pounds of subsistence; just over two percent was either condemned or rejected for consumption due to unwholesomeness or poor quality resulting in an approximate saving of $940,000 to the command for nonconsumable or nonusable food.

The 1984 Defense Appropriation Act required an enactment of a $10 user fee for all visits made to the Veterinary Clinic, effective in October 1985. For the rest of the

1985-86 Academic Year, a significant decline in clinic visits occurred and a large amount of revenue for the Animal Care Fund was lost. The 1986 Defense Appropriation Act reduced the fee to $2.

The newest Army Mule Mascot, "Black Jack," was received from the Lynchburg Mule Trader Association, Lynchburg, Tennessee, in October 1985.

In March 1986, in concert with actions taken by the Department of the Army, the Military Academy initiated a testing program for the Human T-Lymphotrophic Virus Type III (HTLV-III) which can lead to the acquired immune deficiency syndrome (AIDS). All military personnel including cadets will be required to give blood samples for tests to determine if they have AIDS or HTLV-III. Once cadets have been tested, all other military personnel at the Academy also will be tested. (The policy does not affect civilians who work at the Military Academy.) Education classes on this disease were initiated by Preventive Medicine Service for all cadets, active duty, and civilian employees in April 1986.

Under the testing policy, military personnel will give blood samples for the Elisa Test, a preliminary screening test. Those persons whose tests are positive must then also take the Western Blot Test which will determine definitely whether a person has AIDS or the HTLV-III asymptomatic virus.

Military personnel having positive results on the Western Blot Test will be sent to the Walter Reed Army Hospital for further evaluation. Following their evaluation, a Medical Evaluation Board would be held at West Point to make a recommendation to the Superintendent concerning the appropriate status of the individual. USMA cadets found to be carrying the AIDS virus may be allowed to complete the academic year in which they are enrolled. Cadets found positive in their First Class year may be allowed to graduate. Cadets found to be carrying the virus, as is the case with any other individual unfit for duty due to a medical problem, will not be allowed to be commissioned in the Army. By policy, all Army personnel found to have AIDS and related viruses will be restricted from serving overseas. However, they will not be discriminated in any way in their assignments in the U.S.

Besides requiring tests for cadets before they graduate, West Point's policy also stipulates that would-be cadets be tested before R-Day. Those students whose tests show they have AIDS or related viruses will not be permitted to attend the Academy, although cadets currently enrolled at West Point will not be separated from the Academy.

EVALUATIONS

The General Inspection of U.S. Army MEDDAC, West Point, New York, was conducted by the U.S. Army Health Services Command Inspector General in October 1985. The MEDDAC was found to be performing its mission in a professional manner within the constraints of available resources.

Keller Army Community Hospital underwent the Joint Commission on Accreditation of Hospitals (JCAH) survey in July 1985. The JCAH awarded Keller Hospital a full three-year accreditation which indicates that the Hospital is providing quality health care in accordance with the nationally-recognized standards set forth by the JCAH.

FOOTNOTES

[1]Oral polio was added to the list of immunizations provided because of the increase in polio cases in the country and the likelihood that many new cadets had not been immunized.

[2]This figure is the average number outfitted each year. The figure of 308, reported in the 1985 Annual Report as being issued to the Class of 1989, was in error.

FIRST BATTALION, FIRST INFANTRY

The 1st Infantry Regiment, of which West Point's "First of the First" is a part, was withdrawn from the Combat Arms Regimental System and reorganized under the U.S. Army Regimental System in March 1986 under orders from Secretary of the Army John O. Marsh Jr. The Army Regimental System was re-established to give soldiers the opportunity to spend more of their careers within a single body of soldiers.

The 1st regiment was formed in March 1791, under the title "2nd Infantry Regiment." Elements from the unit later participated in every major conflict in American history, except World War I. The 1st Battalion was activated at West Point as a Battle Group in 1958. It was designated a battalion in 1964. The battalion draws its lineage and honors from Company A of the original regiment. The regiment's 1st Battalion will remain at USMA to continue providing support to the West Point mission.

The First Battalion, First Infantry instituted a monthly Farewell Breakfast program in October 1985. This program allows the Battalion Commander to personally thank departing soldiers for a job well done and to solicit information from all attendees on ways to improve the conditions in which they live and work. Their suggestions and comments have provided the battalion and unit commanders with a candid picture of the command climate and quality of life in their units which has enhanced the chain of command's ability to identify and correct weaknesses.

Soldier skill training continued to be stressed during the year. The quarterly Command Assistance Visit (CAV) program was a valuable tool in assisting units to determine and correct weaknesses in routine administrative areas. Semi-annual APRTs, weapons qualification, and on-going Common Task Testing conducted by the battalion resulted in steady improvement in areas of basic soldier knowledge and skills. Seventeen soldiers, sent to Fort Dix for the Primary Leadership Development Course (PLDC), successfully completed the instruction and six more soldiers are scheduled to attend during the Summer of 1986.

As part of an Academy logistical restructuring, the battalion staff headquarters moved from Building 626 to Buildings 660 and 662 during early 1986.

The 1985 Summer Augmentation (SA) Support was provided by the Third battalion, 187th Infantry, 101st Airborne Division (AIR ASSAULT) from Fort Campbell. The 1985 SA Task Force includes units with approximately 1,474 soldiers from several CONUS installations and numerous reserve units in the area; they instruct and provide field training, and basic administrative, logistical and training support.

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.

The Material Management Center, 42nd Infantry Division, New York Army National Guard was reassigned to STAS in October 1985, and established an extensive automatic data processing (ADP) center in a newly renovated building. Two companies of the 11th Special Forces Group (USAR) were moved from Tappan, New York, to leased space in the City of Newburgh during the same period. Both units have begun to rely on the Military Academy for intraservice support in a variety of areas.

The 105th Military Airlift Group, New York Air National Guard received the first three C5A aircraft in the Summer of 1985 and embarked on an aggressive pilot training program. An increase in aircraft authorization will raise the level to eleven C5A aircraft at full strength during Fiscal Year (FY) 89. The unit grew to over 400 full-time personnel and a drill strength of nearly 1,600; the eventual manning level will exceed 2,000. Construction continues on the new Air Guard complex with three buildings under construction and an additional four scheduled to start in the Fall of 1986. Half of the estimated $124 million cost of the entire complex was appropriated by the Summer of 1986.

In February 1986, First Army announced plans to station Companies A and D of the soon-to-be activiated 154th Aviation Battalion (USAR) at STAS. Scheduled for activation in September 1987, the two units will have a drill strength of 190 and will bring 23 UH-1 helicopters to Stewart.

Full-time strength of Reserve Component (RC) units at STAS is now approaching 600. The growth of the Air National Guard plus the arrival of the USAR Aviation units in 1987 and a U.S. Marine Corps Reserve C-130 unit in 1988 will push the full time total to over 1,100. Drill strength of STAS RC units will eventually approach 4,000. The impact of this dramatic growth on medical, dental, child care, exchange, commissary, club, and other service activities will soon be apparent.

In early 1986, the Federal Aviation Administration (FAA) announced plans to establish an Airport Surveillance Radar (ASR) facility at Stewart. The site, adjacent to the STAS reservoir, will be the first operational site in the nation to utilize the newest generation of radar, the ASR-9. Plans call for construction in late 1986 with commissioning scheduled for the Spring of 1987. When operational, the facility will provide Air Traffic Control radar service to Stewart International Airport and a wide area in the vicinity of the airport.

Facility improvements during the year involved a new phone exchange in July 1985, completion of renovation of the Officer's Club and Engineer Office, major sewer line replacement both on post and in housing areas, family housing roof replacement, and completion of a project to replace all family housing windows. Design is in progress for a new Morale Support Facility scheduled for the 1987 Fiscal Year and construction and design was completed for a 600 man USAR center scheduled for construction in January 1987.

PUBLIC AFFAIRS

During the 1985-86 Academic Year, the Public Affairs Office operated under the principle that publics informed about the United States Military Academy are supportive of West Point and its value to the nation. Activities that informed the public about USMA included events in the areas of public information and community relations. Media interest in West Point remained at a high level. Of particular note was a major feature article entitled "West Point Makes a Comeback" in the November 4, 1985 issue of Time magazine. The June 30, 1986 edition of Forbes magazine carried an extensive article on the service academies. Foreign press coverage included features in Stern (West Germany), Epoca (Italy), and Madame Figaro (France).

Approximately 80 local, national, and international members of the media reported graduation for the Class of 1986 in May. A brief media availability session with graduation speaker Secretary of Defense Caspar Weinberger was held prior to graduation. Cadet Michael Pompeo, the number one graduate in the class, was interviewed on ABC-TV's "Good Morning America."

The intercollegiate athletic program generated interest by the media. Jack Whitaker reported on the resurgence in Army football on the ABC-TV network news in October. In February, Mr. Whitaker did another West Point feature, a segment for the ABC-TV network news on the retirement of Army hockey coach Jack Riley. During the halftime of the Army-Navy game, CBS-TV presented a profile of Captain Michael Berdy, Class of 65 and member of the Army football team, who was killed in action in Vietnam. Army's successful appearance in the Peach Bowl received national coverage.

While the majority of press interest resulted in articles favorable to USMA, the allegations of child abuse at the West Point Child Development Center, the resignation of Cadet Francis "Biff" Shea, and questions regarding the cost effectiveness of West Point received national coverage of a negative nature. Editorial comment appeared in papers throughout the country concerning Mr. Benjamin Schemmer's article "Is it Time to Abolish West Point" which appeared in the September 1985 issue of Armed Forces Journal. Graduates and friends of the Academy provided counter points and letters-to-the-editor in rebuttal in addition to that of the Superintendent which appeared in the same issue.

Ceremonies held at USMA included the annual Buffalo Soldiers Commemoration in September, and Molly Corbin Day and the Kosciuszko Memorial Ceremony, both in May. Also in May, the French catamaran, Liberte', visited USMA and a wreath-laying ceremony was held in the West Point cemetery at the grave of Brigadier General Charles P. Stone, USMA 1845, who was the engineer for the foundation of the Statue of Liberty.

POST EVENTS AND ISSUES

The United States Military Academy, like all Army posts, performs a variety of functions, many of which receive public attention. There were several special events of public interest which took place at West Point during the last year and generated unusual notice. These events occurred because of the historic significance, contributions, and traditions 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.

One of the major national events of the past year was the commemoration of the 100th anniversary of the Statue of Liberty. Two events of note occurred at the Academy in conjunction with that observance. The first, in the Fall of 1985, the minting of the first $5 coin in the country in 56 years, was struck at the U.S. Bullion Depository at West Point. The coin will be sold for $35, with the proceeds to go towards the restoration of the Statue of Liberty and Ellis Island. On hand to strike the first coin were Secretary of the Treasury James A. Baker III, Lee Iacocca, Chairman of the Statue of Liberty-Ellis Island Centennial Commission, and U.S. Treasurer Katherine Ortega. In the Spring of 1986, the French catamaran, Liberte', visited USMA and a wreath-laying ceremony was held in the West Point cemetery at the grave of Brigadier General Charles P. Stone, USMA 1845, who was the engineer for the foundation of the Statue of Liberty.

West Point was the site of two memorial services in September 1985 which attracted attention. The first was a service held by the 2nd Air Division, Eighth Air Force Association at the Cadet Chapel, in which more than 850 members of the 83rd Infantry Division Association participated in a full day of reunion activities. Also in September, a memorial service was held in the Old Cadet Chapel to commemorate the 70th anniversary of the passing of Anna and the 100th anniversary of the passing of Susan B. Warner. The Warner sisters, the last owners of Constitution Island, were novelists and poets who conducted Sunday School services for cadets in the later part of the nineteenth century. They donated the island to the Military Academy in 1909 and are buried in the cadet chapel cemetery.

Because of the national prestige of the institution and the ideals represented here, the Military Academy is able to draw upon the resources of many distinguished speakers. Through the auspicies of the USMA Class of 1951, a West Point Distinguished Lecture Series was initiated in the 1984-85 Academic Year which contributes to long-standing efforts to bring notable lecturers to the West Point community. During the past year, a number of distinguished Americans came to the Academy and spoke on the general theme of "Responsibility in American Society." The list included Ambassador Vernon A. Walters, U.S. Permanent Representative to the United Nations; The Honorable Robert N. C. Nix, Jr., Chief Justice of Pennsylvania; Shirley Chisholm, former congresswoman and currently Professor at Mount Holyoke College; Professor Sheldon Lee Glashow, a nobel laureate in physics from Texas A. & M.; Dr. B. F. Skinner, Professor of Psychology and Social Relations, Emeritus at Harvard University; Professor James MacGregor Burns of the Department of Political Science at Williams College; and former President Gerald R. Ford.

In recognition of USMA's assets and contributions to Army research, the 15th Army Science Conference, sponsored by the Office of the Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA), was held at West Point in June 1986. The three-day conference provided a forum for the presentation of the results of the most

significant research efforts by Army scientists and engineers. The theme of this year's conference was "Technology for the Soldier." Some 400 military and civilian scientists from the United States and allied nations attended the conference at which nearly 100 research papers were presented. Lieutenant General Louis C. Wagner, Jr., DCSRDA, gave the keynote address and Dr. Jay R. Sculley, Assistant Secretary of the Army (R,D&A), gave the banquet address. Lieutenant Colonel Timothy R. O'Neill, Permanent Associate Professor, and Captain Brad D. Scott, both of the Department of Behavioral Sciences and Leadership, made a presentation entitled "Dazzle Camouflage and Tracking Performance" at one of the sessions.

In addition to those 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 local Highland Falls-Fort Montgomery (N.Y.) Central School District.

After a nearly five year struggle with declining impact aid subsidies paid to the school district for educating the more than 200 high school students from West Point families, DOD signed a "Section 6 Contractual Arrangement" for the 1985-86 School Year. Under the arrangement, DOD agreed to pay the cost of educating West Point students on a per student tuition basis if the Highland Falls school district did not qualify for the aid under Public Law 81-874. In October 1985, the district was paid, at its request, a 75 percent advance on tuition payments for the school year amounting to $432,000. Remedies for previous school year deficits and anticipated costs for future school years were sought through state and federal channels.

Early in 1986, the Gramm-Rudman-Hollings budget balancing law was passed. This law, requiring substantial budget cutting and threatening across the board cuts in government spending, called into question continuation of the Section 6 decision. It was pointed out in addition that the solution for the 1985-86 Academic Year was only a one-year agreement and might be withdrawn in the face of the required cuts. Although the Supreme Court later struck down a portion of the law, questions remained about the future financial support for the school district. Nevertheless, New York State increased funding for state school districts and the school district planned its 1986-87 school budget on the assumption that Section 6 funds would again be forthcoming.

One of the more difficult issues affecting the Military Academy - the reports of child abuse at the West Point Child Development Center - passed through the investigative stage during the year. In October 1985, the Superintendent was informed by Rudolph W. Giuliani, U.S. Attorney for the Southern District of New York, that a federal grand jury had concluded its investigation into allegations of sexual abuse of children at the Center. The grand jury concluded, after a year-long investigation by the U.S. Attorney's Office, the Federal Bureau of Investigation, and by the grand jury itself, that there was insufficient evidence to bring charges against any particular individuals although there were indications that some children may have been abused.

Although the investigation did not result in indictments of any individuals, the Academy initiated a number of steps designed to upgrade its delivery of child care services. The Academy sought funds for the total renovation of the facility; required two adults with

each group of children and closer vigilence of children in the restrooms; required pre-employment investigation of every prospective care giver; and implemented an educational program to make the West Point community more aware of child abuse.[1] During the Fall of 1985, the Child Development Center was relocated to the former "First Class Club" in the old Ordnance Compound to permit the $1.1 million renovation of the existing building. Occupation of the new center is anticipated in the early Spring of 1987.

The Audio Visual Instructional Technology (AVIT) section of the Directorate of Information Management (DOIM) recorded a special community service television program brought to West Point through the courtesy of the Family Advocacy program. This television program, using a California-based Children's Self-Help Project, offers suggestions to parents on how to communicate with their children about sex abuse.

The January 1986 Redbook had an article on the child abuse controversy and the lawyer and parents involved in allegations concerning the Center appeared on the "Phil Donohue Show" to push for a new investigation. The program generated several Congressional queries and added media interest to the filing in February 1986 of an $110 million civil lawsuit by William Crain, a local Newburgh, New York attorney on behalf of 11 children against the Federal Government in U.S. District Court.

The government, through Assistant U.S. Attorney Robert Gaffey of the Southern District of New York, soon thereafter moved that the case be dismissed because the Federal Tort Claims Act, under which the suit was filed, does not allow the U.S. Government to be sued for assaults perpetrated by its employees. Throughout the rest of the academic year, legal proceedings centered around the plaintiffs' attempts to amend their initial complaint. A decision on the motion to dismiss the lawsuit was expected later in the year.

FOOTNOTE

[1] Ltr, General Scott to Rudolph W. Giuliani, 30 Oct 85.

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Dr RP Butler 4335
Data Support Branch
Mrs FJ Pittard 4334
Administrative Branch
Mrs M Price 3614

STAFF DIRECTORY PREPARED BY
PUBLICATIONS SEC, ADJUTANT GENERAL DIVISION
AS OF 1 NOV 86

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

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Ch (MAJ) J Falk 4186
Ch (MAJ) M Abramowitz 446-7706
Ch (LTC) MJ McCarthy 446-5575
Rev RB Gerritsen 2754
Rev ER Geehan 2754
Mr L Dettra 2308

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BLDG 2106 · NSP (MAIG)

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Inspection Branch
MAJ MC Doughty (Team Chief) 2910
Vacant (Inspector) 3669
Mrs JC Turner (Inspector) 3669
SFC BA Flaum (Admin Svcs Insp) 4874
Assistance, Audit & Follow-up Branch
Vacant 2490
SFC RW Meyer 4874

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BLDG 606 (MAJA)

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LTC SAJ Eisenberg 4570
Mr RA Salvatore (Sp Asst/SJA) 2767
Administration (MAJA-AD)
CW2 RA Schill 4570
SFC R Phillips (Chief Legal NCO) 4570
Administrative Law (MAJA-AL)
MAJ KE O'Brien 2936
Criminal Law/Claims (MAJA-CL/CLM)
CPT CT French 2016
Legal Asst/Def Counsel (MAJA-LA/DC)
CPT D Mac Innes 4541
Special Actions (MAJA-SA)
MAJ L Reyna 3724

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MAJ DN Compton 2006
Public Information Branch
MAJ PJ Cooney 2006 · 3614
Community Relations Branch
CPT KJ Bergner 3507
SFC HD Leathers 3614
Pointer View 2015
WKDT 4567
Visitors Information Center 2638
Special Projects
Mr AV Konecny 3614
Sports Information Branch
Mr RJ Kinney 3303 · 3512

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CPT J O'Neal 3526
Associate Dir/Ch, Adm Br (PAX 39)
LTC G Louis
Candidate Records & Testing Br
CPT S Wallace
Associate Dir/Plans & Programs
Mr J Barbieri 2423
Reserve Affairs Advisor
COL WM Yates 3526
Associate Dir/CPRC
MAJ B Turnbull (Ret) 3423

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Mr DD Bolinger 3336
Admin Svcs Unit
Mrs SE Thomas 2328
Recruitment & Placement Branch
Mr AP Ferrauolo 3428
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Mr E Sanchez 3704
Position Mgmt & Classification Br
Mr RF Pisani 2642
Training & Development Branch
Mrs JH Thomas 4715
NAF Personnel Branch
Mr A Knipp 2622

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COL DJ Phillips (Assoc Dean) (PAX 90) 3615
Mrs GF Waddell (Exec) 2940

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SFC EJ StClair 3334
Graduate Records Branch
Mrs H MacHugh (Transcripts) 3706 · 3759

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Academic Administration Branch
LTC GR Jilbert 3050 · 3051
MAJ RA Yenchesky 3050 · 3051
CPT P Lusk 3050 · 3051
Auditorium Scheduling 4185
Academic Counseling Branch
MAJ ES Bustamante 3051 · 3050
Reading & Study Skills Center 4288

CURRICULUM & ACADEMIC AFFAIRS DIV
BLDG 600 · RM 109B (MADN-J)

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LTC HH Worff Jr 3122 · 3881

ACADEMIC COMPUTING DIVISION
BLDG 600 · 5TH FL (MADN-4)

LTC LM Leach (PAX 10) 4189
CPT RA Hernandez 3820
CPT WR Sipes 4332

ACADEMIC RESEARCH DIVISION
BLDG 753 · RM 81 (MADN-8)

Science Research Laboratory
LTC TH Johnson (PAX 93) 3739
LTC J Adams 3739
MAJ RC Graham (XO) 3739

RESOURCE MANAGEMENT DIVISION
BLDG 600 · 5TH FL (MADN-6)

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CPT DC Maudlin 2105 · 2695
CPT DL Monken 2105 · 2695
Ms C Maslowski (Budget) 2107

DEPT OF BEHAVIORAL SCIENCES AND LEADERSHIP
BLDG 601 · RM 243 (MADN-L)

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MAJ RC Sims (XO) 2906
LTC JM Wattendorf 2236
LTC LS Cooks 3707
LTC GB Forsythe 2831
LTC TR O'Neill 2515
MAJ J Beach 4127
Prof EJ Hunter 2515

DEPT OF CHEMISTRY
BLDG 753 · RM 481 (MADN-M)

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COL JH Ramsden 3908
COL HG Reimagel Jr 3908
Prof GW Stacy 3906
LTC GF Palladino 3326
LTC DC Allbee (XO) 3902
LTC DS Springer 3328

DEPT OF ELECTRICAL ENGINEERING
BLDG 752 · RM 206 (MADN-D)

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COL DA Herman Jr 3071
LTC DA Litynski 3644
LTC LA Rapisarda 3233
LTC JR Rolles (XO) 3071
MAJ JE Orlofsky 3233
Prof TF Trost 3644

DEPT OF ENGINEERING
BLDG 752 · RM 407 (MADN-P)

LTC TD Hand 2700
LTC PM Root 2411
LTC RG Tarnes 2410
LTC AA Dykes (XO) 2701
Prof K Wartou 4360
MAJ ND Dennis 3078

DEPT OF ENGLISH
BLDG 752 · RM 210 (MADN-C)

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COL FL Shoemaker 2501
COL PC Hoy II 3617
COL AE Hartle 2915
LTC WA McIntosh 3617
LTC JA Calabro 2058
CPT J Tollifer 3410
LTC ER Kalkus (XO) 2502 · 3410

DEPT OF FOREIGN LANGUAGES
BLDG 753 · RM W5206 (MADN-G)

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COL EJF Thomas 2919
COL WE Temple 3315
COL R Doherty 5286
COL CW Nickisch 5281
CPT MW Johnson (XO) 2426
Prof S Achorkind 2586

DEPT OF GEOGRAPHY AND COMPUTER SCIENCE
BLDG 745 · RM W6002 (MADN-B)

COL GW Kirby Jr (PAX 71) 2300
COL GE Galloway Jr 2301
COL WJ Reynolds 3124
COL LG Thompson 2063
LTC C Kelly 3418
LTC JA Dallen Jr 4187
MAJ MB Bilodeau 3540
MAJ HD Heimgartner (XO) 2302
Prof MG Marcus 2326

DEPT OF HISTORY
BLDG 601 · RM 179 (MADN-K)

COL RA Doughty (PAX 76) 3300
COL PL Miles Jr 2513
COL HM Hannon 2513
COL WS Dillard 2513
LTC JC Goertemiller 2513
LTC CP Brower IV 2513
LTC KE Hamburger 2513
MAJ RW Hambridge (XO) 4138
Prof CP Roland 3970

DEPT OF LAW
BLDG 601 · RM 130 (MADN-E)

COL RW Berry (PAX 77) 2310
COL JW Lewis 2312
Prof JFT Murray 2312
MAJ AL Fasser (XO) 3510

DEPT OF MATHEMATICS
BLDG 601 · RM 303 (MADN-A)

COL DH Cameron (PAX 78) 2100
Prof MD Weir 2807
COL JW McNulty 3200
COL JS Armstrong 2409
COL FR Giordano 3522
LTC HH Reed (XO) 4502
MAJ RA Kolb 2719
MAJ JR Edwards 5285
MAJ LS Dewald 4604

DEPT OF MECHANICS
BLDG 752 · RM 252 (MADN-I)

COL PD Hevndahl (PAX 79) 2600
Dr JE Fairchild 3131
COL MA Paolino 2133
COL EG Tetak 2956
LTC JW Samples 2601
CPT DM Murphy (XO) 3035

DEPT OF PHYSICS
BLDG 753 · RM 301 (MADN-H)

COL WA Childs (PAX 80) 3901
Prof DR Carpenter 3535
COL LG Aillinger (XO) 3106
LTC KR Grice 2005
LTC RJ Winkel Jr 2123
LTC JH Smith 3014

DEPT OF SOCIAL SCIENCES
BLDG 601 · RM 129 (MADN-J)

COL LD Olvey (PAX 81) 2800
COL JR Golden 2811
COL GK Osborn 2801
LTC AA Clark 3615
LTC TW Fagan 2493
LTC DJ Kaufman 2975
LTC AR Norton 2615
LTC HB Pillsbury 3554
LTC RH Baldwin 2879
LTC FH Black 3782
MAJ WL Webb (XO) 2821
LTC WE Walker 2801
Dr GC Edwards 4110

USMA LIBRARY
BLDG 757 (MALI)

Librarian, USMA
Mr EA Weiss (PAX 96) 2209
Associate Librarian
Mr KW Hedman 3833
Collection Development
Mr JM Barth 4560
Systems Librarian
Mr LE Randall 4789
Special Collections Division (MALI-S)
Mr RE Schnare 2954
Technical Services Division (MALI-T)
Mr CA Ralston 2373
USMA Archives (MALI-A)
Mr KW Rapp 2017
User Services Division (MALI-U)
Ms C Watson 2230

RELATED NON-USMA ACTIVITIES

CATHOLIC CHAPLAINS
BLDG 745D · 1ST FL

Rev JJ Tubridy 8-5675
Rev RT Drummond, O.S.A. 8-5675
Ch (LTC) MJ McCarthy 8-5675
Office (Washington Hall) 8-5675
Br Thomas Lardner, OCD Coord 8-3456

AMERICAN RED CROSS
BLDG 2112

BG BO Pappas Jr USA Ret
Vol Sta Mgr 4108-4365

NY DISTRICT ENGINEER OFFICE
WP AREA OFFICE BLDG 667-A

LTC AR Jarosiv (Area Engr) (PAX 88) 4701
Mr JT Cohenx (Asst Area Engr) 3812
Mr C Gerber (STAS Project Engr) STAS 3660

ASSOCIATION OF GRADUATES
BLDG 698

RJ Lamb COL (Ret) (PAX 22) 4600
MJ Herbert COL (Ret) 6-6666
RA Reed COL (Ret) 8-5772
PW Child COL (Ret) 8-6600

WP ALUMNI FOUNDATION, INC
BLDG 698

MJ Krisman COL (Ret) [illegible]

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES/HRPO
BLDG 600 · RM 103 (MAPA)

COL MW Gilmartin (PAX 27) 2103-2383
LTC T Netherton 2103-2383
2103-2383

ADJUTANT GENERAL
BLDG 600 · RM 15 (MAAG)

LTC LT Daly (PAX 21) 3500
MAJ J Stober 3402
Retention BLDG 2110 (MAAG-S)
MSG EA Alicea 3023
Admin Sec RM 14 (MAAG-A)
Mrs E Connelly 3404
MS Pers Ofc BLDG 2110 (MAAG-P)
MAJ FD Coleman (PAX 48) 3910
MSG B Blitch 3910
Off Pers Sec (MAAG-PO)
CW3 JE Stacy Jr 3877
SGT S Zachery 3212
Enl Pers Sec (MAAG-PM)
CW3 EJ Becker 2118
SFC D Munden 3125
Pers Action/Affairs Sec (MAAG-PA)
SFC J Roebdee 3786
SSG J Bell 3746
Ret Svc Office
Mrs G Reynolds 3527
SIDPERS Office
Ms P Lovell 3811
Staff & Fac Off Lv Clk (MAAG-PL)
SGT D Moore 2736

INSTALLATION CLUB MGT DIV
BLDG 622 (MACM)

Mr J Johnson (ICM) (PAX 56) 4418
Vacant (Asst ICM) 446-4704
CPT M Tittmann (ASB) 446-4705
Officers' Club Branch
MAJ P Monahan 5120
WP Officers' Club BLDG 603
Mr E Burnell 446-5506
Catering
Mrs E Metcalf 446-5506
Stewart Officers' Club BLDG 2604
Mr A DiPaolo 6-564-6641
NCO/Enlisted Club Br Mgr
SFC M Scott 3121
WP NCO/Enlisted Club BLDG 785
Vacant 446-5507
Stewart NCO/Enlisted Club BLDG 966
SSG Fritz 6-564-7590
WP Package Store BLDG 615
Mr M Milano 446-3666
STAS Package Store BLDG 2412
Mr A DiPaolo Jr 6-564-7730

WEST POINT ELEMENTARY SCHOOL
BLDG 705-A (MAES)

Superintendent of Schools
Dr W Lowey 3506
Building Principal K-4
Mrs N Neigh 2313
Building Principal 5-8
Dr JV Zenyuh 2923
School Counselor
Mr CP Lomartere 3827
School Psychologist
Dr TM Rauner 2226
Administrative Supervisor
Mrs E Ellinson 3506

MORALE SUPPORT ACTIVITIES DIV
BLDG 622 (MARS)

Mr T DuMoulin (MSO) (PAX 58) 2401
SFC V Lowry (NCOIC) 3403
Publicity
Mrs J Plint 4690
Admin Svc/Outdoor Rec
Mrs L Giacona 2401
Morale Support Fund
Vacant 2707
Funds Office
Ms S Mears 2707
Purchasing/Unit Funds
Mrs P Woodruff 4690
Supply/Warehouse
Ms E Torres 2076
Library Br
Mrs S Moskala 2974
Physical Actv Br
Mr J Thompson 3809
Sports Office
Mr J Liney 3466
Round Pond
Mr J Boatman 3503
Morgan Farm BLDG 1456
Mr D Jones 3926
Equip Rental BLDG 619
Mr D Roulett 3481
Golf BLDG 1250
Mr D Roulett 3435
Ice Skating BLDG 695
Ski/Swim BLDG 716
Mr T Kelley 3726
Bowling BLDG 622 2140
Com Skills & Devel Br BLDG 622
Vacant 3807
Crafts BLDG 660
Mr K Shaker 4812
Rec Ctr BLDG 622
Ms M Hinote 3601
Youth Actv BLDG 660
Mr D Haist 3550
STAS MSA BLDG 1100 8-247-3321
Mr H Rucker (MSO) 4192
Sports BLDG 1102 3565
Library BLDG 1493
Mrs F Irons 3501
Youth Act BLDG 1400
Mr J Ross 0420
Crafts BLDG 2448 3584
Bowling BLDG 510 3447

HUMAN RESOURCES DIVISION
BLDG 684 (MAPS)

MAJ BT Mickley (PAX 53) 2025
SSG C Francis 2025
Army Community Service (MAPS-C)
BLDG 2110 · RM 13
Mrs V Figgins 4621
SGT D Holman 4506
Mrs ME Olivia (AER) 4506
Ms M Sullivan (Fam Advoc) 4506
STAS Army Community Service
BLDG 2510 564-1482
Child Develop Svcs (MAPS-CDS)
CDS Coor · BLDG 665
Ms P Trotti 2092
WP Child Develop Cen · BLDG 673
Full Day Director
Ms S Trainor 4523
Part Day Director BLDG 668
Ms M Schlacter 3352
Hourly Director
Ms S Vallone 446-5879
STAS Child Develop Cen BLDG 2196
Full Day Director
Ms L Dorrmann 564 · 1784
Part Day Director
Ms P Sullivan 563 · 3352
Hourly Director
Ms J Weige 563 · 3352
Family Child Care 2092
Army Education Center (MAPS-E)
BLDG 683
Mr JJ Haggerty (Dir) 3762
Army Learning Center BLDG 680 3685
SFC EG Kreder
Alcohol & Drug Abuse Counseling
Center BLDG 690 · RM 82 (MAPS-A)
Mr WJ Frusciante (Dir) 2462
Counselor Staff 2912
Community Life Office (MAPS-CL)
BLDG 147
CPT BA Schwartz 3921
Family Life Comm Line 3940

PROVOST MARSHAL
BLDG 681 (MAPM)

LTC WH McComas Jr (PAX 45) 2403
MAJ RN Pritchard 2609
MP Operations Branch (MAPM-O)
CPT R Bass 4573-2208
1LT BW Strickland 4573-2208
SFC BJ Murray 3119-2208
MP Desk 3333-3312-446-5555
Traffic/Registration Section
SGT P Salavitch 4765
Registration Clerk 4765
Special Operations Branch (MAPM-SO)
CPT GA Hellsen III 4585
Vacant 4585
Physical Security Section
SSG RK Young 4172
Crime Prevention Section
SGT JL McCarthy 4172
MP Investigations Section
SFC T Lee 3914
PM Operations STAS (MASA-PM)
BLDG 1800
CPT AR Jockheck 8-247-3540
SFC RP Hayden 564-0580
Weather Tape 564-5540
STAS MP Desk 564-3540-3602

HUMAN RELATIONS PROGRAMS OFFICE
BLDG 685 (MAPA)

Civilian Equal Opportunity Branch (MAPA-CE)
Mr JE Ward 4478
Ms CH Lewis 3052
Mr JM Cruz 3052
Military Equal Opportunity Branch (MAPA-ME)
CPT CM Rosado 2581
SFC DM Harlan 2581
SFC D Holmes 2581

POST CHAPLAIN
BLDG 692 (MACH)

Ch (LTC) CR Savely 3504
Ch (MAJ) CP Hutcheson 4722
MSG JC Thorn 3003
Stewart Army Subpost BLDG 1700
Ch (LTC) AA Shimek 8-247-3310
Ch (MAJ) RK Bradley 8-247-3429

SAFETY OFFICE
BLDG 720

Mr JA Ciabotti (PAX 07) 3717

RESOURCE MANAGER
BLDG 622 (MAPA-RMO)

Mr HS Carlin 2085 · 2532
Appropriated Funds
Ms C Sylvester 2685
Non-Appropriated Funds
Mr M Lopresti 2532
Financial Management Analyst
Vacant 2626

DIRECTORATE OF INFORMATION MANAGEMENT
BLDG 601 · RM 137 (MAIM)

COL DE Bartholomew (PAX 92) 3270
LTC RA Kaiser 3270
CPT P Balaram (Plans Off) 4636

INFO MGT SUPPORT DIVISION
BLDG 606 · RM 11 (MAIM-S)

CPT LI Thompson (Acting Chief) 2534
Rec Mgmt Sec RM 27
Mrs L Wallace 3835
Central Records Sec RM 27
Mrs D Donnery 4134
Post Staff Ref Library 4429
Mail & Dist Sec RM 160
Mrs J Kehl 4412
Publications Sec BLDG 667-A
Mrs MR Livengood 3015
Printing Plant BLDG 646
Mr C McCormick 3760

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION
BLDG 601 · RM 131 (MAIM-V)

LTC WT Munson 2122
CPT DW Keeling (Adv Tech Off) 2122
MSG RJ Sanigs (NCOIC) 2122
Audiovisual Materials Production Br
MAJ HK Jenkins 2362
Audiovisual Opns & Maint Br
BLDG 600 · RM 314A
MAJ JF Kehoe 3273
Audiovisual Support Sec (Workorders)
BLDG 601 · RM 406
Mrs MJ Goodwin 2804

COMPUTER SYSTEMS DIVISION
BLDG 601 · RM 142 (MAIM-C)

LTC HL Sharp (PAX 89) 4311
CPT R Cose (ADPSSO/XO) 3434
Systems Software Spt Br RM 136
MAJ DP Krebill 2138
Data Base Administrator BLDG 2108
Mr RW Nelson 3180
Systems Anal & Prog Br BLDG 2102
MAJ JC Gay 2254
Thayer Computer Opns Br RM 1420
CPT ED Miller 3696
Post Computer Opns Br BLDG 632
CPT CF Reed 2235
Comm and Networking Br RM 142A
Vacant 2179

TELECOMMUNICATIONS DIVISION
BLDG 600 · RM 18 (MAIM-T)

LTC AR Levy (PAX 88) 2220
Communications Manager
Mr JR Spink 2225

USAISC · WEST POINT
BLDG 600 · RM 18 (ASNP)

COL DE Bartholomew (PAX 92) 3270
LTC AR Levy, Dep Cdr (PAX 88) 2220

DIRECTORATE OF OPERATIONS, PLANS AND SECURITY
BLDG 600 · RM 600/700 (MAAS)

COL JC Cornelson (PAX 62) 3424
LTC WA Ludwig 2517
Vacant 2517
Operations, Ranges & Training (MAAS-O)
CPT RA Luster 4362-4206
Security and Plans/Fgn Acad
Exch Off (MAAS-S)
CPT DF Pincombe 2717
MSG J Vaught 2717
Coordinator Reserve (MAAS-RC)
Component Support
CPT JD Hamilton 4206-4362
Assistant Operations Officer
CPT JB Raczkowski 4206-4362
Scheduling & SQT Evaluation
SP5 S Largin 2517
Budget/Schools
Mr P Ludwig 2272
USAF Liaison Officer (MAAS-AF)
LTC DG Saddler 4204
USMA Historian (MAAS-H)
Dr S Grove 4820
Range Control BLDG 1250 · (MAAS-R)
SGT SS Lewis 3930-4317

WEST POINT MUSEUM
BLDG 601 (MAMU)

Mr RG Kuehne 2203

DIRECTORATE OF ALUMNI AFFAIRS
BLDG 605 · SOUTH ENT (MAGM)

COL JH Oakes (PAX 54) 3700
LTC (Ret) EG Fishburne 3024

APPENDIX A

DIRECTORATE OF LOGISTICS
BLDG 699 · RMS 103 104 (MALO)

COL EL Aachluman (PAX 24) 2900
LTC AM Gill Jr 2161
Mr EF Heer (Programs & Budget · Rm 101) 2537-4417
Mr JP Mandia (Mgt Off · Rm 16) 3573-5181

PURCHASE & CONTRACT DIVISION
BLDG 667A · (MAPC)

LTC FG Heath (PAX 26) 3417
Construction/Services Branch
Mr FJ O'Donnell 2473
Contract Administration Branch
Mr HA Pascoe 4761
Supply Branch
Mrs EL Lincoln 4841
Systems Management Branch
Mrs MP Quinn 4769
P&C's Status Desk 2968

SUPPLY & SERVICES DIVISION
BLDG 667A · RM 500 (MASU)

LTC WG Bray (PAX 35) 3211
Laundry & Dry Cleaning COR Team
BLDG 645 (MASU-L)
Mr E Oberle 4708
Property Control Branch
BLDG 667A (MASU-7)
Mrs A Broughton 2215
Self Service Supply Cen
BLDG 685 (MASU-B)
Manager 3815
Post Food Advisor
BLDG 667A (MASU-FA)
Mr G Lato 4345
Property Book Office · BLDG 667A
CW4 JR Damron 4725
TISA · BLDG 667A
Mrs D Reynolds 2819
AMMO Storage & Issue · BLDG 667A
Mr D Storms 3216

TRANSPORTATION & MAINTENANCE DIVISION
BLDG 2110 · NSP 1ST FL (MATC)

LTC PL Briliante (PAX 38) 2713
MAJ DC Munn 2415
Traffic Mgr
Mr DA Anderson 2416
Traffic Br (MATC-T)
Mrs Ruth Andrews 2415
Harborcraft Br, So Dock (MATC-H)
Mr RJ Camarda 3011 · 2137
Vehicle Operations/Maintenance Br
Mr G Davidson 4807
Quality Assurance
Maint Mgr/Trans Mgr 2873 · 2808
Office Machine Repair 2389
Dispatcher 2018

TREASURER, USMA
BLDG 727 · 1ST DIV (MATW)

LTC RA Grigde (PAX 34) 3516
Mr LJ Everitt 4262
Accounting & Disbursing Br
Mr KB Rose 3518
Cadet Mess Br · BLDG 745 (MATR-M)
MAJ KE Burke 2544
Reservations
Mrs B McNally 2066
Dietitian
CPT JE McCoy 3619
Corps Support Br · BLDG 637 (MATR-S)
MAJ S Prewitt 2702
USMA Bookstore · BLDG 681
Mrs MB Tomann 5153
Cadet Store · BLDG 696
Mr U Jordan 2418
US Hotel Thayer · BLDG 647 (MATR-H)
Mr E Meier 4021 · 2632

DIRECTORATE OF ENGINEERING AND HOUSING
BLDG 667 (MAEN)

COL JP Oppenheim (Engineer) (PAX 40) 3415
LTC JD Knowles (Dep Engr) (PAX 61) 2417
LTC M DeBeo (Fac Engr) (PAX 61) 2417
MAJ L Munch (Op Off) 2926
Mr J Freiband (Master Planner) 4856
Mr JA Pare (CA Project Mgr) 4501

ADMINISTRATIVE OFFICE
BLDG 667-B (MAEN-A)

Mr CF Melick Jr 4805
Mrs V Perrego 3937

OPERATIONS & MAINTENANCE DIV
BLDG 667-B (MAEN-M)

Mr RG Cox 3319
Naturl Resources Br
Mr J Deschenes 2520
Grounds Br
Mr J Noack 3318
Structures Maint Br
Mr B O'Rourke 3924
Roads Br
Mr J Meade 2913
Custodial Br
Mr RJ Walker 3032
Scheduled Maint & Svc Order Br
Mr W Hubeny 3732
Mechanical Elec Br
Vacant 2412
Electrical Sec
Mr A Walminski 4132
Operations & Scheduling Br
Mr AP Jiava 2424

ENGINEER RESOURCES MGT DIV
BLDG 667-A (MAEN-C)

Mr G Hartsell 3317
Budget & Acctg Br
Mr J Baldwin 3416
Mgt Engr & Systems Br
Vacant 2860
Estimating & Fac Inspec Br
Mr R Brophy 4218
Supply Br
Mr L Griffin 3302
Mrs MB Randall (Pur Ag) 3310
Mr P Pecoraro (Prop Bk Off) 2949
Mr D Spampinato (Storage) 3706
Mr E Sheppard (Furn Mg) 2949

ENGINEERING PLANS & SERVICES DIV
BLDG 667-B (MAEN-E)

Mr R Heidmann 3107
Structures Design Br
Vacant 2116
Site/Utilities Design Br
Mr KJ Tomann 4130
Construction Inspec Br
Mr L Buchalter 4613
Project Management Br
Mr R Hurdus 2333
Project Control Br
Mr HD Greer 2224

ENVIRONMENTAL & ENERGY MANAGEMENT DIVISION
BLDG 667-A (MAEN-AE)

Mr DH Pfeil 2818
Environmental Management Br
Mr MK Saim 3224
Energy Management Br
Vacant 2605
EMCS
Mr J Popsarch 2889
Central Power Plant
Mr K Thomas 2317

HOUSING DIVISION
BLDG 667-A (MAEN-H)

Vacant 3009
Housing Programs & Budget Br
Mr J McGrinken 3521
Mrs E Cullison BLDG 626 2318
Housing Operations Br BLDG 626
Mrs P Chick 4500
Unaccompanied Pers Hsg Sec
Mrs J Neukamm 3942
Vacant (Hsg Ref) 3942
Family Housing Section BLDG 626
Ms A Swan 4500
Ms G Babcock (Asg & Term) 4506
Ms L Horan (Asg & Term Enl) 4500
Ms D Ramlow (Hsg Inspector) 2496
Mr V Favotao (Engr Tech) 3025
Five Star Inn (STAS)
Mr J Egan 8-247-3311

FIRE PREV & PROT DIV
BLDG 721 (MAEN-F)

Fire Chief
R Curley 3001

STEWART ARMY SUBPOST ENGINEER DIVISION
BLDG 2310 (MASA-E)

Mr CR Strohle 8-247-3483
Work Reception
Ms P Redner 8-247-3322

DIRECTORATE OF RESOURCE MANAGEMENT
BLDG 606 · RM 311 (MARM)

COL RL Dilworth (PAX 37) 2112
Mr T Griffin 3110

FINANCIAL MANAGEMENT DIV
(MARM-FM)

Mr D Sundby 3626

PRODUCTIVITY IMPRV DIV
(MARM-PI)

Mr V Brower 3517

MANPOWER & FORCE MGT DIV
(MARM-MF)

Mr E Rose Jr 3141

PROGRAM ANAL & EVAL DIV
(MARM-PA)

Ms D Burr 3616

BUDGET DIVISION
(MARM-BU)

Mr W Johnsen 3102

FINANCE & ACCOUNTING DIV
BLDG 632 (MARM-FA)

LTC FA Kiumph (PAX 44) 3607
Mrs JS Brown (Deputy) 2608
Accounting Branch
Mr TW German 4817
Pay & Examination Branch
Miss AM Finnen 3215
Disbursing Branch
Mrs V Lewis 3409

CENTRAL ACCOUNTING DIV
BLDG 2101 (MARM-CA)

Mr JJ Smith 3621
Accounting Services Branch
Mr W Callahan 446-4973
Financial Services Branch
Mrs M Lewis 446-4974

1ST BATTALION, 1ST INFANTRY
BLDG 626 (MABS)

LTC MG Roseborough (Cdr) (PAX47) 2971
MAJ RE Gillespie (XO) 4509
CPT LT Whitfield (S1) 2216
CPT WJ Moeller 3007
CPT MW Hudley (S4) 2928 · 2625
CSM NS Hamm (Bn CSM) 2516
PSNCO/PAC 4509 · 2216
CH (MAJ) CP Hutcheson 4722 · 4864
BN Learning Ctr (BLDG 880) 3685

HEADQUARTERS COMPANY
BLDG 626 (MABS-E)

CPT JR Kolb (Cdr) 2508 · 4518
Vacant (XO) 2508
1SG JB Shyr (1SG) 2508 · 4518
Charge of Quarters 2508 · 4518

USMA MILITARY POLICE CO
BLDG 681 (MABS-P)

CPT JS Heacock (Cdr) 3308 · 2829
1SG RJ Meyers (1SG) 3308 · 2829

2D AVIATION DETACHMENT, USMA
BLDG 182 STEWART (MABS-H)

MAJ GF Dreckett (Cdr) 8-247 3298 · 3478
CPT RF Fecteau (Ops Off) 8-247-3500
1SG RF Dwer (1SG) 8-247-3500

528TH ENGINEER DET (UTIL)
BLDG 676 (MABS-E)

CPT TE Riehboug (Cdr) 3814-2149
1LT AB Middleton (Ops Off) 3814-2149
CW3 JD Dunn (Maint Off) 2145
1SG RF Marks (1SG) 3814-2149
OPS Ctr (Snow Removal) 4707

AIRBORNE DETACHMENT, USMA
BLDG 626 (MABS-A)

MAJ RE Gillespie (Cdr) 4509
MSG FM Brownfeild (NCOIC) 2765
SFC PA VanBibber (Supply SGT) 4314

USMA BAND
BLDG 685 (MABS-B)

LTC RO McCown (Cdr) 2445-2309
CPT TR Davis (XO) 2445-2309
SGM RD Moon
(Enl Band Leader) 2445-2309
SSG JP McLaughlin (Ops Off) 2445-2309

TENANT ACTIVITIES STEWART ARMY SUBPOST
Autovon 8-247-XXXX

AMSA No 4 (G) 3538
Federal Bureau of Investigation
Vacant 564 · 0277
Readiness Group Stewart
COL WD Swift (CDR) 3356
LTC ED Myers Dep (CDR) 3464
Recruiting Battalion Newburgh
LTC AV Nida (CDR) 3202
Stewart USAR ASF (10A)
Mr AJ Boulanger 3321
Stewart USAR Tng Cen 3220
105th MAG NYANG
LTC CD Sartvener (Air CDR) 3847
148th ORD (EOD)
1LT Dunham (CDR) 3232
SFC Boyes (EOD Sr Supv) 3233
300th Evacuation Hospital
MAJ T Joyce (Sr Opns Officer) 3437
[illegible] Engr Det, Tm D 3272
Station Supervisor 3274
SFC MC Saunders 3275
[illegible] Engr Bn, Co B (Camo) 3241
564 · 5780
2518th USAF Recruiting Sq
LTC J Gore (CDR) 3294

OFFICE OF THE COMMANDANT UNITED STATES CORPS OF CADETS
BLDG 745 · 4TH FL (MACC)

BG PJ Boylan (PAX 25) 3103
MAJ DR Lewis (Exec) (PAX 82) 3103
CSM RM Riggs 4601

DEPUTY COMMANDANT OF CADETS
(MACC-AP)

COL LE Bennett (PAX 49) 3413

CHIEF OF STAFF, USCC
(MACC-AB)

COL DH Darling (PAX 43) 3276
Admin NCO
SFC D Powers 2129

S1 DIVISION
BLDG 745 · 4TH FL (MACC-B)

S1, USCC
MAJ AA Janke (PAX 14) 2213
Asst S1, MDEO
MAJ SQ Castle 2494
Asst S1, Cdt Pers Mgt
Mr R Fine 5183
Asst S1, Disc
MAJ GJ Anderson 3745
Asst S1, Regs
CPT RR Richard 5185
Asst S1, Off Pers Mgt
CPT BJ MacMillan 3204
Cdt Pers Off
CW4 WB James III 2160
ODIA Liaison Officer
CPT RL Gay 4182
Cdt Pers NCO
MSG CT Williams 3951
Admin Supv, USCC
SGM JE Richards, Jr 2213

S3 DIVISION
BLDG 745 · 4TH FL (MACC-C)

S3, USCC
LTC SP Schreifer (PAX 42) 4355
SGM PV O'Donnell 2354
Cadet Advanced Training
MAJ SP Bell 4124
Cadet Basic Training
CPT FR Newton 3823
Cadet Field Training
CPT MC Philips 3875
Operations/Scheduling
MAJ B Oliver 2354
Ms J Oswald 3355

S4 DIVISION
BLDG 745 · 4TH FL (MACC-D)

S4, USCC
LTC L Ray (PAX 52) 2214
Asst S4, USCC
MAJ TJ Mulyca 3773
Supply Officer
CW3 RP King 2414

SPECIAL ASST SYSTEMS & PLANNING
BLDG 745 · 4TH FL (MACC-J)

LTC FB Johnson (PAX 98) 2113

SPECIAL ASST FOR HONOR MATTERS
BLDG 745 · 4TH FL (MACC-H)

MAJ GF Oliver III 2711
SFC RA Fitzsimmons 3730

INFORMATION SYSTEMS DIVISION
BLDG 745 · 4TH FL (MACC-E)

Vacant (PAX 97) 4592

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT
BLDG 720 · 2ND FL (MACC-G)

LTC WL Wilson (PAX 08) 3022
CPT K Wilson 3827

DEPT OF PHYSICAL EDUCATION
BLDG 727 (MACC-P)

COL JL Anderson (PAX 19) 3401
Deputy Director
COL AS Rushatz (PAX 13) 3406
Admin Officer
MAJ WJ Tern 2134
Instruction Branch
MAJ SG Pride 2723
Intramural Branch
Mr HJ Kroeten 3049
Research Branch
Dr RW Stauffer 4703
Sports Medicine Branch
Dr MJ Welch 2352
Supply and Services Branch
Dr TF Horne 4437

OFFICE OF THE DIRECTOR OF INTERCOLLEGIATE ATHLETICS
BLDG 639 (MADA)

Mr CF Ulrich (PAX 46) 3701
COL A Vanderbush (Dep Dir) 2524
CPT MG Keough (XO) 2973
Admissions Support
Mr JJ Woodruff (PAX 32) 3325
Business Manager
Mr FG Walker 2523
Facilities and Team Support
Mr C Winters 4318-3002
Operations
CPT TM Doyle 4112
Scheduling
Mr J Riley 3711
Promotions
Mr JM Gallagher 2322
Ticket Manager
WA Crum LTC (Ret) 2526

DIRECTORATE OF CADET ACTIVITIES
BLDG 638-3RD FL (MACC-B)

COL CE Johnson (PAX 57) 2715
Resources Branch
Mr A Cochran 3230
Operations Branch
CPT MS Clark 4681
Mr C Goncalo (Pgms Mgr) 3525
Mrs C Gaspard (Hostess) 2111
Extracurricular Branch
MAJ MS Tooke 3402
Mr CW Watkins (Supply) 3442
Cultural Act Branch
Mr WA Yost 2782
Mr RW Smith (Bldg Mgr) 4680
Restaurant Branch
Mr F Potts 4455
Instructor of Music
Mr WH Cooke 3913

DEPT OF MILITARY INSTRUCTION
BLDG 745-5TH FL (MACC-I)

Director
COL RA Turner (PAX 67) 4214
Deputy Director
COL CB Botser (PAX 09) 2141
Military Science Branch
LTC NL Anderson 4804
Military Instr & Tng Branch
LTC LS Swisshart, III 4224
Professional Development Branch
MAJ TL Johnson 3438
Executive Officer
CPT KJ Stork 3040
Senior Enlisted Instructor
Vacant 4214

1ST REGIMENT
BLDG 745-4TH FL (MACC-1)

COL RE Segar 3904
MAJ CH Armstrong (Exec) 3901
Senior Regimental NCO
MSG R Martland 3830

2ND REGIMENT
BLDG 745-4TH FL (MACC-2)

LTC BS Ball 3706
MAJ RJ Beecher (Exec) 3623
Senior Regimental NCO
MSG D Huskey 3479

3RD REGIMENT
BLDG 745 · 4TH FL (MACC-3)

LTC PD Kenny 4402
CPT RR Reynolds (Exec) 4406
Senior Regimental NCO
MSG GJ Counts 4409

4TH REGIMENT
BLDG 745-4TH FL (MACC-4)

LTC WD Hughes 3036
MAJ KD Thomas (Exec) 3035
Senior Regimental NCO
Vacant 3036

TENANT ACTIVITIES WEST POINT

COMMISSARY
BLDG 467-A (DALO-TAN-WE)
Mr N Tosolini (PAX 11) 3812
WP RESIDENT AGENCY, USACIDC
Mr DC Powers, SAC 3813-3100
DIRECTORATE OF DENTAL SERVICES
BLDG 900 (HSRD)
COL TH Hahn (Cdr) (PAX67) 4212
COL AT Kastner (Dep Cdr) 4676
1SG L Daniels (Ch Dental NCO) 3440
DIRECTORATE OF HEALTH SERVICES
BLDG 900 (HSUD)
COL B Walcott, Cdr/Surgeon USMA (PAX 31) [illegible]
LTC T Krupke (XO) 3200
MAJ D O'Quinn (Adj) 4632
SGM E Jones 4632
Veterinarian BLDG 630 (HSUD-VA)
MAJ R McCaskill (Vet) 3010

FOREIGN LIAISON/EXCHANGE OFFICERS

LTC H Neumann-Giesen (Germany) [illegible]
MAJ T Harris (British Exch Officer) 4267
COL JE Robles (Mexico) [illegible]
LTC N [illegible] (Brazil) 4144
MAJ B Miller (French) [illegible]

MEDICAL COMPANY
CPT DA Smith (Cdr) [illegible]
1SG J Murray (1SG) 4210-[illegible]
POST EXCHANGE ACTIVITIES
BLDG 601 (MAPX)
Mr SP Mitchell (PAX 12) 8-0440
Military Clothing Store
BLDG 605 2130

KEY USMA PERSONNEL

1985-86 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTG Dave R. Palmer	7/28/86-
	LTG Willard W. Scott, Jr.	7/16/81-7/28/86
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 Richard A. Behrenhausen	9/22/85-
	COL Ernest E. Cross	8/1/82-9/21/85
Secretary of the General Staff	LTC Hector M. Rangel	6/22/84-
Director of Operations, Plans, and Security	COL Thomas N. Cunningham	7/13/86-
	COL John C. Cornelson	6/13/83-7/12/86
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 Edward T. Counts	6/23/86-
Acting Director	Mr. Edward J. Rose, Jr.	2/17/86-6/20/86
	COL Robert L. Dilworth	5/18/84-2/14/86

SPECIAL STAFF

Adjutant General	LTC Lawrence T. Daly	6/15/85-
	LTC Daniel B. Cooley	2/7/83-6/15/85
Director of Alumni Affairs	COL Charles K. Flint III	10/1/86-
	COL John H. Oakes	7/30/79-6/30/86
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	MAJ James D. Babington	7/1/86-
	LTC Frederick G. Heath	6/1/83-6/30/86
Director of Admissions	COL Pierce A. Rushton, Jr.	7/8/85-
	COL Manley E. Rogers	6/6/68-6/28/85

Director of Information Management*	COL Daniel E. Bartholomew	9/2/85-
	LTC Robert A. Kaiser	9/1/79-9/1/85
Director of Institutional Research	LTC J. Richard Wallace	3/17/86-
Acting Director	Mr. Richard P. Butler	9/1/85-3/16/86
	LTC Carlton E. Bacon	6/15/78-9/1/85
Director of Engineering and Housing	COL James P. Oppenheim	8/1/85-
	COL William W. Badger	6/15/82-7/31/85
Finance & Accounting Officer	MAJ Paul R. McDowell	7/1/86-
	LTC Forest A. Klumph	7/1/83-6/30/86
Inspector General	LTC William F. Hausman, Jr.	9/4/84-
Provost Marshal	LTC Wilson H. McComas	7/26/84-
Public Affairs Officer	COL John P. Yeagley	4/7/84-
Staff Judge Advocate	COL William P. Greene, Jr.	7/9/86-
	COL Fred K. Green	6/23/83-7/9/86
Surgeon	COL Barry W. Wolcott	8/23/85-
	COL Freeman I. Howard	6/23/81-8/23/85
Treasurer	LTC John L. Throckmorton, Jr.	6/1/86-
	LTC Roger A. Grugle	6/27/83-5/86
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 Daniel A. Litynski COL Stanley E. Reinhart, Jr.	7/23/86- 4/2/79-7/2[illegible]
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	8/1/85-
Law Dept. Head	COL Jerome X. Lewis II COL Robert W. Berry	7/86- 6/30/78-7/86
Mathematics Dept. Head	COL David H. Cameron	7/1/85-
Mechanics Dept. Head	COL Peter D. Heimdahl	7/1/85-
Physics Dept. Head	COL Wendell A. Childs	8/1/84-
Social Sciences Dept.	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 Seth F. Hudgins COL Dean H. Darling	7/1/86- 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	8/9/85-
Department of Military Instruction	COL Robert A. Turner	7/15/85-
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	8/12/85-
3rd Regiment Regimental Tactical Officer	LTC Patrick D. J. Kenny	7/9/85-
4th Regiment Regimental Tactical Officer	LTC William D. Hughes	6/16/85-

Headquarters, 1st Battalion, 1st Infantry

Commander	LTC Morgan G. Roseborough	8/13/85-

*LTC Kaiser served as the Director of Automation and Audiovisual Systems during the years indicated. In September 1985, the Directorate was integrated into the Directorate of Information Management and LTC Kaiser became the Deputy Director under COL Bartholomew.

ACADEMIC CALENDAR

(AY 86-87)

Reorganization Week Begins	17 Aug 86
First Term Begins	21 Aug 86
Labor Day (No classes)	1 Sep 86
Homecoming (No classes)	18 Oct 86
Veteran's Day (No classes)	11 Nov 86
Thanksgiving Day (No classes)	27 Nov 86
Army-Navy Game (No classes)	6 Dec 86
Final Class Day, First Term	13 Dec 86
Term End Examinations Begin	15 Dec 86
Term End Examinations End/Christmas Leave Begins	20 Dec 86
Christmas Leave Ends	6 Jan 87
Second Term Begins	8 Jan 87
King's Birthday (No classes)	19 Jan 87
Washington's Birthday (No classes)	14-16 Feb 87
Spring Leave	6-15 Mar 87
Final Class Day, Second Term	8 May 87
Term End Examinations Begin	11 May 87
Term End Examinations End	
First Class	15 May 87
Other Classes	16 May 87
Graduation Day	27 May 87
Summer Academic Term	18 May--18 Jun 87
Late Graduation	19 Jun 87

SUPERINTENDENT'S LECTURES

GEN Sir Thomas Morony, United Kingdom Military Representative to NATO, The Kermit Roosevelt Lecture, "Profession of Arms."

Senator Daniel P. Moynihan (D-NY), Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Mr. Frederick Downs, Veterans Administration, "Combat Leadership."

Dr. B. F. Skinner, Harvard University, "The Role of Individual Responsibility in Society."

DEPARTMENT OF CHEMISTRY

Dr. Robert C. Brasted, University of Minnesota, "Common Sense Model Approach to Acid-Base Concepts."

Dr. Gardner Stacy, Washington State University, "Polymer Chemistry."

Dr. Allan Smith, Drexel University, "Microcomputers in Education: Examples from Engineering, Science, and Chemistry."

MAJ John P. Scovill, U.S. Army Medical Research and Development Command, "Antimalarial Drugs and Transition Metal Complexes."

LT Leon Morris, Infantry Officer/Medical Student, "To Medical School From the Regular Army."

DEPARTMENT OF ELECTRICAL ENGINEERING

Dr. Owen Davies, University College, London, England, "Integrated Circuit Design Projects."

GEN Robert T. Herres, USAF, Commander-in-Chief, U.S. Space Command, "Military Applications of Space."

Mr. Art Kingsley, radio communications equipment collector, "Romance of Radio."

Dr. Walker Kleinfelder, IBM, "The History of Computers."

Dr. Erich E. Kunhardt, Polytechnic Institute of New York, "Strategic Defense Initiative."

Dr. Glen A. Meyers, SUNY-Binghamton and the Naval Postgraduate School, "Principles of Spread Spectrum Radio Communications."

Dr. Bernard Vonnegut, SUNY-Albany, "Thunderstorm Electrification."

DEPARTMENT OF ENGINEERING

Dr. Alfred L. Broz, Army Materials Technology Laboratory, "The Importance of Non-Destructive Testing in Quality Control and Structural Integrity of DOD Systems."

Mr. Lawton Cain and Mr. Doug Goodwell, FMC Northern Ordnance Division, "Incorporation of Autoloaders in Tanks and SP Artillery."

Dr. Wenzel Davidson and Mr. Gordon Parsons, Army Materials Technology Laboratory, "The Importance and Application of Polymers and Composite Materials in the Military."

CPT Bernie Ellis, Picatinny Arsenal, "Extended Range Howitzer Program."

Mr. Samuel C. Florman, Keiser Borg Florman Construction Corporation, "The Engineering View."

Honorable Walter W. Hollis, Deputy Undersecretary for Operations Research, "Operations Research Capstone Lecture."

COL(Ret) Tom Huber, RCA Corporation, "Vetronics, the Integration of Modern Electonics into Combat Vehicles," and "The Development of Battle Management Systems Using Vetronics."

Dr. Robert Katz, Army Materials Technology Laboratory, "The Importance and Application of Ceramics in the Military."

COL James Logan and Mr. Roger Halle, Advanced Systems Concepts and Planning Directorate, "Army Requirements for Mechanical and Automotive Systems Design."

Mr. John MacRostie, FMC Corporation, "Facts Affecting the Design of the XM 723 Infantry Combat Vehicle."

BG David M. Maddox, "Ethics in Operations Research," and "Forward Area Defense (FAD)."

Mr. Dick McClelland, TACOM, "Propulsion System Design for Armored Vehicles."

Mr. John Mescall, Army Materials Technology Laboratory, "Special Aspects of Terminal Ballistics."

Mr. Dino Papetti, Army Materials Technology Laboratory, "Applications of Steel in Armor Protection."

Dr. Sam H. Parry, Naval Postgraduate School, "Combat Modeling."

Mr. Z. Passahovich, Israeli Military Industries Technical Institute, "Weapons Systems Engineering."

Dr. Moshe F. Rubenstein, University of California at Los Angeles, "Problem Solving in Today's Technical World."

COL James B. Welsh, TACOM, "Engineering Ethics in Program Management."

Mr. Walter Wynbelt, TACOM, "Design of a Light Armored Vehicle."

DEPARTMENT OF ENGLISH

Professor Roy Battenhouse, Indiana University; Professor Alan Dessen, University of North Carolina; Professor George Williams, Duke University; Professor Arthur Kirsch, University of Virginia, "Teaching Shakespeare."

Professor Robert Gurland, New York University, "Just War Theory."

Professor W. Hays Park, Judge Advocate General Corps, "Laws of War."

Professor Robert Phillips, University of Connecticut, "Morality of Warfare."

Professor Henry Veatch, Indiana University, "Why Need a General Be Human?"

Professor Michael Walzer, Princeton University, "Just War Theory."

DEPARTMENT OF FOREIGN LANGUAGES

Guillermo Cabrera Infante, Cuban novelist, humorist and screenwriter, "Cuban Writers in Exile."

Lisa Kahn, German poet, readings from her works.

Vernon A. Walters, U.S. Permanent Representative to the United Nations, "The Responsibility of Americans to Study Foreign Language."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Dr. Jon L. Bentley, Bell Labs, "Operating Systems," and "Computational Geometry."

Dr. Lowell Black, Wright-Patterson AFB, "Henry O. Flipper."

Mr. Robert Boyle, Hudson River Foundation, "The Hudson River."

Dr. and Mrs. Anthony J. Brazel, Arizona State University, "Metrorology."

Dr. Ben Brosgol, Alsys Corporation, "Contrast of Red and Ada."

Dr. Harm De Blij, National Geographic Society, "Political and Cultural Geography."

LTG David K. Doyle, DCSIM, "Information Management."

Dr. Rich Fairbanks, Columbia University, "Marine Geology."

Dr. Stu I. Feldman, Bellcor, "Software Engineering."

Honorable Harold W. Furman II, Department of the Interior, "Water Policies and Issues in Reality."

Dr. Patricia Gober, Arizona State University, "Urbanization in North America," and "Climatology."

Dr. Joseph S. Gordon, Defense Intelligence College, "East Europe."

Dr. Will Graf, Arizona State University, "Climatology and "Sedimentation in Arid Lands."

Dr. Fred Grossman, Pace University, "Computer Languages."

Mr. Ted Harris, Executive Office of the President, "Environmental Policy Issues."

RADM Grace M. Hopper (USNR), NAVDEC, "Future Possibilities: Data, Hardware, Software, and People."

Dr. Andrew Hume, Bell Labs, "Projections and Geometric Project."

Col Wendell O. Jones, LOGCEN, "Army Automation."

COL Frank Kaye (Ret), Georgetown University, "Software Engineering."

Mr. Jim Kearney, MICOM Corporation, "Telecommunications Management."

Dr. Brian W. Kernighan, Bell Laboratories, "AWK Program Language" and "Little Languages."

Dr. Ksenya Khinchuk, Boston University, "Nationalities of the Soviet Union."

COL Thomas H. Magness, US Army Environmental Office, "Environmental Policy Issues."

Professor Bob Melville, Bell Labs, "Data Structures."

MAJ Bob Molter, Futures and Concepts, "DA Corporate Data Base."

Mr. Nelson, DOIM, West Point, "The Role of the Data Base Administration."

LTC David Pagni, OJCS, "Military and Brazil."

Mr. Don Pfiel, DEH, West Point, "Water Use and Demand at West Point."

Dr. Jerry Priscolli, Social Scientist, Institute for Water Resources, "Public Participation in Water."

MG Alan B. Salisbury, Information Systems Engineering Command, "Systems Engineering."

Dr. Norm Schryer, AT&T Bell Labs, "Numerical Simulation."

Mr. Paul Thomas, Bureau of Mines, "Southern Africa: Strategic Minerals Availability."

LTC David Tye, ODCSIM, "Artificial Intelligence."

Mr. C. W. Van Melle Kamp, South African Embassy, "South Africa."

Dr. Charles Vetter, Lecturer/Attorney at Large, Retired (USAIS), "Cross Cultural Communication."

Dr. Vic Vyssotsky, Bell Labs, "Software Development."

Mr. Vernon H. Webb, E.P.I.C., "Photogrammetry."

Mr. Carl Weiss, PBS Weather Team, "Weather."

Dr. Harold A. Winters, Michigan State University, "Effects of Terrain on the American Civil War's Eastern Campaigns."

DEPARTMENT OF HISTORY

CPT (NAVY) Abdalla M. Abdalla, Egyptian Embassy, "Operation BADR."

Dean Allard, Naval History Center, "Capstone."

John Barritt, VMI, "Sherman's March."

COL Giora Biran, Israeli Embassy, "Israeli Armor Doctrine."

CDR Thomas Buell, USN (Ret), "World War II Naval Leadership."

James M. Burns, Williams College, "The Legacy of FDR."

Honorable Gerald R. Ford, former President of the US, "Responsibility of the US as a World Power."

John F. Guilmartin, Rice University, "Galley Warfare."

Professor Yvonne Y. Haddad, Hartford Seminary, "The Iranian Revolution."

Professor George Herring, University of Kentucky, "The US and the Vietnam War."

Professor Marius B. Jansen, Princeton University, "Tokugawa Japan and East Asian Withdrawal."

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

COL James H. Leach, USA (Ret), "The Battle of Singling."

COL Harold Nelson, US Army War College, "Russian Revolution."

GEN Bruce Palmer, USA (Ret), "American Strategy in the Vietnam War."

COL Rod Paschall, Army War College, "Terrorism."

Professor Francis E. Peters, New York University, "History of Western Religious Thought."

Professor Elizabeth Pickering, US Army War College, "The Emergence of Soviet Russia."

COL Nestor G. Pino, U.S. Department of State, "History of Latin America"

LTC John C. Reppert, Department of Social Sciences, USMA, "Soviet Navy."

MAJ Richard Roan, USMC, "Development of US Amphibious Doctrine."

James I. Robertson, Virginia Polytechnic Institute, "The Common Soldiers of the Civil War."

Professor Charles P. Roland, Visiting Professor, "The Causes of the Civil War."

Robert Seager, University of Kentuky, "A. T. Mahan."

Marc Trachtenberg, University of Pennsylvania, "Strategy in the Nuclear Age."

Professor Joseph S. Tulchin, University of North Carolina, "Peronism in Argentine History."

Professor John O. Voll, University of New Hampshire, "18th Century Islamic Revivalism."

DEPARTMENT OF LAW

MAJ Robert J. Boonstoppel, Office of The Judge Advocate General, "Rocky Mountain Arsenal Litigation."

COL Fletcher Griffis, U.S. Army Corps of Engineers, "National Environmental Policy at New York's Westway Project."

Honorable Robert N. C. Nix, Jr., Chief Justice of the Supreme Court of Pennsylvania, "Responsibility in American Society."

DEPARTMENT OF MATHEMATICS

Professor James Herod, Georgia Institute of Technology, "Some Interesting Problems in Probability."

Professor Peter Lewis, Naval Postgraduate School, "Some Uses of Personal Computers in Teaching and Research."

Professor George Rosenstein, Franklin and Marshall College, "Calculus in the 19th Century: The West Point Connection."

DEPARTMENT OF MECHANICS

Dr. George Catalano, Louisiana State University, "Design and Testing of the Rear Airfoil on the Ferrari Formula One Racing Car

Mr. Robert Henderson, Wright-Patterson AFB, "Trends in Turbopropulsion Technology."

CPT John Howard, Advanced Fighter Technology Integration Office, "Test Pilot, Aviation Interface."

Dr. Edward Lumsdaine, University of Michigan-Dearborn, "Use of Microcomputers in Teaching and Research."

Dr. Daniel J. Winarski, IBM, "Industrial Applications from Fundamental Principles in Dynamics."

DEPARTMENT OF PHYSICS

Dr. Robert Gibson, Los Alamos National Laboratory, "Laser Fusion."

Professor Sheldon L. Glashow, Harvard University, "American Responsibility Toward Pure Scientific Research."

Dr. Robert S. Rohde, Army Night Vision and Electro-Optics Center, "Army Laser Program."

COL Joseph B. Thurston, Jr., Army Space Planning Group, "The Future of the Army in Space."

LTG John F. Wall, Commanding General, U.S. Army Strategic Defense Command, "The Strategic Defense Initiative: The Army Perspective."

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

DEPARTMENT OF SOCIAL SCIENCES

Mr. Terry Busch, Central Intelligence Agency, "Insurgencies in Central America."

Prof. Louis Cantori, University of Maryland, "Political Socialization in Egypt."

Dr. Ty Cobb, National Security Council Staff, "U.S.-Soviet Summit."

Mr. John Collins, Library of Congress, "Strategic Implications of SDI."

Mr. Richard Crocker, State Department, "The Making of U.S. Middle East Policy."

Dr. Louis Dupree, Duke University, "Report from Afghanistan."

Dr. Kathleen Frankovic, CBS/New York Times Polls, "Public Opinion Polling."

Dr. James R. Gardner, Pfizer, Inc., "Strategic Planning."

COL Ya'acov Heichal, retired Israeli officer, a lecture on terrorism.

Dr. Gerry Hudson, Wittenberg University, "CPSU Party Congress."

LTG Tonne Huitfeldt (Norway), MG Amaldi (Italy), BG Schonbohm (Federal Republic of Germany), and Ambassador Surenkok (Turkey), "European Views on the Summit and Arms Control."

Prof. J.C. Hurewitz, Columbia University, "The 'Peace-Seeking' Process in the Middle East."

Mr. Robert Kitrinos, Defense Intelligence Agency, "The Work of an Intelligence Analyst."

Mr. Michael Lambeth, "Real Estate Investing."

COL Donald Mahley, National Security Council Staff, "Theatre Nuclear Forces," and "Conventional Balance in Europe."

Mr. Eugene McCarthy, former Senator from Minnesota, "Presidential and Congressional Campaign Strategies."

Mr. Steve Metcalf, Shearson-Lehman, "Bond Markets."

Prof. Michel Oksenberg, University of Michigan, "Political and Economic Change in the PRC."

Prof. Joseph Olmert, Tel Aviv University, "Middle East Politics."

LTC Charles Parker, 6th PSYOPS Bn, "Soviet PSYOPS."

MAJ Pat Putigiano, White House Fellow, Department of Interior, "Village Life in the Marshall Islands."

Mr. Charles Salmon, State Department, "Micronesia."

Mr. Henry Schwartz, Paine-Webber, "Stock Market."

Dr. Jeffrey Simon, National Defense University, "East European Forces in the WTO."

Prof. John Spanier, University of Florida, "American National Style."

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

Ms. Judy Walter, Treasury Department, "Bureaucratic Politics."

Mr. Jack Watson, former White House Chief of Staff, "White House Staff--Cabinet Relations."

Prof. Stephen Wayne, George Washington University, "New Presidential Primary Rules."

Prof. Marvin Weinbaum, University of Illinois, "Economic Aid in the Middle East."

Prof. H. Bradford Westerfield, Yale University, "NATO Burden-Sharing"; "Intelligence and Covert Operations"; and "Workshop on Teaching Political Science."

Ambassador Robert White, former ambassador to El Salvador, "U.S. Policy in Central America."

Ms. Robin Wright, author of Sacred Rage, "Islamic Radicalism and U.S. Foreign Policy," and "Islam and Modernization."

APPENDIX E

EXTRACURRICULAR ACTIVITIES (82)
UNITED STATES MILITARY ACADEMY
Academic Year 1985-1986

ACADEMIC GROUP (23)

American Chemical Society (Student Affiliate)
American Institute of Aeronautics & Astronautics (American Helicopter Society)
Arabic Language Club
Astronomy Club
Behavioral Science and Leadership Seminar
Cadet Fine Arts Forum
Chinese Language Club
Computer and Electronics Forum
Contemporary Affairs Seminar
Debate Council and Forum
French Language Club
Geology Club
German Language Club
Margaret Corbin Seminar
Mathematics Forum
Mechanical Engineering Club
Military Affairs Club
Portuguese Language Club
Russian Language Club
Society of American Military Engineers Student Club (American Society of Civil Engineers)
Society of Automotive Engineers Student Club
Society of Physics Students
Spanish Language Club

HOBBY GROUP (9)

Archery, Fishing & Hunting
Chess
Flying
Model Railroad
Mountaineering
SCUBA Diving
Ski
Tactics
White Water Canoe

COMPETITIVE TEAMS-ATHLETIC (12)

Cycling
Fencing
Gymnastics (Women)
Lacrosse (Women)
Marathon
Orienteering
Rugby (Men)
Ski
Soccer (Women)
Sport Parachute
Team Handball
Volleyball (Men)

COMPETITIVE TEAMS-RECREATIONAL (12)

Bowling
Crew
Equestrian
Handball
Judo
Karate
Powerlifting
Racquetball
Sailing
Skeet and Trap
Triathlon
Wrestling (Freestyle) (Men)

RELIGIOUS GROUP (11)

Baptist Student Union
Catholic Chapel Choir
Catholic Chapel Sunday School Teachers
Church of Christ
Church of Jesus Christ of Latter-day Saints
Fellowship of Christian Athletes
Gospel Choir
Jewish Chapel Choir
Navigators
Protestant Chapel Choir
Protestant Chapel Sunday School Teachers

SUPPORT GROUP (15)

Cadet Alcohol and Drug Intervention Council
Dialectic Society
Glee Club
Hop Bands
Howitzer
Pipes and Drums
The Pointer
Scoutmasters' Council
SCUBA Instructor Group
Ski Instructor Group
Ski Patrol Group
Slum and Gravy
Spirit Support Group
Theatre Arts Guild
WKDT Radio Station

APPENDIX F

VARSITY SPORTS SUMMARY

Team	Games	Won	Lost	Tied	Pct.	Navy	Captains
Golf	8	8	0	0	1.000	Won	Rob Lott
Women's Cross Country	6	6	0	0	1.000	---	Lorie Fleming
Women's Indoor Track	2	2	0	0	1.000	---	Michelle Collins
Rifle	16	15	1	0	.938	Won	Rhonda Barush
Pistol	9	8	1	0	.889	Lost	Richard Shelton
Wrestling	21	18	3	0	.857	Lost	Dennis Semmel
Women's Softball	34	27	7	0	.794	---	Jill Schurtz
Football	12	9	3	0	.750	Lost	GAME
Gymnastics	12	9	3	0	.750	Lost	Jeff Baum
Women's Swimming	11	8	3	0	.727	Won	Molly Hagan/ Ann MacIntyre
150-lb Football	7	5	2	0	.714	Lost	Rock Marcone/ Chris Townley
Women's Volleyball	33	23	10	0	.697	Won	Wilma Larsen
Men's Swimming	13	9	4	0	.692	Lost	John Lazar
Men's Indoor Track	3	2	1	0	.667	Lost	Wendell Champion
Baseball	37	23	13	1	.635	Won	Lawrence Tubbs
Women's Basketball	30	19	11	0	.633	Won	Julie DelGiorno
Men's Cross Country	8	5	3	0	.625	Lost	Dave Fleece
Women's Tennis	21	13	8	0	.619	---	Kristin Powell
Hockey	30	18	11	1	.617	---	Edward Moran
Lacrosse	12	6	6	0	.500	Lost	Bill Schiffer
Water Polo	27	13	14	0	.481	Lost	Joe Martin/ Eric Wesley
Soccer	18	8	9	1	.472	Lost	John McHugh
Squash	18	8	10	0	.444	Lost	Brian Snell
Men's Tennis	27	10	17	0	.370	Lost	Scott Poirier
Men's Basketball	27	9	18	0	.333	Lost	Mark Michaelsen/ Michael Ellis
Men's Outdoor Track	1	0	1	0	.000	Lost	Tom Szoka
TOTAL	443	281	159	3	.634	6-15	

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