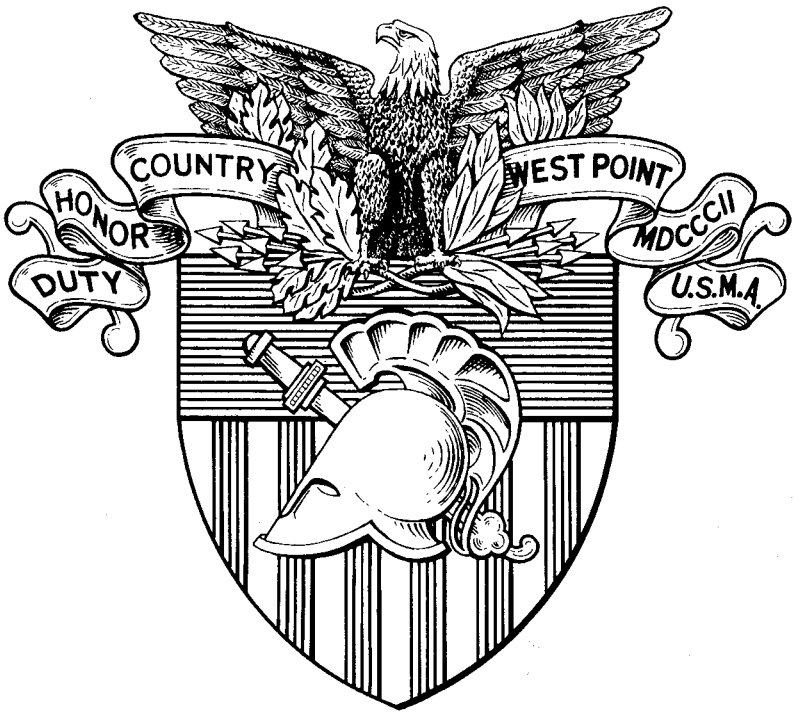
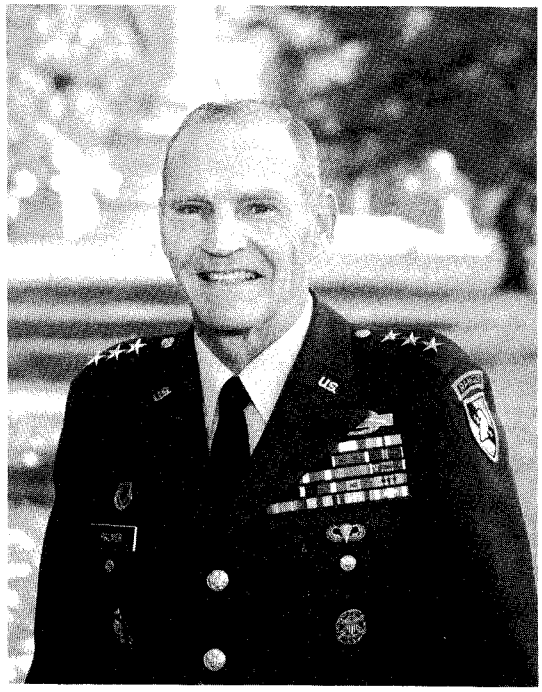
THE SUPERINTENDENT'S ANNUAL HISTORICAL REVIEW 1987



UNITED STATES MILITARY ACADEMY

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

1 JULY 1986 – 30 JUNE 1987



LTG DAVE R. PALMER

Superintendent

28 July 1986 —

LTG WILLARD W. SCOTT, JR.

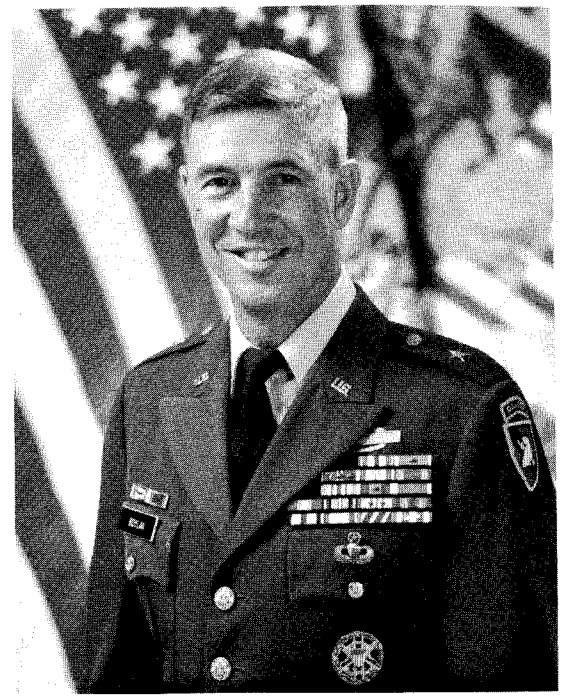
Superintendent

16 July 1981 — 28 July 1986 *

BG ROY K. FLINT

Dean of the Academic Board

1 August 1985 —



BG PETER J. BOYLAN

Commandant of Cadets

26 June 1984 —

* The Scott Superindentency is discussed in the 1986 report

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

This report provides a comprehensive review of the activities of the United States Military Academy during the period 1 July 1986 through 30 June 1987. During my first year as Superintendent, I concentrated my focus on gaining a complete understanding of this very diversified national treasure. The Academy has passed through an historic transformation and stands poised to take the course it will follow into the twenty-first century. The fundamental principles of the Academy will guide us as we begin the long-range planning necessary to ensure that we continue to meet the needs of the Army and the nation as we prepare for the Academy's Bicentennial in 2002.

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

Mission
of the
United States Military Academy

TO EDUCATE AND TRAIN THE CORPS OF CADETS SO THAT EACH GRADUATE SHALL HAVE THE ATTRIBUTES ESSENTIAL TO PROFESSIONAL GROWTH AS AN OFFICER OF THE REGULAR ARMY, AND TO INSPIRE EACH TO A LIFETIME OF SERVICE TO THE NATION.

DAVE R. PALMER
LIEUTENANT GENERAL, U.S. ARMY
SUPERINTENDENT

DUTY HONOR COUNTRY

27 MAY 1987

GENERAL JOHN A. WICKHAM, JR.
CHIEF OF STAFF
UNITED STATES ARMY

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ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 5,804 candidates nominated and examined for the Class of 1991, 763 of whom were women. Of this total, 2,876 were found qualified, and 1,359 (155 women) entered the United States Military Academy on 1 July.[1] Eighty-six percent ranked in the top one-fifth and 95 percent ranked in the top two-fifths of their high school classes. Those entering the Academy who took the Scholastic Aptitude Test (SAT) had mean scores of 562 on the verbal portion and 644 in the math, in contrast to national averages of 430 and 476, respectively. More than 97 percent of the new cadets taking the SAT had higher verbal, and more than 99 percent had higher math scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.5 on the English and 27.7 on the math portions compared with the national means of 18.9 and 17.7 respectively. More than 92 percent of the new cadets taking the ACT had higher English scores, and 99 percent had higher math scores than the national average. A total of 893 cadets were members of the National Honor Society and 451 were class, student body, or student council presidents while in high school. Some 1,195 lettered in varsity athletics, 791 of whom were team captains. Scouting participants numbered 475 including 104 Eagle Scouts (Boys) or Gold Award (Girls). Minority cadets totaled 201 or 14.8 percent of the Class of 1991.

ADMISSIONS FIELD FORCE

The Seventeenth Annual USMA/ROTC Liaison Officer's Conference was held at the Academy in June 1987. The liaison officer's program seeks to identify and attract quality candidates to both the Military Academy and to four year ROTC scholarships. (The Admissions Office selects liaison officers from among eligible Individual Ready Reservists.) Of the 120 attendees at this year's conference, over half were new to the program. The program now consists of 480 officers, 23 of whom are minority group members, eight of whom are women, and 114 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 presentations made by Major General Robert E. Wagner, Commander, U.S. Army ROTC Cadet Command; Major General William F. Ward, Chief, Army Reserve; and the Superintendent, Lieutenant General Dave R. Palmer. Participants gained a wider perspective of the interrelationship of the Reserve, ROTC, and USMA policies and programs in effect.

CANDIDATE TESTING

More than 10,700 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 13,250 individuals at 178 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.

A film documenting the military training cadets receive during the summer was initiated in June 1987. It is needed because no film currently exists that documents exclusively the military training of West Point cadets. The film, including highlights from all four West Point summers, will concentrate on the Cadet Field Training yearlings receive at Camp Buckner and the military specialty training received by Second Class cadets during the third summer. Anticipated delivery date for the film is early 1988.

The Academy's general purpose recruiting film, "Path to Success," last revised in 1983, is being replaced to bring it up-to-date with Academy policies and programs. A new film will include a two-minute historical introduction and a twelve minute contemporary overview aimed at candidates, potential candidates, and candidate influencers. The film, to be called "Leaders for a Lifetime," is being produced by the Image Technology Division of Aberdeen Proving Ground, Maryland, and should be ready in early 1988.

A particularly noteworthy improvement among our recruiting publications was the addition of a package of ten 8" x 10" mini-posters depicting various West Point scenes. Named "The Photopack," these pictures satisfy the numerous public and candidate requests for pictures (that both Admissions and Public Affairs receive annually) at a fraction of the cost of actual photography or full-size posters. These prints have become one of the office's most popular handouts.

A four-color night scene bookcover of the Plain at West Point has been developed. This colorful and functional handout is given to candidates and potential candidates during school visits or at by-invite meetings held by admissions officers or liaison officers.

The direct mail student search program was streamlined this year with the creation of a single brochure that is comprised of a letter from the Director of Admissions, a franked mailback card, and color photos and text outlining the programs offered at the Academy. By eliminating the stuffing of three separate items in 75,000 envelopes, as was done in the past, considerable time and money has been saved.

The Media Branch distributed a planning magazine for black students entitled "Right Choices." The magazine is published by Mr. Bill Tinsley, a retired Lieutenant Colonel who previously prepared minority recruitment initiatives for the U. S. Army Recruiting Command (USAREC). We received nearly 2,000 leads last year from his publication and, accordingly, our Class of 1992 black candidate pool is up nearly 25 percent. Due to this success, the Admissions Office will continue to utilize the magazine as will USAREC.

The multimedia high school program featuring a slide/tape or laser-disc presentation of West Point prepared by the Learning Research Network continued for 2,000 selected high schools during the 1986-1987 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.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 925 CPRC trips taken as 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, 531 candidates participated in the daily tour program and attended a class, visited the barracks, and ate lunch with their cadet escorts. CPRC also operated an extended tour program which enabled 407 admissible candidates to spend 27 hours at the Academy escorted by a cadet from their home state.

PROJECT OUTREACH

Project Outreach, an Admissions Office minority recruitment program, consists of seven minority officers who travel to all parts of the United

States to promote greater appreciation of the opportunities provided for minority members at USMA. Television and radio interviews and visits to high schools and junior high schools stressed the theme of preparing oneself properly for higher educational opportunities. Additionally, contacts were established with high calibre minority youths capable of entering USMA. Follow-up letters and telephone contacts by these officers completed an intensive recruitment effort.

EDUCATOR VISITS

The Educator Visits program continued in 1987. 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 200 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. During the first year of the foreign cadet expansion, nine countries nominated candidates, eight candidates were offered admission, and seven joined the class. During the second year, for the Class of 1990, 15 countries nominated candidates, eight were offered admission, and all eight joined the class. During the third year, for the Class of 1991, 17 countries nominated candidates, ten candidates were offered admission, and all ten joined the class. The cadets are from Bangladesh, Cameroon, Haiti, Honduras, Jordan, Kenya, Malaysia, Malawi, the Philippines, and Turkey and represent the largest number of foreign cadets to enter any class in the Academy's history.

FOOTNOTE

[1]Nearly 14,500 individuals applied to the Military Academy's Class of 1991, the highest number in the institution's history. The Military Academy was ranked by USA Today as the choosiest college in the country in 1987. USMA ranked second behind the Naval Academy the year before. In an article in the November 17, 1987 issue, the newspaper cited its survey of schools accepting less than half of their applicants and with freshmen averaging at least 1200 on the SAT. The Military Academy was reported accepting 10.2 percent of its applicants to the Class of 1991, the U.S. Naval Academy was second with 11.9 percent, Stanford University was third with 15.6 percent, and the U.S. Air Force Academy was fourth with 16.2 percent.

ACADEMIC PROGRAM

THE FACULTY

The tenured faculty underwent several significant changes during the 1986-87 Academic Year. Two department heads retired, one department head was appointed, and the selection process was initiated for the other. Another department head departed West Point for a year's permanent change of station prior to retiring and his successor was selected. Eight new Permanent Associate Professors were appointed during the period and three tenured faculty members went on sabbatical.

Colonel Allen F. Grum, Jr., Professor and Head of the Department of Engineering for six years, retired on 31 December 1986 after 33 years of service. Colonel Gordon W. Arbogast, appointed as a Permanent Associate Professor in February 1983, was named Acting Head of the Department. In June 1987, the Dean appointed a search committee to recommend a replacement for Colonel Grum. Colonel Wendell A. Childs, Professor and Head of the Department of Physics for three years, retired on 31 March 1987 after 32 years of service. Colonel Raymond J. Winkel, Jr., succeeded him, having served as Permanent Associate Professor since 1980 and as Professor and Deputy Head of the Department since 30 October 1986. Instead of retiring as anticipated in July 1986, Colonel Robert W. Berry, Professor and Head of the Department of Law since 1978, went on a permanent change of station to participate in a special personnel review board for the Honorable Delbert Spurlock, Assistant Secretary of the Army (Manpower and Reserve Affairs), in Washington, D.C. His successor, Colonel Dennis R. Hunt, became Professor and Head Designee of the Department upon Colonel Berry's retirement on 31 July 1987. Colonel James H. Ramsden, a Permanent Associate Professor since 1978, became Professor and Head Designee of the Department of Chemistry in May 1987. Colonel Frank R. Giordano, Professor of Mathematics since August 1982, was named Professor and Deputy Head of the Department of Mathematics in May 1987.

Two Professors of Designated Subjects retired in 1986: Colonel Dean A. Herman, Jr., Professor of Electrical Engineering, retired on 30 September 1986 after 26 years of commissioned service; Colonel George K. Osborn, Professor of Social Sciences, retired on 31 December 1986 after 35 years of commissioned service. Three Permanent Associate Professors became Professors of Designated Subjects in 1986: Lieutenant Colonel Thomas H. Johnson of the Science Research Laboratory was appointed Professor of Applied Physics; Lieutenant Colonel Jerome Adams of the Laboratory was appointed Professor of Behavioral Sciences and Leadership; and Colonel Daniel M. Litynski was appointed Professor of Electrical Engineering.

Three Permanent Associate Professors retired during the academic year: Colonel James S. Armstrong, Jr., Department of Mathematics, retired on 31 August 1986; Colonel Harold M. Hannon, Department of History, retired on 30 September 1986; and Colonel Walter S. Dillard, Department of History, retired on 30 June 1987. One Permanent Associate Professor, Major Johnny E. Tolliver of the Department of English (who was on a three-year detached duty assignment at Fort Monroe, Virginia with the Army Effective Writing Office), resigned his Permanent Associate Professorship on 31 June 1987 and left the Army. Newly-appointed Permanent Associate Professors during the past Academic Year included: Lieutenant Colonel Paul F. Barber, Department of Electrical Engineering; Major Stephen A. LaRocca, Department of Foreign Languages; Lieutenant Colonel Stephen J. Wager, Department of History; Majors William P. Fox and John S. Robertson, Department of Mathematics; Majors Thomas A. Lenox and Robert A. Potter, Jr., Department of Mechanics; and Major John E. LaSala, Department of Physics.

Four tenured faculty members went on sabbatical during the academic year: Colonel Stanley E. Reinhart, Jr., Professor and Head, Department of Electrical Engineering, went on sabbatical at the Royal Military College of Science at Shrivenham, England. (Colonel Daniel M. Litynski was appointed as Acting Head of the Department during Colonel Reinhart's absence.) Colonel Robert L. Doherty, Permanent Associate Professor, Department of Foreign Languages, went on sabbatical serving as a consultant with the German Foreign Language Institute at Koln-Hurth, West Germany; Lieutenant Colonel James H. Stith, Permanent Associate Professor, Department of Physics, went on sabbatical at Lawrence Livermore National Laboratory, Livermore, California; and Colonel Walter S. Dillard, Permanent Associate Professor, Department of History, went on a sabbatical to the Center of Military History in Washington, D.C.

Lieutenant Colonel John M. Wattendorf, Permanent Associate Professor, Department of Behavioral Sciences and Leadership, served as the West Point Fellow at the Army War College, Carlisle Barracks, Pennsylvania; and Lieutenant Colonel Rickey A. Kolb, Permanent Associate Professor, Department of Mathematics, served as the West Point Fellow at the Industrial College of the Armed Forces at Fort McNair, Virginia.

Fifteen professors and scholars served as visiting professors in 13 departments during the past academic year: Dr. Gregory M. Corso of the Georgia Institute of Technology in the Department of Behavioral Sciences and Leadership; Professor Robert C. Brasted of the University of Minnesota in the Department of Chemistry (The Academy was deeply saddened by his death in November 1986.); Professor Charles A. Gross of Auburn University in the Department of Electrical Engineering; Professor Robert E. D. Woolsey of the Colorado School of Mines in the Department of Engineering; Dr. Robert D. Peckham of the University of Tennessee at Martin and Dr. Sheila R. Ackerlind, former Adjunct Professor at The College of White Plains of Pace University (first term only), in the Department of Foreign Languages; Dr. Melvin G. Marcus of Arizona State University in the Department of Geography and Computer Science; Professor Donald D. Horward of Florida State University in the Department of History; Professor Chapin D. Clark of the University of Oregon in the Department of Law; Professor James R. Walker, affiliated with the Georgia Institute of Technology, in the Department of Mathematics; Professor Don Harold Morris of the Virginia Polytechnic Institute and State University in the Department of Mechanics; Dr. James M. Tanner of the Georgia Institute of Technology in the Department of Physics; Professor Howard J. T. Steers, Foreign Service Officer, U.S. State Department, and Dr. George G. Edwards, Texas A & M University, in the Department of Social Sciences; and Professor Ann E. Jewett of the University of Georgia in the Department of Physical Education.

Major Bruce A. Berwick, an Assistant Professor in the Department of Social Sciences, was selected to serve for one year as a White House Fellow beginning in the Fall of 1987. Twelve Fellows were selected from the 855 applicants this year. Majors Robert E. Johnson and David F. Melcher, both of whom are USMA graduates and former members of the Department of Social Sciences, were also selected. With the addition of these three, there have been a total of 32 USMA graduates selected as White House Fellows, 22 of whom have served on the faculty or as tactical officers at USMA.

The academic credentials and composition of the faculty remained stable in most categories for the 1986-87 Academic Year. The percentage of faculty members holding Ph.D. degrees and of those completing all but dissertations were 22 and six percent,

respectively. Officers commissioned from sources other than USMA comprised 36 percent of the faculty, slightly higher than the level of the last few years. The number of women officers rose by one over the previous year to 19. The number of minority group faculty members remained constant at 36, the highest level in the Academy's history. The number of sister service officers on the academic faculty remained at 16: eleven Air Force (two female) officers and five Naval (one female) officers. Additionally, one officer each from Brazil, France, West Germany, and Mexico served in the Department of Foreign Languages.

CADETS

On 27 May 1987, Army Chief of Staff, General John A. Wickham, Jr., delivered the commencement address to 1,017 members of the Class of 1987 (903 men and 114 women). Twelve cadets (all male) joined the Class of 1987 by graduating during the summer following the completion of additional requirements. Finally, 13 individuals (11 men and two women) graduated in December 1987. A total of 1,042 individuals graduated in the Class of 1987, making it the second-largest graduating class in Academy history.

Four cadets of the Class of 1987 received special academic recognition. Lieutenant John K. Tien, Jr., became the Academy's 61st Rhodes Scholarship recipient. He will study philosophy, politics, and economics at Oxford University. Lieutenants Michael F. Garceau and William B. Howard were the Academy's 27th and 28th Hertz Foundation Fellowship winners. They have been granted fellowship deferments to serve four years in the military prior to undertaking graduate study. Lieutenants Garceau and Daniel Rodriguez were the 33d and 34th Academy recipients of National Science Foundation Fellowships.[1] Lieutenant Rodriguez will pursue studies in economics at the Massachusetts Institute of Technology.

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. Nineteen members of the Class of 1987 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. All 19 members of the class (representing less than two percent) were selected for admission as follows: Lieutenant Peter Armstrong at Vanderbilt University; Lieutenants Erin A. Doe and Javier Hernandez at Duke University; Lieutenant Lori A. Eitreim at Dartmouth; Lieutenant Holly L. Hagan at the Medical University of South Carolina; Lieutenants Pearline V. McKenzie and Fletcher M. Munter at Johns Hopkins University; Lieutenant Daniel Pak at Georgetown University; Lieutenant Michael Serwacki at the University of Washington; and Lieutenants William P. Corr, David Della-Giustina, Matthew Jennings, Anthony J. Johnson, Paul F. Pasquina, Kris A. Peterson, Justin D. Roby, Alexander Stojadinovic, Paul W. Whitecar, and Richard K. Winkle at the USUHS.

A comprehensive cadet counseling program continued to assist cadets in more clearly defining their academic goals and planning a course of study which will lead to the attainment of those goals. After the counseling process, cadets of the Class of 1989 made general selections similar to those made the year before by the Class of 1988:

	Class of 1989	Class of 1988
Applied Science and Engineering*	37%	33%
Basic Science	8%	9%
Humanities	13%	7%
National Security/Public Affairs**	42%	51%

*Includes MSE management.
**Includes HPA management.

The distribution of the Class of 1989 between fields of study and majors was as follows by the end of the 1986-87 Academic Year:

	Field of Study	Major
Applied Science and Engineering*	8%	29%
Basic Science	4%	4%
Humanities	11%	2%
National Security/Public Affairs**	35%	7%
Total	58%	42%

*Includes MSE management.
**Includes HPA management.

The proportion of cadets in the Class of 1989 deciding to major was slightly higher than the 40% of the Class of 1988, but notably below the 50 percent level of previous classes. It corresponded to the slight increase in the percentage of cadets pursuing MSE disciplines.

Majors continue to be more popular among cadets selecting MSE than among those selecting HPA. In fact, 79 percent of those cadets concentrating in Applied Science and Engineering, 47 percent of those cadets selecting Basic Science, 15 percent of those cadets selecting Humanities, and 15 percent of those cadets selecting National Security/Public Affairs decided to major in their respective specialties.

Of the optional majors open to cadets in the Class of 1989 at the time of their counseling during the Spring of 1987, Mechanical Engineering (Aerospace), Engineering Management, and Civil Engineering were selected by the largest number of cadets, 6.2 percent, 6.1 percent, and 4.7 percent, respectively. Of those cadets selecting a major, these three areas were selected by 15.0, 14.6, and 11.4 percent, respectively.

Of the fields of study open to cadets in the Class of 1989 at that time, National Security and Public Affairs Interdisciplinary, Geography (HPA), and Management (HPA - Human Resources) were selected by the largest number, 6.0 percent, 5.1 percent, and 3.9 percent, respectively. Of those cadets selecting a field of study, the percentages were 10.2, 8.7, and 6.6 percent, respectively.

FACULTY DEVELOPMENT

During the 1986-87 Academic Year, faculty participation in the military development program continued to expand over the level of previous years. The participants ranged from Department Heads to Permanent Associate Professors, but each made contributions which furthered Army policies and programs.

During the academic year, five members of the tenured faculty served as evaluators of reserve units during annual training. Colonel David J. Phillips, Associate Dean, served as evaluator of the 209th Field Artillery Brigade at Fort Indiantown Gap, Pennsylvania, for three weeks in May 1986. Lieutenant Colonel Louis S. Csoka, Permanent Associate Professor in the Department of Behavioral Sciences and Leadership, served as the evaluation team chief for a Pennsylvania National Guard Infantry Battalion (1-109th Infantry (Mech)) during a two-week training program to include the completion of their annual ARTEP in July. Colonel James H. Ramsden, Professor and Deputy Head of the Department of Chemistry, also served for two weeks in July as the Chief Evaluator of the 485th Chemical Battalion (Smoke Generator) at Fort A.P. Hill, Virginia. In the same period, Major John K. Robertson of the Dean's Resource Management Division served as an evaluator with the 817th Engineer Battalion (Combat Heavy) ARTEP in Alaska. In June 1987, Colonel Edward J. F. Thomas, Professor and Deputy Head of the Department of Foreign Languages, served as the senior evaluator for the 67th Brigade, 35th Infantry Division (Mechanized) of the Nebraska National Guard during their annual training.

Other permanent faculty members also participated in evaluations later in the academic year. In October 1986, Lieutenant Thomas H. Johnson, Assistant Dean of Academic Research, served as an observer/evaluator of the live fire and force-on-force training at the NTC conducted by two battalions of the First Brigade, Second Armored Division, from Fort Hood, Texas. In March 1987, Colonel Gerald E. Galloway, Jr., Professor and Deputy Head of the Department of Geography and Computer Science, traveled to West Germany, the Netherlands, and Belgium to participate in exercise WINTEX-CLIMEX '86 serving as a consultant to the U.S. Army Europe Deputy Chief of Staff for Information Management evaluating the use, during the exercises, of a prototype automation system for command and control procedures above the corps level. Lieutenant Colonel Terry D. Hand, Associate Professor of Civil Engineering in the Department of Engineering, undertook a "regreening" assignment with Headquarters, 18th Engineer Brigade, USAREUR, in Karlsruhe, West Germany, in June 1987. Working out of the Engineering/ Construction Section of the Brigade S-3 office, he assessed the capabilities of the brigade's new Zenith computers and selected commercial and USMA-developed software to assist in the management of the brigade's multimillion-dollar troop construction program.

Several tenured faculty members participated in other training or evaluation exercises with Army units or technical schools. In July 1986, Colonel William J. Reynolds, Permanent Associate Professor in the Department of Geography and Computer Science, observed the Logistics-Over-the-Shore (LOTS) operation of elements of the 82nd Airborne Division and 101st Airborne Division at Exercise Gallant Eagle at San Diego, California. Lieutenant Colonel John A. Calabro, Permanent Associate Professor in the Department of English, participated in Field Training Exercises with the Headquarters, Third Armored Division Artillery at the Grafenwoehr training center, West Germany in the Summer of 1986. Colonel James L. Anderson, Professor and Head of the Department of Physical Education, spent eight weeks in the Summer of 1986 with the 1st Armored Division in West Germany. During the period, he ran a command post exercise (CPX),

worked with unit fitness programs, and checked on the status of the master fitness trainers. Colonel George F. Palladino, Professor of Chemistry, observed and improved Reconnaissance, Selection, and Occupation Procedures (RSOP) for the 1st Battalion, 29th Field Artillery, Fort Carson, Colorado, in July 1986. Major Richard C. Graham, of the Science Research Laboratory, worked for four weeks in June 1986 at the Ordnance Center and School, Aberdeen Proving Ground, Maryland, Directorate of Evaluation and Standardization (DOES). He evaluated the MOS 44B (Ordnance Metal Workers) Course to ensure that it was up-to-date and in concert with the Occupational Safety and Health Administration (OSHA), Army doctrine, and the Surgeon General Office in the application of chemical agent-resistant coating on metals. In July 1986, Colonel Raymond R. Winkel, Jr., Permanent Associate Professor in the Department of Physics, evaluated the MOS 52D (Power Generator Mechanic) Course at Fort Belvoir, Virginia, to ensure that necessary electro-magnetic theory was being taught appropriate for those taking the course.

Assisting in the development and improvement of Army leadership continues to be a major source of tenured faculty support. In December 1986, Lieutenant Colonel George B. Forsythe, Permanent Associate Professor in the Department of Behavioral Sciences and Leadership, visited the National Training Center (NTC) at Fort Irwin, California, and also attended, along with Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, the Army Leadership Conference at Fort Leavenworth, Kansas, where both officers coordinated leadership doctrine developments with members of the Center for Army Leadership (CAL) and reviewed the draft of the Field Manual outlining the Army's leadership philosophy. While at the NTC, Lieutenant Colonel Forsythe observed unit training, noting the leadership requirements of the Army's AirLand Battle doctrine, and saw the relationship between tactical/operational and leadership systems on the battlefield at the NTC.

Colonel Prince spent two weeks in July 1986 with the Israeli Defense Force (IDF) visiting points of historical and strategic interest and meeting with numerous IDF leaders. With the IDF, Colonel Prince was briefed by commanders in the field who discussed combat leadership and leadership development in units. This trip provided valuable background information, identified new source materials, established a basis for information sharing, and provided exposure to state-of-the-art research in several key topic areas taught in the Department which also relate to the conduct of Project Proteus. In the Summer of 1986, Lieutenant Colonel Jerome Adams, Research Associate Professor, provided in-process review briefings on the multi-year study of officer careers to General Maxwell R. Thurman, Lieutenant General Arthur E. Brown, Jr., and Lieutenant General Robert M. Elton.

In the Fall of 1986, Colonel Prince conducted interviews of junior officers in the Republic of Korea as part of Project Proteus. In addition, he also discussed command and leadership issues with the Eighth Army Inspector General (IG) and with battalion commanders in the 2d Infantry Division. In May 1987, Lieutenant Colonel Forsythe participated as a consultant to the Army Leader Development Study Group, under the direction of the Center for Army Leadership. In addition to reviewing the Study Group's initial work, he was able to develop a methodology and refine a systems model for use by the Study Group in investigating leader development in the Army. Lieutenant Colonel Forsythe's participation contributed to the Army's overall leader development process and enhanced the Academy as an Army-wide resource. Finally, Colonel Peter L. Stromberg, Professor and Deputy Head of the Department of English,

presented writing workshops to major headquarters in Japan, Korea, and Hawaii, and Colonel Anthony E. Hartle, Permanent Associate Professor in the Department, made similar presentations in the Canal Zone.

Academy tenured faculty members were called upon to provide assistance for numerous projects as researchers or consultants. Among them were the contributions of Colonel Robert A. Doughty, Professor and Head of the Department of History, who, during the Summer of 1986, conducted classified research in Europe for General Bernard W. Rogers, Supreme Allied Commander, Europe. He later served in Washington, D.C., for the first half of 1987 as a member of a working group to support the Senior Military Schools Review Board, which presented a report ultimately to the Chairman, Joint Chiefs of Staff, on joint-service professional military education. In October 1986, Lieutenant Colonel Timothy R. O'Neill of the Department of Behavioral Sciences and Leadership, briefed a MANPRINT (MANpower and PERsonnel INTegration) working group meeting at the Army Research Institute (ARI) on the results of a long-term study of direct-fire target acquisition and engagement funded by TRADOC. Colonel Thomas, of the Department of Foreign Languages, served in November 1986 at MILPERCEN on the Army Educational Requirements Board determining the Army-wide requirements for officers holding advanced degrees. Lieutenant Colonel Lawrence A. Rapisarda, Permanent Associate Professor in the Department of Electrical Engineering, worked for several weeks in June and July 1987 with the Director of Information Management at the Headquarters of the Rhode Island National Guard at Providence, Rhode Island. He served as a consultant and tester for their automated electronic mail system. He also continued his research efforts in Fault Diagnosis for Analog Electronics Systems at Los Alamos, New Mexico, some of which may be described in a textbook. Lieutenant Colonel Wallace E. Walker, Permanent Associate Professor in the Department of Social Science, conducted interviews with more than 100 National Guard and Regular Army officers and DOD personnel for a study entitled "Assessing Organizational Success: The Resurgence of the National Guard in the Post-Vietnam Era," funded by the Army Research Institute. Lieutenant Colonel Lee S. Dewald, Permanent Associate Professor in the Department of Mathematics, conducted research at the SHAPE Technical Center (STC) in Belgium, consulted with NATO personnel on Land Wargaming, and wrote two STC Technical Reports.

The contributions of still others cut across numerous lines of expertise. Among them were the efforts of Colonel Gerald E. Galloway, Jr., Professor and Deputy Head of the Department of Geography and Computer Science, who, during August 1986, briefed the Army Staff Council on his impressions of the Soviet Union and its people based on a two-week train trip across that nation. He also briefed the Commandant, staff and faculty, and students of the Signal School at Fort Gordon, Georgia, on his battlefield automation study for USAREUR and discussed current issues in the command and control/battlefield automation fields. In January, 1987, Colonel Galloway participated in the U.S. Army Strategic Defense Command C^2 Test Seminar, briefing the attendees on C^2 issues in the European environment and serving as a consultant to a task group exploring C^2 issues at the Xerox Center at Leesburg, Virginia.

Finally, through the Academy's computer science resources, numerous advances in automation are promoted. Colonel Gilbert W. Kirby, Jr., Professor and Head of the Department of Geography and Computer Science, and several other members of the Department conducted MICROFIX Topographic (T) software at the Defense Mapping School while others presented the USAREUR Workstation Introductory Field Training in Germany. During the Summer of 1986, Lieutenant Colonel John A. Dallen, Jr.,

Permanent Associate Professor in the Department, served on a team evaluating the artificial intelligence research efforts of the Army Materiel Command organizations. In October 1986, Colonel Kirby and three other members of the Department coordinated deployment and support of MICROFIX Version 2.1 software. The Department's contribution to the advancement of computers in the Army, particularly through its Office of Artificial Intelligence and Evaluation (OAIAE), is discussed in some detail in their section later in this chapter.

In the first months of his Superintendency, Lieutenant General Dave R. Palmer stressed the importance of the USMA faculty development program to the Academy community as well as to the Army at large. The Superintendent viewed it as a mission-essential program for USMA since it enabled tenured faculty not only to remain current with Army doctrine and training, but also to become active participants in the latest developments in the field. At the same time, it enabled DA to become more aware of the quality of the USMA faculty as the Army benefited from their special and diversified areas of expertise.

He took advantage of previous actions begun under Lieutenant General Willard W. Scott, Jr.'s, Superintendency and fine-tuned and formalized previous arrangements. While many faculty members had participated in the military development activities in the past, the positions they were given were not always in keeping with either their calibre or expertise. General Palmer's concerted effort to upgrade their opportunities resulted in a message from TRADOC to all MACOM commanders in December 1986. The message formally instructed MACOM commanders of appropriate and inappropriate assignments for the USMA faculty members. The message recommended such positions as evaluators and controllers for major field exercises and reserve unit annual training evaluations, especially with roundout units, as opposed to project officers, action officers, or observers. As a result of these efforts, the calibre of assignments made available to the tenured faculty in the Summer of 1987 was superior to those of the past.

THE CURRICULUM

The 1986-87 Academic Year was characterized by a consensus that the Military Academy had passed through the major period of curricular change and had entered a year of evaluation and reflection. No major changes were recorded in the curriculum, and most Curriculum Committee efforts were directed toward reviewing the recommendations necessary to implement the May 1986 Academic Board decision to return to the common core curriculum during the cadets' first two academic years.[2]

One action required to return to the two-year common core was to change the mathematics core sequence so that all cadets in HPA concentrations would acquire the multivariable and vector calculus needed to complete the engineering science and design courses in the final two years of the core curriculum.[3] Additionally, in light of the elimination of the tracking of cadets between the Mathematics, Science, and Engineering (MSE) fields and the Humanities and Public Affairs (HPA) fields, it became necessary to specify the extent of a foreign language requirement for each field of study or major to ensure that we complied with DA requirements to provide the maximum coverage of language courses consistent with our other academic requirements. The change in the mathematics curriculum was approved, and the foreign language requirements have been specified and will appear in the field and majors tables in the "Academic Program 1988-89" (Red Book).

In addition to these changes, the Academic Board also approved the elimination of the "one-for-one" rule, a self-imposed restriction designed to prevent elective growth during the period of major curriculum revision after 1977.[4] This rule, which allowed departments to add electives only by deleting an elective already in the curriculum, was viewed as inappropriate in the current environment and excessively limiting for disciplines characterized by the growth of new knowledge. At the same time, procedures to insure that elective growth does not occur at the expense of the core curriculum were approved. An example of the types of requirements that can be accommodated under these new rules is the two-course space stem added to the physics field of study and major. This two-course sequence involves an area of emerging academic significance and importance to the Army, but its inclusion in the curriculum could not be justified at the expense of any of the electives which constituted the more traditional physics programs.

No imminent steps in curriculum development were anticipated for the immediate future; rather the Dean has focused this period, in conjunction with the ongoing USMA 2002 Study and the upcoming decennial accreditation, on defining the curriculum requirements for USMA graduates in the next century. As the first step in that process, he has tasked the Curriculum Committee to examine the engineering organization and curriculum. That report, anticipated in late 1988, will be the first of several that will specify future curriculum directions for USMA.

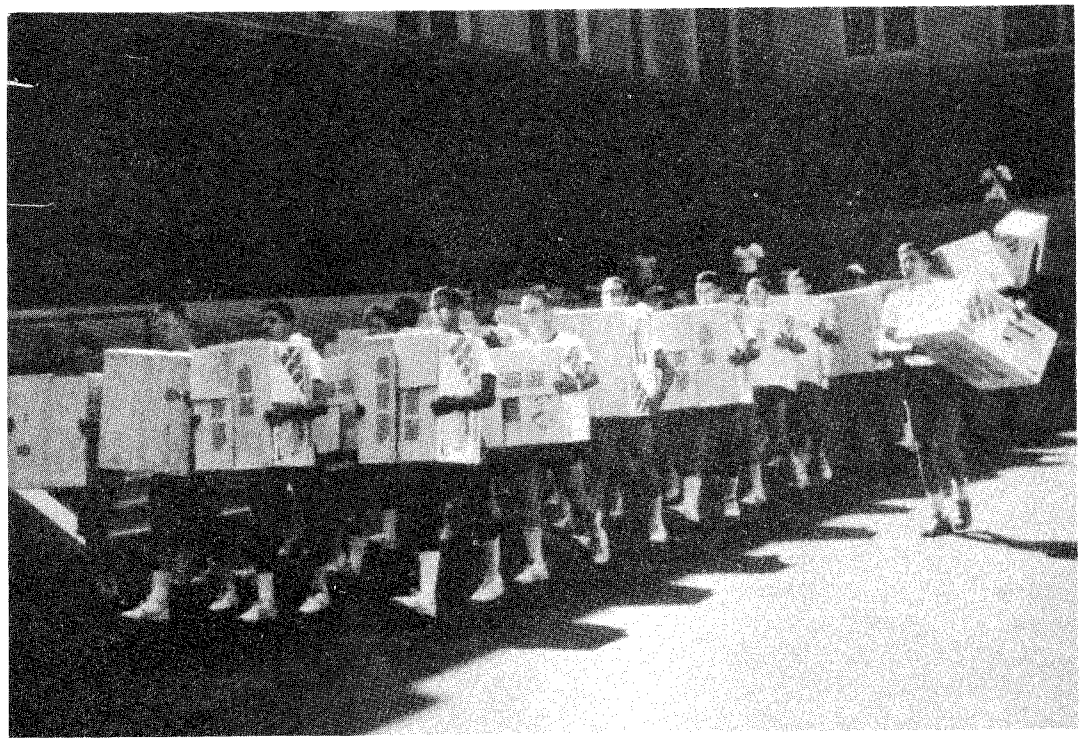
ACADEMIC COMPUTING

The 1986-87 Academic Year was highlighted with three major milestones in the history of computers in support of academics at USMA. In August 1986, personal computers were issued to each member of the Class of 1990. In March 1987, following six months of study by the Curriculum Committee, the Academic Board approved a new thread of computer usage in the curriculum. In May 1987, a $4.2 million contract was awarded for expansion of USMA's computer network to each cadet room.

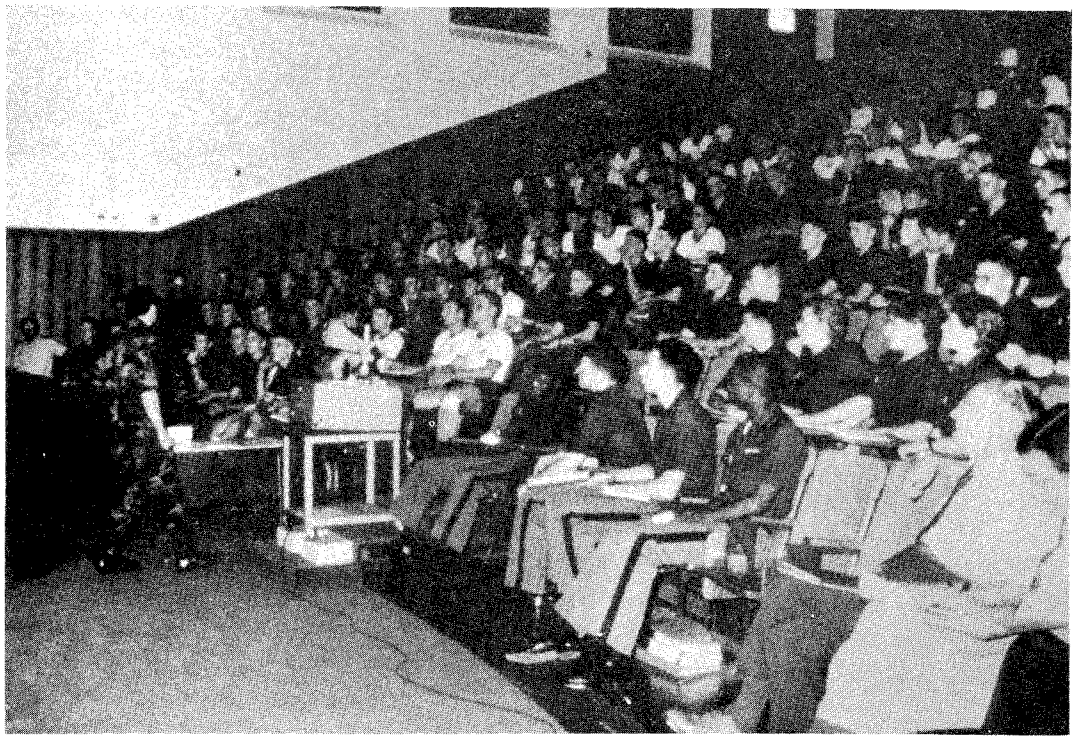
The Class of 1990 was issued high-performance, IBM-compatible Zenith-248 personal computers with several software packages for programming and word processing. Cadet and faculty acceptance and use of the personal computers exceeded all expectations. In a survey conducted in April 1987, cadets reported averaging five hours per week on their personal computer; 82 percent had already prepared four or more writing requirements using the computers' word processing capabilities; and 95 percent felt they were proficient in the operation of the personal computer. Extensive use of the personal computers was made in each course taken by the newly-arriving cadet or plebe. Not only were they used in computer science, but in chemistry for laboratory data analysis, in mathematics for graphical representation of functions, in history and English for word processing, and in foreign languages for computer-assisted instruction.

The new computer thread approved by the Academic Board includes the requirement that basic computer skills be taught prior to the first day of academic classes, so even those cadets who do not take the plebe computer course, "Introduction to Computers and Pascal Programming" (EF105), until second semester are prepared to use their personal computer at the beginning of the first semester. The thread also included the decentralization of instruction on specific application packages among all departments that use those software packages.

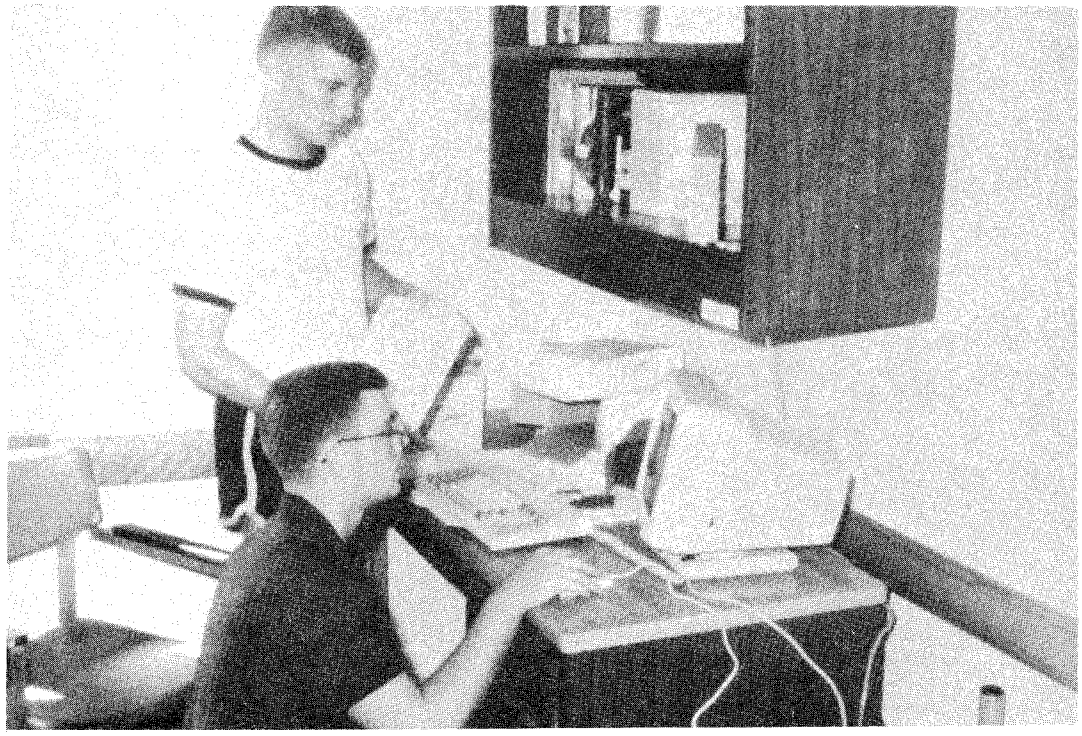
Arrival of the Computers



Distribution of the Computers



Computer Orientation



Computer Integration

Essential to effective use of the cadet personal computers is a network to provide a communication link between each personal computer and existing host computers at USMA. The network will provide file, print, electronic mail, and bulletin-board service to each cadet and faculty member. A contract for the network in the cadet barracks was awarded in May to Rotelcom, a subsidiary of the Rochester Telephone Company. The contract included the use of fiber optic cables between barracks, coaxial cable backbones within the buildings, and twisted pair cable to an outlet near each cadet desk. Completion of the installation is scheduled for September 1987.

FACULTY RESEARCH

During the 1986-87 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 faculty research at USMA increased significantly from nearly $1,237,000 for the 1985-86 Fiscal Year to $2,218,000 during the 1986-87 Fiscal Year. This 79 percent increase in funding is due primarily to support for projects of the Science Research Laboratory and the Departments of Chemistry, Physics, and Electrical Engineering. It is indicative of a desire by DA to expand research activities in the physical sciences at West Point. One example is the DA authorization of six officers and four civilian positions to staff a center for the study of laser science and technology at West Point. DA will provide approximately $7.5 million over the next five years for equipment, salaries, and construction.

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. As was the case last year, in FY 87, funding for social sciences and humanities research was obtained from the Army Research Institute (ARI) as well as from the FDRF.

In August 1986, at the annual American Psychological Association (APA) Convention, Lieutenant Colonel Jerome Adams of the Laboratory became one of only 3,000 members of the APA to be selected as a national scholar or "fellow." Lieutenant Colonel Adams is one of the youngest, and among the few Black Americans, to be so honored. He was also chosen as a managing editor of the APA's Journal of Military Psychology.

USMA LIBRARY

Staff

The most significant change at the USMA Library during the past academic year was the retirement in June 1987, of Egon Weiss, the Librarian, after nearly 30 years of service at West Point. Originally brought to West Point by Dr. Sidney Forman in 1958, he took an active role in the planning for a new library which was initiated during the Superintendency of Lieutenant General Gar Davidson. The new library, completed in 1964, has stood as a testimonial to his efforts on behalf of the library and its collections over the years.

During his tenure, the library significantly enhanced its collection, developed new audiovisual and automation programs and services, and acquired increased budgetary support. The library, which was comprised of some 250,000 bound volumes and a total circulation of 69,000 volumes during the 1963-64 Academic Year, increased to 494,000 bound volumes and a total circulation of 91,000 during the 1986-87 Academic Year.[5] During the 1981-82 Academic Year, the library acquired the Geac stand-alone minicomputer which automated library services on a wide front and made dramatic improvements in the library's information retrieval capabilities. This expanded upon the library's participation in the Bibliographical Retrieval System (BRS) and the Interdisciplinary Dialog Information Retrieval Service which had previously extended the library's computerized data searches into nearly every field of scholarship. The library's budget grew with the rising demand for library services as the Academy sought to keep up with the flood of information reflected in thousands of new titles and periodicals.

Recognizing the necessity of developing networks of cooperation in the Information Age between libraries, both civilian and military, the USMA library became the first library in New York to go on-line with the OCLC in 1974. OCLC (originally an acronym for the Ohio College Library Council) today has become a national bibliographic network linking some 3,500 libraries in the United States and abroad. Mr. Weiss actively participated in the American Library Association serving twice as president of the Armed Forces Library Section and as host in 1964 and 1982 of the annual Military Librarians' Workshops held at West Point. The preservation of historic West Point documents, books, and other material was also a major area of concern; it was enhanced in 1982 with the formation of Weiss' long-sought Friends of the West Point Library. In only five years of existence, this organization has supported the growth of the library's collections as well as undertaking special projects to publicize collections and to help organize and preserve historical records. Mindful of the future needs of the library as he neared his retirement, Mr. Weiss sought to ensure that the library was an integral part of the Academy's plans for 2002. The Library's inclusion in the Bicentennial Space Plan will ensure adequate library facilities are made available into the next century.

Upon Mr. Weiss' retirement, he was succeeded by Mr. Kenneth W. Hedman, previously the Associate Director of Libraries at the University of Texas at El Paso, who joined the library as Associate Librarian/Librarian Designate in September 1985.

The other significant change in Library personnel was the departure of Mr. Robert E. Schnare, Assistant Librarian for Special Collections, who left to assume the post of Director of the Naval War College Library in Newport, Rhode Island, in late November 1986. Mr. Schnare headed the Special Collections Division for over a decade and significantly expanded its collection. Several major collections were acquired during Mr. Schnare's tenure in Special Collections, including the Bradley, Orientalia collections. West Point and regional history collections were strengthened through his work. Mr. Schnare was interested in the preservation of rare and valuable books and manuscripts, initiating a program at USMA under funding from the Weeks' estate. The security of Special Collections and USMA Archives was greatly enhanced by the installation of security devices in the Library due to his efforts. His work with graduates and researchers led to the acquisition of many valuable additions to the USMA Library. He was succeeded by Mrs. Marie T. Capps, Map and Manuscript Librarian, who was named Acting Assistant Librarian on an interim basis.

Operations

The USMA Library continued to provide high quality library services to cadets, faculty members, staff, and other researchers during the past year. Library security received a great deal of emphasis with positive results, and the Library continued to prepare for an upgrade to its Geac computer system. Staff use of microcomputers began in earnest this year and employees were encouraged to take advantage of appropriate training opportunities. The Reading and Study Skills Center (RSSC) completed its first full year in the Library, contributing to cadets' academic success. The planned move of the USMA Archives and selected, rarely-used periodicals to New South Post received additional attention by the Academy during the year. The need for additional short- and long-term space allocations was formally identified by the Office of the Dean near the end of 1986 and integrated into the Academy's 2002 project.

The level of library services provided to cadets and faculty members increased over the previous Academic Year in such areas as total attendance, orientation services, interlibrary loan, and direct reference assistance. The Library recorded an increase of over 20 percent in the number of patrons served and an 18 percent increase in direct reference assistance. Researchers obtained some 900 items from other libraries through interlibrary loans in 1987, a ten percent increase over the previous year. The number of orientations nearly doubled to 74 during the period. The Library provides group orientation and instruction to cadets, familiarizing them with Library resources and services and encouraging them to utilize the Library fully. In addition to introductory orientations for Fourth Class cadets, instruction in courses requiring library research is available for all cadets. The Library is striving to expand instruction; in conjunction with the RSSC, workshops geared to specific areas and skills were developed. Special topic workshops for cadets and other interested users will be provided in the future. Two videotapes prepared in the past by the Library staff (one describing the Library, the other describing public documents) were augmented last year by a videotape on the use of periodicals. These have proven to be valuable teaching tools for cadets enabling them to gain insight into the multitude of library resources available.

In February 1987, the Library took a major step in improving security with the installation of an electronic book theft surveillance/detection system and the creation of a single entrance/exit to the USMA Library. Subsequent operation of the checkpoint system went smoothly and served to remind cadets and other patrons of the requirement to have all loans properly recorded by the Library. (The permanent loss of library materials at West Point is actually very low compared to civilian college and university libraries because some material which is unofficially borrowed is eventually returned.) Recording all borrowed books through the computer system and the use of the book detection system are of great importance for the integrity of the collection.

Funding was obtained for upgrading the Geac computer system, and the contract award was made in September 1987. The upgrade will provide additional storage and operating capacity, enabling the Library to add further subsystems and allowing more cadets and faculty to use the system via the Academy's local area networks.

A new Library computer room was completed and occupied in March 1987. This facility will house both existing and projected computer equipment.

Microcomputer applications increased in the Library during the past year, and plans were made for many additional uses. Terminals used in cataloging and interlibrary loan processing were upgraded through replacement by microcomputers, greatly increasing efficiency and productivity. The RSSC began using microcomputers for reading skills instruction, replacing outmoded equipment with more versatile computers. Many staff members obtained computer training during the year, and training will continue to be emphasized in the future.

The RSSC, previously located in Thayer Hall, operated in the Library for the entire 1986-87 Academic Year. The staff revised the content of courses, implemented computerized instruction, and publicized and coordinated programs with faculty and staff. Cadet evaluations of staff assistance in this area showed positive gains in both skills and attitudes. Academic departments, instructors, and cadet advisors were involved to a much greater extent in planning and using RSSC services than in the past. The center will continue to introduce new services and work to serve all cadets needing assistance.

Periodical journal holdings and back issues of periodicals were examined by the Library staff and academic faculty for relevance to the curriculum and action was taken to reduce duplicate holdings as appropriate. Recommendations for new journal subscriptions continued to be carefully reviewed by the Library Serials Committee, and only high-priority journals were added. Librarians began the process of evaluating and ranking all journal subscriptions for their relevance to the curriculum. This will be useful in evaluating Library support for specific disciplines and in making decisions on subscription changes in the future.

The projected move of Archives and journal back files to New South Post during the 1988-89 Academic Year received additional planning attention from staff members. Planning also was initiated for Library use of space in Bartlett Hall beginning in the 1990-91 Academic Year. A long-term plan to accomodate library space needs into the 21st Century has been identified by the Dean of the Academic Board as a requirement of the Bicentennial Plan.

The Special Collections Division, with the support from the Association of Graduates Library Gift Fund, added a number of noteworthy items to its resources last year. Among the more significant were: Anthony Forman's Rules, Orders, and Instructions for the Future Government of the Office of the Ordnance (London: 1764); Ree's Cyclopaedia, 45 volumes (London: 1802-1820); Stutterhein's La Bataille D'Austerlitz (Hambourg: 1808); Josephum Furttenbach's Architecture Martialis (Ulm: 1630); and Montecuccoli's Commentarii Bellici (Viennae: 1740). In addition, the manuscript section acquired 59 letters written by Second Lieutenant Elmer H. Thomas of the 10th Pennsylvania Volunteer Regiment to his parents about the Philippine Islands during the Spanish-American War.

The Library hosted a number of library conferences and workshops during the year. The Hudson Valley Historical Society Conference was held in the Library in March 1987. A workshop on the Defense Technical Information Center (DTIC) computer system took place in April 1987, and attracted federal researchers and librarians from the Northeast. USMA librarians planned and participated in a Government Documents workshop for regional librarians later in that month.

Under the leadership of Colonel (Retired) Roger H. Nye, the Friends of the West Point Library initiated projects for the organization and exhibit of important library holdings in the Special Collections Division. One such project is an exhibit and catalog of fortification books. By attracting more members and support during the last year, the Friends has been able to assist the Library and researchers in new ways, including provisions for grants. One grant, for a study of the historic 19th Century Bachelor Officers Quarters (Building 149), has been awarded by the Friends to a researcher.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1986-87 Academic Year, the Department continued its support of the Academy's primary purpose -- providing the nation with leaders of character who serve the common defense. 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 encourage 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), continued to focus on the link between theory and practice by emphasizing the use of course concepts in analyzing and solving military leadership problems. Increased emphasis was devoted to the development of tactical case studies to enhance the relevance to combat situations. In addition, cadets were assigned to sections on a company basis to encourage further the transfer of course concepts to the practice of leadership in the Corps of Cadets. This sectioning plan was well-received by cadets, instructors, and tactical officers. During the fall semester, the faculty conducted a systematic research project to assess the effectiveness of the problem-based course design. The results suggest that cadets who had taken the course were able to think through leadership problems in a systematic fashion and formulate solutions based both on theory and experience. Further studies are planned to look in greater depth at the development of leadership decision-making and problem-solving skills.

The core course, "General Psychology" (PL 100), continues to contribute to the broad base of knowledge deemed essential for the long-term professional development of every cadet. This year an increased effort was made to present all lesson content so that cadets could see the relevance of the concepts to their present lives and their future functioning as military leaders. All practical exercises were based on military or cadet situations. Taking advantage of their increased availability, personal computers were used to conduct laboratory exercises. In addition, computerized tutorials have been designed to help prepare cadets for classroom exercises and to allow out of class remediation when necessary.

The Human Factors Psychology stem completed its sixth year, with all planned courses now established. Recent changes include increased emphasis on application in the senior course "Human Factors Psychology" (PL 485), in which cadet work teams undertook such investigations as development of a Bradley Fighting Vehicle (BFV) internal configuration for a command post vehicle; integration of the MICROFIX computer map base system in the M577 command post vehicle; information flow characteristics of the Division Tactical Operations Center; and human factors evaluation of microcomputer keyboards.

The Department's Human Sciences Laboratory continued to support teaching and research in soldier performance, supported in large part by research grants from Army agencies. This year saw full operation of the automated command post simulator and installation of a major new laboratory tool, a corneal reflection eye tracker. This $100,000 computer-driven device, funded by the Army Research Institute (ARI), measures an observer's point of gaze with high accuracy and allows analysis of visual tracking performance in target search.

The Department-sponsored Behavioral Sciences Club Seminar (BSCS), now in its eighth 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 totaled 450. Spurred by the efforts of the Seminar, 400 cadets and many local volunteers from area schools such as the Berkeley School of White Plains, New York, and the James I. O'Neill High School at Highland Falls, New York, and 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 fourteenth year the Academy, and particularly the Corps, have hosted this event. Mr. Michael Murphy, a former participant and gold-medal winner, administered the Special Olympics Oath to the athletes. About 350 of the county's handicapped citizens participated in these events, which are designed to instill a sense of pride in all who compete. The Special Olympics is an opportunity for the Academy and its cadets to demonstrate their commitment to and interest in the area's handicapped. The story of the Club Seminar and USMA's involvement in the Orange County Special Olympics is displayed in the USMA's Visitors' Center.

Summer internship opportunities were expanded for selected behavioral sciences majors and concentrators. Twenty-two 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 while working as junior officers in positions of responsibility.

The Rockland Project, in its fourteenth 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 23 cadets worked with 23 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 consultation and expertise to a wide array of organizations and agencies. In July 1986, Colonel Howard T. Prince II, Department Head, attended the International Congress of Applied Psychology (ICAP) meetings in Jerusalem, Israel, and spent two weeks with the Israeli Defense Force (IDF) visiting points of historical and strategic interest and meeting with numerous IDF leaders. During the ICAP meetings, Colonel Prince attended symposia on career development, leadership theory, motivation, stress management, and performance appraisal. With the IDF, Colonel Prince was briefed by commanders in the field who discussed combat leadership and leadership development in units. This trip provided valuable background information for the teaching of combat leadership; identified new source materials for leadership instruction; established a basis for information sharing with the IDF on areas of common interest; and provided exposure to state-of-the-art research in several key topic areas taught in the Department which also relate to the conduct of Project Proteus. In November, Colonel Dr. Schlomo Dover, Head of the IDF's Behavioral Sciences Department, Manpower Division, and Dr. Raanan Lipshitz, a professor at the IDF's equivalent of the Command and General Staff College, visited the Academy and Dr. Lipshitz conducted a faculty colloquium on "Decision Making Under Situations of Uncertainty."

In August, Colonel Prince participated in briefings given by Lieutenant Colonel Jerome Adams, of the Academy's Science Research Laboratory, to Lieutenant General Robert M. Elton and Major General John S. Crosby on Project Proteus. In September, Colonel Prince participated in a coordination meeting with representatives from the Army War College (AWC), the Center for Army Leadership (CAL), and the Leadership Policy Division of the DCSPER at Carlisle Barracks, Pennsylvania. The primary purpose of the meeting was to discuss progressive and sequential leadership education throughout the Army.

During the fall, Colonel Prince participated as part of a ten-person team conducting interviews of junior officers (who were commissioned from 1980-1985) in the Republic of Korea as part of Project Proteus. In addition, he also discussed command and leadership issues with the 8th Army IG and with battalion commanders in the 2d Infantry Division. Besides being able to learn about contemporary problems of junior officers in Army units, Colonel Prince's visit helped to enhance USMA as a contributor in solving Army problems and helped him gain useful information relevant to leader development and education at USMA.

In the Department's continuing support of Army leadership programs, Colonel Prince consulted with the Director, Center for Army Leadership, CAC, Fort Leavenworth, Kansas, in June 1987, on the Army's Leader Development Study, being conducted for General Carl E. Vuono. Colonel Prince met with members of the CAC staff and the ad hoc study group members to share ideas on leader development, review the study group's progress, and give critical feedback for revision.

In June 1987, Colonel Prince also attended the Navy Leadership Conference at the U.S. Naval Academy and made a presentation on leader development at USMA, as a member of a tri-service panel. Through his interactions with officers from the Navy, Air Force, and Marines as well as civilian scholars, researchers, and teachers working in the area of leadership, Colonel Prince was able to publicize the quality of the

USMA leader program. He was able to learn how other agencies approach leader development and to compare program ideas with his service school counterparts.

In May 1987, Lieutenant Colonel Louis S. Csoka, Professor of Psychology and Leadership, presented a paper, "Psychological Profiles for Leadership Effectiveness," at the 3d Annual Center for Army Leadership Research Conference. His presentation and attendance at the conference allowed him to exchange views of leadership and command climate with Army leadership practitioners and leaders from business and industry. Lieutenant Colonel Csoka continued our association with the Naval War College by presenting two lectures to the College of Naval Warfare and the Command and Staff College on executive assessment and its relationship to the leadership process.

In September 1986, Lieutenant Colonel George B. Forsythe, Permanent Associate Professor, attended the initial meeting of the Soldier Performance Research and Analysis Review (SPRAR) Working Group on Training at the ARI in Alexandria, Virginia. Representatives from several Army agencies met to review and discuss current research and development activities in the area of training and training technology. The Department's involvement on the Training SPRAR will provide a long-term opportunity for USMA to contribute to the development of Army policy in the area of individual and collective training. In October 1986, Lieutenant Colonel Forsythe provided substantial input to the MQS-I philosophy for leader development at the U.S. Army MQS-I Precommissioning Conference at TRADOC Headquarters, Fort Monroe, Virginia.

In May 1987, Lieutenant Colonel Forsythe participated as a consultant to the Army Leader Development Study Group, under the direction of the Center for Army Leadership. His participation contributed to the Army's overall leader development process and enhanced the Academy as an Army-wide resource.

In August 1986, at TRADOC's Training Technology Agency at Fort Monroe, Lieutenant Colonel Timothy R. O'Neill, Permanent Associate Professor, made presentations on the Phase II ARCADES dazzle camouflage final results, work on the improved reflective vests, and the Nelspot training pistol.

In October 1986, Lieutenant Colonel O'Neill participated in a MANPRINT (Manpower and Personnel Integration) working group meeting at the ARI for the Behavioral Sciences, briefing the results of a long-term study of direct-fire target acquisition and engagement funded by TRADOC. Lieutenant Colonel O'Neill visited the Belvoir Research and Development Center (BRDC) to discuss research related to its counter-surveillance area of interest.

In July 1986, Lieutenant Colonel Patrick J. Bettin conducted his fourth seminar for Health Services Command pre-command course for MEDDAC and DENTAC commanders. Lieutenant Colonel Bettin also continued to serve as facilitator, instructor, and seminar leader during the semiannual Leadership Instructors Training Course conducted by CAL to prepare Army service school instructors teaching leadership in officer basic and advanced courses, non-commissioned officers (NCO) and advanced non-commissioned officer courses (ANCOC), Sergeants Major Academy (SMA), and the warrant officer basic and advanced courses.

In July 1986, Lieutenant Colonel Bettin participated in the Fourth Annual Leadership Education Conference hosted by the Center for Creative Leadership in Greensboro,

North Carolina. Besides active involvement in a number of seminars and panel discussions dealing with leadership theory and education, Lieutenant Colonel Bettin also provided a 30-minute presentation to attendees on leadership development at USMA.

In September 1986, Major Randall D. Chase presented "A Social Portrait of U.S. Army Generals" at the 1986 American Sociological Association Annual meeting in New York City.

DEPARTMENT OF CHEMISTRY

Integration of Computers

Following the requirement that all cadets purchase a personal computer beginning with the Class of 1990, the Department initiated a major effort to make full use of the personal computer in as many courses as possible. In the "General Chemistry" course (CH 101-102), two applications were emphasized: the Computer Assisted Outline Solution (CAOS) and the Cadet Tutor (CT) programs. The CAOS program has been available on the Academy's mainframe computer for several years. It consists of an interactive routine which is available to help students prepare for each of the 18 laboratory exercises in the course. This year, the CAOS program was downloaded and distributed to students so that they could use the CAOS program on their personal computers as well as on the Academy's main computer system. The CT program is another interactive system written in segments corresponding to each of the chapters in the student text. The design of each segment presents the cadet with one major multi-concept problem. If the cadet works the problem correctly, the cadet has the option to continue through rapidly or to compare his/her method of solution to a detailed solution prepared by the Department. If the cadet has difficulty with the problem, the CT program will lead the cadet through the problem in a series of short interactive steps leading to a correct solution.

The "Advanced General Chemistry" (CH 151-152) course utilized the CAOS and CT programs as well as integrating the personal computer in several laboratory exercises. The cadets designed programs that rapidly and accurately performed many detailed calculations in a short period of time and presented the results in a neat and comprehensive fashion.

At the upper level, elective courses utilized both the mainframe computer and the personal computers made available to cadets in the Department library, the classroom, and the laboratory. Cadets in "Instrumental Methods of Analysis" (CH 471) received instruction on using the computer for data manipulation. Then the students were required to write programs interfacing with available software packages and to apply these programs to their laboratory work. In "Physical Chemistry" (CH 481-482), cadets used computers to calculate results of detailed differential equations. "Introduction to Chemical Engineering Analysis and Design" (CH 476) made use of computers to model a chemical processing plant. These simulations allowed cadets to optimize production by adjusting conditions in the model. This technique is immediately transferable for those students receiving commissions in technical branches of the Army.

Faculty

In November 1986, The Science Teachers Association of New York State (STANYS) presented its Executive Service Award to Colonel George F. Palladino, Professor of Chemistry. In December 1986, he was elected as the counselor for the Mid-Hudson Section of the American Chemical Society.

The Department's Visiting Professor, Dr. Robert C. Brasted from the University of Minnesota, became ill and passed away in November 1986. At the time of his death, Dr. Brasted was a nominee to become the next President of the American Chemical Society. Although he was with the Department for only a short period of time, we were honored that we were able to benefit from some of the final contributions of a most distinguished career. Professor Frank A. Guthrie, of the Rose-Hulman Institute of Technology, has been designated as the Visiting Professor next year.

Papers and articles prepared by Departmental members appeared in the following publications: Proceedings, Technology in Training and Education Conference, Journal of Chemical Education, Journal of Environmental Science and Health, and Biomolecular Stereodynamics.

Departmental personnel presented papers at the Mid-Atlantic Regional Meeting of the American Chemical Society, the Technology in Training and Education (TITE) Conference, and at the U.S. Army Chemical Research, Development, and Engineering Center's Scientific Conference on Chemical Defense Research.

The Department sponsored the New York State Science Olympiad held at USMA in April 1987.

Departmental Research

The Department recognizes that scholarly research with subsequent publication strengthens the educational role of the Department, raises the professional competence of faculty and cadets involved with the research, and increases the prestige of the Department and the Academy. Faculty and cadet research covers many of the areas of specialization in the chemistry field. The Department continued its cooperative research relationship, established in 1984, with the U.S. Army Chemical Research, Development, and Engineering Center (CRDEC), Aberdeen Proving Ground, Maryland. Tenured faculty members have identified a research project involving the study of kinetics and thermodynamic properties of phosphite-sulfur reactions. The goal of this effort is to develop several related research projects, involving faculty and cadets, leading to publications and presentations.

Lieutenant Colonel Dwight S. Springer, Permanent Associate Professor, spent the year researching in this area. The collaboration with CRDEC provides a source of some funding for research and directs a portion of the Department's research effort into an area of direct interest and benefit to the Army.

Tenured faculty members are encouraged to take research sabbaticals on a regular basis. Rotating faculty members are encouraged to continue work based on their graduate research to include, where appropriate, supervising cadet projects in "Advanced Individual Study" (CH 489). The Department has established a goal of at least one officer in a research slot each year. Cadet summer research is encouraged

through participation in the Cadet Summer Research Program and the Chemistry Summer Intern Program (CHSIP) at selected Army facilities. Fourteen cadets participated in this program during the Summer of 1986 and ten will participate in the Summer of 1987.

All members of the Department are encouraged to seek publication of research results and/or presentations at scholarly meetings. Publications and presentations on chemical education topics and related matters are also considered to be particularly appropriate. All faculty members are also encouraged to participate in scholarly activities to include maintaining membership in professional organizations, such as the American Chemical Society, attending national and local meetings of professional organizations, or taking short courses. The Department and the West Point Student Affiliate of the American Chemical Society plan and present a seminar program for faculty and cadets each year to foster greater awareness of developments in chemistry, chemical engineering, biology, and medicine.

DEPARTMENT OF ELECTRICAL ENGINEERING

The Electrical Engineering Department continued its efforts to educate cadets more effectively in the fundamentals of electrical engineering. A network of three of the Academy's six new AT&T 3B2/400 computers was established within the Department this year as part of a vast laboratory upgrade program to support academic modernization and excellence in consonance with the upcoming move to Thayer Hall in 1990. These advances and joint participation in the newly-formed Army Center for Electromagnetic Science and Technology have provided the Department with many opportunities to improve the educational experience of both cadets and faculty.

The Department taught 1,100 cadets each semester in 25 different courses with a teaching faculty of 26, consisting of 22 Army officers, two Air Force officers, one naval officer, and one civilian visiting professor. From within these ranks, 11 publications, 13 research projects, and 6 conference presentations were made.

The evolution of electrical engineering courses and curriculum has continued in accordance with the Department's previous multi-year program. Of particular significance is the major's sequence "Introduction to Electrical Engineering," "Introduction to Electronics," and "Electronic Circuit Design I and II" (EE 302, 363, 407, and 408) which has undergone significant revisions over the past four years and was finally brought to fruition this year. These courses offer a solid foundation of electrical engineering to cadets wishing to major or concentrate in electrical engineering. They were designed to provide a suitable blend of science and design in the field of electronics. This year, 37 cadets were graduated with an electrical engineering major or field of study.

The Department initiated a program to study the future of electrical engineering education. The Department was organized into study and research groups by sub-discipline to develop both a five-year and fifteen-year academic plan. To help in this effort, Colonel Daniel M. Litynski, Professor of Electrical Engineering, visited and met with many organizations and individuals from across the country in the field to gather information on future planning. While engaged in these efforts, he attended the inauguration of the new Dean of Engineering at the University of Rochester and visited its Institute of Optics, which has been designated a Center of Excellence in Optics by DA.

The Department received, as part of AT&T's University Grant Program, three 3B2/400 minicomputers and seven UNIX personal computers (PCs) this past year. This provided the Department with access to a standard UNIX operating environment for the first time and has allowed for enhancement of the available computing capabilities. The 3B2/400s form the backbone of a Department network for faculty and students. Existing terminals, computers (Zenith Z 248s and AT&T 6300s) and UNIX PCs have been integrated into a network giving every faculty member a direct connection to a 3B2 from his/her desk. This provides the Department with a mechanism for using the electronic mail and bulletin board features available under UNIX in addition to increased computing resources. Several courses, including the senior course "Electronics Circuit Design I & II" (EE 407 and 408), have used, or will use, the mail feature to supplement normal classroom attendance for the dissemination of class information. The connections established with the 3B2 computers extend beyond the bounds of the Department. These systems are networked locally with similar computers in the Geography and Computer Science Department and the Academic Computing Research Facility (ACRF) and nationally via the USENET feed to ACRF. This allows for the use of electronic mail on an Academy, national, and international basis. Currently, faculty members regularly communicate electronically with such locations as Los Alamos National Laboratories, Stanford University, University of Texas, and Rensselaer Polytechnic Institute. The 3B2s have also been integrated into the Academy SYTEK network to allow for access to the PRIME and Academy Management System (AMS). This connection is virtually transparent to the users on the 3B2, thus relieving them of the need to know how to use the SYTEK system. In addition to the networking several other substantial benefits/uses have resulted from having the new computers.

For instance, the visiting professor used one machine for cadets enrolled in his elective to run simulation software he had written, providing a specific minicomputer for use by the course and resulting in a very fast response time for interactive simulations. Second, the "Computer Communications" (EE 487A) elective used the systems as a practical exercise in real-world networking. Cadets were required to send data around the various systems and note the performance. This coming year, several of the UNIX PCs will actually be used in part of this course. Third, software is available which provides the faculty with the ability to produce rapidly technical articles in the format required for publication. Fourth, the Department maintains grades software which allows for the interactive assignment of letter grades to courses and posting of the course results to the AMS system automatically. Finally, the connection of phone modems to each 3B2 has allowed for remote access to these computer assets.

The Department has been working to form an integrated computer network. This effort has been directed at bringing together differing systems for the rapid transfer of data. In addition to the network described above, a local Apple Talk/PhoneNet network has been established to tie the Macintosh computers in the Department together and allow for the common use of the LaserWriter Plus printer. The AppleTalk network will be integrated with the other networks in the near future with the addition of a Zenith Z 248 tied to both. In addition to the resource sharing of the laser printers and hard disks on the various machines, this also will provide the capability for data (such as Microsoft Word files) to be prepared by an instructor on a Z 248 and then transferred to the Macintosh used by the secretaries for final production with minimal effort.

Colonel Dean A. Herman, Jr., Professor of Electrical Engineering and Deputy Head of the Department, retired in September 1986. Lieutenant Colonel Litynski became Professor of Electrical Engineering and Deputy Head in October 1986 and was promoted to the rank of Colonel in December 1986. Colonel Litynski also served as Acting Head during the academic year while Colonel Stanley E. Reinhart, Jr., Professor and Head of the Department, was on sabbatical at the Royal Academy of Sciences. Lieutenant Colonel Paul D. Barber was selected Permanent Associate Professor, filling one of the two available PAP positions, effective 15 June 1987.

Faculty research continued during the past academic year in support of academics and professional development. Colonel Litynski, Deputy Head, has continued research with Rensselaer Polytechnic Institute (RPI) scholars on the potential of the acousto-electro-optic effect to perform optical signal processing. He presented papers in Jerusalem, Israel, in July 1986, in Seattle, Washington, in October 1986, and co-authored a paper presented by P. Das in Varna, Bulgaria, in May 1987. Lieutenant Colonel John R. James attended an Internal Research and Development Systems Control Review of the Subcommittee on Systems Control of the Army Mathematics Steering Committee at Picatinny Arsenal, New Jersey, in June 1986, and at the U.S. Army Research and Technology Activity, AMES Research Center, Moffett Field, California, in May 1987. He spoke on expert systems for control design at the International Association of Science and Technology for Development (IASTED) Conference in Bozeman, Montana, in August 1986, and at an Institute of Electrical and Electronics Engineers (IEEE) meeting at Polytechnic University, Brooklyn, New York, in November 1986. Lieutenant Colonel James organized an invited session where six researchers from industry and academia presented papers at the 1987 American Control Conference in Minneapolis, Minnesota, in June 1987.

The Department is initiating an Educational Research program in technology transfer to the classroom. As a result of studies over the past 18 months, the Department has received approximately $750,000 for laboratory upgrade programs and many other packages are now being processed for the future. Funding will be used initially for procurement of laboratory equipment in the fields of Digital Signal Processing, Photonics, and Microwave Engineering. Expected additional funding of approximately $1.8 million will be used for planning Electronics Design, Microelectronics, Optics, Automated Measurement, Automatic Controls, and Digital Laboratories.

The Department hosted the 1987 Region I IEEE Student Paper contest again this year. Faculty and student contestants from engineering schools throughout New England, New York, and the northern New Jersey region participated.

In May 1987, a Memorandum of Understanding was signed between the Vice Chief of Staff of the Army, General Maxwell R. Thurman, and the Superintendent establishing the Center for Electromagnetic Science and Technology at West Point. This office, a joint effort of the Electrical Engineering, Physics, and Chemistry Departments, "will conduct significant research, provide critical training, and contribute to Research and Development policy planning for the Army of the future."[6]

"The Center will perform basic and applied research on various aspects of laser technology that develop fundamental knowledge of its capabilities and that are applied to problems of pressing military interest. This work will support the Army research base and will be generally responsive to the priorities of the Director of Research and Technology, Office of the Assistant Secretary of Army for Research, Development, and Acquisition (SARDA-TR), but individual decisions on projects will be the responsibility of the Director of the Center, under the direction of the Superintendent, USMA.

"The Center will train technical officers in research, development and application of laser technologies. This training will involve the Center members themselves; the faculty at large, who will be drawn in to work on various research projects; and cadets."[7]

DEPARTMENT OF ENGINEERING

In July 1986, Colonel Allen F. Grum, Professor and Head of the Department, returned from a year-long sabbatical as Director of the U.S. Army Engineer Waterways Experiment Station (WES), at Vicksburg, Mississippi. On 31 December 1986, Colonel Grum retired after 33 years of active service and 15 years at West Point with the rank of Brigadier General. Since then, he has assumed the new position of Chairman, Department of Industrial and Systems Engineering, School of Engineering, at Mercer University, Macon, Georgia. With the departure of Colonel Grum, Colonel Gordon W. Arbogast, Associate Professor of Engineering Management, assumed the position of Acting Head of the Department.

Colonel Grum's tenure as Department Head was marked by substantial change in the Department's curriculum, faculty, and facilities. He oversaw the transformation of the program of instruction in civil and ordnance engineering to three fully-accredited and progressive majors programs in civil engineering, mechanical engineering, and engineering management. He was a catalyst for the development of what became only the third accredited undergraduate program in engineering management in this country.

The Department was honored to have Dr. Robert E. D. Woolsey from the Colorado School of Mines as the visiting professor this year. During his stay, Professor Woolsey also served as the president of The Institute of Management Science (TIMS). He contributed to the Department by teaching and lecturing to cadets and faculty on numerous topics related to engineering management, operations research, and mechanical engineering. Because of his outstanding efforts, he was awarded the Decoration for Distinguished Civilian Service, the first recipient of this award at West Point in at least a decade. He has been appointed to the newly-created position of Senior Lecturer in Engineering Management for the Department in recognition of his special status.

To remain at the forefront of undergraduate education, the Department developed specific equipment packages for upgrading the Automotive, Concrete, Soil Mechanics, Engineering Materials, and Computer Aided Design Laboratories. The upgrade of the Computer Aided Design Laboratory involves conversion from the TEKTRONIX PRIME-based workstations to a PC-based laboratory. In addition to 24 Zenith Z-248 microcomputer stations, approximately three Sun 32-bit (or similar) color graphics workstations will be procured for faculty and cadet research projects such as "Advanced Individual Study in Mechanical Engineering" (AM 489). Beyond the current

laboratory upgrades has been the request of a robotics-supported engineering laboratory which, when implemented, will allow cadets to learn and participate in the engineering design process from problem definition to final manufacturing of actual parts. Many of the PRIME computer programs used by the Department have been converted to the personal computer modes in preparation for the Class of 1990.

Within the Department, research on the Brigade Planner System continued with the installation of a Hewlett-Packard 9000-320 minicomputer leased for West Point by TRADOC Analysis Command, White Sands, New Mexico. The computer supported research by three officers and seven cadets during the spring term. The Department of Mathematics, with assistance from officers of this Department, is conducting analysis of the new Infantry Anti-Armor Weapon Systems (IAAWS) in conjunction with Fort Benning and the TRADOC Analysis Command. A consultative relationship was started with the New Cumberland Army Depot in Pennsylvania, with cadets in "Design and Analysis of Operating Systems" (ER 390) doing projects for the depot as part of their course work.

Other Department members also served as consultants to various organizations within the Department of Defense. Personnel conducted research and development in the computer-aided structural engineering programs at WES, evaluated the Total Risk Assessment of Cost Estimation (TRACE) for the U.S. Army Material Command, worked for the program manager of the Light Combat Vehicle program at the FMC Corporation in San Jose, California, and evaluated the survivability and vulnerability analysis being performed on the new M109 howitzer for the Program Manager of the Howitzer Improvement Program at Picatinny Arsenal, New Jersey. Still others worked on sections of the Brigade Planner System at the TRADOC Research Activity, New Mexico; investigated the Multiple Launch Rocket System (MLRS) logistics data reporting system at the Project Manager Office, Logistics and Integrated Training Support Division at Redstone Arsenal, Alabama; computerized the Projected Rebuild Program Reports at Ober Ramstadt Depot Activity of the Mainz Army Depot, Federal Republic of Germany; and evaluated the combat utility of damaged tanks to provide the standard for vulnerability and survivability for the Standard Damage Assessment List (SDAL) conclave held in Eglin Air Force Base, Florida. Validation work was undertaken for MILPERCEN on the new DA Selection Board System.

Throughout the year, numerous papers and briefings were published and 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.

In April 1987, the State of New York administered the Fundamentals of Engineering Examination to 241 cadets and officers. Cadets examined this year were all Math-Science Engineering ABET majors; the officers examined were instructors in various departments. Seventy percent of the total passed the exam which is the first step toward registration as a professional engineer in most states. In February, Major William B. Carlton and Captain Patrick M. Cannon were licensed as Professional Engineers in the State of Virginia.

Colonel John H. Grubbs received the 1987 Thomas Archibald Bedford Prize for Academic Achievement and Contribution to the Field of Civil Engineering at commencement exercises at Rensselaer Polytechnic Institute, Troy, New York, in May 1987.

DEPARTMENT OF ENGLISH

Department faculty travelled widely this year in support of Army requirements. Lieutenant Colonel John A. Calabro, Permanent Associate Professor, and Major Merrit P. Drucker presented writing workshops to major headquarters in England and West Germany, while several Permanent Associate Professors and Major Martin E. Dempsey presented workshops in this hemisphere, the Pacific, and Asia. Lieutenant Colonel Calabro participated in the second meeting of the DA Task Force for Establishing a Pre-commissioning Literary Skills Standard at Fort Monroe, Virginia, in October. Colonel Hartle chaired two sessions of the Joint Services Conference on Professional Ethics (J-SCOPE), an organization on which he serves as the Army's representative, in Washington, D.C. Major Robert M. Williams was one of 17 officers who were called to the Pentagon to serve on General Vuono's transition team in the Spring of 1987. Also selected for the team were Colonel Robert A. Doughty, Professor and Head of the History Department, and Colonel Gerald E. Galloway, Jr., Professor and Deputy Head of the Department of Geography and Computer Science. The charter for the group was to develop, assess, and recommend to General Vuono's attention the issues believed to be of greatest importance to the Army.

Papers were presented at the Northeastern Regional Meeting of the Conference on Christianity and Literature and the International Medieval Congress; presentations were made to a conference on Ethical Dilemmas of International Violence at the Army Leadership Conference '86 at Fort Leavenworth, Kansas, and before the Modern Languages Association Meeting.

Several productions took place at West Point and at universities across the United States that added lustre to the Academy's image. Colonel Jack L. Capps hosted a symposium entitled "William Faulkner and the Military" in July 1986, during which internationally-known Faulkner scholars presented papers and participated in discussions concerning the Nobel Prize-winning author. Major Terence M. Freeman won one of six post-doctoral fellowships sponsored by the William Andrews Clark Memorial Library, University of California at Los Angeles (UCLA). His research, conducted in the Summer of 1986, centered on accomodating the literary texts of eighteenth-century British plays to their actual performance on the English stage. Lieutenant Colonel William A. McIntosh won one of 20 fellowships awarded by the National Endowment for the Humanities (NEH) in the Summer of 1986 for participation in a summer institute discussing "Medieval Spain Before the Discovery of the New World."

Works authored by members of the Department were published in The International Journal of Applied Philosophy, The Humanist, Parameters, and numerous literary journals. Lieutenant Colonel McIntosh's The Guide to Effective Military Writing was published in 1986 by Stackpole Books.

In November 1986, the Department hosted this year's annual joint conference with the Hastings Center of Hastings-on-Hudson, New York. This year's interdisciplinary dialogue focused on legal and ethical issues in drug testing and provided the attendees from both the Military Academy and Hastings Center with a greater appreciation of all facets of the subject.

DEPARTMENT OF FOREIGN LANGUAGE

During the 1986-87 Academic Year, the Department made great strides integrating technology-assisted language learning into its pedagogy. Departmental research in computer-assisted instruction (CAI) and the adoption of the Computer Assisted Language Instruction System (CALIS) authoring system have made it possible for the faculty in each language taught to develop course-related CAI materials without specialized skills in computer programming. The Department has researched and structured a state-of-the-art language laboratory that will incorporate computer, videodisc, and audio technologies. Funding for this project is anticipated and installation of the new equipment could begin in the near future. Additionally, the Department has investigated the use of satellite-transmitted programming for foreign languages and has designed a satellite receiving system that will allow USMA to view transmissions from both elliptical and geostationary satellites. This project has been proposed to the West Point Fund for possible funding.

Participation by faculty members in professional organizations and the greater academic community continued during the last year. Colonel John J. Costa, Professor and Head of the Department, Colonel Craig W. Nickisch, Permanent Associate Professor of German, and Dr. Robert A. Quinn, Language Education Specialist, attended several meetings of the Defense Exchange Committee on Language Efforts (D'ECOLE) and the annual convention of the Computer-Assisted Language and Instruction Consortium (CALICO). Colonel Nickisch also attended a two-week summer seminar in Contemporary German Culture at the Goethe Institute in Freiburg, West Germany, and presented papers at the annual German Studies Association Conference, at a meeting of the Hudson Valley Chapter of the American Association of Teachers of German (AATG), and at the Inter-Agency Language Roundtable in Washington, D.C. Dr. Quinn also presented papers at the Inter-Agency Language Roundtable and at the TESOL International Convention. The Department's visiting professor this year, Dr. Robert D. Peckham of the University of Tennessee (Martin), presented a paper at the Annual Kentucky Foreign Language Conference. Dr. Samuel G. Saldivar, Professor of Spanish, served as an Advanced Placement Reader in Spanish for the Educational Testing Service for several days in June, taught at the Summer School, Middlebury College, Vermont, and chaired the session of the Romance Literary Relations Discussion Group at the annual meeting of the Modern Language Association in New York City. Dr. John C. Haggstrom, newly-appointed Civilian Professor of Portuguese, from the Universities of South Carolina and Florida, presented papers at the Northeast Regional Meeting of the American Association of Teachers of Spanish and Portuguese, at the Mountain Interstate Foreign Language Conference, at the annual conference of the South Atlantic Modern Language Association, at the Modern Language Association annual meeting, and at the annual meeting of the Northeast Modern Language Association. These were the most noteworthy achievements of a scholarly nature; however, USMA was represented on numerous occasions at these and other professional conferences through attendance by various members of the Department.

A wide range of extracurricular activities rounded out cadets' experiences in foreign-language learning. These included language club trips to New York City, Washington, D.C., and Montreal to become acquainted with foreign cultures and conduct other foreign-language activities. 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.

Other significant activities of Department members included the service of Colonel Edward J. F. Thomas, Professor and Deputy Head of the Department, on the Army Educational Requirements Board at the Military Personnel Center (MILPERCEN) in November. The nineteen-member board considered more than five-thousand positions to determine the Army-wide requirements for officers holding advanced degrees. Colonel Robert L. Doherty, Permanent Associate Professor of French and Arabic, departed in August 1986, to begin a ten-month sabbatical in Germany. During his stay, Colonel Doherty served as foreign language instructional consultant to the Director of Language Training at the Bundessprachenamt (Federal Language Institute) in Cologne and to the Commander and Director of Instruction of the U.S. Army Foreign Language Training Center, Europe, located in Munich. Colonel Doherty also completed courses in European Portuguese, Italian, and Russian during his stay.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The Department of Geography and Computer Science continued to build upon its national reputation in both the geographical and computer science disciplines. Cadet enrollment in departmental electives remains at record high levels thanks to continued renewed national emphasis in geography and to the ever-expanding use of the personal computer. While the extensive summer intern program continues to place cadets in Department of Defense and Army activities throughout the world, many guest lecturers, military and civilians, from the four corners of the earth enlightened both the faculty and cadets. Meanwhile, research in the Computer Graphics Laboratory (CGL) and in the newly-established Office of Artificial Intelligence Analysis and Evaluation (OAIAE) continues rapidly with ever-expanding initiatives in both agencies.

Geography

The Geography program graduated 97 concentrators this year, our largest class to date. Ninety-one members of the Class of 1989 joined the program, confirming that the program remains strong. The number of students choosing to major in the discipline remains approximately equal to those choosing a field of study. Of our 97 graduates, 24 entered the program from the Math-Science-Engineering track, the remainder from the Humanities-Public Affairs track. Twenty-two geography faculty members taught the 33 geography core and elective courses.

The Department enjoyed an especially productive research year, highlighted by the continuation of the West Gulkana Glacier Study. This project is presently in the final year of a three-year cooperative research effort with Arizona State University. The research, conducted by Colonel William J. Reynolds, Colonel L. Sam Thompson, Major Steven D. Kidder, and two members of the Class of 1987 focused on glacial mass balance, mapping, wing studies, climatology, and glacial movement history. The research effort is being coordinated by Dr. Melvin Marcus of Arizona State University, former Departmental visiting professor. Funding for this project is through the U.S. Army Corps of Engineers (USACE) Cold Regions Research and Engineering laboratory, The Army Research Office, and the West Point Association of Graduates.

Research is also being done with other Corps of Engineers Laboratories. Major Monte L. Pearson and Colonel Reynolds continue to work with the USACE Waterways Experiment Station on geotechnical and coastal problems and issues. Lieutenant Colonel John Langowski's work on forecasting water use on U.S. Army installations is sponsored by the USACE Construction Engineering Research Laboratory. Lieutenant Colonel Cathy Kelly conducted research in Alaska during June 1986 which formed the basis of a presentation on "Transportation, Tourism, and Seasonal Employment" at the national meeting of the Association of American Geographers in April 1987. Major Scott A. Loomer worked with the Defense Mapping Agency on Digital Terrain Analysis Systems (DigiTas) and LANDSAT Multi-Spectral Image Analysis Program, while Major Timothy S. Cross assisted in the investigation of Geological Radon at USMA, sponsored by the U.S. Environmental Hygiene Agency. Other research included Major Michael L. Smith's work for the Office of International Security Affairs on "Revolutionary Warfare in Chad."

The active research program not only contributes to solution of Army problems, but assists in faculty development, and often leads to cadet research projects. This year, 11 First Class cadets completed individual research projects spawned from faculty research or work initiated during cadet summer internship at various military agencies. The volunteer summer internship program remains an integral part of the geography program with 12 cadets participating at some of 19 available agencies.

In October 1986, the Department hosted the Ninth Annual Applied Geography Conference at West Point. This national conference, co-sponsored with the Departments of Geography at Kent State University and SUNY-Binghamton, attracted 340 geographers or professionals in related fields who were exposed to 118 research papers, a poster session, and two field trips.

Computer Science

The Class of 1987 graduated with 57 members having completed the computer science program of study. Of these, 41 were awarded the computer science major. The remainder completed the more general computer science field of study. The Class of 1988 had 48 cadets in the program, of whom 36 were pursuing majors. Sixty-eight members of the Class of 1989 joined the program in the Spring of 1987, initially with 41 cadets intending to pursue a major. In addition to the core course (and advanced course) in computer science, the Department taught 14 elective courses for cadets in the computer science program and three service courses available to all students. Twenty-one instructors shared the teaching duties.

The core course in computer science, "Introduction to Computers and Pascal Programming" (EF 105), was taught to all students using, for the first time, the Zenith Z-248 microcomputers and the Turbo Pascal language. Two complete laboratories of Z-248s were installed, primarily for use during in-class laboratory sessions in the core course. Most homework was completed on the cadets' personal machines. This combination of facilities resulted in an outstanding environment for the cadets in the course and compares positively with any other undergraduate school in the nation.

An increasing number of cadets are entering the Academy with some background in computers. For the Class of 1990, 43 cadets validated the core course, up from 31 the year before. Another 147 cadets were transferred to the advanced version of the core course, "Advanced Placement Computer Programming" (EF 155), and, of these, 77 performed well enough in the course to validate a follow-on computer science elective.

With the availability of two microcomputer laboratories, many of the computer science electives were restructured to increase use of microcomputers. This was done in anticipation of that time when all cadets will have microcomputers. Even now, nearly one-half of the computer science students have voluntarily purchased a personal computer. In all cases, both students and instructors considered the move from minicomputers to microcomputers beneficial to the conduct of the courses. Not unexpectedly, interest in microcomputing has grown and correspondingly the Department's service courses have grown in popularity. Enrollment in EF 382B (the microcomputer version of "Computing for the General User (HPA)") grew from 51 in the 1985-86 Academic Year to 77 this past year. Next year's scheduled enrollment is 120.

Thanks to a grant from the AT&T Corporation, the Department was the recipient of three of the Academy's six new 3B2/400 super- microcomputers and 25 UNIX personal computers. This equipment uses the U.S. Army standard operating system, UNIX, and was set up as a laboratory for cadet use in several of the computer science courses.

During the year, the Academic Board approved several changes to the Computer Science program. This was another step in the process toward eventual accreditation of the Computer Science program by the Computing Sciences Accreditation Board (CSAB). In particular, the addition of a discrete mathematics course to the curriculum greatly strengthened the mathematical foundation of the program. Courses were also added in computer theory, military computers systems, and software design and engineering, while several low-enrollment courses were dropped. The new courses emphasize both the academic study of computer science and the computing needs of the military. Several other courses had a major restructuring of topics. While the computer science program still lacks enough required courses to meet the formal specifications required for accreditation, these changes will go a long way toward making the graduates of the computer science program better prepared to meet the needs of the U.S. Army.

Mapping, Charting, and Geodesy

The Department's Mapping, Charting, and Geodesy program was significantly improved with the incorporation of new software and the presentation of a new course. "LANDSAT Digital Classification Software," written by Major Scott A. Loomer, was installed on all machines in the Department's microcomputer laboratory. Each student enrolled in "Remote Sensing" (EV 377) has the unique opportunity to sit behind his/her own microcomputer and automatically identify terrain features. Additionally, the sophisticated commercial software package, UNIRAS, which permits state-of-the-art manipulation and digital data display for a multitude of applications, was obtained. Because, at the outset, the Department did not know what specific software package might best satisfy its requirements, UNIRAS was procured through the competitive bidding process. This marked the first time at the Military Academy that software had ever been procured by other than "the sole source method."

Additionally, Colonel Sam Thompson, who manages the MC&G program, has been active in two research projects which will impact the Army as well as the academic community. In conjunction with the Fort Belvoir Research Development and Engineering (RD&E) Center, Colonel Thompson is assisting in the automation of the Army's construction and topographic survey functions. In order to ensure the accuracy of specifications for a contract to be let this year, he has compiled and validated a

list of survey tasks performed by construction and topographic survey units. All units in Germany, and several in CONUS, were personally visited and an authenticated task list turned over to the project officer at Fort Belvoir.

The Computer Graphics Laboratory

The Computer Laboratory (CGL), established in 1975, focuses largely on the use of computers and computer graphics in terrain analysis applications. Last year, CGL research was directed toward several areas with one full-time research officer, 12 part-time faculty members, and five cadets. Funding came from six different DOD research laboratories and agencies. The MICROFIX project, commanding the largest portion of the research effort, continued to expand its effort toward new highly integrated and "user friendly" software in the form of DOS 2.2. The CGL's New Equipment Training Team (NETT) also continued to travel worldwide to different Army Division Terrain Analysis teams to train the field users. MICROFIX is fast becoming the only Army standard computer system to support the battlefield commander's topographic needs.

During the year, numerous Department members continued to instruct individuals in the use of MICOFIX-Topographic (T) Version 2.1 software. In July 1986, members of the Department traveled to Seckenheim, Federal Republic of Germany, to present the USAREUR Workstation Instroductory Field Training. This marked the first fielding outside CONUS on a computer-assisted system designed to aid the commander in determining the impact of the terrain on the battle. Engineering elements of the 25th Infantry Division in Hawaii, the Defense Mapping School at Fort Belvoir, and members of the Alabama National Guard were among those provided instruction during the past year. At the same time, Department members played active roles in coordinating the development of the prototype system for the Version 2.2 of the AN/UYK-71 MICROFIX-T system. Instruction on the Version 2.2 was offered in Germany and to WESTCOM units in Hawaii in the late Spring of 1987.

The TOPOFIX research project, under the management of Captain Eugene K. Ressler, applied much of the knowledge gained from MICROFIX research to the IBM AT/Zenith 248 class computer. A new package, COORD, a coordinate conversion program, was also developed with TOPOFIX which performs rapid conversions between several mapping coordinate systems. A newly initiated research project called MICROVAX II TERRANAL attempts to apply terrain analysis software (TERRANAL) developed in MICROFIX and TOPOFIX to the sophisticated MICROVAX II system.

Major Scott A. Loomer, who was the dedicated CGL research officer, performed research in several areas. In a project called "DigiTas" he was developing a microcomputer system capable of converting terrain overlays from their current hard copy format to computer generated graphics overlays. He also developed the microcomputer system, "LANDSAT", which displays and analyzes multispectral satellite imagery.

During the 1986-87 Academic Year, the Ada cell at West Point continued to expand its activities. A VAX 8300 was purchased to run the Ada Language System Environment. Several compilers which run on microcomputers were evaluated. An operating environment shell, which has a structured language-sensitive editor integrated with two different compilers, was tested and adopted for cadet use. A microcomputer laboratory for Ada was initiated and will be operational for next year's class.

Throughout the period, Department personnel actively participated in conferences and conventions to assist in incorporating the Ada environment. In December, tutorials on Ada were provided to DOD personnel at the Pentagon as well as one presented personally to Secretary Ambrose, Under Secretary of the Army. The tutorial stressed the need for software engineering and how Ada facilitates the use of good software engineering practices. Department personnel attended the 2nd Ada Conference in November 1986, which promoted the utilization of the Ada programming environment in designing and developing artificial intelligence applications.

Lieutenant Colonel John A. Dallen, Jr., from the Department, was selected to serve on an Army Research Office team to evaluate the AI research efforts of the Army Materiel Command (AMC) organizations and Major Daniel R. Judy served on a group established by the Deputy Chief of Staff for Technology, Planning, and Management to focus applications of AI and facilitate interaction between TRADOC, AMC, and HQDA.

Office of Artificial Intelligence Analysis and Evaluation

The Office of Artificial Intelligence Analysis and Evaluation (OAIAE) was established in a June 1986 Memorandum of Understanding between General Maxwell R. Thurman, Army Vice Chief of Staff, and the USMA Superintendent. The Department is part of a growing Army-wide commitment to the Artificial Intelligence (AI) research. The office's primary mission is focused on applications research and development for AI. OAIAE is authorized five officers (one of which will be a permanent associate professor) and one NCO who are all computer specialists. State-of-the-art hardware and software are being utilized to meet this mission and enhance the computer science undergraduate curriculum, to provide Academy faculty and staff involvement and training, and to enlighten the DA community. Soon after its establishment, the office hosted a week course in July 1986 on AI, which was attended by 42 individuals from DA laboratories and agencies, Army training centers, active units, and West Point. The course centered on knowledge, acquisition, and representation.

Currently, OAIAE is evaluating numerous expert systems development tools and is acquiring literally every tool available for analysis. As each tool is analyzed, it is catalogued and placed in the newly-established OAIAE Artificial Intelligence repository to be made available for use to the Army. One system which is now being built is the Terrain Analysis Assistant System (TAAS) which will give the terrain analyst the ability to specify desirable terrain characteristics in subjective terms.

In March 1987, Colonel Kirby and two other members of the Department traveled to the Pentagon to represent OAIAE in a critical review and demonstration of a computer product developed to do machine conversion of natural languages. The review, sponsored by the Assistant Chief of Staff for Information Management (ACSIM), was the culmination of an effort to provide an immediate capability in the Korean theater for conversion of HANGUL and English text on a microcomputer. Although the product shown was severely limited in capability, and only fielded on a small scale in Korea, the OAIAE provided their analysis and reiterated that the office would continue to assist in the technical review and development of the total machine translation efforts. This effort was the first time the OAIAE had formally provided an evaluation of a computer product for DA.

DEPARTMENT OF HISTORY

During the 1986-87 Academic Year, the Department faculty of 50 officers and one visiting professor taught six two-semester core courses and 32 one-semester elective courses.

The Department of History conducted the 19th Annual Reserve Officers Training Corps (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 32 college professors to teach a course in military history to ROTC cadets at their respective universities.

A book by Colonel Robert A. Doughty, Professor and Head of the Department, entitled Seeds of Disaster: The Development of French Army Doctrine, 1919-1939 received the 1986 Paul Birdsall Prize in European Military and Strategic History from the American Historical Association. Throughout the year, articles and book reviews prepared by members of the Department were published in various scholarly journals. Members of the Department also addressed numerous academic, military, and civilian audiences on topics of current interest in history.

During the past academic year, Lieutenant Colonel Stephen J. Wager was selected as a Permanent Associate Professor for the Department's International Division.

The visiting professor, Donald D. Horward, Professor of History at Florida State University, lectured in various courses and taught the core course "History of the Military Art" (HI 301) and "Napoleonic Warfare" (HI 382) to upperclass cadets. Professor Robert Ferrell, Professor of History at Indiana University, accepted an appointment as Visiting Professor of American History for the 1987-88 Academic Year. One officer completed his requirements for a doctoral degree, making a total of five Ph.D.'s in the Department. Eleven other officers continued their work on doctoral programs.

DEPARTMENT OF LAW

In January 1987, celebration of the Bicentennial of the United States Constitution began at West Point with the Law Department, in conjunction with the West Point Distinguished Lecture Series, co-sponsoring a lecture by Supreme Court Justice Sandra Day O'Connor. Justice O'Connor spoke to an audience of 1,500 cadets, staff and faculty, and members of the West Point community on the roles played by the several branches of our government, and by individual citizens themselves, in shaping constitutional issues and decisions. She emphasized how constitutional issues are shaped and, to some extent, decided by the lawmaking decisions of federal and state legislative bodies, by the enforcement policies of federal and state executive branches, and by the decisions of individual citizens to challenge governmental actions on constitutional grounds.

On 1 May 1987, Law Day, as part of the Law Department's activities in support of the Bicentennial celebration of the Constitution, several members of the Department faculty visited area schools and gave presentations and led discussions on the Constitution.

In June 1987, the Department conducted its annual Legal Reorientation Class for departing officers. The four-hour class informs officers departing the Military Academy of recent changes in military law which affect their responsibilities in matters involving military justice and administrative law.

In the spring, the Department published the 1987 edition of the "Field Legal Guide for Officers," a booklet updated annually to aid small unit commanders in carrying out their military justice and administrative law responsibilities. Each graduating cadet and all departing officers who attend the Department's legal reorientation class received a copy.

DEPARTMENT OF MATHEMATICS

During the 1986-87 Academic Year, the Department faculty of 61 officers and one visiting professor taught core courses in calculus, probability and statistics, and differential equations which provided the basic knowledge and skills necessary for completing all follow-on courses in engineering and the applied sciences. In addition, elective courses were offered in applied and theoretical mathematics to support other engineering and science programs as well as the 66 cadets concentrating in mathematics.

As previewed in last year's Annual Report, during the 1986-87 Academic Year, the mathematics core program was consolidated into a sequence of four courses. Three semesters of calculus (MA 103, 104, and 201) are now followed by one semester which covers both probability and statistics and differential equations (MA 301). This consolidation resulted from the elimination of the two courses (MA 151 and 152) which had been designed exclusively for cadets who were able to validate plebe-level core courses and to begin their required mathematics program at the next course in the sequence. Validating cadets can now enter the standard second or third course in the sequence. With the use of Advanced Placement (AP) test scores and streamlined validation procedures, 256 cadets were offered the opportunity to validate either the initial or both semesters of plebe calculus; some 105 cadets validated at least a semester.

The Department increased the use of computers during the past year. The calculus and differential equation courses used software on the Zenith 248 microcomputer in the classroom to demonstrate concepts. The Class of 1990, having been issued their own personal computers, was required to do homework using a commercially-produced "Graphic Equations" program on the computers. Other courses used the microcomputers for specific demonstrations and cadet homework presentations. The commercially-produced "Minitab Statistics Package" was used to support statistics instruction.

Academic achievements by cadets were highlighted by participation of two, Department-sponsored, three-person teams in the Third Annual Mathematics Competition in Modeling. The teams placed in the top quarter of the 156 teams competing from the United States and Canada. Four cadets participating in the 47th Annual William Lowell Putnam Competition finished in the top fifth. Cadet Andrew Fedorchek received special recognition for his individual rank in the top quarter (473 out of 2094) among competitors from the United States and Canada.

Colonel David H. Cameron, Professor and Head of the Department, continued his visits to various Army and Army-sponsored agencies to explain our capabilities and to elicit research projects. Colonel Cameron visited the Natick Laboratory, the Cold Regions Laboratory, the TRADOC Analysis Centers (TRAC) at Fort Leavenworth and Monterey, the Concept Analysis Agency, the Army Research Institute, and two civilian agencies to promote research for Department instructors and for cadets concentrating in mathematics. He participated in the fall meeting of the Army Mathematics Steering Committee, Lexington, Kentucky, and served on an ORSA review panel at the Naval Postgraduate School, Monterey, California.

Colonel Frank R. Giordano, Professor and Deputy Head of the Department, presented seminars and workshops on "Mathematical Modeling" for several mathematics associations including the Joint Mathematics Association of America and the American Mathematical Society Meeting.

During the Summer of 1986, 11 members of the Department conducted on-site research and consultation activities with Army field agencies and staffs. Agencies supported included ODCSRDA, ODCSOPS, the Air Defense and Engineer Study Center, TRADOC Analysis Centers, Natick Laboratories, Benet Weapons Laboratory, National Security Agency, Engineer Cold Regions Research and Engineering Laboratory, Los Alamos National Laboratory, and the Naval Postgraduate School. Lieutenant Colonel Lee S. Dewald, Permanent Associate Professor, was the Department's Research Officer for the year. He conducted research at the Supreme Headquarters Allied Powers, Europe (SHAPE) Technical Center and authored three technical papers on Time Series Analysis for publication in Management Science, Journal of Applied Probability, and IEEE Transacations of Information Theory.

Several faculty members also presented papers covering their research efforts at the 55th Military Operations Research Society (MORS) Symposium, the 111th Meeting of the Acoustical Society of America, the XII International Congress of Acoustics, the American Society of Electrical Engineers Annual Conference, and the 8th National Educational Computing Conference. Papers were published in the Journal of Computational Physics, Co Ed Journal, Phalanx, and the Journal of the Acoustical Society of America.

In June, the Department hosted the 5th Army Conference on Applied Mathematics and Computing. In addition to chairing several of the sessions, three Department members presented papers covering each of their current research efforts.

DEPARTMENT OF MECHANICS

The American Society of Mechanical Engineers (ASME) Regional Student Conference co-sponsored by this Department and the Department of Engineering was hosted at West Point in April 1987. Principal activities were oral presentation competitions, tours through our various engineering laboratories, and a highly enthusiastic model vehicle design competition over an obstacle course that included a sand trap, ramps of various demands, washboard-like terrain, and a water hazard. The conference was attended by over 200 students and faculty members from a dozen universities and colleges in the local area as well as the University of Puerto Rico.

Department personnel presented papers at such diverse organizations as the Symposium for Combustion in Munich, West Germany; the Computers in Engineering Conference and Exhibition; and the International Heat Transfer Conference. Colonel Edward G. Tezak attended the annual conference of the American Society for Engineering Education (ASEE) in Reno, Nevada, where he was updated on the latest developments in mechanical engineering programs and their interface with Accreditation Board for Engineering and Technology (ABET).

During the Summer of 1986, Major Michel L. Deeter performed the analysis "Evaluation of Structural Damage to LOX Thermal Radiation Source Tank Due to Explosion" as a Service Academy Research Associate (SARA) at the Los Alamos National Laboratory at Los Alamos, New Mexico.

The Department welcomed the arrival of two Permanent Associate Professors (PAP): Lieutenant Colonel Andrew Dull and Lieutenant Colonel Kip Nygren who will contribute their talents and expertise in the Aero Group of the Department. In addition, the Department was officially notified of the Academic Board's confirmation of the selection of Majors Thomas A. Lenox and Robert Potter, Jr., as the other PAPs.

Dr. Don Morris, from the Virginia Polytechnic Institute and State University, was the visiting professor of Solid Mechanics for the year. Dr. Morris is known for his work in composite materials and experimental stress analysis. His expertise was invaluable in providing guidance on upgrading and modernizing the "Experimental Stress Analysis" and "Structural Mechanics" courses (ME 476 and ME 478).

The Department has continued to support the Academy's goal to promote scholarly research among its faculty and cadets. The Cadet Volunteer Summer Training (VST) program sponsored by the Department sent 28 cadets to government research agencies to enhance their education in the design process. In addition, Major Dennis M. Murphy conducted research at Los Alamos National Laboratory during this past summer.

DEPARTMENT OF PHYSICS

The Department underwent several significant changes in its tenured faculty. Colonel Wendell A. Childs, Head of the Department, retired from active duty on 31 March 1987, after three years as chairman of the Department, 19 years of service at the Academy, and 32 years of service to the nation. Upon his retirement, he was promoted to the grade of Brigadier General. On 2 April, Lieutenant Colonel Raymond J. Winkel, Jr. (who had only been sworn in as Deputy Head of the Department on 17 November 1986), was appointed Head of the Department and advanced to the grade of Colonel.

The Department taught the Humanities-Public Affairs track of the core physics course "General Physics" (PH 205/206) for the last time this year as the Academy's dual-tracked curriculum came to an end. In the future, cadets will take the Mathematics-Science-Engineering version of the core course "Classical Physics" (PH 201/202) to provide all cadets a common-core curriculum.

In February, the Department sponsored a lecture in cooperation with the West Point Distinguished Lecture Series by Dr. William J. Kaufmann, Adjunct Professor of Physics at San Diego State University. Dr. Kaufmann's lecture, entitled "Our Cosmic Frontiers: New Directions in Astronomy and Astrophysics," was attended by all cadets in the core physics courses and other interested members of the faculty and community.

In October 1986, Major Carl David of the Combined Arms Center at Fort Leavenworth, Kansas, contacted the Physics Department seeking information on directed energy weapons. The Combined Arms Center is attempting to have each of the service academies teach a few hours on directed energy weapons so that graduates will be able to deal with them effectively on the battlefield. Their goal is to have two instructors at each Academy who would have at least a working knowledge of directed energy weapons.

Among noteworthy research conducted by faculty members during the Summer of 1986 was Major Robert J. Bonometti's Strategic Defense Initiative (SDI) study for the Analysis Branch at the Strategic Defense Command (SDC); Major Robert N. Cherry's work in the Health Physics Laboratory at Los Alamos; Major William M. Decker's efforts in holography, slab lasers, and aviators' goggles at the Night Vision Electro-Optics Laboratory; and Captain Michael A. Hamilton's work, sponsored by the Lawrence Livermore National Laboratory, in measuring inelastic collisions of neutrons with nuclei at the University of California at Davis.

In March, Professor Sumner P. Davis, Department of Physics, University of California, visited the Department during a trip sponsored by the West Point Chapter of Phi Kappa Phi. While here, Dr. Davis gave lectures to the physics optics elective course and to the Third Class electro-magnetism course. Dr. Davis also consulted with the Science Research Laboratory and the Departments of Physics, Chemistry, and Electrical Engineering on the proposed new Directed Energy/Laser Research Center and assisted in the development of the Department's new course sequence in Space and Astrophysics.

Major Robert J. Bonometti, Assistant Professor, attended the Army Space Institute (ASI) Conference for space action officers at Fort Leavenworth, Kansas, in May 1987. Information was obtained on the Army's role in space and future plans for development and exploitation of space-based assets in support of airland battle doctrine, which will be valuable in developing the new astrophysics track in the Department curriculum.

In September 1986, Lieutenant Colonel Raymond J. Winkel, Jr., attended the Anglo-American Successor Generation Conference in Philadelphia. Twenty-four American and 24 British participants, selected as future leaders of their respective countries in the areas of government, business, and academia, and professions such as law, medicine, and the military, gathered to discuss the Anglo-American alliance and the special British-American relationship.

In September 1986, Major William M. Decker IV and Cadet Stephen Griggs, Class of 1987, presented the results of their research at the Joint Aeronautical Commanders' Group Committee for Aircraft Lighting at the Naval Development Center in Warminster, Pennsylvania.

In April 1987, six cadet physics concentrators made presentations at the annual Rochester Symposium for Physics Students (RSPS) as outgrowths of research conducted on volunteer summer training (VST) programs or from individual research projects in the Department. Later in the month, six other physics concentrators made presentations at the annual Eastern Colleges Science Conference at Lycoming College in Williamsport, Pennsylvania, as outgrowths of individual research in the Department.

DEPARTMENT OF SOCIAL SCIENCES

During the 1986-87 Academic Year, the Department presented core, advanced, and elective courses in economics, political science, and international relations, and elective courses in management and anthropology. The Department's faculty included two visiting professors: Dr. George Edwards of Texas A&M University, and Dr. Howard Steers 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 38th annual Student Conference on United States Affairs (SCUSA) in November. This year's conference brought approximately 190 students and 40 public law professionals and academics to West Point for four days to discuss "The U.S. Constitution: A Bicentennial Reappraisal." The interchange between decision-makers, scholars, cadets, and students from more than 150 American and Canadian colleges and universities stimulated cadet interest in and awareness of the guiding principles which have served as the foundation of American society for 200 years. United States Attorney General Edwin Meese and Judge Irving Kaufman of the 2nd Circuit of the U.S. Circuit Court led the principal speakers which included Professors James MacGregor Burns, Theodore Lowi, Forrest McDonald, NAACP lawyer Julius Chambers, and American Political Science Association Director Thomas Mann.

Cadets were extensively involved in the planning and conduct of the conference. Nearly 100 cadets planned and executed the many logistical and administrative requirements of SCUSA. Forty-two cadets were chosen to represent West Point as delegates.

The 25th Annual Senior Conference was held at West Point in June and supported by the Department. Sixty distinguished scholars, government officials, military leaders, and journalists addressed the topic: "NATO at Forty: Change, Continuity, and Implications for the Future." The three banquet addresses were delivered by General Andrew J. Goodpaster (USA, Retired), former NATO Secretary General Joseph M. A. H. Luns, and the Honorable Zbigniew Brzezinski, President Carter's national security adviser.

More than 1,000 cadets participated in Debate Council and Forum activities sponsored by this Department during the 1986-87 Academic Year. The Debate Team participated in international events in Dublin and Tokyo, and won regional tournaments at the University of Rhode Island and Plattsburg (New York) State University. Cadets Bill Crameros, Class of 1987, Jeff Tronvold, Class of 1988, and Chuck Correll, Class of 1989, participated in debates filmed by the Public Broadcasting System television series "Dialogue," defeating teams from the University of Madrid and the Royal Military College.

The Domestic Affairs Forum sponsored two trips which permitted interested cadets to meet with many of the nation's leaders in government, business, and the media. Participants discussed current events with Justice Byron White, Senate Minority Leader Robert Dole, Senator Jesse Helms, Attorney General Meese, Washington Post Editor Ben Bradlee, Governor Madeline Kunin (D, Vermont), Mayor Edward Koch of New York City, and pollster Louis Harris.

More than 200 cadets participated in events sponsored by the Finance Forum. This activity offered three programs designed to increase cadet knowledge of financial management. The forum sponsored a lecture series which brought speakers from the Wall Street community to educate cadets in various aspects of financial markets. Second, the Forum took 25 cadets each semester to Wall Street to meet with investment managers and executives like Pete Dawkins. Finally, the Greyhog Select Investor's mutual fund continued its tradition of "beating the market" with a 20 percent return on investment in six months. This is particularly noteworthy as the purpose of the fund is educational and not speculative.

The West Point Forum and Model United Nations Team enjoyed another successful year. Individual awards were won at every conference. As a team, the club took runner-up honors at the Princeton Model UN Conference and "Distinguished Delegation" honors at the National Model UN Conference in New York.

The Office of Economic and Manpower Analysis (OEMA) is an analytic arm of the Army Vice Chief of Staff, the Army Comptroller, and the Deputy Chief of Staff for Personnel. The OEMA, established in this Department in 1983, has done valuable work for a variety of DA agencies using econometric analyses to meet near- and long-term DA requirements in such diverse areas of concern as personnel, management, logistics support, and advertising. In October 1986, this office sponsored a Conference on the Economics of Defense Acquisitions, the purpose of which was to educate theoretical economists about the problems encountered by the practitioners of procurement. This office also investigated the accounting procedures used in the Army Club System in an attempt to reduce the subsidization of these clubs with appropriated funds. OEMA investigated the cost effectiveness of contracting some technical schooling for signal MOS's. Members of this office presented a paper on the cost effectiveness of quality soldiers in the armor force. Finally, this office assisted the Adjutant General in designing a test program for the Transition Management initiative, and will perform much of the statistical analysis for this test.

Department members continued to participate in numerous conferences, conduct research, and publish their findings. An abbreviated list of faculty publications includes: Major Thomas V. Daula and Lieutenant Colonel Robert H. Baldwin, "Reenlistment Decision Models: Implications for Policy Making," which was published in Army Manpower Economics; also published in that volume is Lieutenant Colonel Thomas W. Fagan's article, "Comparative Costs of Alternate Forces in the U.S. Army"; Colonel James R. Golden's "Burden Bearing and Burden Sharing," which will appear in Defense and Detente: U.S. and FRG Perspectives; Captain John J. Midgley, Jr.'s, book Deadly Illusions: Army Policy for the Nuclear Battlefied and his co-authoring, along with Stephen Wood, Prima Facie: A Guide to Value Debate; Lieutenant Colonel Augustus R. Norton's Amal and the Shi'a: Struggle for the Soul of Lebanon; editing by Colonel George K. Osborn III, Lieutenant Colonel Asa A. Clark IV, Lieutenant Colonel Daniel J. Kaufman, and Major Douglas E. Lute of Democracy, Strategy, and Vietnam: Implications for American Policymaking, which included an article by Major David H. Petraeus and Colonel William J. Taylor, Jr., "The Legacy of Vietnam for the American Military"; and Lieutenant Colonel Wallace Earl Walker's Changing Organizational Culture: Strategy, Structure, and Professionalism in the U.S. General Accounting Office.

The most noteworthy agencies receiving lectures and presentations by members of the Department during the past year included the National Security Council, the Council on Foreign Relations, the DOD Summer Seminar on National Strategy, the Center for Strategic and International Studies, the Columbia University Seminars on the Middle East, and the annual meeting of the Atlantic Council. Lieutenant Colonel Norton was featured in the Grenada television documentary "The Sword of Islam." Lieutenant Colonel Walker presided over the annual meeting of the White House Fellows Association. He completed his tenure as President of the Association and President and Chief Executive Officer of the White House Fellows Foundation and began his tenure as a Director of the Association which will run through May 1988. Captain Lonnie S. Keene was selected to be an International Affairs Fellow of the Council on Foreign Affairs for the next academic year. Major Bruce A. Berwick and former members of the Department, Majors Robert E. Johnson and David F. Melcher, were selected as White House Fellows for the next academic year. During the Summer of 1986, Major Petraeus served as Special Assistant to the Commander-in-Chief, U.S. Southern Command, and presented a paper entitled "Low-Intensity Conflict and U.S. SOUTHCOM" at the Center for Strategic and International Studies in Washington, D.C.

FOOTNOTES

[1]Cadet Garceau is the second cadet to win both Hertz and National Science Foundation Fellowships at USMA since the Academy began competing for Hertz Fellowships in 1969. The first was Peter L. Guth of the Class of 1975.

[2]Record of the meeting of the Academic Board, 24 May 1986.

[3]In the past, cadets enrolled in the HPA track missed some of the calculus required for advanced MSE area courses.

[4]This policy had been in effect for a number of years, but was first promulgated in an Academic Board meeting in October 1983.

[5]The absence of a more dramatic increase in the circulation figures is due to many factors. Among them are: the increased use of photocopies which do not require cadets to remove items from the library to study them for an extended period of time; the increased use of microfiche in government documents which can only be utilized within the library; the increased use of scholarly journals by cadets which may only be used within the library; and, finally, a change in the borrowing procedures of library materials. Twenty years ago books were due back on a specific date set every five weeks. That is, books borrowed at any point from mid-April to mid-May might be due on May 15. Depending on when cadets borrowed books, the books had been due back to the library in as little as five days or as long as five weeks. Accordingly, the cadets' use of renewals, which are counted in circulation figures, were much higher. Now books are renewed for a four-week period from the date the book is borrowed. Overall, despite the relatively minor increase in total circulation reflected in the figures, the Academy makes significantly greater use of the library resources today than when Mr. Weiss originally joined the library staff.

[6]Memorandum of Understanding, VCSA to USMA SUPT, 13 May 87, pp. 1-2.

[7]Ibid.

MILITARY TRAINING PROGRAM

In August 1986, the United States Corps of Cadets (USCC) Regulation 351-1 "Cadet Disciplinary System," was rewritten, with several changes. One significant change to the regulation was in the area of punishments for unauthorized alcohol consumption. Due to the high number of violations in the Corps during the last academic year, the punishment table for alcohol was revised. The result was increased punishments for offenders (by increasing the alcohol punishment categories) and increased consistency in punishment (by a more even distribution over the four classes). In conjunction with increased punishment, the Alcohol and Drug Intervention Council (ADDIC) has been organized to take a proactive role in the Corps in helping to reduce the offenses. Increased use of random urinalysis testing in the Corps has also been put into effect. Random urinalysis testing for steroids is done by the Office of the Director of Intercollegiate Athletics (ODIA). The intended result of this program is a decrease in the number of alcohol and drug-related incidents.

The Cadet ADDIC Council was very active this year, particularly in providing alternatives to alcoholic beverages in Eisenhower Hall and at other cadet activities and in introducing the Pledge Program to the Corps of Cadets. The Office of the Commandant instituted the Pledge Program to encourage all cadets before a major holiday to pledge to wear seat belts, to not drink and drive, and to not ride with anyone who did. When they returned to West Point, they responded anonymously if they had kept their pledge. The response during the initial year was gratifying. It indicated that the Pledge Program was a supportive, nonthreatening way to encourage responsible cadet behavior away from the Academy.

Change one (dated October 1986) to the revised version of USCC Regulation 351-1 increased the probationary period due to a deficiency in conduct from three to six months. Change two to the Regulation (dated June 1987) fine tuned the previous regulation, giving clearer guidance to tactical officers, cadets, and disciplinary clerks. It incorporated a series of changes to better strengthen the automated disciplinary system, and also added an Appendix E defining the Conduct Grade System.

After the Robinson Report of the disciplinary system in 1984, a continuous evaluation of our disciplinary standards has been taking place, particularly with regard to upperclass (First and Second Class) cadets. As part of the ongoing evaluation, during the Fall of 1986 action was taken by the Office of the Commandant to strengthen the disciplinary procedures pertaining to upperclass cadets who are found to be deficient in conduct.

Cadets are found deficient in conduct if they exceed the maximum permissible number of demerits allowed in a six-month period or if they commit three significant (Class I or Class II) offenses resulting in a punishment award of 25 demerits or more during their cadetship. If they exceed the maximum number of demerits or commit a third Class I or Class II offense, they will normally be placed on conduct probation. Should they violate the terms of the conduct probation by exceeding their demerit allowance or commit a major offense (Class I or II), they will be suspended or separated from the Military Academy. This was a change from the previous situation which permitted an additional chance for upperclass cadets to improve if they failed to meet the standards of conduct. The new policy allows for a more prompt separation of cadets who fail to meet disciplinary standards. The reason for the change was to identify more rapidly and separate cadets earlier in their West Point experience rather than to permit them to continue on and ultimately be eliminated nearer the completion of their cadetship. In addition, the old policy was perceived by some here and at DA to have permitted some

cadets to graduate who perhaps should not have. It is anticipated that this change will separate cadets who are unable to meet the Academy's high standards more quickly and provide a better group of officers for the Army as a result.

USCC Memorandum 351-1, "Disciplinary Tours," was rewritten during the Summer of 1986 to reflect a new tour policy. The new tour policy authorizes cadets to serve more disciplinary tour hours each weekend.[1] By increasing the number of hours they may be expected to complete, it enables cadets to receive tour credits more rapidly. The new regulation also increases the number of hours cadets will be restricted to their room to gain credit for an hour of "walking the area." Overall, the new policy is more demanding for cadets because it increases the number of hours cadets may be required to serve in a weekend. However, it accordingly also reduces the total number of weekends a cadet will be required to serve disciplinary tours before regaining full authorizations (privileges).

Cadet John K. Tien, Jr., was appointed Brigade Commander for the 1986-87 Academic Year. Cadet First Captain Tien is a graduate of Cerritos High School in Cerritos, California, and the first cadet of oriental ancestry to be named Brigade Commander. He would later become the Academy's 61st Rhodes Scholar. Cadet John T. Friedland, a graduate of John Marshall High School in San Antonio, Texas, was appointed as Deputy Brigade Commander. Cadet M. "Jenny" O'Brien, Class of 1987, was the second woman selected to command Cadet Basic Training and the second to command an academic year regiment. (Cadet Karen Short, Class of 1985, was the first woman to command both.) Cadet O'Brien would later be selected as one of Good Housekeeping's 100 outstanding college women for 1987.

On 20 May 1987, the Department of Military Instruction (DMI) Conference Room was formally dedicated as the Benavidez Room in honor of Master Sergeant (Retired) Roy P. Benavidez, Medal of Honor Winner. Mr. Absalom J. Webber, Jr. (Class of 1951), who donated funds for renovation of the room, was present for the ribbon cutting ceremony conducted by the Superintendent. Master Sergeant Benavidez won his Medal of Honor for his courageous actions near Loc Ninh, Vietnam, in 1968. In 1981, he became the first Medal of Honor recipient to have his citation read by the President. He is the only enlisted soldier ever to have a cadet review staged in his honor. A book on his life, The Three Wars of Roy Benavidez, has been prepared by Pulitzer Prize winning author Oscar O. Griffin. Having the room dedicated to Master Sergeant Benavidez is especially appropriate for one whose life has been dedicated to "Duty, Honor, Country."

The policy of having an individual serve as a sexual harassment representative in each company was discontinued during the past year. It was perceived that the issue of sexual harassment was a command responsibility and should not be siphoned off to another individual. Besides interfering with the appropriate functioning of the cadet chain of command, it was felt that the duties of the position were not well-defined and that individuals selected for the position may not be as well-equipped to handle problems as a cadet in the chain of command. After one year on a trial basis in the 1985-86 Academic Year then, the policy was discontinued.

Two noteworthy advances in the quality of cadet life were made in USCC logistics during the past academic year. The final 1,000 cadet mattresses were purchased, completing the program to replace their mattresses, some of which had been used for nearly 20 years. In addition, some 3,150 beds were purchased, completing the bed replacement program. These improvements ensure that cadets have appropriate bedding support to enable them to receive the rest they need to continue to meet the demands of the Academy.

Weekend Academy Exchange Visit

The Academy exchange effort with the Naval Academy, reinstituted in early 1986 for the first time since 1975, continued during the past academic year. Visits were conducted during both the first and second semester. Several hundred cadets and midshipmen participated in the exchanges which are designed to increase comradery, understanding, and appreciation for each other.

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT

The Center for Leadership and Personal Development (CLPD) consists of two elements to serve the Commandant. One activity, the Cadet Counseling Center (CCC), provides comprehensive counseling services to the Corps of Cadets and psychological consultation services to the Office of the Commandant. This mission provides one-on-one and group counseling to cadets and feedback on trends to the chain of command. For those cadets who are referred to the CCC by officers or cadets, feedback on the individual will be provided to the referrers to enable them to understand how most effectively to manage the situation. The remainder of the individuals, who come in on a self-referral basis, receive feedback of benefit to themselves, but no other individuals are appraised of the consultations. The second CLPD activity, the Leader Development Branch (LDB), provides the planning, direction, and coordination of cadet leader development programs under the Office of the Commandant. The LDB has established the Sequential Leader Development System (SLDS) for the Corps, which began on a trial basis in the Fall of 1986. This system entails assigning specific roles and expectations to each of the four cadet classes and is discussed in USCC to Regulation 623-1. SLDS was established to promote team building, emphasize cadet development of leaders, and to utilize a performance appraisal system through the data base management system software and Zenith personal computer issued to cadets. The basic objective is to be proactive in cadet leadership development through expanded communication training, counseling, and evaluation procedures. After the initial year of implementation, one-third of the cadets surveyed reported that they had utilized the SLDS effectively to enhance their abilities to develop their subordinates.

In July 1986, Captains Robert E. Durbin and David M. Kristick, who had served as tactical officers in USCC and had recently been assigned to the Center, devised a "New Tac Workshop" for newly-assigned tactical officers. Rather than confining their workshop to the mechanical aspects and regulations of concern to tactical officers, this workshop also focused on the "real world" experiences, the so-called lessons learned about the role of the tactical officer from two individuals who had just left that position. The course provided insights and perspectives that were not otherwise available and received high marks from attendees.

LEADERSHIP DEVELOPMENT

Service Academies Leaders Conference

The sixth annual Robert T. Stevens Service Academies Leaders' Conference was held at West Point in September 1986. The purpose of the conference, part of the Robert T. Stevens Leadership Development Program, is to study and develop those attributes, skills, and ideals that support the highest level of service to our nation by present and future officers of our armed forces. The conference was held to give the senior cadet/midshipmen leaders at the four service academies additional leadership skills to

enable them to carry out their duties more effectively. Again, as has been the case since its inception, the seminar leader was Colonel Dandridge M. "Mike" Malone. This year's conference started on a Thursday morning and ended with the formal dinner on Friday evening due to conflicts the various academies had with their home football games. Colonel (USA, Retired) Russel P. "Red" Reeder, Jr., was the guest speaker at the dinner. The conference continues to be a high point in leadership training for the cadet cadre during the academic year.

Fourth Class System

As in recent years, efforts continued to stabilize the Fourth Class System through minimal change except where necessitated for substantive reasons. Results from First Class Questionnaires indicate that the approval rate for the system increased from only 43 percent rating it excellent, very good, or satisfactory in the Class of 1982 to 85 percent rating it that in the Class of 1986. Those cadets who felt it was a failure represented 24 percent of the Class of 1982, but only 3 percent of the Class of 1986. This improvement in evaluations can be attributed to conscientious efforts to provide consistency in the system in recent years. The belief was that the First Class would support most completely a system that closely resembled the system they were under as plebes. A new pamphlet, "USCC Circular 351-2," was created for Cadet Basic Training (CBT) 1986. This pamphlet, an extract from the much larger Fourth Class System book for the academic year, was small enough to fit in a cadet's battle dress uniform (BDU) and covered only those system policies pertinent to CBT.

HONOR

Implemented at the beginning of the year, Modified Honor Investigative Hearings (MHIH) were designed to "streamline" the honor hearing process for those cadets who opted for this procedure after either self-reporting or self-admitting a violation of the Honor Code. The modified hearing process would then assemble evidence, put the respondent's testimony on record, and provide input to the Superintendent regarding the exercising of discretion. Sixteen cadets during the 1986-87 Academic Year opted for MHIH procedures; of these, six were granted discretion. The fact that 16 individuals reported themselves for honor violations for which the usual penalty is separation is seen as a positive indicator of the health of the code and system within the Corps. This is the largest number of self-reported cases in memory at the Academy.

In November 1986, USMA conducted what may have been the nation's first National Honor Conference. It was held to provide military and civilian schools the opportunity to exchange ideas on existing honor systems, and to aid in the development of a national awareness regarding proper ethical behavior on college campuses. Athough there are over 100 colleges and universities that have honor codes and systems, the schools invited were those that have long-standing traditions and expressed an interest in participating in the conference. The participants this year included the Federal service academies, Texas A&M, Virginia Military Institute, Citadel, Norwich, Princeton, and the University of Virginia. The major topics discussed were status of the present codes and systems, purpose of the codes and systems, the procedures and issues involved in honor investigations, and honor systems. The purpose of the conference was to provide a forum for the discussion of the ways that the different academic institutions develop ethical values in their students. USMA intends to continue conducting the conference annually.

DEPARTMENT OF MILITARY INSTRUCTION

Professional Development

The Professional Development Branch of the Department of Military Instruction (DMI) conducted an Academy-wide Officer Professional Development Program to ensure that the USMA staff and faculty and cadets stay abreast of the latest Army developments in such areas as equipment, organization, doctrine, and training. In the past academic year, the program included a series of 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 through branch representatives and professional development classes sponsored by the Department and open to all officers, noncommissioned officers, and cadets at USMA.

Seven briefings were presented throughout the year covering the latest developments in the Army. The most notable of these presentations included Lieutenant General Dave R. Palmer, USMA Superintendent, who spoke on "The Operational Level of War"; Colonel Joseph Stringham, Commander, 75th Ranger Regiment, who spoke on "Ranger Forces and Operations"; Colonel (Retired) Robert Joy, Professor of Military History at the Armed Forces Medical Staff College, who spoke on "The Health of the Command"; Lieutenant Colonel William Ward, Chief of the Office of the Quartermaster General, who spoke on "Logistics Developments"; Major Robert Chapman (USAF), of the Air Force Command and Staff College, who spoke on the "AirLand Battle"; Major Mitch Perkins (USMC), from the Marine Corps Education Development Command, who spoke on "Amphibious Operations"; and Major John Porter, from the Combined Arms Training Command, who spoke on the "National Training Center."

Military Instruction and Training

The Department of Military Instruction is responsible for designing, developing, and evaluating all military training conducted during CBT and CFT. For CBT, this includes first aid, bayonet/pugil, the leadership reaction course, individual assault techniques, land navigation, nuclear-biological-chemical (NBC), the military sweepstakes competition, and M16 basic rifle marksmanship. CFT committees include infantry, field artillery, engineer, armor, military intelligence, communications-electronics, weapons, NBC, and land navigation.

Major James S. Sfayer, the U.S. Marine Corps liaison officer, received the 1987 Superior Teaching Award for the calibre of his classroom instruction and overall impact on the quality of life for cadets in the West Point Community.[2] In addition to developing and coordinating 27 hours of instruction in the "Combined Arms Operations" course he taught in the Department, he taught classes in both the Behavioral Sciences and Leadership and History Departments and coordinated an Art of War Symposium for the Academy faculty. Also, he coached the Rugby Team and had close contact with cadets. Finally, he organized and coordinated the Academy's Annual 10-kilometer run and arranged for it to be named the Elaine Swinehart Memorial Run after the wife of a member of the faculty who recently passed away.

Military Science

During the 1986-87 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 in the U.S. Army. The course features a lecture and seminar program on professional behavior and ethics, themes which receive reinforcement throughout the course. Guest speakers included Lieutenant General Crosbie Saint, Commander, Third Corps, who spoke on "Military Professionalism," and Colonel Malham Wakin, instructor at the U.S. Air Force Academy, who spoke on "Duty, Honor, Country."

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 is 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. Emphasis is placed on instruction to prepare cadets for DCLT/CTLT. Examinations emphasize cadets making tactical decisions and writing operations orders, rather than just memorizing facts.

The "Readiness: The Role of the Platoon Leader and Public Speaking" (MS 300) course 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, is videotaped and played back during the critique by the cadet's instructor.

The Interactive Video Disk (IVD) map reading project remains ongoing. Currently in its final stage, the IVD should be ready for use in the Fourth Class MS 102 course during the Spring of 1988. Final software modifications and revisions are being performed by the U.S. Army Missile Munitions and Ordnance School and Center at Redstone Arsenal. The Department maintains proponency for the product and has responsibility for gaining approval for Army-wide distribution.

CLASS OF 1987 BRANCH SELECTIONS

Quotas for the Transportation, Ordnance, Military Intelligence, and Quartermaster 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 Quartermaster, Ordnance, Transportation, and Military Police were filled before physically-qualified female cadets were restricted in selections to combat arms. Male

1987 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)	264	236	N/A	N/A	236	N/A
12 (AR)	150	134	N/A	N/A	134	N/A
13 (FA)	222	197	16	1	197	7
14 (AD)	81	72	34	1	72	1
15 (AV)	96	86	28	3	86	8
21 (EN)	109	98	41	5	98	13
25 (SC)	26	0	25	0	20	8
31 (MP)	8	0	10	0	5	10
35 (MI)	23	0	23	0	23	19
74 (CM)	8	0	6	0	3	3
91 (OD)	16	0	18	0	16	18
92 (QM)	11	0	16	0	11	16
95 (TC)	7	0	11	0	7	11
Total					908	114

cadets satisfied only the minimum quotas in all six combat arms specialties. Female cadets exceeded their available combat arms quotas in all but Air Defense. (The branches of Infantry and Armor are closed to women.) However, the number of men and women selecting three of the combat arms branches (Field Artillery, Aviation, and Engineering) exceeded the minimum quotas. In this year's branch selections, nearly 91 percent of the men selected combat arms to meet the minimum DA quotas, an increase from the 88 percent of the Class of 1986, but just below the 92 percent of the Class of 1985. Some nine percent of the women in 1987 selected combat arms to meet the minimum DA quotas compared with 25 percent the year before.

The percentage of the Class selecting a combat arms branch or speciality was 83 percent in 1987. Some 91 percent of the men and 25 percent of the women selected combat arms specialties in 1987.

The Class of 1987 held its specialty selection in January 1987. This year, 1,021 cadets were branched into 13 specialties. Nineteen cadets pursued and were later admitted to medical school.

Three significant changes to the Cadet Specialty Selection Program were made this year. First, the cadet specialty selection was completely automated with a high degree of success - 1,040 individuals branched with only a .6 percent error rate. Cadets submitted their branch preferences on a marksense form which was fed into the cadet data base. Selection of specialty was based on the branch quotas, and the cadet's order of merit (based on an algorithm using the MDIC and CGQPA), and the cadet's preference. Overall response to the program was impressive - a 90 man-hour task requiring a nine-person panel, reduced to 20 man-hours, requiring only one person.

Second, the Command and Staff of the cadet regiments sponsored a special evening for the Class of 1987's specialty selection announcements. Cadet companies gathered in Eisenhower Hall to hear opening remarks from the First Captain and the Commandant before each cadet company commander received a box containing each cadet's branch insignia. The company tactical officers distributed the insignia to each cadet, thereby officially announcing each cadet's branch.

Third, at a meeting in September 1986 between officers from the Officer Accession Branch of the Military Personnel Center (MILPERCEN), and S1, USCC, a proposal was made for USMA to offer voluntary branch detail (VBD) to cadets at the time of their branch selection. This effort, previously designated the Force Alignment Program (FAP), was the result of MILPERCEN's concern about inadequate numbers of individuals in the combat support and combat service support in the grades of captain and above.[4] They suggested that USMA offer to some individuals who were selecting combat arms the opportunity to serve their first tour with the combat support and combat service support branches. The Commandant, Brigadier General Peter J. Boylan, did not approve this offer, but proposed an alternative which MILPERCEN ultimately accepted. The Commandant's proposal was to permit individuals selecting combat support and combat service support branches to enter the combat arms initially for three or four years and then go to advanced branch school in their original branch. This would permit the young officers to gain initial combat arms experience prior to their service in other branches and help improve the integration of the force. Only three cadets elected to participate (one Quartermaster and two Military Intelligence) when it was first made available for the Class of 1987. Two of the three selected Infantry, the third selected Armor. All combat support and service support branches except the Chemical Corps and Military Police had this option. All combat arms branches except Aviation and Engineering were open to them.

TRAINING

Cadet Basic Training 1986

Cadet Basic Training (CBT) in 1986 began on 1 July (Reception Day) and concluded on 18 August with the return footmarch to West Point. The Class of 1990 was received into the Corps during ceremonies conducted on 23 August. Its mission of educating, training, equipping, and developing the new cadets and enhancing leadership skills among the First Class cadre was successfully accomplished. The Class of 1990 began training with a total of 1,330 cadets, which included 1,173 men and 157 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 1986 was 49 days, an increase of five days from 1985. As a result, the Program of Instruction increased by 69 hours (from 574 in 1985 to 643 in 1986). This increase provided time in the schedule for additional training in basic military skills, personal maintenance, health subjects, and additional physical conditioning testing, squad leader time, and class authorizations.

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 these military subjects, but not to evaluate them at this point.

Moral/ethical and value development continued to receive emphasis during CBT in 1986. Squad leader time 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 126.5 hours of administrative and logistical inprocessing and academic testing.

The physical training program conducted during the 1986 CBT again 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 1986 CBT were dramatic. As was the case in the 1985 CBT, the class achieved an impressive level of improvement in physical proficiency. Research is continuing in the Department of Physical Education to evaluate the usefulness and effectiveness of the program to make it more efficient in application and simpler for the cadet cadre to administer. The Department continues to scientifically measure the validity of this exercise method. In the meantime, the failure rate of the Fourth Class cadets declines and their physical fitness improves noticeably.

For the second year in a row, the parents of entering plebes were informed about 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 Personal Development (CLPD), is 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 1,330 cadets who entered the Academy as members of the Class of 1990, 1,215 successfully completed their six-week summer training program and joined the Corps of Cadets in August. Although the 8.7 percent attrition for the Class was an increase over the 7.0 percent attrition of the Class of 1989 last summer, the current level is the average of the attrition rates of the two previous classes. There is no readily available reasons for the change in attrition rates since there were no major changes in the program of instruction, leadership philosophy, or command climate from the previous years and only minor adjustments were made in the sequence of training and in moral, ethical, and value development training. An intensified program for the upperclass cadre again was conducted this year 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 86.

Third Class Summer Training 1986

Cadet Field Training (CFT) 1986 was conducted from 23 June -18 August 1986. During this period, 1,194 Third Class cadets (from the Class of 1989) were trained by 326 First Class cadets (from the Class of 1987) and by approximately 1,500 soldiers from active and reserve component units in the Army.

CFT 86 did not represent a radical departure from previous years. Rather, the program refined its focus to provide a greater leadership challenge to the First Class, while continuing the emphasis on the basic military skills training of the Third Class as reflected in the Military Skills Qualification (MQS) Program. All Third Class cadets were required to demonstrate proficiency in approximately 37 MQS-Level I tasks as a critical step in the pre-commissioning requirements of USMA graduates. Only 81 cadets, or seven percent of the cadets, failed to complete all of the MQS-1 events. To the maximum extent possible, First Class cadets led the Third Class in accomplishing all collective (unit-level) military skills. This last goal was a major focus this year and will receive even more emphasis in the CFT programs of the future.

Military training in CFT is provided by 12 DMI committees, augmented by units from the 101st Airborne Division (Air Assault), the 39th Engineer Battalion, and other units. The professionalism of the personnel that come to USMA to provide the training is constantly noted by cadets as one reason for their decision to continue to pursue service in the Army through USMA.

Third Class Combined Arms Operations at Ft. Knox was the highlight of the summer. This program focused on the Combined Arms Team and the role of the platoon leader in Armor and Mechanized units. In keeping with the overall CFT focus, First Class cadets served as platoon leaders during the Mounted Tactical Training block. The Mounted Tactical Training featured, for the first time, use of the M1 Abrams tank in a combined arms training tactical exercise.

Automated Communication Electronic Operating Instructions (CEOI) were introduced into the Signal Training for the first time to provide a state-of-the-art training environment for cadets. The training also incorporated the AT-184 Fishline antenna as a Light Infantry expedient for long-range communications.

The Land Navigation training was made markedly more difficult to enable graduates to face the standards they will be required to meet in the Army. The standards were also raised because previous courses inadequately prepared cadets for subsequent CTLT/CMST requirements. The standards increased to such an extent that one-third of the cadets initially failed the new tougher standards.

Tactical Intelligence training increased the individual evaluations at the Operations Security (OPSEC) and Size, Activity, Location, Uniform, Time, and Equipment (SALUTE) sites, which are the key military skills common to all branches.

Nuclear-Biological-Chemical (NBC) training required the First Class cadre to conduct a four-hour review of NBC skills taught during CBT, where this had previously been taught by the NBC Committee.

The quality of instruction provided during weapons training was enhanced by a Mobile Training Team (MTT) from the Army Marksmanship Unit at Ft. Benning, Georgia, which utilized the latest doctrine in rifle marksmanship training.

The Commandant enhanced Infantry training by using a MTT from the Ranger School at Fort Benning to train personnel on the patrolling and Mountaineering Committees. In keeping with current doctrine, battle drills were used throughout the training to teach the proper execution of tactical maneuvers. First Class cadets conducted preliminary training and served as the tactical chain-of-command throughout this block.

Field Artillery training incorporated fire support planning to emphasize the combined arms aspect of this branch. Current technology was brought into this training by the use of the Ground Laser Designator to locate targets, and the use of microcomputers to conduct observed fire planning (using a program developed for the Field Artillery School at Fort Sill, Oklahoma.

Engineer training added a squad-level exercise in bridge classification and construction of underground bunkers.

The Commandant re-scheduled Air Assault training to allow each company one complete day for the training, with two hours of preliminary training on the previous evening. Cadets were able to conduct two Air Assault missions because of the increased time available, with both missions led by the First Class cadre.

Throughout CFT, concerted efforts were made to increase the cadet's individual and collective military skills proficiency while enabling the First Class cadre and Third Class cadets to serve in twice as many evaluated leadership positions as in recent years. For the first time, cadet participation was expanded to the Air Assault Committee, where cadets provided both instruction and platoon evaluation. Wherever possible, cadets were given additional leadership challenges and the involvement of officers and NCOs was reduced.

Cadet Advanced Training (CAT) 1986

Summer training for the classes of 1987 and 1988 consisted of Cadet Troop Leader Training, the Drill Cadet Leader Training 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 545 cadets from the classes of 1987 and 1988, or just over half of those engaged in CAT, participated in the 1986 CTLT Program. Cadets served in one of two five-week cycles at 24 locations in FORSCOM, Europe, Korea, Panama, Alaska, or Hawaii. 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 twenty-three cadets trained at FORSCOM sites; 210 trained in Europe; 80 trained in Alaska, Hawaii, or Panama; and 32 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 Leader Training (DCLT) Program.[3] DCLT places cadets in basic training companies performing the duties of noncommissioned officers. Participation in DCLT represented nearly half of all Second Class cadets participating in the CAT Program. Cadets served in one of two five-week cycles at one of the same eight training centers utilized last year. Women cadets continue to be restricted to assignments at Forts Dix, Jackson, McClellan, or Leonard Wood. A total of 528 cadets from the classes of 1987 and 1988 participated in the program.

Cadet Military Speciality Training (CMST) consists of six individualized military skill training programs conducted at different military schools. The primary objective of the CMST Program is to provide a motivational and confidence-building 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 1988, were represented in varying strengths in each of the following training programs as indicated: Airborne (492), Jungle Operations Training (145), Air Assault (196), Survival, Evasion, Resistance, and Escape (SERE) at the U.S. Air Force Academy (73), Northern Warfare (121), and Strategic Mobility Planning Course (SMPC) offered at Fort Eustis for medically profiled cadets (16). Of the 1,043 cadets participating in CMST programs, 1,016 (or 97 percent) successfully completed the training. The least successful participation was in Airborne school where 96 percent of the cadets were successful.

Flight training at Fort Rucker, Alabama, which had been offered in previous years, was eliminated for this summer training cycle because of the expense of the training and the fact that so few cadets typically participated. Because so few participated, their opportunities to lead others and to be in a training environment were not as extensive as was desired or was available from other CMST options.

In addition to CTLT, DCLT, CMST, and First Class Leadership Details, which occur during the summer training period, over 553 cadets participated in 46 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 four programs under the special summer options (Operations Crossroads Africa, Cadet Summer Research Program, Cadet Summer Intern,

and Ranger School) 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 Kenya, Botswana, or Gambia. 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 through the Social Sciences Department, with a variety of government departments and agencies in the Washington, D.C., area and SHAPE Headquarters, Belgium.

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, 26 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; Seoul, South Korea; Japan; and numerous other locations in CONUS. Twenty-two cadets participated in the Behavioral Sciences Summer Intern Program. In addition to intern positions on the Army Staff and the Office of the Assistant Secretary of Defense, 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-five cadets participated in the Mechanics Summer Program and worked at a wide variety of agencies including the Aeromechanics Laboratory, the Hughes Aircraft Corporation, Los Alamos National Laboratory, and the Advanced Attack Helicopter Program Management Office. Nineteen 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.

Nearly 50 cadets participated in summer admissions programs such as the Cadet Public Relations Council 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 140 cadets participated in other summer training programs which included the Foreign Academy Exchange Program, the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, and the U.S. Military Liaison Mission-Berlin. All of that training also was conducted during the cadets' leave periods.

In the Summer of 1986, for the first time in six years, USMA cadets participated in Ranger Training. Some 13 cadets were selected to participate on the basis of Army Physical Readiness Test scores, Military Index Cumulatives, Quality Point Averages, and performances on road marches, land navigation problems, offensive and defensive patrols, and other infantry-related tasks. After 58 days of rigor and strife, 11 cadets made a triumphant return to West Point with their Ranger Tabs. One of the 11, Timothy J. Todaro, was selected as an Honor Graduate.

The 1987 Ranger Orientation Program began in January with 45 Second Class cadets submitting volunteer statements. Afterinitial screening, 28 cadets began the three-month program which culminated in the selection of 20 Ranger candidates in May.

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 Air Vice Marshall Ronald Dick, Head of the British Defense Staff in the United States. This was the tenth time since the competition began in 1967 that the 1st Regiment has won this recognition. Company E of the First Regiment, led by tactical officer Major Lloyd J. Austin III, was judged the winning company of the Corps of Cadets and also garnered the best four-person team honors. The competitors, consisting of four, four-person teams from each company (144 in all), were tested in an eight-station course measuring stamina, agility, and military knowledge.

The military skills consisted of teams being tested in swift movement, map reading and navigation, NBC, communications, constructing and crossing a one-rope bridge, rappelling, rifle marksmanship, and inspecting equipment. The marksmanship phase consisted of target shooting on an outdoor range with teams required to fire 20 rounds using an M16 rifle in a timed exercise. The competition was conducted at West Point from late March through April. Eight teams per day were tested between 1600 and 1800 hours, Monday through Thursday each week.

The inclusion again of firing an M16 rifle on an outdoor range area and requiring 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.

DEPARTMENT OF PHYSICAL EDUCATION

Several members of the Department of Physical Education (DPE) received distinctions during the Academic Year. Colonel James L. Anderson, Master of the Sword and Professor and Head of the Department, was awarded a special citation by the American Academy of Physical Education at the American Alliance of Health, Physical Education, Recreation, and Dance (AAHPERD) Convention in April 1987, in recognition of his work in developing and administering the USMA physical education program. Dr. Louis Tomasi, Head Athletic Trainer, was awarded the degree of Doctor of Education following the approval of his dissertation at New York University in June, becoming the first Department civilian since 1944 to complete his doctoral work while assigned at the Academy. Mr. Hank Veix, SCUBA Diving Coordinator, was selected to be the North Atlantic Branch Manager of the National Association of Underwater Instructors and will be responsible for the standardization of instructor training and instructor ethics for the seven states of the North Atlantic Branch. Mr. Dennis Forbes, Director of Sports Psychology in the Department, helped prepare the U.S. Army's competitors for the 1987 Canadian Cup tank gunnery competition. The stress management classes conducted by Mr. Forbes significantly improved tank team performance on the firing line and resulted in the first American victory in the 24-year history of the competition.

Throughout the past academic year, two initiatives within the Department were developed and studied. First, Dr. Ann E. Jewett, Visiting Professor from the University of Georgia, headed a committee appointed by Colonel Anderson to develop a Master Fitness Trainer (MFT) certification program. The end result of this program would be the awarding of the MFT skill identifier to all graduating cadets who meet the certification criteria. The committee found that the MFT program could be conducted

over the four-year DPE curriculum. The inclusion of the MFT program causes a change primarily in Department philosophy rather than a restructuring of the course curriculum. The inclusion takes advantage of the superior physical proficiency of most cadets and enhances the professionalism of physical training that they can provide to their troop units when they enter the Army. The MFT initiative was approved by the Policy Board in the Summer of 1987 and will be integrated into the curriculum in the 1987-88 Academic Year. The first class to be fully qualified MFTs will be the Class of 1990. Second, the Superintendent desired to ensure that cadets were involved in the intramural program year round, and sought to enhance team spirit, esprit, and aggressive-mindedness in the Corps of Cadets. At the same time, he sought to increase the participation level of women in intramural activities. Accordingly, Colonel Anderson appointed a committee headed by Dr. James Peterson to look at developing an intramural program that would increase the number of team contact sports, increase the number of sports women participate in, and increase the number of seasons from three to four. The intramural committee successfully developed a program that included the changes. To facilitate the participation of women, the participation of women was required on such teams as soccer and three-on-three basketball which all companies must field. As a result of these changes, every cadet will be required to participate in at least one team contact competitive sport prior to graduation, commencing with the Class of 1989.

Instructional Program

The instructional program was unchanged from last year. Plebes continued to attend standard courses in swimming, gymnastics, boxing, and wrestling (for men) and Self-Defense I and II (for women). Upperclass cadets continued to take close quarters combat in addition to selecting an elective which has "carry over" value or contributes to the intramural program. Also during this year, the "Fundamentals of Physical Education" lecture portion of the previous plebe course became 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. Tennis II, Handball II, Racquetball II, and Aerobic Dance II were all incorporated into the upperclass curriculum.

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 continued focusing 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. The Guidance Office again published and distributed copies of a booklet entitled "DPE Company Conditioning Program" to each company which not only serves as the basis for programs run by the company chain of command, but also provides 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 who assists cadets in his/her company with physical education coursework and periodic testing or individualized and specialized physical development goals. A greater consistency in cadet fitness has been maintained throughout the year and the number of in DPE failures continues to decline. 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 1985-86 Academic Year and only 38 during the past year. The Department's STAP '87 consisted of 16 cadets compared with eight the year before. All cadets passed the program in STAP.

Testing

Each cadet took three physical fitness tests during the academic year. All upperclass cadets took an identical battery of tests: the Army Physical Fitness Test (APFT) in the fall and spring and the Indoor Obstacle Course (IOCT) in the winter.[5] Plebes took the APFT during the fall, the Physical Aptitude Test (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.)

Again this year, the APFT was taken in running shoes instead of combat boots, and in the gym alpha uniform instead of fatigue trousers with T-shirt. Although the overall test results for the 1986-87 Academic Year are somewhat lower than those of the previous year (in parenthesis) they are comparable to those of the year before.

	Men	Women
APRT	248 (260)	259 (262)
IOCT	2:52 (2:51)	4:43 (4:19)
PAT	329 (329)	321 (324)

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 APFT 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 APFT or equivalent test to less than two percent. The effort to reduce the number of cadets unable to complete an APFT increased the number of cadets tested on the alternate tests last year to 428, from 352 the year before.

Research

Mr. Michael R. Sitler, Assistant Athletic Trainer, completed the first year of a two-year prophylactic knee brace (PKB) study, which is part of his doctoral work. The study involved 698 intramural football players, half of whom wore the knee brace. Depending on the results of the study, this could have a national impact on the use of knee braces to prevent football knee injuries. The results of the PKB study will be completed by the Summer of 1988.

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.

At the close of the boxing season, Tony Fletcher won the National Championship at 156 pounds at the National Collegiate Boxing Association Championship held at Reno, Nevada in April.

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.

Sports Medicine

During the 1986-87 Academic Year, 524 plebes reported to the reconditioning room in lieu of their physical education class. Although some of these cadets had limited profiles, an average of 5.8 visits were made by each cadet, and an average of 19.8 cadets per day of physical education class reported to reconditioning. This represented a slight decline in the number of plebes reporting, and more significant declines of nearly one-third in the average of visits made by each cadet and in the number of cadets reporting per day of physical education. The reason for the decline appears to be the actions of Dr. James Peterson, the plebe instructor, who took injured plebes out of physical education classes early in the year and put them into the lecture classes on the "Fundamentals of Physical Education."

The total number of moderate injuries suffered by cadets undergoing physical education instruction was 233; 189 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. Forty-four moderate injuries occurred in Upperclass Physical Education, up slightly from 36 the year before. Ten of the 44 injuries came from the Indoor Obstacle Course.

During the intramural season, football-related injuries (185) again represented the largest single share of the 427 total moderate injuries. The total number of moderate injuries is comparable to the 433 the year and the number of football injuries only increased by 13.

The Sports Medicine Section again administered the USCC weight management program. Some 77 cadets (27 men, 50 women) were identified as exceeding the USCC body fat standards in the academic year's two screenings. By the end of the academic year, only four cadets (two men, two women) still exceeded the standards. This is a significant decline in the number of cadets identified as exceeding the body weight standard and is attributable to increased emphasis on proper diet and conditioning. No member of the Class of 1987 exceeded the standards of AR 600-9 which must not be exceeded to be commissioned in the Army.

During the 1986 CBT, new cadets were again screened for postural deficiencies and 230 new cadets were identified as exhibiting poor postural habits and/or muscular imbalance. An additional 52 individuals came in later in the year for evaluations at their own request or at the direction of another cadet or officer. This total of 282

individuals, notably below the 531 identified the year before, is the result of a decision made to only report the most serious cases for formal evaluation by the Sports Medicine Section. Other individuals with only minor problems easily correctable by the cadet cadre, were left to them. Most of the individuals were correctable after one visit and some subsequent practice although a minority needed additional work. By the end of the academic year, however, 90 percent were corrected; the remainder will continue to receive help next year.

CADET CLUB ACTIVITIES

During the 1986-87 Academic Year, the Directorate of Cadet Activities (DCA) continued to provide a variety of cultural enrichment and athletic opportunities that contributed to cadet development. The Cadet Restaurant proceeds were reduced somewhat after New York State raised the drinking age to 21, effective December 1985. ODIA enabled the Restaurant to make up some lost revenue when permission was given for the Cadet Restaurant to feed summer sports camps and the football team beginning in the Summer of 1986. The continued success of the delicatessen and the upcoming addition of a Cadet Restaurant-run pizza concession also should assure a healthy profit margin for the restaurant, and provide quality food services desired by cadets. The First Class Club, now operating out of Benny's Lounge, was allowed more flexibility by the Commandant in its operating hours and was able to provide the First Class more variety entertainment. International Beer Night on Thursdays has been very popular. First Class cadets legally permitted to consume alcoholic beverages are encouraged to do so at Eisenhower Hall to promote class comradery and to reduce the possibility of them drinking while driving or injuring themselves upon their return to West Point. The Cadet Activities staff has been very proactive in pursuing new and different programs for cadets.

Continued coordination and cooperation with both transportation and ODIA facilitated greater cadet attendance at away athletic events and great recognition for the institution's athletic endeavors. The Association of Graduates (AOG) and Daughters of the United States Army (DUSA) continued to provide considerable funds in support of cadet activities.

Effective with the start of the 1987 Fiscal Year, the Cadet Activities Fund, the Cadet Restaurant Fund, and the Superintendent's Cadet Hosting Fund were integrated into a centralized Non-Appropriated Fund Instrumentality (NAFI) called the Cadet Activities Fund. Most of the efforts of the resource administrators during the past year have been directed at ensuring that effective and efficient management of all programs were accomplished while utilizing available appropriated and non-appropriated resources.

The fall schedule included Ring Weekend, during which 2,850 cadets and guests attended the Ring Banquet and Dance. The combined Autumn Weekend and Homecoming included two formal dances - the Fourth Class dance in Cullum Hall (attended by 1,300 cadets and guests) and the upperclass cadet dance in Eisenhower Hall (attended by some 800 cadets and guests). The Army/Navy Rally and Post-Game Party again were held at the Adam's Mark Hotel in Philadelphia.

During the second semester, some 2,150 cadets and guests attended 500th Night Banquet at which Major General (Retired) Charles E. Saltzman (USMA, Class of 1925) was the speaker. Activities for 500th Night Weekend included a class talent show, movies, and multi-media presentation.

The Yearling Class chose to forego the formal banquet during Winter Weekend. Instead, featured activities included skiing, snow football, a class hop, an ice skating party (held at the Sports Complex), and an ice show in the Eisenhower Hall Theatre. On Saturday, a winter carnival at the golf course included horse-drawn sleigh rides, sledding, and other outdoor activities. A class dinner and informal hop was held in the evening.

100th Night weekend was held in February, but, unlike previous years, the class elected to hold the formal banquet on Saturday. The banquet was attended by 2,546 cadets and guests and featured General Maxwell R. Thurman, Army Vice Chief of Staff, as guest speaker. The 100th Night Show successfully used various skits rather than just the traditional Broadway play theme.

The Graduation Week activities featured a banquet and formal dance for some 5,200 cadets and guests with Brigadier General Peter J. Boylan, Commandant of Cadets, 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. Some of the most noteworthy presentations were the "Big Apple Circus" held at North Athletic Field and the "Festival On Ice," which brought Olympic skating stars Dorothy Hamill, Charlie Tichner, Tai Babilonia and Randy Gardner to the Eisenhower Hall Theatre stage. Classical events were marked by violinist Isaac Stern in recital, the Warsaw Philharmonic Orchestra with pianist Misha Dichter, the Atlanta Symphony Orchestra with Robert Shaw conducting, the Sistine Chapel Choir from the Vatican, Twyla Tharp Dance, the "Ballet de France," and a special holiday presentation of the "Nutcracker." The Sunday Music Series featured the "Fine Arts Brass of England," the "Ridge String Quartet," the "Alexander String Quartet," and the "Palisades Chamber Players." Broadway plays and musicals included "Cats," "Jesus Christ Superstar," "Tap Dance Kid," "Can-Can," and "On the 20th Century" starring Imogene Coca. Plebe-Parent Week was highlighted by a performance by magician Harry Blackstone. The Class of 1929 Gallery was host to four exhibitions, including the annual show by West Point's Studio Six. The Cadet Theatre Arts Guild, in addition to providing the backstage technical support for all Eisenhower Hall Theatre events, presented two plays - "You Can't Take It With You" and "Oklahoma" - as well as providing support for the 100th Night Show. Dialectic Society concerts included comedian Steven Wright, Steve Winwood, Chuck Mangione, Lisa Lisa, and Chicago.

Extracurricular Activities

During the 1986-87 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 organizations participated in 450 trips and hosted approximately 200 home events.

Although there was little change in the total array of cadet clubs offered during the past year, a number were added or restructured. A Big Brothers and Big Sisters Club, a Drill team, and a Sigma Delta Psi organization were added; the Women's Soccer Club was elevated to corps squad status and joined the intercollegiate program; and the old Slum and Gravy organization was redesignated and broadened in focus into a Media Club.

The Big Brother program at West Point began about 1978 when a need was recognized to provide some support for young people in the surrounding Orange County area waiting to get Big Brothers. Some 40 cadets provide social contacts and support to the young people in monthly visits. After many years operating on an ad hoc basis, the Commandant formally established a "Big Brother and Big Sisters" as a cadet club.

In the Spring of 1986, the Commandant expressed a desire to achieve excellence in drill and a Cadet Drill Team was established. Their objective is to become one of the finest teams in the nation and they had the opportunity to practice with one of those teams, the Marine Corps Silent Drill Team, during the Fall of 1986.

The Sigma Delta Psi, which was discontinued in 1985-86 Academic Year, was re-established during the past year.

The Cadet Rugby team beat Air Force and then went on to upset Navy (with a four game total score of 80-6) thus bringing the Commanders Cup back to West Point after two-year hiatus at Navy.

The Karate team participated in the Tang Soo Do National Championships at Stamford, Connecticut. Burt Ross placed second in the middleweight black belt competition and qualified for the five-person Eastern Region black belt team. Army had two National champions - Andy Forgay in the heavyweight green belt division and Pat Hynds in the lightweight green belt division.

The Pipes and Drums of USCC hosted the Eighth Annual USMA Tatoo where 23 different bands from as far away as Glencorse, Scotland, performed.

The Army women's and men's Nordic Ski Teams took first and second place, respectively, in the Syracuse Eastern Conference Invitational in January with eight schools participating. The women also captured first place in the women's relay competition at the National Collegiate Ski Association Mideast Conference held at West Point. The men's team placed second to Clarkson University in a field of seven teams at this event.

USMA cross-country skiers took on the nation's best at the National Collegiate Ski Association Championships in Crested Butte, Colorado. The women's team finished ninth and the men placed 15.

The women's Alpine Ski Team took first among 11 teams at USMA's Invitational Ski Meet at Hunter Mountain in the Catskills.

The West Point chapter of the American Society of Civil Engineers/Society of Military Engineers hosted a concrete canoe race in October. Five other Northeast schools participated and the cadets won the men's division.

The Speech team finished second out of 14 schools at the Plattsburg State Invitational Tournament in Plattsburg, New York.

Debater Jeff Tronvold along with a Royal Military College cadet, Gregg Phillips, defeated a Spanish team in the Montreal International Debates in which 13 nations participated. The debates were later televised on the Public Broadcasting System. Of note this year was a first-place finish at the University of Rhode Island Debate Workshops, third place overall at Ithaca College's Speech and Debate Tournament, and second place at Cornell University competition.

The Army sailing team won competition among six schools at the Annual Packer Trophy Regatta in Philadelphia, Pennsylvania, in October.

The crew team took second in the varsity lightweight-eight competition in the Ithaca College Invitational Regatta in April.

The Army Orienteering Team posted its best-ever showing while winning the Intercollegiate Championships for the tenth year in a row in April 1987, at Great Falls Park, Virginia. During the championships, the cadets took six of the seven titles, surpassing their best previous performance of four of seven. Army won titles for best team, first senior and junior teams, first place senior, first place junior man and first place junior woman. Donna Everson won the senior woman title and Erin MacLeod won the junior woman's title. Kip Guyon won the junior man's title. Members of the first place senior team were Everson, Jenny O'Brien, Mike Bara, Mark Puhalla, and Tom Goss. The winning juniors team was comprised of Guyon, John Tewksbury, Mike Hall, Steve Koski, and Ellen Denny. The team earlier posted its best performance in ten years at the U.S. Orienteering Championship held at the Sam Houston National Forest near Houston, Texas, in November 1986, where several cadets received honors.

Five members of the Cadet Judo Team finished in the top three of their weight division at the 16th annual Kennedy/King Judo Championships at Freeport, Long Island. The team shut out Slippery Rock University, winner of last year's Eastern Collegiate Judo Champions. In regular competition this season, the team had a 7-1 record, losing only to Air Force.

During spring break, the Judo team competed in the Los Angeles area and took second place at the Seinan Dojo Open tournament. The trip included training sessions with Olympic and national champions from Israel, Egypt, and Scotland. Judy Hamacher (158-pounds) and Diana Strickland (145-pounds) placed second in their divisions and Ken Johnson (209-pounds) placed fourth in his division at the National Collegiate Judo Championships at Ohio State University among 200 competitors from 50 colleges and universities. The team also won overall men's and women's team trophies and Strickland received the trophy for top woman competitor at the Metropolitan Collegiate Championships held at the New Jersey Institute of Technology in Newark. West Point hosted the 27th Annual Judo Association Championships in March. Thirty-one colleges sent 127 competitors to the two-day meet. The Army women's team took second and the men's team third.

All-America Debbie Wellington took second in the 132-pound class at the National Powerlifting Finals at the University of Oklahoma. Three other cadets attained all-America status at the meet: C. J. Jackson placed third in the 132-pound class, Kevin Hartzell placed third in the 198-pound class, and Wally Putkowski placed fourth in the 220-pound class. At a later meet against Navy, Army powerlifters were victorious taking six out of ten weight categories.

Four members of the West Point Team Handball Team represented the Military Academy at the 1986 Olympic Sports Festival in Houston, Texas. This festival is part of the selection process for the 1988 Olympics to be held in Seoul, Korea. The men's team won both the Team Handball Federation Commander-in-Chief's Trophy and the National College Championship for the third year in a row. The women's team placed second at the National Championship.

For the first time in its history, the Cadet Glee Club performed in a tri-service concert with Air Force and Naval Academy singers. The "Songs of America: Service Academies in Concert" was held on March 6, 1987, at Boettcher Concert Hall in Denver, Colorado. The club also performed with the Dallas Symphony and the Houston Pops Orchestra during the spring break.

The Cadet women's bowling team won its conference title.

FOOTNOTES

[1]A disciplinary tour is punishment received by a cadet, in addition to demerits, for violating a regulation. Cadet disciplinary tours consist of being restricted to their room (serving a room tour) or being required to "walk the area" (serving an area tour) for a specified number of hours.

[2]This award, previously designated the William P. Clements, Jr., Award, was renamed the Superior Teaching Award to more accurately describe what the award entails.

[3]DCLT was previously designated Drill Cadet Program (DCP).
Lieutenant Colonel Robert E. Seger, the First Regimental Tactical Officer, recommended to Brigadier General Boylan (and the Commandant approved) the renaming of this training program as DCLT. The reason for this action was to indicate formally that leadership development was an integral part of the training and to synchronize the terminology with CTLT.

[4]The program was mandatory for the ROTC and OCS programs.

[5]On 1 October 1986, The Army Physical Readiness Test was revised and redesignated the Army Physical Fitness Test.

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 1991. The Admissions Committee ensured that the 1,362 candidates who joined the Corps of Cadets on 1 July 1987 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.[1] 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 third year.

Nearly 14,500 individuals expressed an interest in admission to the Class of 1991 and established initial files with the Admissions Office. That office collected relevant materials submitted by those applicants, of whom 5,804 acquired the nominations that precede selection for admission. The files of those nominated individuals who completed all basic requirements were forwarded to the Committee for consideration. From these completed files, the Committee found nearly 2,900 candidates fully qualified for admission. Offers of admission were made to 1,794 of the qualified candidates; 1,362 accepted offers and entered as new cadets on Reception Day. Of that number, ten were foreign cadets. The 76 percent acceptance of offers of admission was four percent above the 72 percent figure for the Class of 1990, making the yield slightly above the total 1,300 - 1,350 class bracket approved by the Superintendent in January 1987. Competition for admissions was very keen; when the class was admitted on 1 July, there were nearly 1,100 qualified candidates for whom there was no vacancy.

The Early Action Plan, now in its sixth 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. Some 83 percent of the 740 qualified early applicants who were offered admission, conditional upon medical qualification and obtaining nomination status, accepted the offer. This level was comparable to that of the previous year.

The Class of 1991 generally met class composition goals, which are annually proposed by the Committee and approved by the Academic Board. Some 26 percent of the entering class were identified as "scholars," 22 percent as "leaders," and 23 percent as "athletes." Twelve percent of the class are women, seven percent are Black Americans, and four percent are Hispanic Americans.[2] Because the number of college-age black candidates is declining (as is the college-age population in general) and competition among colleges for qualified black applicants remains strong, it continues to be very difficult to meet the black class composition goal. To be certain that no qualified candidates had been overlooked, the Committee, assisted by the Admissions Staff, reviewed the files of all black applicants with great care.

CADET SCHEDULING COMMITTEE

The Superintendent, Lieutenant General Dave R. Palmer, had been concerned for some time about the competing demands upon cadet time. Wishing to implement some degree of structure, rationality, and institutional prioritization of cadet activities, he sought to revise the cadet daily schedule. In November 1986, Colonel Donaldson P. Tillar, Jr., the Superintendent's Special Assistant for Policy and Planning (SASPP), visited the U.S. Air Force Academy to gain insights into their cadet schedule. Upon his return, a Cadet Scheduling Committee was established, chaired by Colonel Richard A. Behrenhausen, USMA Chief of Staff, and comprised of the members of a previously-created Deputy's Working Group. The Committee included representatives from the command group (Admissions, Dean, Commandant, and Director of Intercollegiate Athletics) and one Permanent Associate Professor who was specifically selected because he had instructed at a civilian college.

The Committee then met frequently throughout the remainder of the 1986-87 Academic Year to devise a new cadet daily schedule. It was the Superintendent's directive that a cadet schedule be devised for the following (1987-88 Academic) year to discipline the institution and to allocate and protect cadet time so that "cadets can accomplish those tasks and activities the Academy sets before them."[3]

The philosophy behind the cadet schedule stated in part that:

> "Over the years, competing academic, military, and athletic requirements, as well as extracurricular opportunities to include cadet authorizations and privileges, have grown to the point where the cadet is confronted with an 'overfull smorgasbord' of choices. In many cases, cadets spend their time as they desire rather than as the institution intends, defending their actions by pointing out the many conflicting time demands currently placed on them by the institution.
>
> The revised schedule is intended to eliminate the great majority of conflicting time demands; guide the cadets towards doing what the institution wants them to do; and discipline those who seek to add time demands on cadets without first gaining Policy Board approval."[4]

At the end of the reporting period, the new cadet daily schedule had not been finalized for the 1987-88 Academic Year. However, progress had been made at integrating and focusing the competing demands for cadet time and a formal schedule was anticipated by the end of the Summer of 1987.

CURRICULUM COMMITTEE

During the 1986-87 Academic Year, the Curriculum Committee focused its attention on implementing the May 1986 Academic Board decision ending the dual-tracking system and returning to a common core curriculum for each cadet's initial two years at the Academy.

The most significant actions taken to implement this decision during the past year were modifications in the mathematics core courses for students in the Humanities/Public Affairs concentrations and delineation of the foreign language requirements for cadets in the mathematics/science/engineering concentrations. When the content of all core courses, particularly physics, was made identical for cadets, the program of mathematics instruction needed to be expanded for the HPA concentrators to enable them to handle a more rigorous physics course. Accordingly, the fourth semester of mathematics was increased from 40 to 47 lessons to provide necessary background in calculus. At the same time, the old policy of having HPA cadets take three semesters of a foreign language and the MSE students only two was modified. Those programs requiring the third semester of a foreign language needed to be identified. During the year, the committee delineated those majors and fields of study which appropriately should require a third semester of a foreign language.

In the environment of increased attention to majors and fields of study, the long-standing policy of permitting a department to add a new elective course to its curriculum only by eliminating an existing course was ended. The one-for-one rule was an administrative device designed to restrain unrestricted elective growth during the period of rapid curriculum expansion over the past decade at West Point. The one-for-one policy was restrictive and inhibited integration of new knowledge and technologies into many fields of study. Although this policy has ended, administrative procedures have been strengthened to require that any proposed new elective course be accompanied by a statement concerning the effect that the new course will have on the core course offering(s) in that department.

The period also was characterized by efforts to design a "computer thread" through the curriculum. The decision to require all cadets to possess a personal computer dictated a comprehensive review of the existing Academy's "computer thread." The purpose of the review was to define the scope of computer instruction in the core curriculum, to determine the necessity for software coordination and standardization, and to ensure that the "computer thread" produced a knowledgeable cadet able and willing to use the computer. Information concerning specific computer usage and requirements was solicited from every academic department and many other agencies at USMA. Three options were developed to integrate the personal computer into the curriculum:

1. "Introduction to Computers and Pascal Programming" (EF 105) Option. The Department of Geography and Computer Science (G&CS) would design the course explicitly for teaching software skills required by the core courses (word processing, spreadsheet, etc.). Implied in this option was a reduction in the amount of structured programming to be presented.

2. Second Semester Option. G&CS would design a new computer science course to present microcomputer skills. This course would be followed by EF 105 focusing on structured programming.

3. Computer Thread Option. In this option the course essentially would remain unchanged. The responsibility for teaching new software skills would be a shared faculty responsibility and rest primarily with those departments utilizing the particular application.

The committee recommended the final option and identified responsibilities for introducing software skills as follows:

SKILL	HOW TAUGHT	AGENCY
Keyboarding	Prerequisite	Admissions
Basic Skills Tasks	Prior to first day of class	Commandant
Word Processing	Integrate first term plebe English and history courses as appropriate	Coordinated among Departments of English, History, BS&L, and G&CS
Curve Plotting, Statistics, Basic Spreadsheet	Integrate into mathematics curriculum over two year period	Mathematics
Advanced Spreadsheet	Economics course	Social Sciences
Computer Science	EF 105	G&CS

Additionally, it was recommended that the Assistant Dean for Academic Computing, Lieutenant Colonel Lanse M. Leach, maintain a central data base of cadet computer usage. This base will monitor the status of cadet computer usage to assess the effectiveness of the computer thread. The base can be drawn upon by the various academic departments to increase the effective use of the computer in their courses.

Finally, the Dean asked the committee to study the current organization of the engineering curriculum at the Military Academy in general, and within the Engineering Department in particular, to determine its adequacy to meet contemporary requirements. The committee will conduct the study based upon the assumption that the current number and type of engineering majors and fields of study options will remain constant. The committee will analyze how effectively and efficiently the current departmental offerings support the various engineering majors and fields of study and will consider the impact of the current departmental array upon the curricular evolution of engineering at the Academy. After analyzing alternative organizational structures, it will recommend a structure and indicate alternative methods of scheduling and course offerings to implement the recommendation.

FACULTY COUNCIL

The Council has been concerned with cadet diligence in academics and overall sense of duty for some time. In the Spring of 1986, Colonel Wendell A. Childs, Professor and Head of the Department of Physics and Chairman of the Council, appointed a working group to investigate the "Duty Concept and its Relations to Academics." The four-member working group, consisting of Majors Martin E. Dempsey, Department of English, David L. Howard, Department of Engineering, Edwin M. Perry, Department of History, and James F. Maye, Department of Military Instruction, was charged to explore the relationship between duty and academics and report to the full Council in the Fall of 1986. After conducting interviews and discussions over the Summer of 1986, the working group presented a draft at a Council meeting on 26 August. After minor revisions, it was submitted to the Superintendent on 29 August. The Superintendent reviewed the document and concurred that it be circulated to the Offices of the Dean and Commandant and to all academic departments. The Superintendent later integrated aspects of the report in his talk to the staff and faculty.

At the outset of their efforts, the authors adopted two basic premises that formed the background for the study:

> "1. Academics at West Point are a duty that each cadet must accomplish. Considered as a duty, academics are no more but certainly no less important than physical fitness, military skills training, or the myriad of extra-curricular activities in which cadets become involved. Cadets should learn about Duty in the proper execution of each of these activities.
>
> 2. Given the time cadets spend in the classroom, instructors have the opportunity—the responsibility—to contribute notably to the development of a Duty concept at West Point."[5]

The group did not attempt to redefine duty, but rather focused on "missed opportunities and wrong messages", that is, areas in which faculty members "...miss the opportunity to teach cadets something of Duty through their academic experience and where we send cadets the wrong message about Duty and its performance...." For instance, the inconsistent use of 2-1 and the perception by some that institutional policies are so supportive of academically-deficient cadets that these cadets do not gain a sense of responsibility for their own academic success or failure. The report concluded

> "...with assurances that cadets do learn about Duty as a result of their academic experience and with an admission that we can do more. Along the way we have made a case for increased awareness of Duty. If anything is clear from our study, it is that the Duty concept reaches into every aspect of our lives, whether we welcome it or not. It is the nature of our profession. With a carefully considered, consistent, institution-wide effort we can make it more a part of the cadets' life too."[6]

The retirement of Colonel Childs on 31 March 1987 ended his tenure as Chairman of the Faculty Council. A replacement was not named by the end of the reporting period and the Council did not meet after that time.

ETHICS AND PROFESSIONALISM COMMITTEE

The Military Academy leadership has traditionally been, and remains today, committed to a strong, viable, ethical, and professional climate at West Point and to the incorporation of positive ethical and professional values in the cadet four-year curriculum.

Long before the recent revelations of wrongdoings by public figures in nearly every walk of life, the U.S. Military Academy had included, within the academic curriculum, college-level courses in ethics. Over many years and, most particularly, after the cadet honor scandal of 1976, those ethics courses have been evaluated and strengthened and additional training courses added to the curriculum.

During the 1986-1987 Academic Year, the Ethics and Professionalism Committee was tasked to evaluate the ethics and professionalism thread of instruction in the cadet academic program and to ensure its harmony with the cadet four-year Honor Instruction Program.

Specifically, the Committee was tasked to determine whether the Ethics and Professionalism thread of instruction was consistent with the four-year Honor Instruction Program and whether the constituent courses satisfied stated Military Qualification Standards, Level 1, (MQS-1) lesson objectives.[7]

The Committee's 1986 tasking document also stated that: "The Committee will review policy recently approved by the Academic Board with regard to computer software and copyrights, record experiences this Academic Year under the policy, identify inadequacies in the policy or its operation, and develop a firm ethical and professional foundation for making necessary changes.[8]

The Committee was asked to determine whether the academic departments specifically, or the Military Academy more generally, have explicitly or implicitly added work-load requirements and suspense pressures to the cadet curriculum, which have encouraged cadets to adopt less than completely ethical behaviors, and to what extent those same organizations provide opportunities, incentives, and rewards for saving time and increasing productivity.

Finally, the Committee was to determine whether there exists in the USMA academic environment any significant ethics and professionalism problems which ought to be addressed at the USMA policy level.

Preliminary examination of the Ethics and Professionalism courses by the committee demonstrated an apparent surface consistency with the four-year Honor Instruction Program and a generalized satisfaction of MQS-1 lesson objectives. However, there is need for further inquiry to determine whether individual course content is the result of systematic coordination across academic department lines or whether those individual courses are randomly developed and only coincidentally reflect a generalized consistency. In other words, it is prudent that the Academy, through this committee, ensure that all Academy agencies are doing everything possible to provide a thorough, solid moral-ethical base for cadets -- future officers in the Army. This can only be achieved by consistent Academy oversight of these activities.

The Committee was concerned as to whether, without encroachment on individual academic department prerogatives, there ought to be a single point "Ethics Curriculum Coordinator" for the U.S. Military Academy.

Considering the scope of its tasking and the fact that other activities with potentially significant impacts upon the ethical-educational environment were undergoing notable change during this period, the Committee requested that its 1 September 1987 target deadline be extended one year. Significant curricular revisions in the Mechanics Department, and to a lesser degree in the Engineering and Physics Departments as well, were underway; two of the ethics thread courses in the Department of Military Instruction were undergoing major revision; and the cadet academic schedule, beginning with the 1987-88 Academic Year, would differ significantly from that of the 1986-87 Academic Year. In addition, the Superintendent's Honor Review Committee is completing a massive two-year study and it is prudent to include its perspective in this committee's review. With the year extension the Committee would be able to assess the impact of these revisions and findings upon the West Point ethical environment.

The Committee recommended that all officers, upon their assignment to West Point, should read the Report to the Secretary of the Army by the Special Commission on the United States Military Academy, 15 December 1976, and appropriate follow-on documents because they effectively illustrate how "group think" processes operate within the cadet's pressured environment and the criticalness of setting a high moral and ethical example at West Point.

In the Committee's view, the Officer Professional Development Program at West Point should be expanded to include wide dissemination of useful information concerning professional ethics. In addition to the appropriate readings, advantage should be taken of the substantial faculty subject-matter expertise currently possessed by Colonels Anthony E. Hartle and Peter L. Stromberg in the Department of English (the former served as a major consultant on ethics in the military environment and the latter worked on texts teaching ethics in the military), by Colonel Howard T. Prince II in the Department of Behavioral Sciences and Leadership (who has subject matter expertise on the psychology of leadership and the impact of peer pressure in an operational environment), and by Chaplain E. Robert Geehan, Office of the Chaplain (who has had extensive work experience with ethical relationships).

Finally, it was recommended that the Ethics and Professionalism Committee not merge with the Superintendent's Honor Review Committee. Ethics and professionalism go beyond the cadet academic environment and encompass role model relationships and concerns for ethical behavior in the athletic and administrative environs at West Point and beyond. Additionally, ethics and professionalism entail more than conditioned adherence to the Cadet Honor Code (which specifically proscribes only lying, cheating, stealing, and toleration).

If West Point is indeed the Mecca of officer training, as we are frequently viewed, it is incumbent upon us that our own ethical training program be thorough, comprehensive, and integrated into all elements of the West Point experience. Similarly, if officer training programs in fields of ethics do contribute to an officer's overall professional development, it is important that an oversight activity such as this committee continue its work to ensure that honor retains its perspective as but one part of the entire ethical and moral fibre of our graduates.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

The 1986-88 Superintendent's Honor Review Committee (SHRC), with the general mission of advising the Superintendent of the state of health of the Honor Code and System, was appointed on 16 June 1986 with Colonel L. Sam Thompson, Permanent Associate Professor in the Department of Geography and Computer Science, as Chairman. The SHRC will present policy recommendations to the Superintendent for his consideration in the form of a final written report in the Spring of 1988. In addition to the normal charter of contacting or interviewing cadets and faculty members as appropriate, this Committee was further charged with conducting a Corps-wide honor survey, and with the continuing mission of monitoring the Four-Year Honor Education Program to ensure it meets organizational as well as cadet needs.

The SHRC was divided into two primary subcommittees. The Survey Subcommittee, under the direction of Lieutenant Colonel Daniel B. Limbaugh, Office of the Staff Judge Advocate, has been asked to plan, prepare, test, administer, and analyze the Corps-wide survey. The Evaluation Subcommittee, headed by Lieutenant Colonel William D. Hughes, Office of the Commandant, has been charged with evaluating the Four-Year Education Program and with providing issues to be examined in detail in the Corps-wide survey. The latter mission was accomplished by conducting interviews with 45 cadet and 10 faculty volunteers. Some particularly relevant honor issues that required further investigation were articulated by members of the staff and faculty and approved for study by the Superintendent.

The proposed Corps-wide survey was approved by the Superintendent in April 1987 and administered to all members of the Corps soon thereafter. The results are currently being analyzed. Honor education classes have been and will continue to be monitored and evaluated. These activities will continue through December 1987 when all raw data from the survey analysis and the education study are due to the Chairman who will compile the final report.

LEADERSHIP DEVELOPMENT COMMITTEE

A major effort of the Committee during the 1985-86 Academic Year was the development of a Sequential Leadership Development System (SLDS) for the Corps of Cadets. With the advent of the SLDS, which went into effect on a trial basis during the Fall of 1986, the Commandant turned operational control of the system over to the Leader Development Branch of the Center for Leadership and Personal Development. Desiring to give the new system a chance to operate before any evaluations were made, the Commandant and the Chairman of the Behavioral Sciences and Leadership Department (who serve as alternating chairmen of the Committee) decided not to hold any meetings of the Committee during the 1986-87 Academic Year.

ATHLETIC COMMITTEE

The Athletic Committee oversees the conduct of two of the three athletic programs at West Point: The Intercollegiate Athletic Program that is the responsibility of the Office of the Director of Intercollegiate Athletics (ODIA) and the Competitive Club Athletic Program supervised by the Director of Cadet Activities under the Commandant of Cadets. (The third, the intramural athletic program, is managed by the Director of Physical Education, also under the Commandant of Cadets, and is not within the purview of this Committee.) 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 nonappropriated fund council tasked to fulfill regulatory requirements for supervision of the nonappropriated funds of the Army Athletic Association (AAA). A principal responsibility of the Committee is to monitor the financial status and functioning of ODIA and the AAA.

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

Throughout the year, the Committee paid close attention to both budgeting and performance. Committee interest in donations resulted in a briefing provided by the Director of Alumni Affairs on fund-raising goals for the next few years. Specific goals included increasing contact with graduates and improving relations with corporate interests.

During the Fall of 1986, there was general discussion, precipitated by the cases of Ensign Napoleon McCallum and Midshipman David Robinson, of the Naval Academy, concerning special consideration for Military Academy graduates who desire to compete as professional athletes.[9] The Committee agreed, and the Superintendent later stated, that although part-time employment for Army officers is permissible by Army regulations, USMA would not propose any special considerations for graduates still in the Army who might wish to play professional sports.[10] The Athletic Committee noted that the Secretary of the Army could approve exceptions to the Army policy if requests were made by the individual officer after graduation. In the December 1986 Assembly, Mr. Carl Ullrich, Director of Intercollegiate Athletics, made several points on this subject:

> "1. All graduates of a Service Academy incur an obligation to serve as a commissioned officer. By law, only the civilian Secretary of each service can decide how the obligation will be fulfilled; the Academies cannot.
>
> 2. No Academy representative, therefore, can in good faith make any claim as to what the commissioning decision might be upon the graduation of a cadet or midshipman. It would simply comprise a promise that could not be kept.
>
> 3. There is no instance, no precedent, of any cadet or midshipman being excused from his obligation to active duty service in order to play a professional sport. It should be noted, however, that several graduates of both Annapolis and West Point have played professional football after completion of their obligated service.

> Our coaches have been asked to use these facts in discussing this issue with candidates, parents and friends of West Point. We emphasize the West Point developmental experience and remind all concerned that our purpose is to provide inspirational leaders to the American Army."[11]

The Athletic Committee specified a draft criteria to be used when considering the establishment or elimination of an intercollegiate sport. This action was initiated originally in 1986 when Women's Soccer was added as an intercollegiate sport and was presented as an initial draft in 1987. The draft criteria includes such relevant factors as cost, cadet interest, availability of facilities, etc. It is anticipated that the criteria will be finalized during the next year. During June 1987, the Committee voted not to add Men's Volleyball as an intercollegiate sport because it could not meet the draft criteria.

During the year, the Committee noted progress in the previously-approved capital improvement program. The Michie Stadium football coaches' offices, "A" Room expansion, and half-time room improvement were nearly completed. The Lacrosse Facility at Howze Field was delayed for administrative reasons and is now scheduled for completion in late 1988. Money was sought by the West Point Fund for the indoor tennis facility on the second floor of the field house (which will also expand the available horizontal gym space for athletic practice during the winter). The projected completion date for this project is 1990.

Although not specifically in its area of responsibility, this Committee noted two projects of importance to those who view athletics at West Point. One was construction of parking areas where Smith Rink and the Ice House formerly stood and the additional upgrading of parking in the Stewart Road area. The other was plans for a road between "A" and "F" parking lots above Michie Stadium to more effectively serve older and infirm football fans.

COUNCIL OF SPORTS SCIENCE and MEDICINE

Although injuries were more prevalent during the 1986 Cadet Basic Training (CBT) than during the previous year's training, the number of severe injuries during CBT 86 was less. There was, however, an increase in those injuries known as "overuse syndromes" -- medial tibial stress (shin splints), patellofemoral pain, stress reactions, and stress fractures. Women cadets are typically between three and four times as likely as their male peers to suffer one of these overuse injuries at West Point. (Women generally represent one-tenth of the Corps, but they suffered over one-third of these injuries during the last two CBTs.) Lieutenant Colonel Richard C. Ritter, Chief of Physical Therapy in the Directorate of Health Services, and Dr. Michael J. Welch, Chief of the Sports Medicine Branch of the Department of Physical Education, were able to show some relationship (but no clear correlation) between a lack of running as part of a fitness preparation program and the increased risk of stress injury. Data will continue to be gathered on fitness preparation and information provided to admissable candidates.

Colonel Robert E. Seger, First Regiment Tactical Officer and CBT Commander for 1985 and 1986, used a videotape to show the Council how he had adopted its previous recommendations concerning the conduct of the "do or die" (obstacle course) portion of

the training. At the Council's recommendation, elbow and knee pads as well as eye protection were used on that course. The number of severe injuries resulting from this course was down in CBT 86 from the year before.

Observations made during CBT indicate that most marching and running is conducted with the taller cadets leading shorter cadets. The effect that marching and running in this arrangement has on injuries was discussed at length in the Council. The shorter cadets must take considerably more steps and work harder than taller cadets to keep up with them on runs and incur more injuries as a result. Based on the evidence presented, a recommendation was made to the Superintendent in the Council's July 86 meeting that all formations, marching, and running be done in the "short to tall" order.

Blisters among new cadets were a matter of continuing concern in CBT 86. An analysis by Lieutenant Colonel John B. Ryan, Chief of Orthopedics, and Major J. H. Thornburgh, Podiatrist in the Directorate of Health Services, indicated the need to review and strengthen USMA procedures for dealing with blisters. It was pointed out by some Council members that low quarter shoes contributed to blisters in CBT as frequently as combat boots and that time must be provided for the adequate breaking-in of each type of footgear. This breaking-in process is particularly important now because many high school students wear looser footgear prior to entry. Furthermore, "blister kits," used to handle cases of blisters in CBT, need to reach company "blister representatives" more rapidly than has frequently been the case in the past.

Because of the Council's concern for the well-being of all cadet athletes, and because of increasing public awareness of the use of anabolic steroids, the Council formed a subcommittee under Dr. Ryan to study the issue. The results of a questionnaire survey of 150 cadets indicated that cadets are similar to other college-age populations in their knowledge and prior use of the chemical as well as in their general lack of knowledge of its harmful effects. Fortunately, the urine test conducted of a random sample of 50 cadets found none with any evidence of substance use.

The Council made several recommendations in its July 1986 Council Meeting to formulate specific Academy policy on this subject. First, that cadet regulations be expanded to ban use of drugs/chemicals when used primarily to improve athletic performance rather than for treatment of a medically-diagnosed condition. Second, that a comprehensive, uniform policy regarding performance-enhancing and substance misuse be developed, including testing, counseling, and an ongoing education program. Third, that questions be prepared for inclusion in the Class Characteristics Inventory to assess prior knowledge and use of these substances.

In a Policy Board meeting of 10 September 1986, all three proposals were approved except that the Commandant objected to the establishment of a "two-tiered educational program...to instruct all cadets on steroids" because of a lack of available time. On that basis, the educational aspect was disapproved.

During the 1986 CBT, Lieutenant Colonel Lynda A. Linker, the Community Health Nurse, taught new male cadets testicular self-examination and new female cadets breast self-examination. Classes were in small, sexually-segregated groups of one-half company (50 individuals) per session. An indication of the immediate success of this program is that four male cadets presented themselves on sick call because of findings on their self-exam. Three had benign lesions and the one who was found to have testicular cancer was at such an early stage in the progression of the disease that he was effectively treated.

The Council received and reviewed the U.S. Army Tobacco Cessation Program. Subsequently, the Superintendent tasked the Council to submit a proposal for tobacco cessation. The Council reviewed and recommended to the Superintendent in its July 86 meeting that a 16-lesson program, developed by Lieutenant Colonel Linker and Dr. (Major) Edward A. Pullen, be designated the USMA Tobacco Cessation Program and go into effect during the 1986-87 Academic Year.

At the 10 September 1987 Policy Board meeting, the Superintendent decided that the tobacco cessation educational effort should be conducted, but not on government time. The program was made available after duty hours between 1530 and 1630 in accordance with the results of a survey of cadets, military, and civilian personnel which indicated that this was the most popular time for the class. However, since the classes were not conducted on government time, civilians found it difficult to attend. As a result, the attendance was less than anticipated. In addition, it was found that it was very difficult for the course leaders to provide incentives, beyond the obvious health benefits, for attendees and that, accordingly, the success rate of the program was not impressive. Eighteen individuals began and seven completed the program. As a result, it has been decided to go back to the original four-lesson program version sponsored by the American Cancer Society for the 1987-88 Academic Year. However, survey results compiled by the Academy's Office of Institutional Research indicate that smokeless tobacco is a potentially more serious problem than cigarette smoking among cadets.

Considerable time was spent in discussion by the Council of Department of Defense (DOD) Directive 1010.10 "Health Promotion" of March 11, 1986. AR600-XX "Army Health Promotion" of the Fall of 1986 mandates a Post Health Promotion Council headed by the Director of Personnel and Community Activities (DPCA). A subcommittee of Colonel Barry W. Wolcott, USMA Surgeon and Director of Health Services, Colonel David E. Suttle, Deputy Commander for Clinical Services, Lieutenant Colonel Linker, and Lieutenant Colonel Ritter reviewed the proposed USMA regulation on this subject and recommended that a USMA Executive Health Council be formed, consisting of the DPCA (Chair), Director of Health Services, Director of Physical Education, Stewart Army Subpost Commander, and the Health Promotion Coordinator. This small Council would have the authority to make changes and decisions, while the Health Promotion Council would meet in large groups and/or working groups to develop programs directed at specific issues. The Council of Sports Sciences and Medicine will continue to act in a supportive way to obtain various health promotion objectives.

INSTALLATION PLANNING BOARD

The Installation Planning Board (IPB) oversaw a number of committee actions during the past year including prioritization of USMA Fiscal Years 1990-94 (FY 90-94) Military Construction, Army (MCA) Program within funding constraints imposed by the Department of the Army (DA) Program and Budget Guidance (PBG).

The FY 90 program, as submitted to the Construction Requirements Review Committee (CRRC) totals $18.4 million and consists of renovations and improvements to Eisenhower Hall ($5.1 million); Cadet Barracks Addition ($6.0 million); Cemetery Extension ($1.9 million); Modernization of the Band Training Facility ($2.5 million); and Relocation of various facilities in Building 626 ($2.9 million).[12] The FY 91 program of $21.2 million

has not yet been submitted to the CRRC, but consists of the following projects: Telecommunications System Upgrade, Modernization of Administrative Directorate of Engineering and Housing Shops, Safety Improvements on Stony Lonesome Road, Indoor Firing Range Upgrade, Automatic Rifle Marksmanship Range Upgrade, and Storage and Service Area (Building 627) Replacement. The FY 92 program consists of six projects totaling $31.4 million; the FY 93 program consists of nine projects totaling $31.4 million; and the FY 94 program consists of four projects totaling $31.4 million.

The most important MCA discussions during the period involved improvements to Eisenhower Hall and the new cadet barracks project, both in the FY 90 program. The Eisenhower Hall project consists of correcting various structural deficiencies, making anti-terrorist improvements required of facilities of this type by DA, and renovating various rooms for cadet clubs. These cadet club rooms, currently located in Building 720, will be removed when that structure is renovated for cadet barracks.

The requirement for additional barracks space has arisen during the last decade for several reasons. One was the movement of the offices of Tactical Officers into the cadet barracks to improve cadet supervision (which was found insufficient in the studies made subsequent to the 1976 honor scandal). In addition to this reduction in the available space for cadet rooms, the increased demands for computer space and cadet study rooms have also constrained the space available. The result is that some cadets now share rooms with two or even three other cadets. Building 720, which is currently utilized by the Center for Personal and Leadership Development (CLPD) and various cadet clubs and is located in the main cadet area, will be remodeled to provide room for two cadet companies to reduce overcrowding in the Corps. Although the cadet clubs will be relocated to Eisenhower Hall, a new location for the CLPD has not yet been determined.

The IPB also recommended approval of the Non-Appropriated Fund (NAF) Five-year Program; provided an update of the Plain relocation as well as the Cemetery Expansion; planned for utilization of land formerly occupied by Smith Rink; and planned for the removal of Thayer Gate and its relocation at New South Post, the repairing/replacing of shrubbery around MacArthur Statue, and the construction of a new road connecting "F" Lot with "A" Lot.

The IPB will continue to define space and functional requirements for facilities at the Military Academy. Future considerations will include the review of Step II of the Master Plan Update which includes a revised space program, an outdoor recreation program, a parking program, and an Outline of Future Directions Report.

FOOTNOTES

[1]One additional foreign cadet did not participate in the initial procedures the first day, but later joined the Class. Four individuals out of the 1,363 were found to have medical disqualifications and left the Academy at the outset. Thus, the Class began the Summer of 1987 with some 1,359 new cadets.

[2]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, the total percentage distribution usually differs from the number of cadets in the class. In other words, this distribution does not define the entire class population.

[3]"Philosophy--Notional Cadet Schedule", undated planning sheet, early 1987.

[4]Ibid.

[5]Memorandum for Faculty Council, "Duty and Academics," 26 Aug 86, p. 1.

[6]Ibid, p. 16.

[7]MQS-1 are tasks designated by the Training and Doctrine Command (TRADOC) as basic levels of proficiency which should be achieved by all soldiers.

[8]Memorandum, MAPP, Subject: "Ethics and Professionalism Committee," 15 Oct 86.

[9]The topic was discussed in the 3 September meeting of the Athletic Committee.

[10]The topic was discussed at the 10 September and 8 October meetings of the Policy Board.

[11]Assembly, Dec 86, p. 42.

[12]The CRRC is a DA committee comprised of representatives from various Army agencies which reviews all MCA projects before they are forwarded to a general officers' committee for final DA approval.

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 1986. The members observed the reception of new cadets, training at various cadet field training sites, and received briefings on the status of federal aid to the local school district, research into early career experiences of young officers, planning efforts at West Point, service academy football, and attrition of cadets and graduates.

The annual meeting of the 1986 BOV was held at West Point in December 1986. All six Presidential appointees and two of the Congressional representatives attended. At the meeting, the Board discussed long-range planning activities and the status of cadet pay, was informed of activities of the Academy's Staff Judge Advocate office, spent time with cadets in various academic and social gatherings, and drafted their report to the President of the United States.

The following conclusions and recommendations were prepared and approved by the majority of members present and appear in the BOV 1986 Annual Report to the President.

The Board noted the retirement of Lieutenant General Willard W. Scott, Jr., in the Summer of 1986. "Noted for his geniality, fairness, and commitment to the mission of the Military Academy, he brought a period of stability vital to West Point which enabled it to accomplish those programs that have made this institution the envy of many of our most prestigious universities."[1] In the new Superintendent, Lieutenant General Dave R. Palmer, the Board recognized his distinguished military career and superior academic credentials and looked forward to working with him. The Dean, Commandant, and the Director of Intercollegiate Athletics and their staffs were commended for their able, conscientious, and dedicated conduct. Finally, the Board's executive secretary, Colonel Donaldson Tillar, and his staff were commended for their patient and attentive consideration of the Board's desires.

"The Board of Visitors of the Academy has noted with satisfaction that applicants for admission are approximately ten for every cadet enrolled and that over one-fourth of the men and women entering the Class of 1990 received National Merit Scholarship Program recognition. Attrition continues a remarkably steady downward trend not only among cadets but also among commissioned officers who are Academy graduates. We are entitled to conclude, therefore, that West Point, in preparing young men and women for military careers, provides exceptional value to the citizens of this nation....[2]

"The Board is pleased with the progress of the development of New South Post, important to the Point's expanded activities; the continuing resolution of Federal aid to education as it affects the maintaining of good relationships with the Highland Falls School District; and the attention paid by the Congress of the United States to the construction needs of the Academy by the passage of the submitted budget. We are also happy to report the increased participation of the members of the Congress appointed to this Board and the faithful attendance of Presidential Appointees....[3]

"Finally the Board, ever mindful of its mission of inquiry, departed somewhat from the usual pattern and asked for updates on matters such as attrition, post facilities, the honor code, curriculum, etc....(but) the majority of the Board's time was spent on a single topic with various facets - long range planning."[4]

BOV recommendations centered on three major areas of concern. On the issue of the present rate of pay for cadets, the BOV was divided.[5] However, there was agreement that "without linkage to the standard DOD pay scale, cadet pay could 'fall between the cracks' during the budget process of the Department of Defense. It is, therefore, recommended that the Secretary of Defense request the Superintendents of the three military academies to study the issue and report...the BOV should monitor the issue annually and make appropriate recommendations to the Superintendent.

"The Board believes that the Cadet Honor System is an essential element of leadership development at the USMA; that constant evaluation of the system assures that the system produces truly honorable leaders. However, the Academy must be vigilant to prevent the honor system from being adulterated and encumbered by expansion into inappropriate realms of activity." The Board recommended "that the Academy continue to systematically monitor and adjust the Code and System where indicated."[6]

Finally, with regard to long-range planning, the Board concluded "in assessing the development of a new statement of purpose, the Board believes that it would be appropriate for the Academy to focus on its unique role in educating, training, and graduating officers to achieve the highest standards of professional leadership for the Army, both in peacetime and in the defense of the United States in the event of war. It is vital that the Military Academy keep pace with technological advances while maintaining its emphasis on the development of leadership and building of character. Finally, the statement of purpose should reflect the value system, standards of excellence in education, sense of professionalism, and other characteristics which distinguish the Academy from other sources of commission for U.S. Army officers."[7]

"The Board commends the Superintendent and his staff for increased emphasis on long range planning at this important time in the Academy's history, and supports the application of appropriate resources for the purpose of formulating plans which extend beyond the current planning cycle of seven years through the year 2002."[8]

In early 1987, President Reagan reappointed Mr. William D. Mounger (USMA Class of 1948), an independent oil producer, and Brigadier General (Retired) George B. Price from Columbia, Maryland, to serve for three years on the BOV.

The organizational meeting of the 1987 USMA BOV was held in Washington, D.C., in April. 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, Mr. Mounger and Michael W. Grebe (USMA Class of 1962), a Milwaukee attorney, were named to the executive committee. The Congressional members of the committee, appointed in the summer, included Senator Alfonse M. D'Amato (R-NY) and Representatives Bill Lowery (R-CA) and Owen N. Pickett (D-VA).

Several areas of interest for 1987 were identified. These included the cost/price/worth of West Point, Academy planning for the year 2002, the Cadet Honor Code and System, the assessment of women and minorities at West Point, and the Highland Falls/Fort Montgomery school district finances. The meeting also included several information

briefings on entering class characteristics for the past 40 years, career paths of tactical officers, cadet pay, and recent changes in the cadet schedule.

By the end of June 1987, in addition to the Executive Committee noted above, the members of the Board of Visitors included: Michael J. Bayer, Marta T. Caldera, and Representative W.G. (Bill) Hefner (D-NC). The Senators serving on the BOV include the Honorable Carl M. Levin (D-MI), the Honorable Don Nickles (R-OK), and the Honorable Richard C. Shelby (D-AL). Representative James Hansen (R-UT) was selected soon thereafter to complete the Board.

FOOTNOTES

[1] 1986 BOV Report, p. 3.

[2] Ibid.

[3] Ibid., pp. 3-4.

[4] Ibid., p. 4.

[5] In a break from long-standing policy, over the past decade cadet pay has no longer been based on half the base pay of a new second lieutenant.

[6] 1986 BOV Report, p. 5.

[7] Ibid., pp. 5-6.

[8] Ibid., p. 6.

INTERCOLLEGIATE ATHLETICS PROGRAM

Staff

Rob Riley, who was his father's assistant coach last year, took over the reins of the hockey program at the start of the season. Gene Ventriglia, who served as the women's club soccer coach last year, was selected to continue in that position now that the lady booters have become the 28th intercollegiate sport at Army.

Additions to Coach Jim Young's football staff include Brian Baker, a 1985 graduate of Maryland, and Denny Doornbos, a 1978 graduate of Western Michigan. Charlie Taaffe, assistant Army football coach for the past six years, left to assume the top position at The Citadel.

Lynn Arturi-Chiavaro, the assistant women's basketball coach for the past five years, was named the Lady Knights' head coach following the conclusion of the 1986-87 season. She succeeded Captain Harold Johnson who compiled a 123-86 record over seven seasons, saw six players surpass the 1,000-point career scoring mark, and took teams to the regional and National Collegiate Athletic Association (NCAA) playoffs. He was named an all-America coach three times and Eastern "Coach of the Year" once.

Maggie Morris, a 1983 graduate of Trinity University, replaced Pete Castellano as the women's tennis coach; Andy Bowers, a 1977 USMA graduate, took over as the water polo coach; and Bob Thompson was named the 150-pound football coach at the start of the 1986-87 season. Morris most recently served as an assistant tennis coach at Indiana University. Bowers, who assisted with the water polo program last year, took over from Ray Bosse who will concentrate his coaching responsibilities on the men's and women's swimming program. Thompson, a 1961 graduate of Indiana University, replaced Tim Mingey who joined the varsity football staff as recruiting coordinator within the admissions support program.

The Record

Army's 28-sport athletic program closed the curtain on another successful year. The men's and women's teams combined for 296 wins with 203 losses while playing to five ties in posting a winning mark of 59.1 percent. Two of the Army teams - golf and women's indoor track - had undefeated seasons and all but eight teams posted winning records. The 19 men's teams compiled a 57 percent winning average, while the nine ladies' squads won 63 percent of their contests. Although Army won only 7 contests out of 24 for the year against Navy, the women's teams won all but one of their six contests in the inter-service rivalry.

Overall, 11 teams won over 70 percent of their contests. Golf led the way posting a perfect 4-0 mark in dual-meet competition, followed by women's swimming (11-1), and wrestling (20-2) both of which won over 90 percent of their contests. Pistol (6-1), women's track (2-0-1) and men's and women's cross country, which posted identical 4-1 marks, won 80 percent of their contests. Also having strong seasons were rifle (14-4), men's swimming (10-3), women's volleyball (40-13), and lightweight football (5-2).

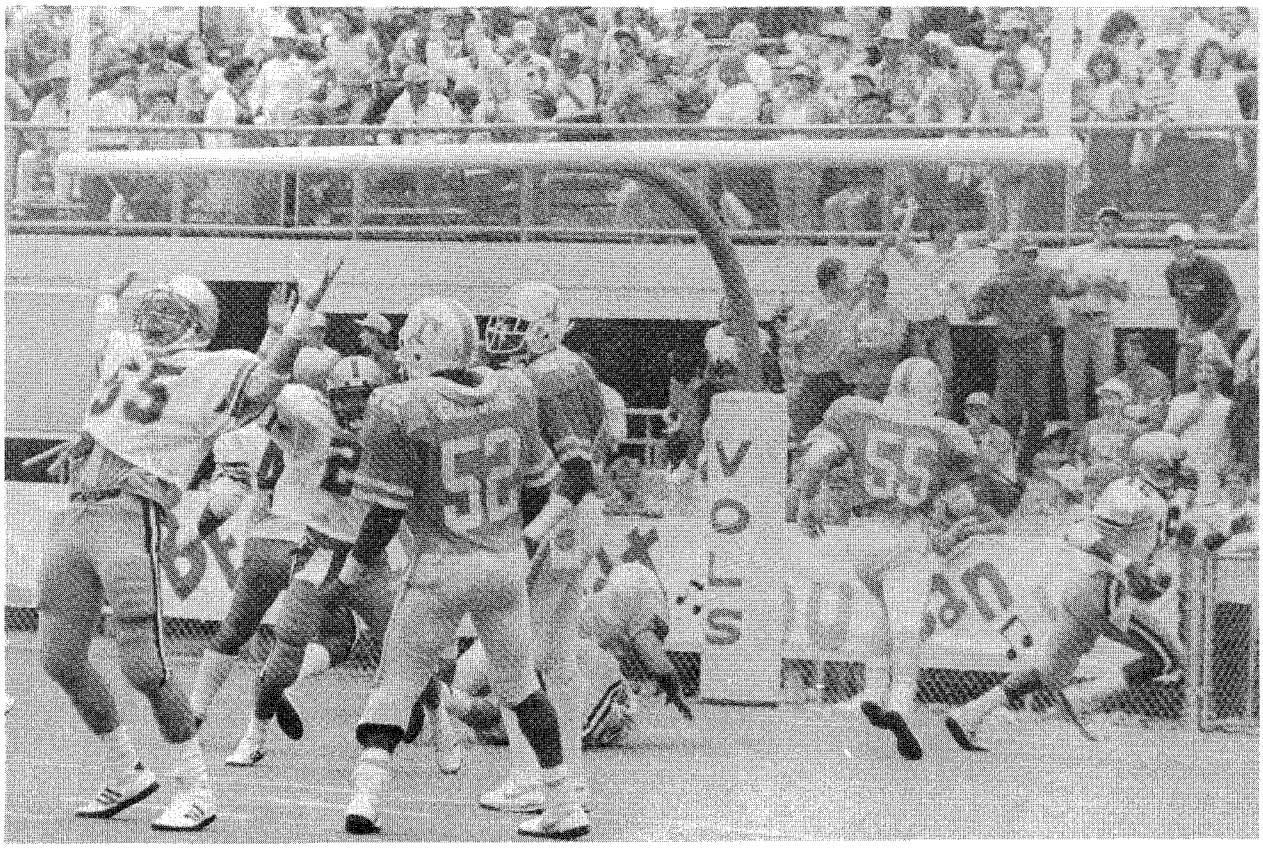
On the national level, men's and women's swimming teams set an unprecedented mark when each contained a national champion (John VanSant in the 200-yard breaststroke and

Ann Marie Wycoff in the 400-yard Individual Medley). The women's team also placed fifth at the NCAA Division II Championships, its best finish ever. Other teams with national rankings included lacrosse, ranked seventh, and the men's cross country team, ranked 14th. The rifle and pistol teams were again among the leaders at their respective championships. Three members of the football team were nationally ranked: Tory Crawford, Chance Conner, and Alan Edwards. Basketball star Kevin Houston became the first player, since records were kept in 1948, to win both the NCAA scoring and free throw percentage titles. Gymnast John Nalan won the Eastern vaulting championship.

The members of the women's swimming team enjoyed the greatest success: ten individuals and three relay teams garnered all-America honors and ten individuals received honorable-mention selections. Four members of the pistol team were accorded all-America status with another singled out for honorable mention. Two were chosen in rifle, while women's cross country and track each had one.

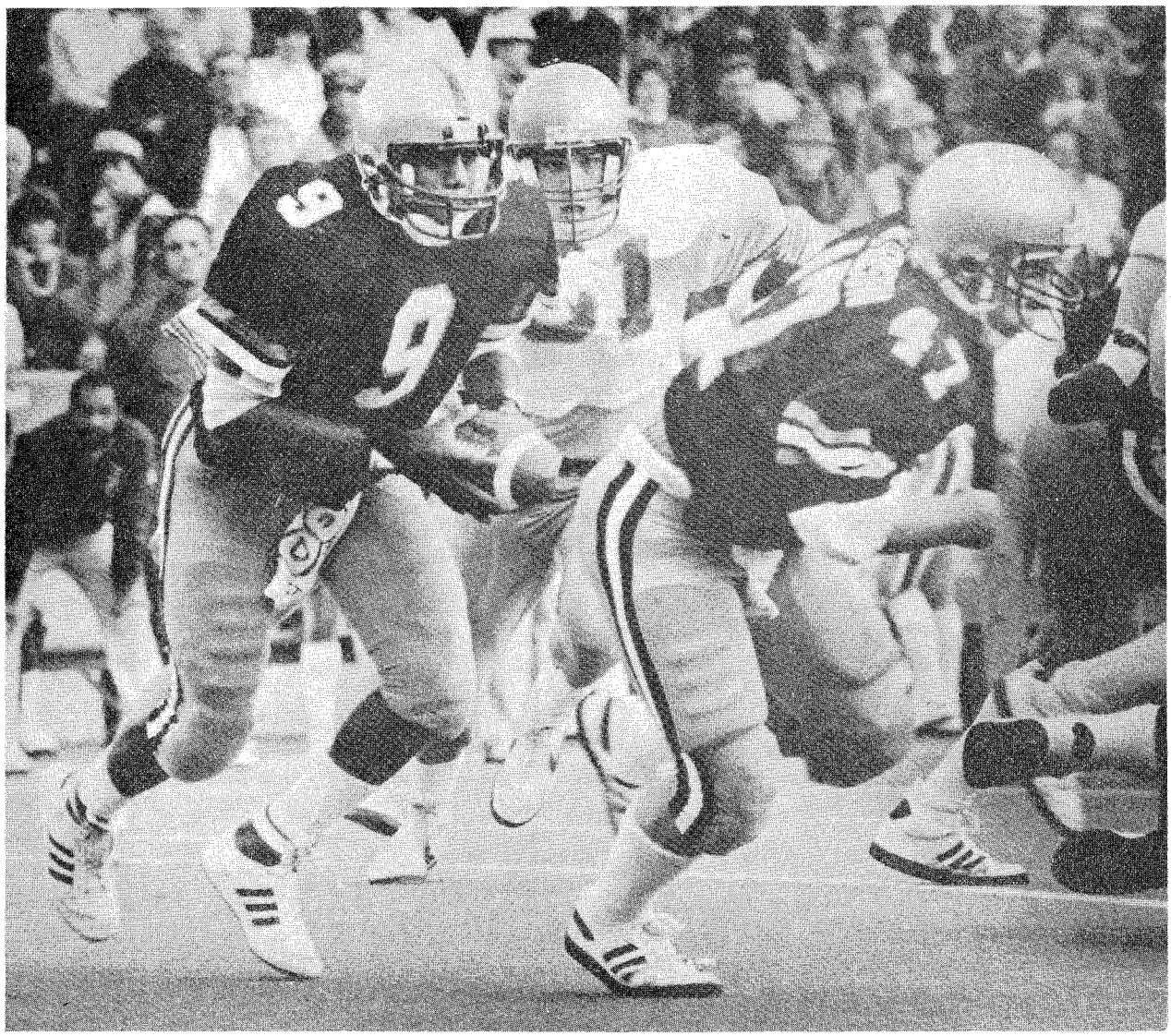
Three Army coaches were singled out for "Coach of the Year" honors: Bob Gambardella in women's volleyball, Jack Ryan in women's swimming, and Ed Steers in wrestling.

Football — The Cadets closed out the 1986 season with a 27-7 victory over Navy en route to their third-straight winning campaign with a 6-5 mark. In defeating both Navy and Air Force (21-11), the Cadets took possession of the Commander-in-Chief's Trophy for the second time in three years. In edging Syracuse, 33-28, in the season opener, the Cadets stretched their home-winning skein to 13 straight, but then had that snapped by

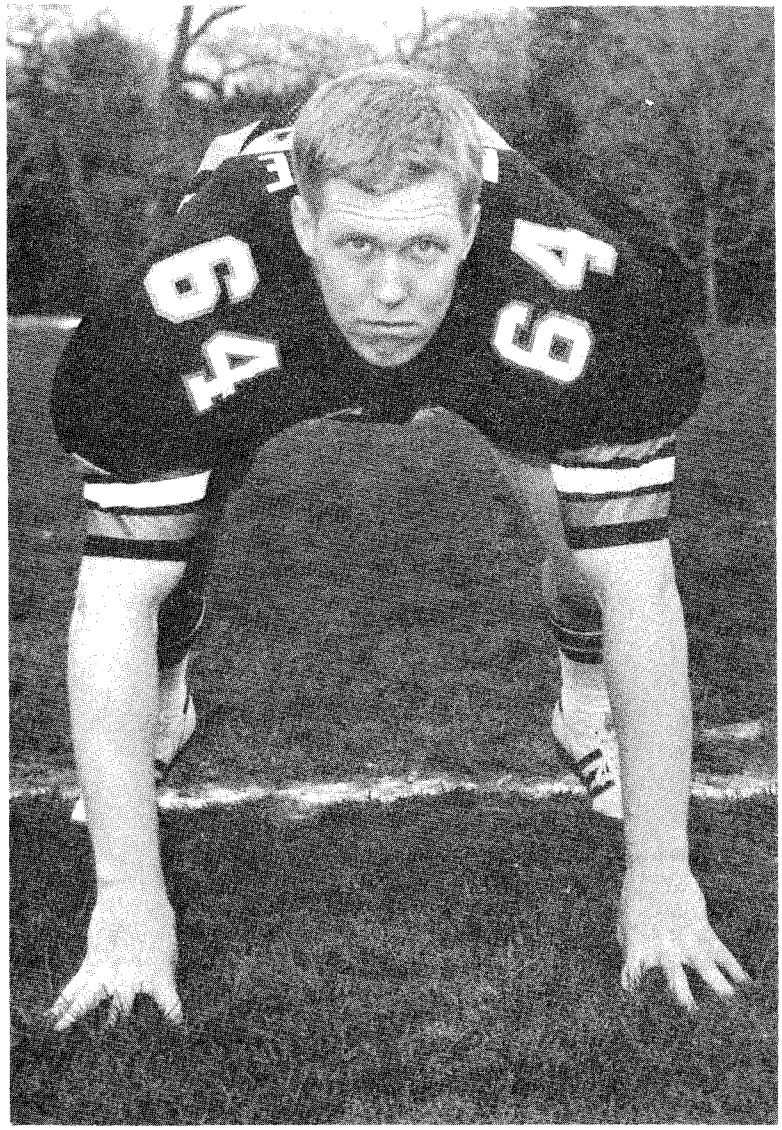


How Sweet It Is!! Reggie Fullwood crosses the goal line for Army's upset win over Tennessee.

Wake Forest. The 13-game winning stretch was the longest since a 17-game stretch from 1955-59. The gridders surprised Tennessee, the defending Sugar Bowl champs and pre-season top 20 selection, by a 25-21 margin. (Tennessee would later go on to win the Liberty Bowl.) Another season highlight was a 56-48 win over Lafayette. Those 104 points scored were the most tallied in an Army game since the Cadets began playing football in 1890. Quarterback Tory Crawford's 208 yards rushing against Lafayette equalled the fifth highest single-game record by an Army player. His 123 yards passing in the game gave him 331 yards in total offense, the second highest single-game total yardage in Army history, second only to Leamon Hall's 378 total yards against North Carolina in 1976. Twice Crawford was selected the Eastern College Athletic Conference (ECAC) "Offensive Player of the Week." Following the win over Tennessee, cornerback Reggie Fullwood was "Defensive Player of the Week" and linebacker Al Badger was "Rookie of the Week."



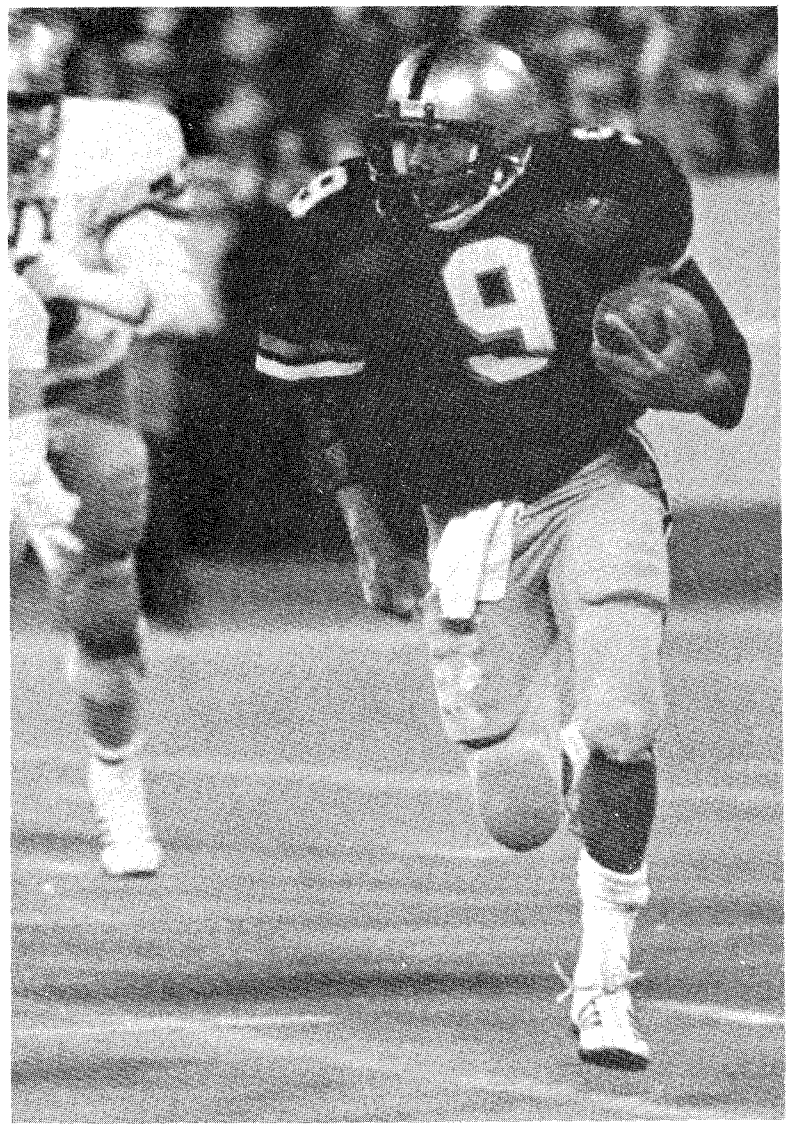
Tory Crawford in action



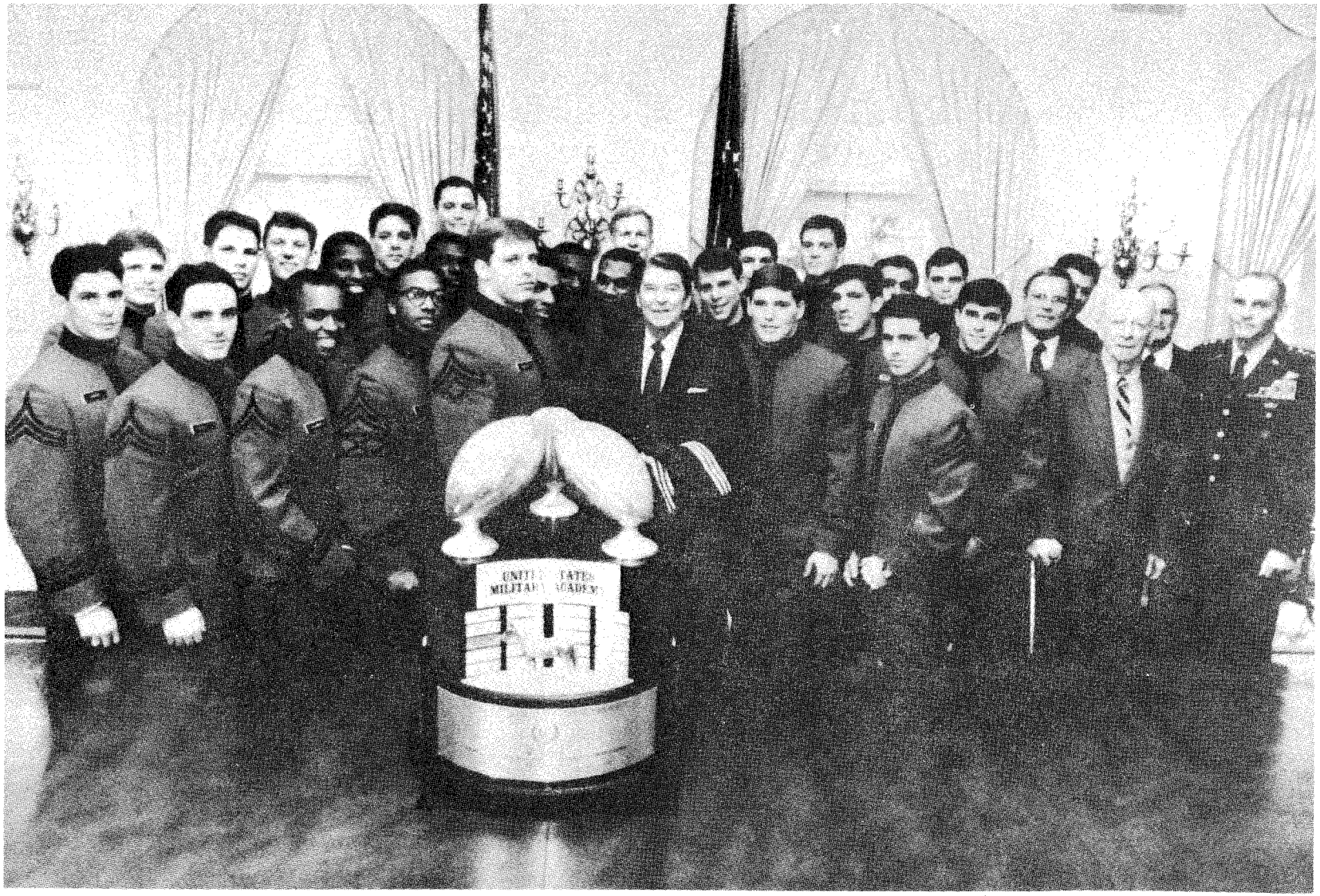
Tim McGuire

Senior defensive tackle Tim McGuire was one of only 11 collegiate players to receive a postgraduate scholarship as a scholar-athlete from the National Football Foundation and Hall of Fame. Eighteen Military Academy players have now been inducted into the Hall of Fame, placing USMA third behind only Notre Dame (28) and Princeton (19). Tight end Rob Dickerson was a first-team ECAC Division 1-A all-Star pick, an honorable mention all-East, and an all-America selection by the Associated Press (AP). He also was chosen to play in the Hula Bowl where Coach Jim Young served as an assistant coach for the East team. Crawford was named Army "Player of the Game" in the victory over Navy. Selected first team all-Stars (drawn from the service academy teams) by the Freedom Network were Dickerson, Crawford, defensive back Chance Conner, kickoff return specialist Alan Edwards, halfback Clarence Jones, center Joe Manausa, defensive tackle Jim Brock, left halfback Ray Griffiths, and defensive back Peel Chronister.

Statistically, Crawford became only the sixth Army player in history to rush for 1,000 yards in a season, finishing with 1,078 net yards to rank third behind Doug Black with 1,148 and Charlie Jarvis with 1,110. He passed for an additional 816 yards, giving him 1,894 yards of total offense, the third highest total in Academy history. He led all Division 1-A quarterbacks in rushing and scoring (92 points). Twice during the season - against Yale and Lafayette - he scored four touchdowns. Nationally, Crawford finished the season ranked 14th in scoring (8.36 points per game), 18th in rushing (97.73 yards), and 44th in total offense in Division I-A schools. Conner ranked 14th in punt returns and Edwards ranked 12th in kickoff returns. Statistically, the Cadets ranked fifth in the NCAA in rushing offense (276.8 yards), and tenth in punt returns (11.5 yards) and kickoff returns (22.4 yards). Finally, the Army-Navy football game was played without a single penalty being called - the first collegiate football contest to receive that distinction since the Brown-Dartmouth game of 1956.

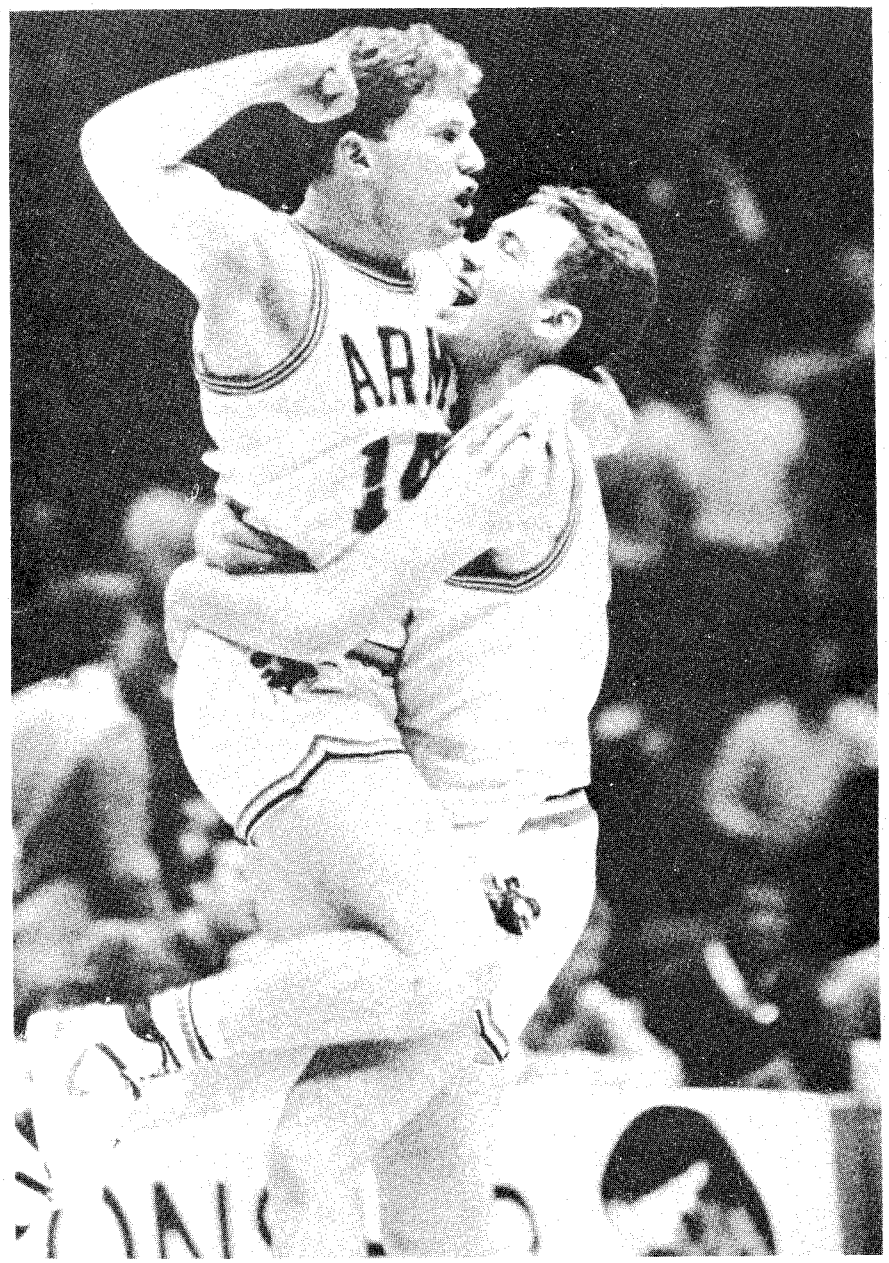


Tory Crawford on the run

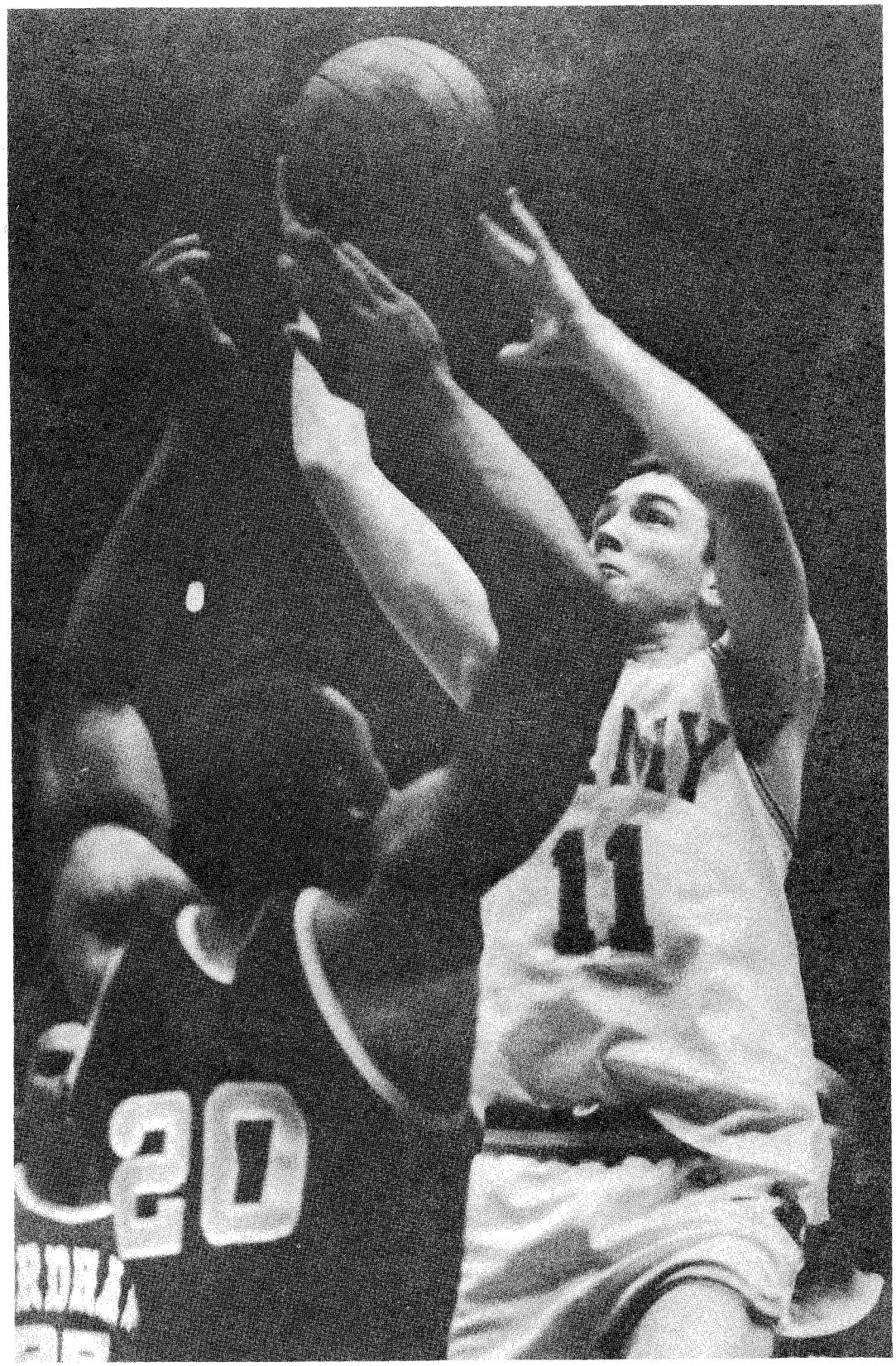


The Army Team, the Coach, Mr. Red Reeder, the Director of Intercollegiate Athletics, and the Superintendent with the President as Army retains the Commander-in-Chief's Trophy.

Men's Basketball -- Kevin Houston's heroics led the Army hoopsters to a third-place finish in regular-season Metropolitan Atlantic Athletic Conference (MAAC) play, their finest ever. The Cadets also reached the semi-finals in the MAAC playoffs for the third time in the MAAC's six-year history. In the Conference playoffs, Army took the measure of Fordham, but bowed to Fairfield, 65-60, in the semi-finals. The cagers ranked second nationally at the end of the season in free throw percentage (78.4 percent, or 491 out of 626 attempts). Though they won twelve of their final twenty games and five of their last eight, they just missed climbing over the .500 mark in finishing at 14-15.



Kevin Houston (right) and Jack McGuinness after Army's dramatic come-from-behind victory over Fordham in the MAAC Tournament.

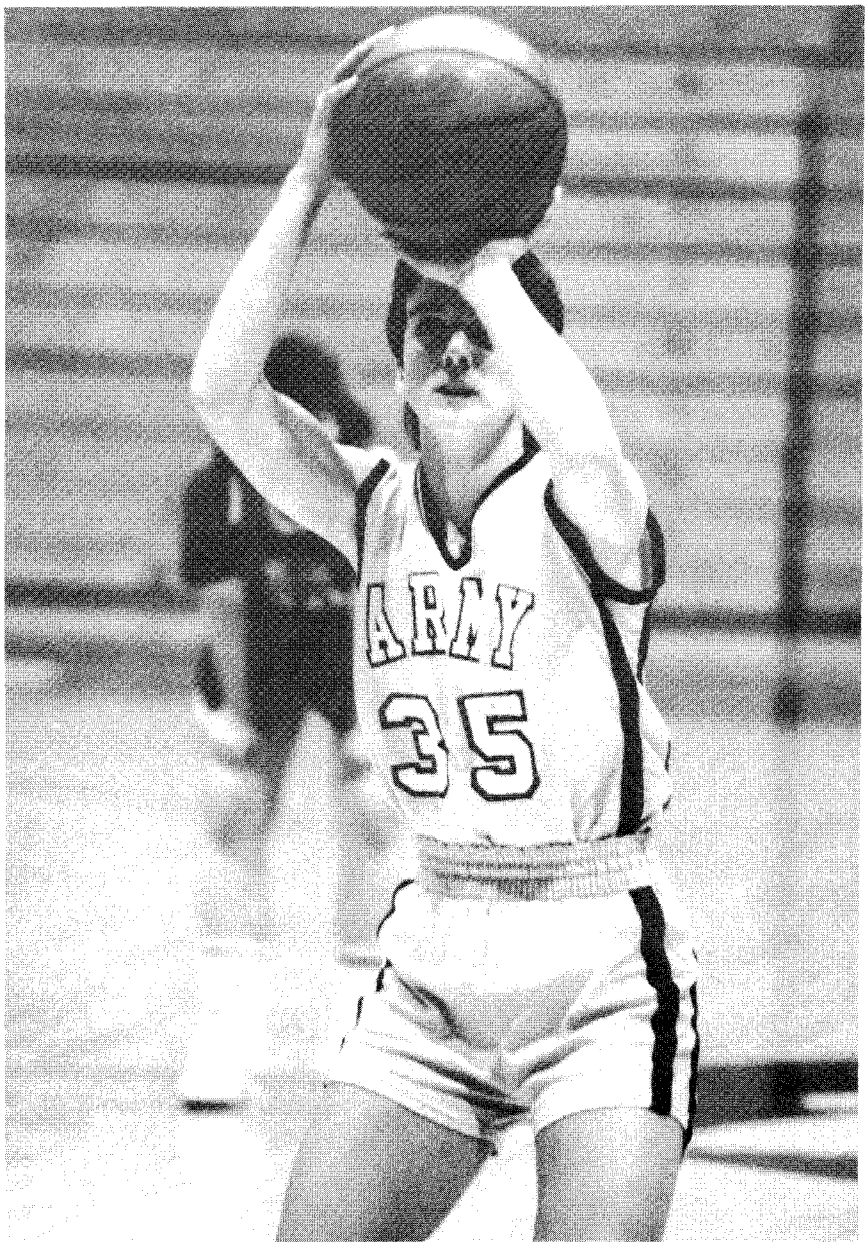


Kevin Houston shooting "the basket" against Fordham that makes him Army's all-time career scoring leader.

Kevin Houston, the most prolific scorer in Army history, was named the MAAC "Player of the Year" as well as the playoffs' most valuable player (MVP). He won both the NCAA scoring (32.9 points) and free-throw percentage (.912) titles, and became the first player ever to win both departments since national statistics were first kept in 1948. The 5'11" senior was a third team all-America selection by the National Association of Basketball Coaches as well as an AP and United Press International (UPI) honorable mention. He was selected to the District II team by the Basketball Writers' Association and was co-winner, with Mark Jackson of St. John's University, of the Haggerty Award, presented annually to the outstanding players in the New York-New Jersey-Fairfield (Connecticut) metropolitan area. Houston was also named the MAAC "Player of the Week" six times during the regular season, a league record, and was named to the all-MAAC first team for the third year in a row. For the second-straight year, he was chosen for the all-Metropolitan first team and represented the East team in the annual East-West all-Star game. He set 16 records in a 53-point performance in the MAAC quarter-final 98-94 overtime win against Fordham. Houston's 53 points in that win broke the Army single-game record, shattering the old mark of 50 set during the 1955-56 season (by Mark Binstein vs. Rhode Island), and broke Meadowlands Arena pro and collegiate marks as well as the MAAC tournament record. In that quarter-final win over Fordham, Army trailed by 11 with 1:55 to go and was down by four, 84-80, at the 25 second mark. With 11 seconds to go, Houston hit a three-pointer to tie the score at 84-84 and thus sent the game into overtime. Houston scored Army's first eight points in the overtime to put the Cadets up 92-90 with 2:07 left - four straight points from the line proved the clincher in that victory. Houston set USMA scoring records on game, season (953 points), and career (2,325 points) levels. He is only the second player in Army history to reach the 2,000 point career scoring plateau (surpassing Gary Winton's 2,296 total from 1974-78). Another member of the team, Steve Rothert, was named to the MAAC all-Rookie team.

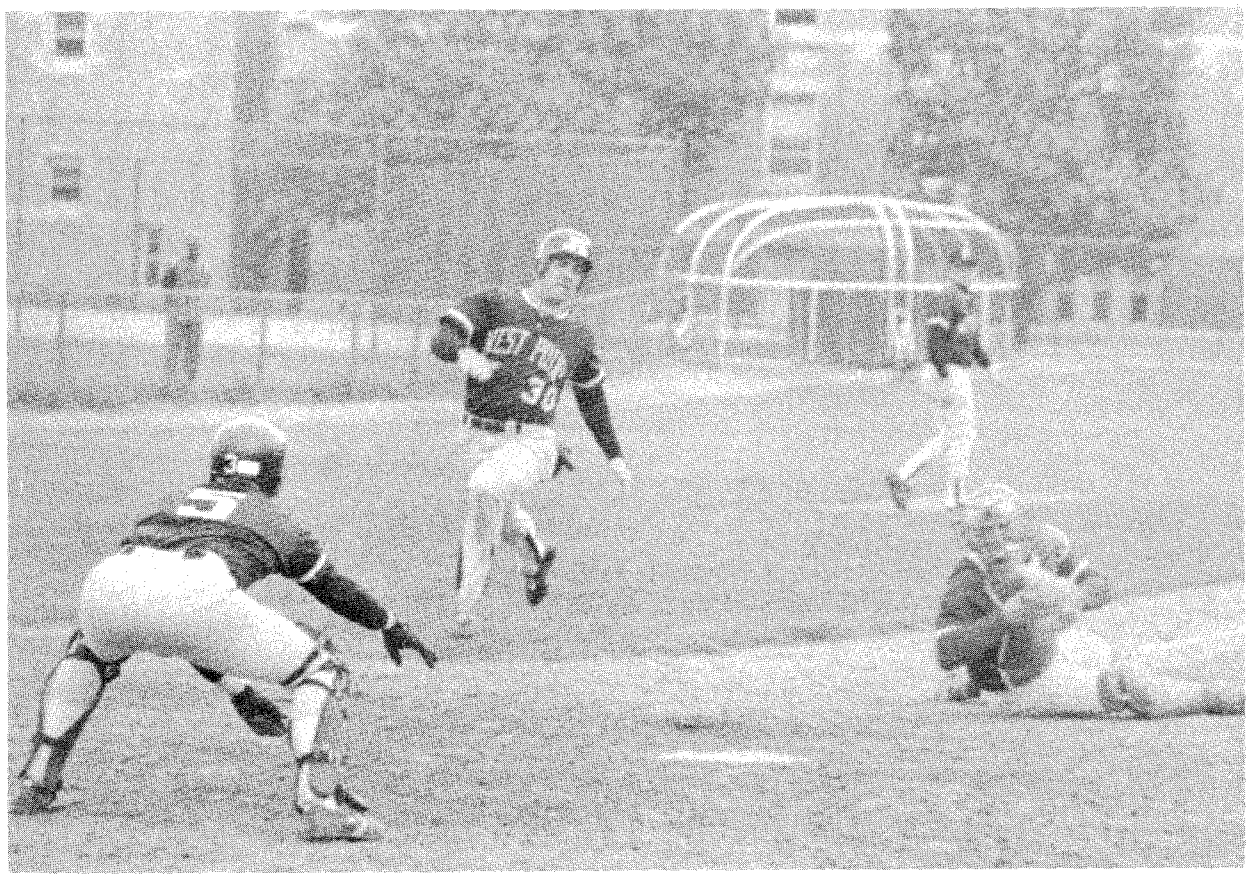
Women's Basketball -- The Lady Knights turned in their best finish during the regular season (9-3) as well as their best in the Empire State Conference playoffs. They garnered runner-up honors in both, bowing to Adelphi 65-63 in the playoffs. The team also received its second-straight invitation to the ECAC Division II South tournament, but fell at the hands of nationally-ranked Pace University en route in closing out the year at 18-14. Highlighting the season was a 64-62 regular-season overtime victory over previously-unbeaten Pace and a run of eight-straight wins.

A key to Army's success was team captain Laurie Goetz who was named a third team all-America and all-Region (Northeast) by the American Women's Sports Federation. "Player of the Year" in the Empire State Conference, Goetz was an all-League pick as well. Other awards included selection as MVP of the Metropolitan Basketball Coaches Association and an ECAC South Division II all-Star pick. She set six school records, including scoring marks for game (39) and season (568) levels; closing out her career as the second leading scorer in Lady Knight history with 1,331 points behind only Melody Smith's 1,420 (from 1980-84).[1] The 5'4" senior scored 30 points or more five times, a school record, and holds career (436) and season (129) assist records as well as the career mark for steals (168). At one point during the season, she was ranked 12th among the Division II scoring leaders with a 21.1 average. Goetz led the team with a 17.8 points per game average, hitting 48 percent from the field and 75 percent of her foul shots. Karen Dunn, who was second in scoring (11.4) and first in rebounding (9.5), was also named to the all-Empire State team, while Jennifer Fleming was selected the Empire State "Rookie of the Year."



Laurie Getz

Baseball -- The baseball team left its mark in the record books this season in fashioning a 22-20 mark along with a fourth-place finish in the Eastern Intercollegiate Baseball League (EIBL) standings. It was the first time in Army baseball history that the Cadets registered back-to-back 20-win seasons. Their 10-8 mark in the EIBL was the most wins by Army in league play. Four members of the team were honorable mention selections in the league. Chad LeMay was picked as pitcher, Erik Everton as third baseman, Hector Ortiz as an outfielder, and Gary Bloomberg as the designated hitter. The Cadets won the team title at the Sunblazers Classic in Miami where two Army players were selected for first-team honors. Third baseman Everton set five school career records for hits (165), nome runs (17), total bases (256), runs batted in (113), and runs scored (107). Everton and Mike Young led the team in batting with respective marks of .317 and .316.

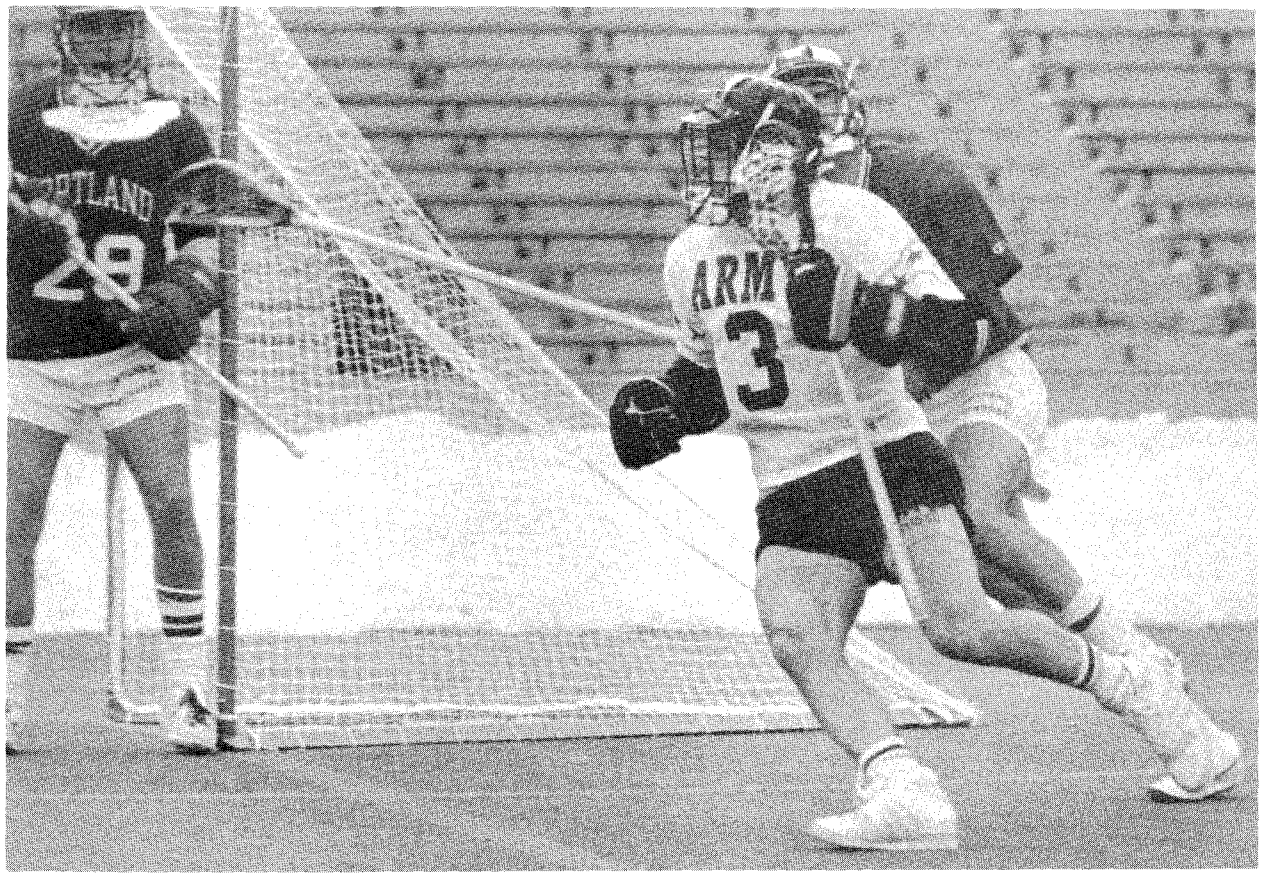


Erik Everton streaking to the plate against Fordham

For the season, Everton was first in hits (46) and total bases (67); he tied Tom Cascino in runs batted in (30). Dan Kirk led the team in doubles (13) and Cascino, who was second in that department, was the home run leader with four. On the mound, Ken Toney posted a 5-3 mark in fashioning an earned run average (ERA) of 3.43 in nine starts. Rich Krafft, 4-3, with an ERA of 3.50, led in strikeouts with 43 along with a shutout in 61 innings. Gregg Softy posted a 3-2 mark in showing a 2.78 ERA over 32 innings.

Women's Softball -- Coach Al Arceo's team was runnerup in both the MAAC and ECAC Division II South tournaments. The ECAC tourney was Army's first post-season bid since its inaugural year as a varsity sport in 1979. The Lady Knights recorded their second straight 20-win season in registering a 23-18 mark. Bernie McLaughlin, who finished second in batting with a .347 average, set season records for runs batted in (29), triples (9), doubles (11), total bases (71); and shared the school mark for hits (42) with Michelle Bronner. McLaughlin set the career mark for triples (17) and is second in four other categories. Bronner finished first in batting with a .356 mark, Laura Slattery, who set a season record for singles (34), was third at .298. On the mound, team captain Trese LaCamera posted an overall mark of 11-7; Jill Schaffner, winning nine straight, finished with a 9-4 mark. Three members of the team were selected to the all-MAAC team to include McLaughlin as catcher, Jennifer Fleming as an outfielder, and Alisa Schnittker as the designated hitter. It was the second-straight year that McLaughlin was chosen for that honor.

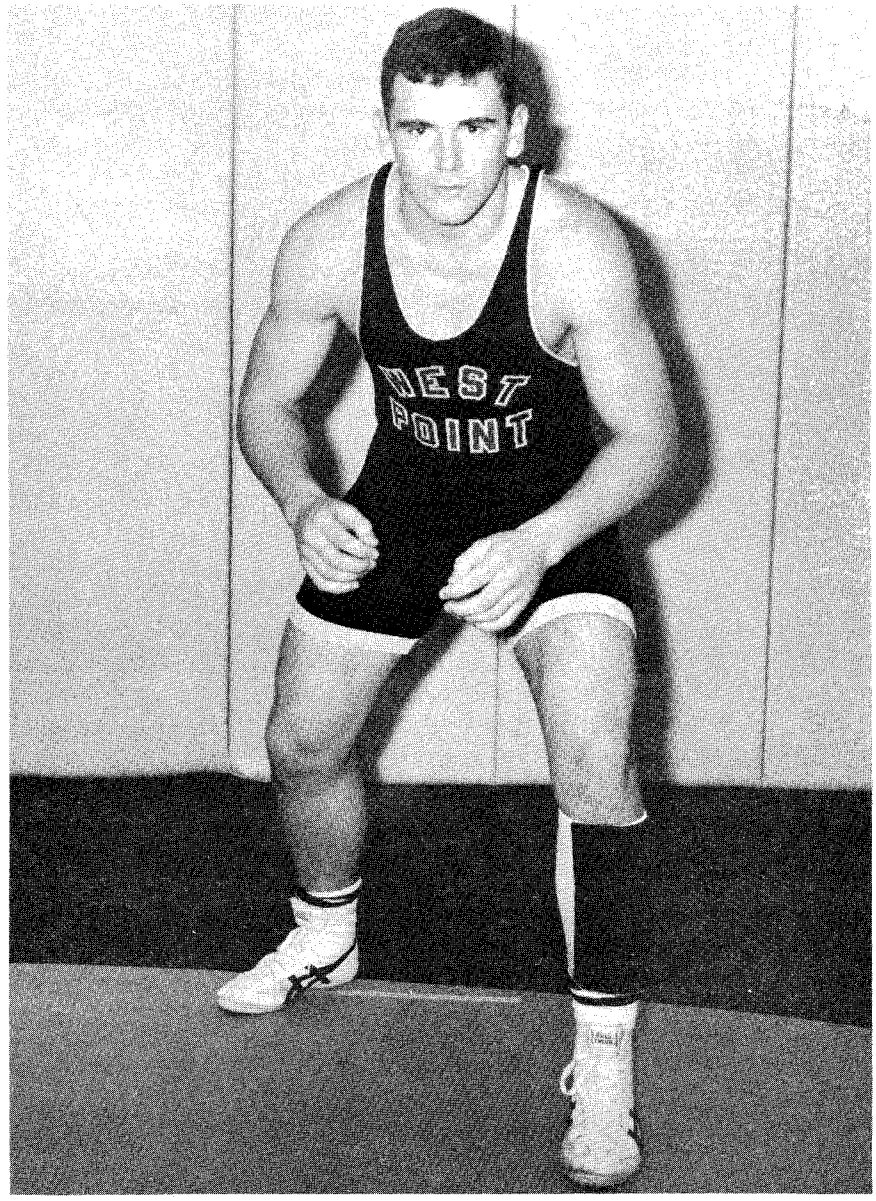
Lacrosse -- Victories in the final six regular-season games gained an NCAA berth for the laxmen, their tenth overall and sixth in the last seven years. The Cadets, seeded seventh, were upset in opening round play by Adelphi to close out the year with a 10-5 mark. Junior attackman Bob Betchley led the team in scoring for the second-straight year, finishing with 63 points (42 goals, 21 assists) to boost his career mark to 138 points. He has a shot at breaking the all-time career point total of 186 set by Scott Finlay, Class of 1979, and needs just eight more goals to reach the career century mark.



Bob Betchley in action

Joe Gillis was second with 32 goals and 17 assists for 49 points, while Mike Hoynes led in assists with 22. In the net, Joel Portuese allowed 102 goals against 192 saves, for a saves percentage of .653. He recorded a career high 27 saves, including 19 in the first half, in Army's 12-4 win over Syracuse. The Cadets posted their third-highest goal total in Army history in a 29-4 rout of Air Force. Garnering all-America accolades were defender Tom Hickman, a second-team pick, and Betchley, a third-team selection; Dan Williams and Portuese were honorable mentions. Williams and Gillis were selected to play in the North-South all-Star game where Gillis scored the winning goal for the North.

Wrestling -- The grapplers captured their first-ever Eastern Intercollegiate Wrestling Association (EIWA) team title while qualifying seven wrestlers for the NCAA meet. At the NCAAs, Dan Costigan at 190-pounds, who survived a first-round setback, battled back to place sixth and won all-America honors.



Dan Costigan

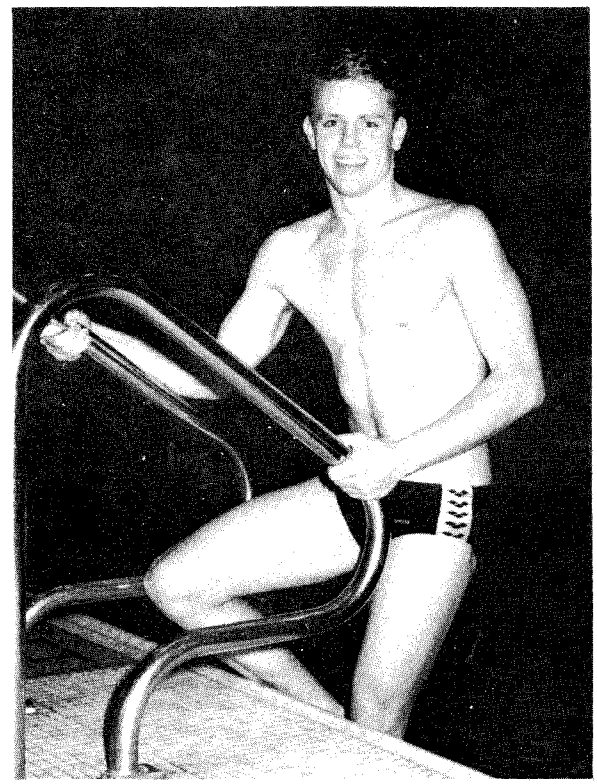
At the Easterns, Todd Messitt topped Army's efforts in capturing the title at 126-pounds, while Darrel Nerove at 142-pounds, Dave McCormick at 167-pounds, and Cliff Harris at 177-pounds were copping runner-up honors. Also qualifying for the NCAAs on the basis of third-place finishes were Costigan, Paul Kuznik at 118-pounds, and Mike French at 150-pounds. Coach Ed Steers was singled out for honors by being named the EIWA "Coach of the Year" for the second time in three years and coached the East team in the East-West College All-Star match.

In fashioning an impressive 20-2 mark, which was just one victory shy of tying the school mark, the Cadets posted their second 20-win season in five years. In the regular season, Army fashioned a 12-meet winning streak, even upsetting eighth-ranked nationally Bloomsburg State (Pennsylvania) before losing to Navy at the end of the season. Army's two loses in dual-meet competition came at the hands of Navy and Lehigh, which finished second and third, respectively, behind Army at the Easterns. Ranked as high as eleventh nationally during the season, Army was first at both the Hawaiian Invitational and the New York State Collegiate Championships. Messitt took top honors in the 134-pound class at the East Stroudsburg Open; Won Kim was first in the 134-pound class and Harris was first in the 177-pound class at the New York State Championships.

Men's Swimming -- John VanSant highlighted his final season at the Military Academy by winning Army's first national men's swimming title. VanSant won the 200-yard breaststroke in an Academy record time of 1:57.65 at the NCAA Division I Championships. VanSant, who was selected on the strength of that win to compete at the World University Games in July 1987, also garnered all-America honors in the 100-yard breaststroke where he finished fifth and broke the Academy record with a 54.73 time. It was the second-straight year that he was chosen for all-America honors in the 200-yard breaststroke, for as a junior he finished third when his clocking at the NCAAs placed him fifth fastest in U.S. swimming history.

The Cadets closed out the dual-meet portion of their schedule on the heels of a six-meet winning streak to finish at 10-3 overall and 6-3 in the Eastern League, which included their first victory over Harvard in 16 years. VanSant set both meet and Army pool marks in capturing the 100- and 200-yard breaststrokes at the Eastern Seaboard Championships held at West Point where Army finished fourth. He closed out his career a five-time Eastern Seaboard Champion, a two-time winner during both his junior and senior years. John Kilroy won the 100-yard butterfly (49.09) and Tom Albanese the 200-yard butterfly (1:48.81) while Coll Haddon set a meet record in breaking his old mark in the 50-yard freestyle (20.17).

Named to the Eastern League all-Star dual-meet team were VanSant in the 200-yard breaststroke and 200-yard Individual Medley, Haddon in the 50- and 100-yard freestyle, Kilroy in the 200-yard freestyle, and Albanese in the 200-yard butterfly. At the MAAC, where Army finished second, Al Anderson set a MAAC meet record in winning the 100-yard freestyle.



John VanSant, all-America

Ann Wycoff and Claire Hramiec -- two women Division II all-Americas

Women's Swimming -- The Army mermaids, ranked as high as second in Division II by the College Swim Coaches Association of America, closed out the dual-meet portion of their season by rolling to a 180.5-87.5 victory over Navy. The win was the third straight over the Middies and fifth-in-a-row for the mermaids who closed out the year at 11-1. During the season, coach Jack Ryan was named "Coach of the Year" after guiding his squad to the MAAC Championship where Army won nine events and set five meet marks. Ann Marie Wycoff set the pace as she tripled in the 100- and 200-yard butterfly and the 400-yard Individual Medley along with swimming a leg on the winning 400-yard medley relay. Other winners included diver Gillian Schweitzer, who won the one-meter and three-meter board competitions, and Meg Martin, who won in the 100-yard breaststroke.

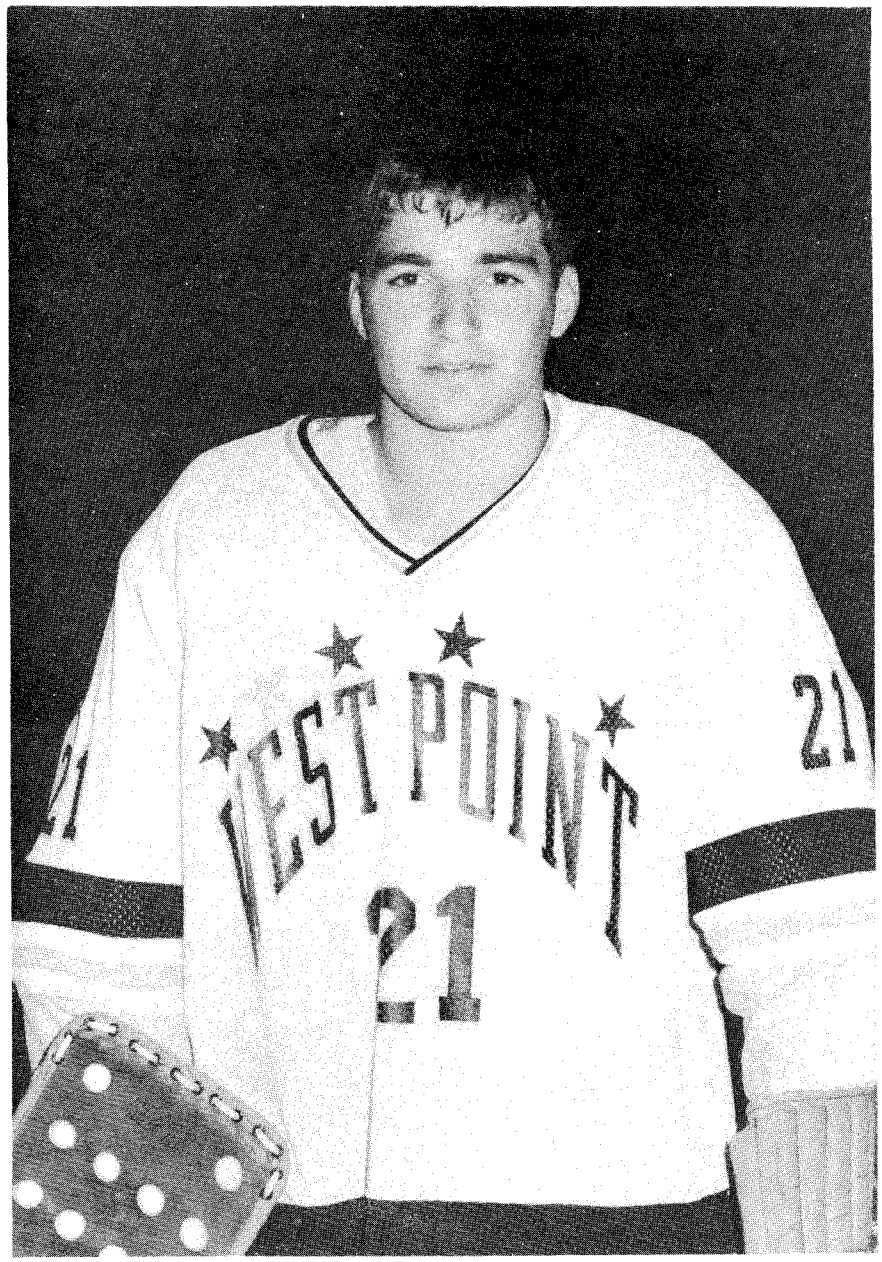
Army put the finishing touches on a brilliant season by placing fifth, its highest finish yet, at the NCAA Division II Championships. Army's performance, which featured ten individual all-America efforts, three all-America relays, and ten honorable mentions, was highlighted by Wycoff's capturing the first national title by a lady swimmer. She broke the Academy mark in clocking 4:30.64 to win the 400-yard Individual Medley. Wycoff, who captured four individual all-America titles, also earned honors in the 200-yard Individual Medley where she took second, in the 200-yard butterfly where she finished third, and in the 500-yard freestyle where she finished sixth. She also swam a leg on the record-setting 800-yard freestyle relay. The relay team also included Carol Ann Heller, Betsy Sammons, and Ilene Brook. Also earning all-America recognition were Kathy Pierce in the 200- and 400-yard Individual Medley, Martin in the 100- and 200-yard breaststroke, Clare Hramiec in the 100-yard breaststroke, and Carol Ann Heller in the 500-yard freestyle. Pierce was chosen a Division II Academic all-America for the second-straight year.

Jack Ryan, who coaches both the men's and women's swimming teams, was named chairman of the newly-combined NCAA men's and women's swimming committee. Ryan was chairman of the men's committee last year and was named to head the combined committee at the NCAA Annual Convention of Athletic Directors in January 1987.

Water Polo -- The water polo team, under first-year coach Andy Bowers, ranked 20th nationally in the coaches poll; it went 16-10 against collegiate competition and 17-15 overall. The Cadets received an at-large bid to the Eastern Championships based on their fourth-place finish at the Mid-Atlantic Championships. The Cadets capped off this, their first invitation to the Easterns since regaining varsity status in 1983, with a fifth-place finish in the eight-team field. This was their best showing since 1975 when they finished second.

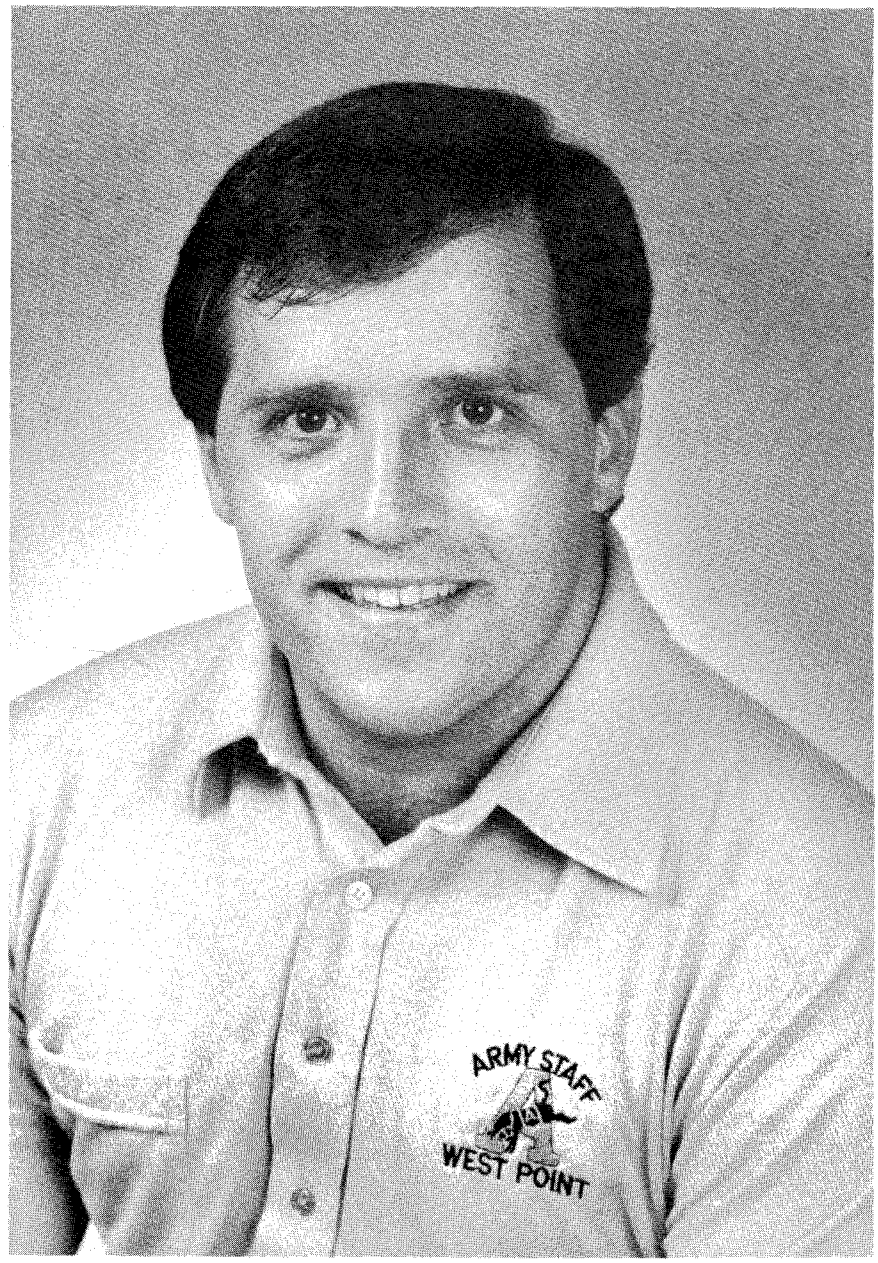
Captain Todd Friedman led the team with 72 goals, Jon Lau followed with 42, and Jeff Sauer and Scott Maitland added 34 and 32, respectively. Friedman was selected to the all-East and all-Conference (Mid-Atlantic) second teams and was the team MVP, while Lau was an honorable mention all-East.

Hockey -- The skaters ended their first season under Coach Rob Riley on an upnote with a 6-5 ECAC overtime win over Yale. The season included the first win over Rensselaer Polytechnic Institute in 20 years, the first over Dartmouth in 17 years, and the first over Cornell in 27 years. These wins, along with a 2-0 victory over Colgate, Army's first shutout in ECAC Division I play in 17 years, helped take the sting out of a 6-16 ECAC record and a 9-19-1 overall record. For the second-straight year, Matt Wilson closed out the season as the leading scorer for the Cadets. He notched 18 goals and 23 assists for 41 points and tallied at least a goal in Army's final eight games. Rob Brenner finished second with 36, and led Army's assists for the second straight year. Kevin Keenan was third with 32 points. In the net, Paul DeGironimo, the team's MVP, saw action in all but three games to finish with a 4.20 goals against average.

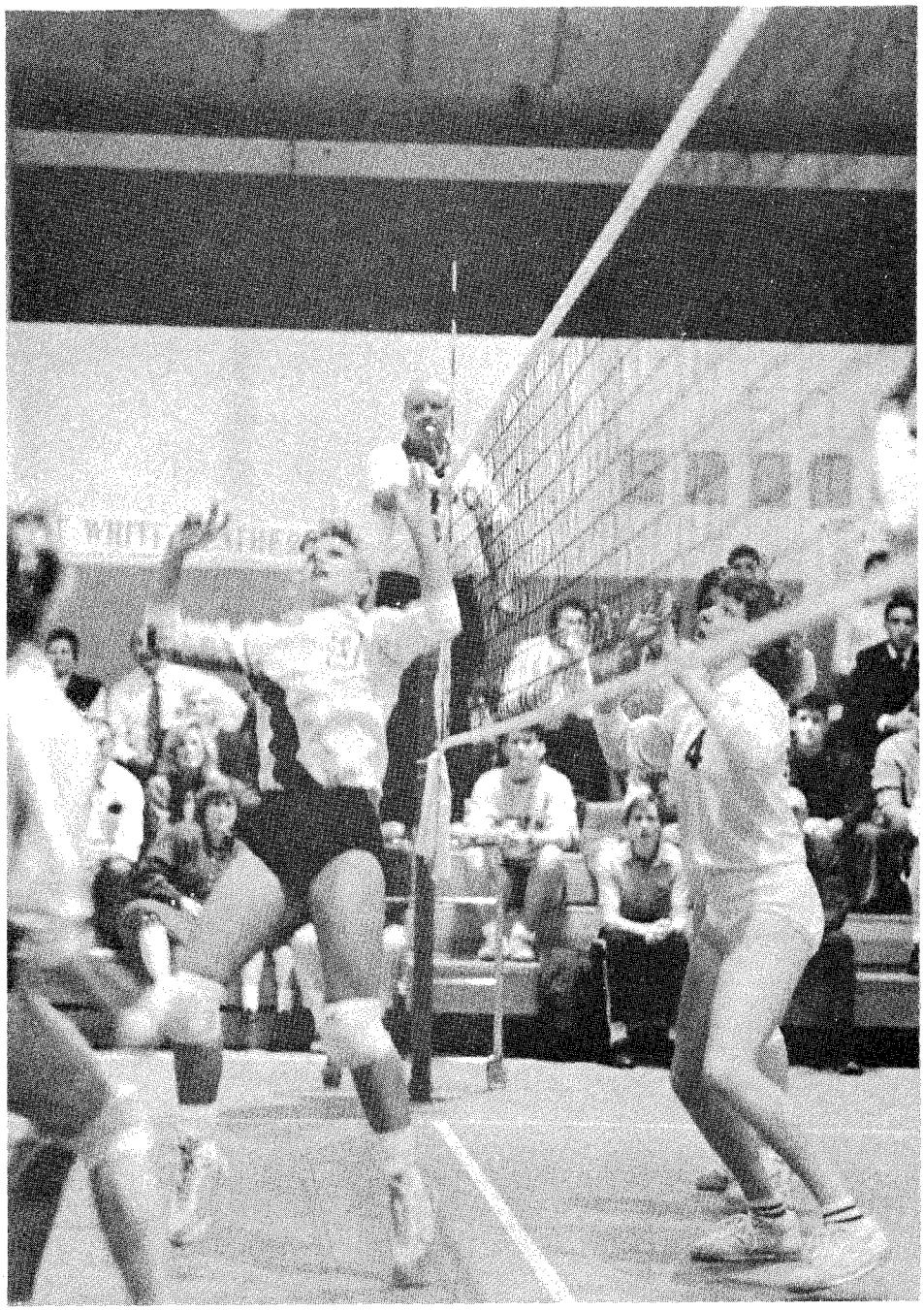


Paul DeGironimo

Women' Volleyball -- The lady spikers won the most games ever and captured five tournaments including the MAAC on the way to a 40-12 mark. They took the measure of Navy for the fifth-straight time in head-to-head competition. Coach Bob Gambardella, who picked up his 100th career win at the MAAC tourney, was named MAAC "Co-Coach of the Year." Army was ranked as high as 19th nationally in the NCAA Division II poll and received a 20th ranking by the Tachikara Coaches Poll.

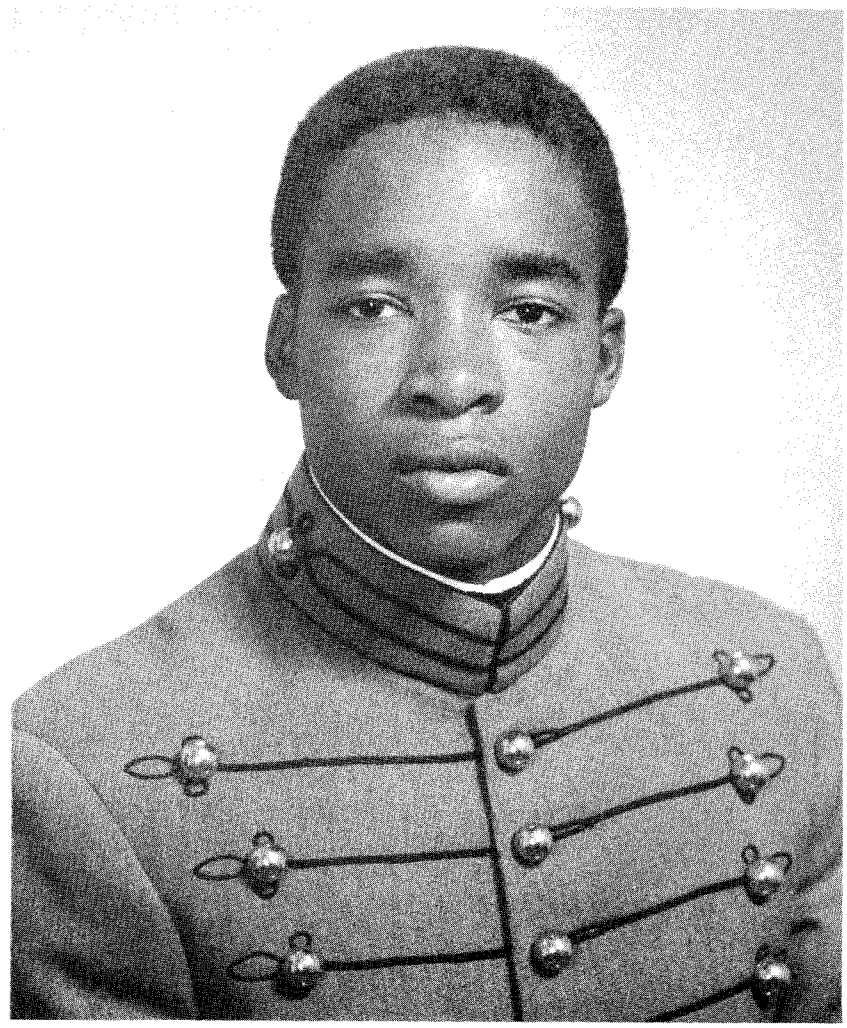


Bob Gambardella



Gwen Zemaitis in action

Setter Gwen Zemaitis was named the MVP of the MAAC tournament and was one of four Army players selected to the all-tournament team. Joining her were captain Shelly Dye, Joy Ebberson, and Erika Cramer. Zemaitis, Ebberson, and Cramer were also selected to the all-Region NCAA Division II all-Star team for the Northeast by the Collegiate Volleyball Coaches Association.



Karl Harrison

Men's Indoor Track -- Karl Harrison set both meet and Academy records in winning the triple jump in the annual clash with Navy and went on to capture that title at the Heptagonals where Ron Davis won the 55-meter dash. Harrison, who doubled in the Navy meet, shattered the school mark in the triple jump in leaping 50' 1 3/4" against the Middies. He followed that performance with a victory in that event at the Heptagonals where he cleared 49' 10 1/2" in keying a one-two Army finish, with Ron Alston taking second. Davis posted a 6.38 second clocking to win the 55-meter dash; taking third place were Mica Comstock in the 1,500-meter run and Mike Nerstheimer in the 800-meter run. In the team competition, Army placed sixth.

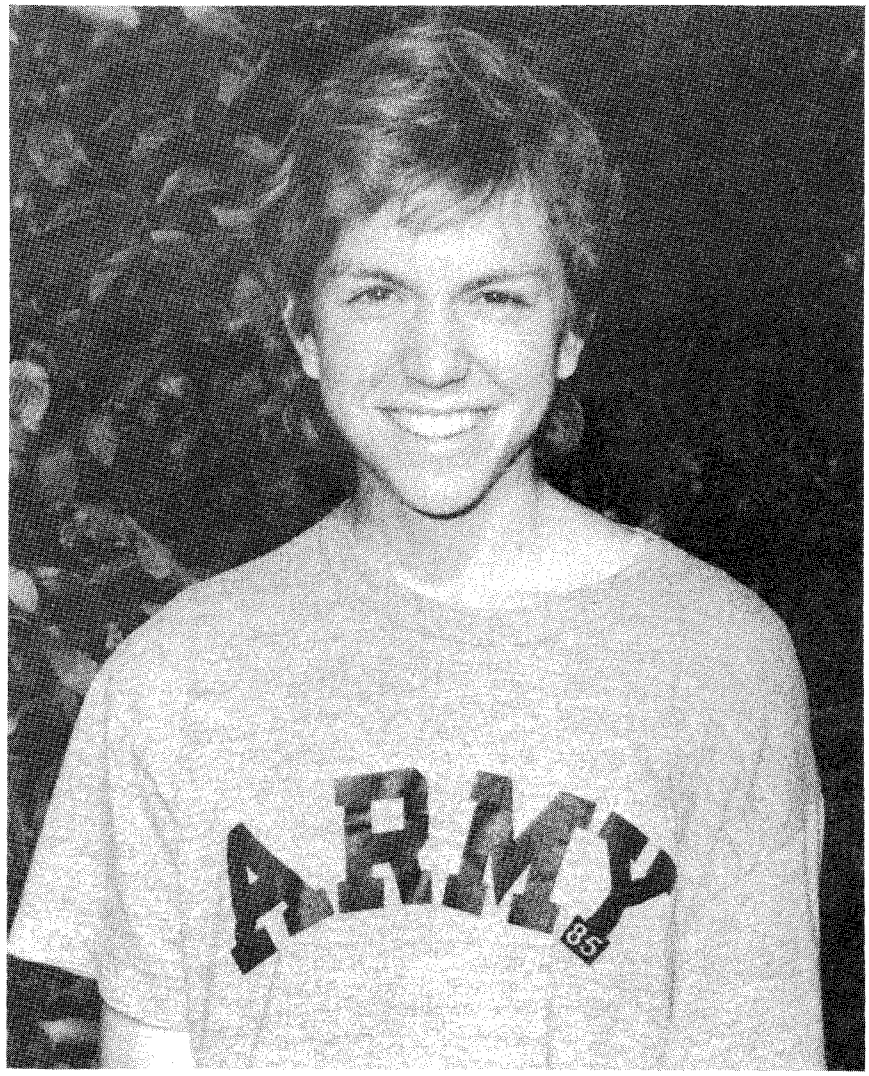
Women's Indoor Track — The women's squad drubbed Navy, 72-46, in the inaugural indoors meet to put the finishing touches on a 2-0-1 season. Army settled for fourth place at the Heptagonals after winning the team championship the previous three years. Diana Wills topped the Cadets' performance at the Heptagonals where she set a meet record in winning the triple jump (39' 5 1/4"); she also won the long jump (18' 6 3/4") and finished fourth in the 55-meter dash. Kim Ehrlund defended her title in the 20-pound weight, breaking both her meet and Academy records with a winning toss of 49' 11 1/4". She also placed fifth in the shot put.

Men's Outdoor Track -- The Cadets rebounded from an 84-79 loss to Navy by besting the Middies at the Heptagonals where they copped runner-up honors. Navy, which inflicted the only dual-meet loss on the Cadets during the season, finished a distant third at the Heptagonals with 68 points to Army's 114. The last time Army placed that high was in 1980, Coach Ron Bazil's first season. Ron Davis and Captain Eric Tuggle set school marks in topping the Cadets' effort at the Heptagonals. Davis broke his own Army record in finishing second in the 200-meter dash in 21.10, was runner-up in the 100-meter dash, and ran a leg in the 400-meter relay which took third. Tuggle broke the USMA record in the triple jump, clearing 50' 1 1/4" in his third-place effort, shattering the mark that had been on the record books since 1981. Also turning in seconds were Mike Eggleston in the discus, Tyno Carter in the 3,000-meter steeplechase, and Mica Comstock in the 1,500-meter run. Carter qualified to compete in the 5,000-meter run at the NCAAs following a personal best at the Penn Relays. He clocked a 13:54.4 to finish eighth, which was just four-tenths of a second away from tying the school mark. The Cadets, who posted a 1-1 mark, lost the final 4x400-meter relay by two seconds in the dual-meet loss to Navy.

Women's Outdoor Track -- The women drubbed Navy, 94-65, in the first-ever meeting between the schools and turned in strong finishes on the tournament circuit, including a fifth at the Heptagonals. At the Heptagonals, Diana Wills won both the long and triple jump competitions, while Kim Ehrlund was second in both the hammer and shot put. Her toss of 46' 3/4" in the shot put broke her school mark and met the NCAA qualifications.

Kim Ehrlund

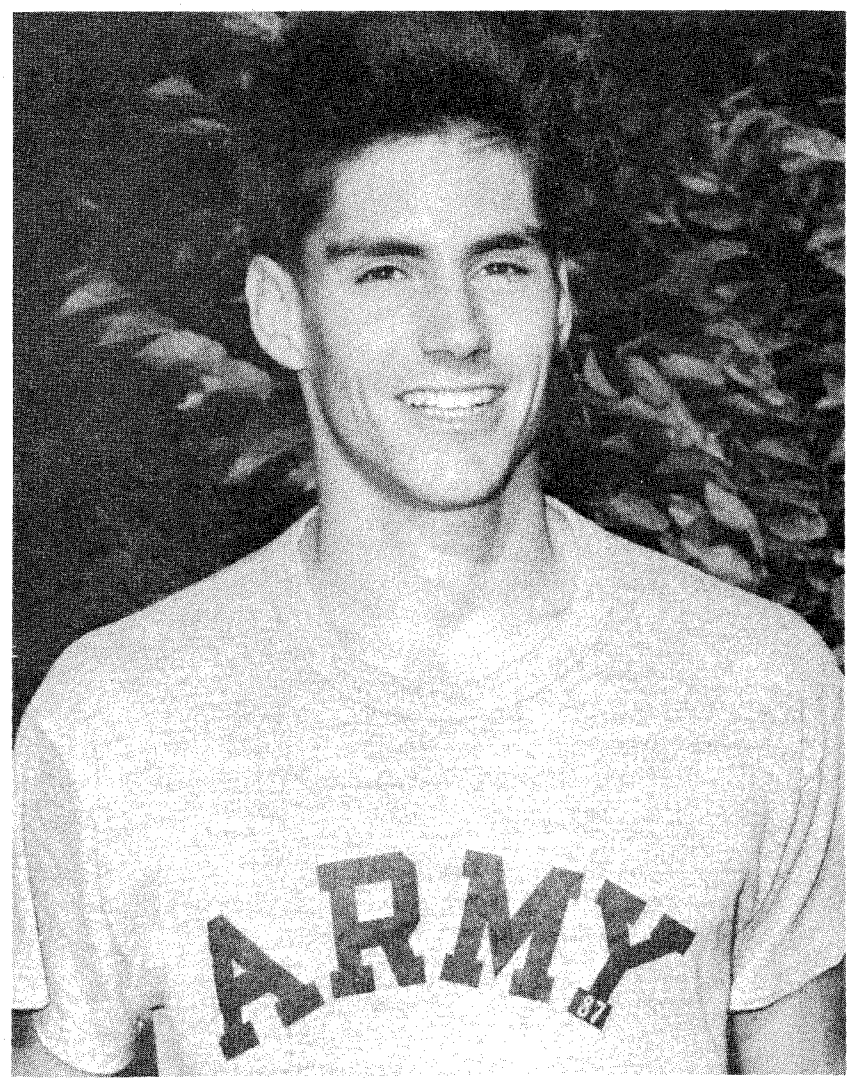
Three members of the squad qualified for the NCAA Division II Championships: Wills in the triple jump, Ehrlund in the shot put, and Teresa Sobiesk in the 5,000-meter run. Wills won all-America honors in shattering the Academy mark with a leap of 41' 1 3/4" on her way to a third-place finish in the triple jump. She is only the fourth women trackster to garner that honor as a plebe. Although Ehrlund had previously won both the shot put and hammer at the ECAC Division II Championship, she did not reach the finals at the NCAAs. Sobiesk, who received all-America honors last spring in the 5,000-meter run, just missed receiving honors again following an eighth-place finish of 17:28 (only the top six were accorded that status). In the team standings, Army tied for 16th place in the field of 36. Sobiesk previously had broken her Academy mark in the 5,000-meter run at the Penn Relays in clocking a 16:25.8 in a fourth-place finish, and that effort was just four seconds shy of meeting the qualification standards for the Division I Championships.



Teresa Sobiesk

Men's Cross Country -- Highlighting Coach Ron Bazil's best season was a trip to the NCAA Division I Championships where Army placed 18th out of 24 teams. It was the Cadets' first trip as a team to the nationals since 1978 when it placed 26th. A fourth-place finish at the Intercollegiate Amateur Athletic Association of America (IC4As) earned Army a national ranking of 14th, while a second at the Districts qualified the Cadets for the NCAAs. During the course of the year, the Cadets, who posted a 4-1 mark, captured both the Paul Short Invitational and the MAAC Championships; they placed third at the Heptagonals. Navy nipped Army 26-30 in the Cadets' lone loss, but that proved the closest meet against their arch rivals since a 26-29 victory by the Middies in 1976.

Leading the way for the harriers was captain Mica Comstock who took first at the MAAC Championships, fifth at the Paul Short Invitational, eighth at the Heptagonals, 16th at the IC4As, and 50th at the NCAAs.



Mica Comstock

Women's Cross Country — Highlighting the lady harriers 4-1 dual-meet mark was a 27-29 victory over Navy in the first meeting between the two service academies. The Lady Knights placed fourth at the MAAC Championships, and, though finishing a disappointing ninth out of ten at the Heptagonals, bounced back with a third-place finish at the NCAA Division II Regionals.

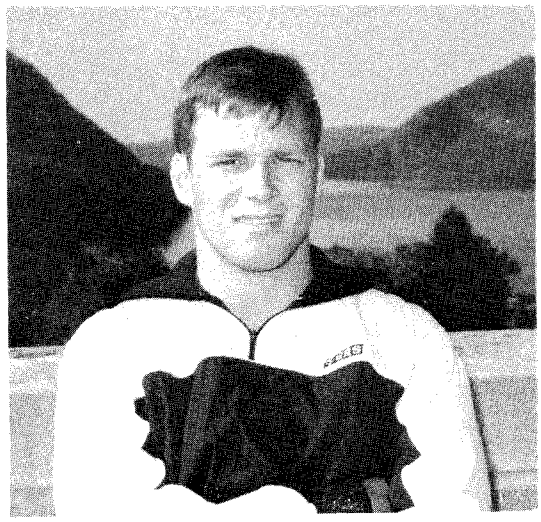
Teresa Sobiesk, a 5,000-meter track all-America in outdoor track in the Spring of 1986 and probably one of the finest distance runners in the East this year, shattered Academy and course marks during the season and qualified for the Division II NCAA Championships following a first-place finish at the Regionals. She set an Academy record of 16:55 in a third-place finish at the Paul Short Invitational. She went on to garner all-America honors following an eighth-place finish at the NCAAs and thus became the first runner in Army women's cross country history to earn that honor. Overall, she was first four times and runnerup twice in dual-meet competition.

Gymnastics -- John Nalan won the Eastern Intercollegiate Gymnastics League (EIGL) vaulting title during the championship meet to become Army's first Eastern champion since Chris Adams in 1982. Nalan bested his closest rival, Joe Rowlette of Temple, by 5/100's of a point to claim the championship with a score of 18.60. Jeff Teach and Taft Blackburn also qualified for the finals in rings; Teach was a medalist following his fourth-place finish in compiling an 18.75 and Blackburn finished tenth with a Though closing out the dual-meet competition at 4-7, the Cadets posted their highest point total of the season in a 271.05 to 255.35 loss to Navy.

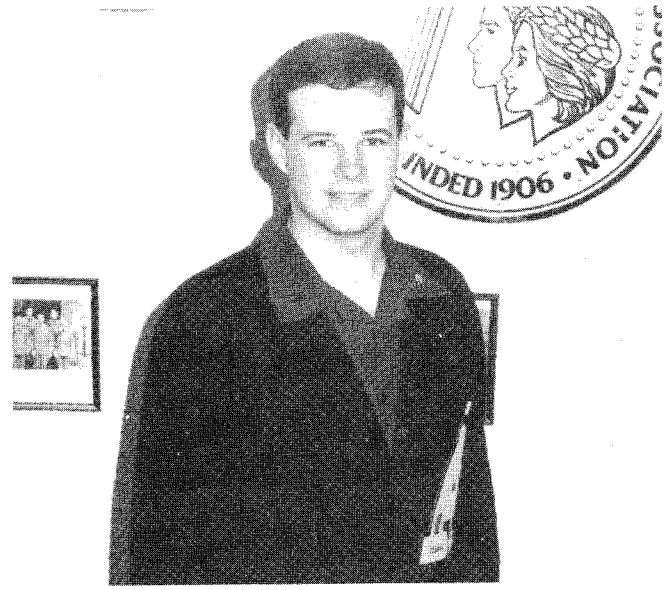
Pistol -- The pistol team put the finishing touches on a 6-1 season by placing third in the composite scoring at the Seventh Annual National Rifle Association (NRA) Pistol Championships. As a team, Army was fourth in all three disciplines - free, standard, and air - but edged Texas Tech by 23 points for the third-place spot in compiling 6,153 overall. Four members of the team received all-America recognition: John Higgins and Franz Huber were chosen in air and free pistol; Erick Reinstedt was named in standard; and Sam Fagone in air. Deron Kaseberg was an honorable mention pick in air. Kaseberg was the Cadets' top point producer in standard and air at the NRAs; he took sixth in air with a 547 and turned in a 524 to place tenth in standard. Reinstedt had the best individual performance, finishing third in free with a 517.

Rifle — Coach Ken Hamill's riflemen copped three championships and took sixth at the NCAAs along with posting a 14-4 overall mark. Army captured the West Point Invitational, the NRA Sectionals, and the Mid-Atlantic and Metropolitan Intercollegiate Rifle Conference Championships. The Cadets posted a perfect 22-0 mark in smallbore while finishing 13-0 in air in their first year in the MAAC. Despite bowing to Navy, the Cadets shot school marks in air rifle (1,915) and in composite scoring (7,634). At the NCAA Championships, Army finished fifth in smallbore (4,572) and sixth in air (1,522) to show an overall sixth-place composite of 6,094. In the individual competition, Gordon Taras and Randy Powell ranked 14th and 16th, respectively, in smallbore, while in air Alex Aimette tied for eleventh and Powell tied for 25th.

Receiving all-America recognition were Taras and Powell in both smallbore (first team) and air (second team). It is the second-straight year Taras was named to the first team in smallbore and the first time for Powell, although both have been singled out three times for either second team or honorable mention honors in air rifle.



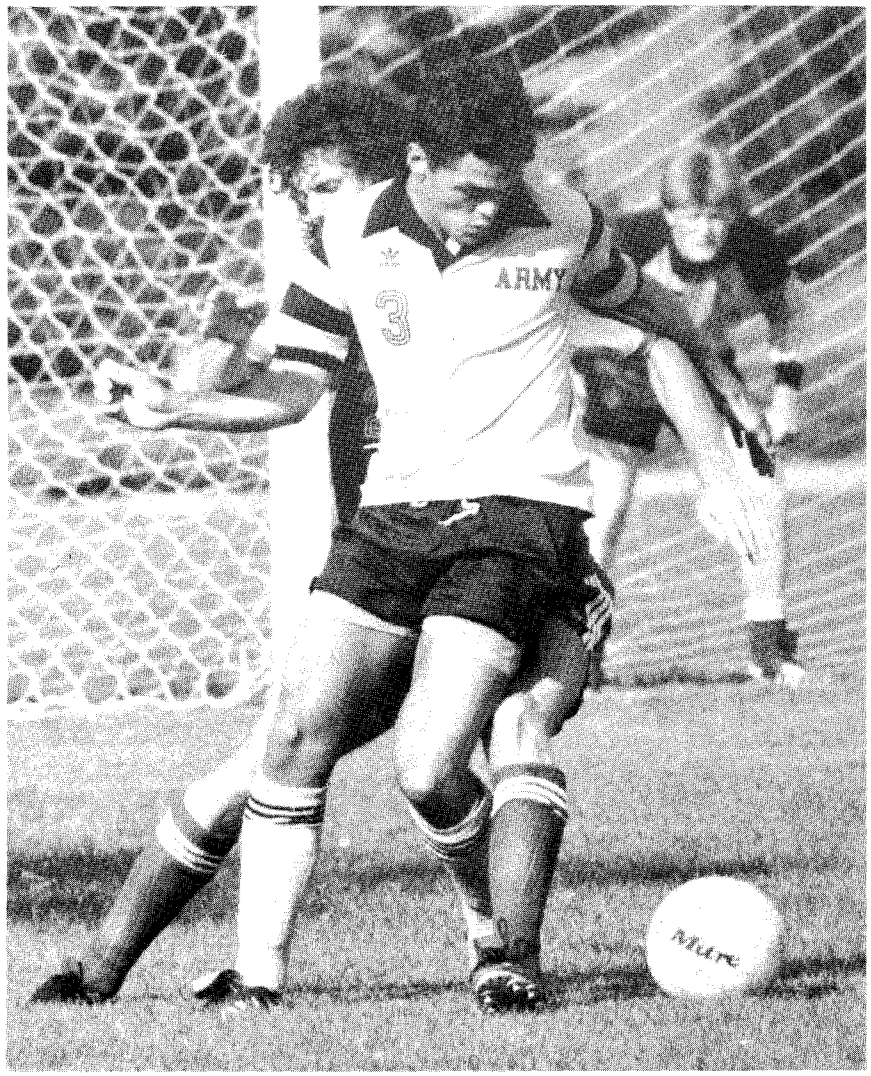
John Nalan



Gordon Taras

Men's Soccer — The booters placed second in the MAAC with a 6-1 record while showing an overall mark of 10-7. During the season, the Cadets defeated 17th ranked Rutgers, 4-2, and stunned George Mason, 1-0, which later received an NCAA bid after finishing first with an unbeaten (5-0-2) mark in the Colonial Conference. Army also defeated St. Peter's 8-0 in league play. This was the most points scored by the Cadets since they defeated Seton Hall with nine, back in 1974.

Sean Mitchiner led the MAAC in scoring with 34 points, while David Robinson was named "Co-Rookie of the League" along with Jim Rooney of Fordham. Both Mitchiner and Robinson were named to the all-MAAC first team along with Aaron Kuzemka and Paul Bento. It was the second time that Mitchiner was named to the first team.



Sean Mitchiner in action

Robinson finished third overall in the conference scoring with 31 points and led the MAAC in assists with 13. Mitchiner and Robinson were also selected to the all-New York State Division I first team. Named to the Academic all-MAAC team were Jim O'Dea and Kurt Hoernline, while O'Dea was one of four recipients to receive the MAAC Scholar-Athlete Award, a $1,000 post-graduate scholarship.

Women's Soccer — The women's soccer team closed out its first varsity season at 9-6-3. The lady booters, ranked as high as 10th in New York State, won their first four games and showed a 5-1 mark after six. The Lady Knights outscored their opponents by a 47-26 margin during the season and along the way posted seven shutouts. Striker Julie Signorelli led the team in all three categories - scoring (37), goals (15), and assists (7). In the net, Kim Knur made 160 saves and allowed just 26 goals.

150-Pound Football — A late Navy rally in the season finale forced Army to share the Eastern Lightweight League Championship with the Middies and Cornell. It was the second time in three years that the three schools tied for the title. Army posted a 4-1 league mark while compiling an overall 5-2 mark. Twenty-one Cadets were named to the all-League team, including eight first-team selections: split end Ron Lewis, offensive guard Tim Currier, center Jim Santucci, fullback Frank Maresco, punter Shea Doane, defensive end Steve Parker, defensive tackle Dave Ray, and defensive back Joe Davis. Lewis topped the team with 18 receptions for 417 yards and three touchdowns. Maresco led the ground attack piling up 358 yards on 86 carries while scoring a team-high six touchdowns. Doane, who was also a second team all-League selection as a place kicker, had a 36.8 yard punting average on 33 attempts and was second in scoring with 31 points, converting 22 of 23 points after touchdown attempts along with three field goals.

Golf — The Army linksmen stretched their dual-meet winning skein to 21 straight, dating back to 1984, for their third-straight undefeated season. Dave Duffy led the Cadets to their sixth straight MAAC title and set a personal record when he became the MAAC's first two-time winner. (He also had won in 1985.) The team defended its title at the Metropolitan Golf Association tournament and also later took the measure of Navy for the fourth-straight year. In the fall, the Cadets qualified for the ECAC Championships, marking their fifth-consecutive year of participation. In the qualification round, Randy Chavez captured medalist honors.

Duffy led the way in post-season honors by being selected to the Academic all-America team by the Golf Coaches Association of America for the second-straight year. He was named to the all-Conference (MAAC) team for the third-straight year and to the NCAA District II team. Rob Kewley was named to the MAAC all-Conference and all-Academic teams. Chavez repeated on the NCAA all-District and all-East teams and was an all-Conference pick as well. Bill Fuller, Tim Ertmer, and Dave Williams were all-Conference selections, while Fuller was also named to the all-District team.

Squash — The squash team, which put together a late-season, four-match winning streak taking five of its last eight matches, won one more match than a year ago in finishing at 9-10. Robert Fancher led the team with a 10-9 record, while Gunter Seeger carved out a 6-6 slate.

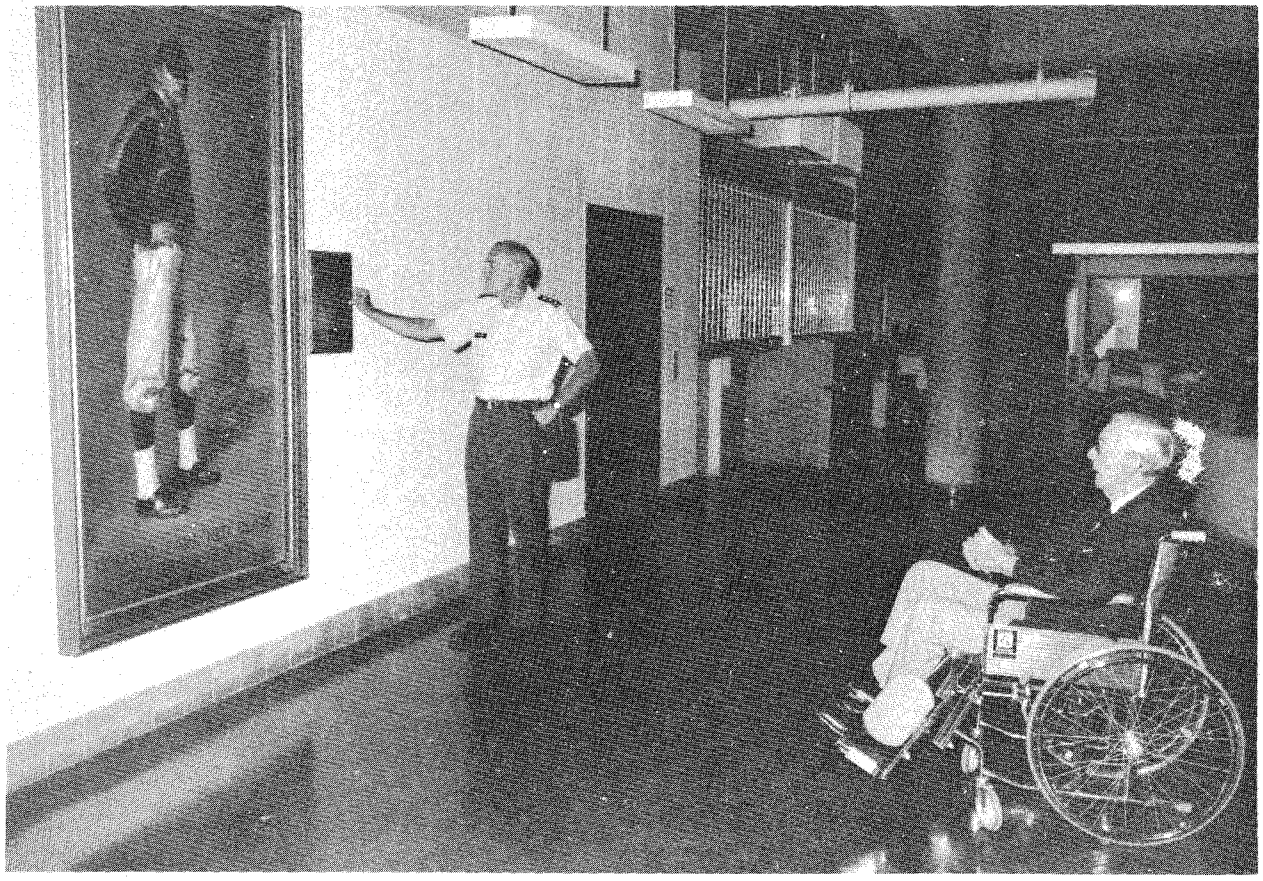
Men's Tennis — Coach Bob Detrich's netmen registered their best showing against Navy in four years despite falling by a 6-3 count. The Cadets posted a 13-17 record during the combined fall and spring seasons. The netters, who carved out a 4-2 mark in the fall, also won their third MAAC tennis title, their first since 1982. Winning singles titles were Jeff Vezeau (No. 3), Fred Krawchuk (No. 4), and Gregg Schuliger (No. 5). The doubles competition was rained out, but Army had two tandems reach the unplayed finals - Vezeau and Kevin Lemke at No. 2 and Todd Ramsey and Kendall Sheets at No. 3. In the spring, Vezeau posted the top mark in singles in registering a 14-10 mark between the No. 4/5 slots, while overall compiling an 18-12 record during the split season. Schuliger and Sheets combined for the top mark in doubles in the spring, claiming an 11-8 record in alternating between the No. 2 and 3 positions.

Women's Tennis — The lady netters improved on their 3-8 fall mark by capturing five of their final seven matches in the spring to complete the season just one shy of a .500 season, finishing at 6-7. In the fall, Army took third at the MAAC Championships and had two players reach the finals before bowing. Tanja Shipman finished runnerup at No. 1 singles as did Aimee Lenz at No. 2, while Poly Tsigounis reached the consolation finals at No. 6. Lenz (No. 4) and Julie Hiebert (No. 6) won singles titles at the Metropolitan Collegiate Tennis Conference Championships. For the season, Lisa Haylett posted the best mark in singles in compiling a 9-4 mark between No. 3/4.

At the close of the season, two basketball standouts who literally rewrote their team's record books this season — Kevin Houston and Laurie Goetz — each received the Army Athletic Association Trophy for "the most valuable service to intercollegiate athletics during a career as a cadet." Both were third team all-America selections this year — Houston by the National Association of Basketball Coaches and Goetz by the American Women's Sports Federation. Houston, who started in all 113 games since his arrival at West Point in 1983, had a senior season that only dreams are made of and set a host of national, conference, and Academy records, the most notable being scoring marks on game, season, and career levels. Goetz, one of a dozen players named to the College Division II all-America third team, completed her Army career as the second leading scorer in Lady Knight history with 1,331 points.

Receiving Army Athletic Association Special Awards "for outstanding achievements and exemplary leadership in athletic competition" were John VanSant in men's swimming, Paul DeGironimo in hockey, and Clare Hramiec in swimming. VanSant, this past April, became the first Army men's swimmer to win an NCAA title, Hramiec earned all-America recognition six times, and DeGironimo was a starting goalie on the hockey team for three years.

Nine senior athletes received the Eastern College Athletic Conference (ECAC) Merit Medal "for excellence in athletics and scholarship." Those nine included Jim O'Dea in men's soccer, Tim McGuire in football, Dave Duffy in golf, Dave McCormick in wrestling, Clare Hramiec in women's swimming, Kathy Pierce in women's swimming, Lisa Bauer in women's softball, Gordon Taras in rifle, and Matt Wilson in hockey.



Superintendent shows Red Blaik portrait to Mr. Blaik in September 1987.

Finally, one Army sports landmark was eliminated from the grounds of West Point and another was added. The home of Army hockey for 55 years, Smith Rink, was torn down by the 528th Engineer Detachment in 1986 and a parking lot was put in its place. On the other hand, the new home for Army hockey, the Multi-Purpose Sports Facility added a commemoration of one of Army's sports legends - Red Blaik - when a portrait of the Army coach was unveiled during ceremonies after the Army victory over Air Force in November 1986. Although Coach Blaik was unable to attend the ceremonies, Doc Blanchard, Glen Davis, and other members of the undefeated 1944, 1945, and 1946 Army teams participated in the dedication.

FOOTNOTE

[1]The 39 points scored by Laurie Goetz were recorded in Army's 113-49 trouncing of Brooklyn College. She shot 73 percent from the floor (19 of 26) and sank one foul shot. This performance broke Melody Smith's previous Academy record of 17 field goals and two foul shots for 36 points in 1982.

2002 PROJECT

In September 1986, Lieutenant General Dave R. Palmer, USMA Superintendent, undertook a major strategic planning initiative, known as "Project 2002." The year 2002 was chosen not only because it will be the Academy's bicentennial, but also because it will be the midpoint in the 30-year Army career for the Class of 1987, the first class to graduate under General Palmer's Superintendency. The Superintendent's intent was to develop a clear institutional view of the future directions of the Military Academy. This strategic plan would consist, eventually, of eight concept papers, of which three were completed during the 1986-87 Academic Year. These three were a statement of purpose; a review of the Academy's mission statement; and a description of the West Point experience.

General Palmer believed that he had the opportunity to undertake a project of this dimension because of the significant contributions made by his two immediate predecessors: Lieutenant Generals Andrew J. Goodpaster and Willard W. Scott, Jr. General Goodpaster's task had been the recovery of the institution from the traumatic honor scandal of 1976; General Scott's, to restore the institution's confidence and self-esteem. Because of their success, General Palmer was free to concentrate on the directions the institution should take in the future.

Phase one of the overall 2002 effort, which took the bulk of the academic year, was to "cast a wide net" to tap the views, insights, and perspectives of "significant others" (many of whom were outside the confines of the Academy proper).

Requests for input were sent to a wide array of notable individuals within and outside the Academy community. Among the respondents were the Chairman of the Board of Visitors who responded at the Board's annual meeting in December 1986; the Executive Director of the Board of Trustees of the Association of Graduates, who established a committee under General Goodpaster and provided a report in March 1987; and the General Committee of the Academic Board, which responded through the Dean in February 1987.

All living Superintendents were contacted for their responses and most offered worthwhile insights.

The three generals who originally directed the three committees that comprised the 1977 West Point Study Group — Major General (Retired) Hillman Dickinson, Major General (Retired) Jack V. MackMull, and General (Retired) Jack N. Merritt — were invited to visit the Academy, to focus on their original areas of concern some 10 years ago, and to provide an appraisal of the progress over the past decade. Merritt and MackMull came during early 1987 and provided appraisals for the Superintendent; Dickinson was physically unable to attend, but received briefings and provided a response.

Mr. Art Sussman, Executive Director of the 1976 Borman Commission; General (Retired) Roscoe Robinson, who headed the 1984 Disciplinary Review Committee; and Lieutenant General (Retired) Richard Trefry, who had been heavily involved in DA's response to the cheating incident in 1976, had served as the Army's Inspector General, and had twice directed comprehensive West Point inspections, all came and provided comments.

The point of bringing these past critics and reviewers to West Point was to ask them whether the problems they had seen a decade earlier were now resolved — whether the institution could not "close the door" on those past difficulties and, instead, direct its attention to the future. In every case, the answer was "Yes!"

To undertake the next step, the "Top Team" was formed, comprised of the Superintendent, the Chief of Staff, the Dean, the Commandant, the Director of Intercollegiate Athletics, the Director of Admissions, the Director of Resource Management, the Director of Engineering and Housing, the Director of Alumni Affairs, and the Special Assistant to the Superintendent for Policy and Planning, the latter of whom had been serving as a focal point for the entire 2002 effort.

Under General Goodpaster, the effort to draft fundamental concept papers proceeded from the particulars to the general; however, the efforts to integrate the several concept papers which he developed were not successful. Recognizing that he and his staff had no greater wisdom than that of General Goodpaster, General Palmer chose to proceed from the most general -- the statement of purpose — to the particulars — the concepts that would flow out of the purpose.

The Top Team then prepared a one sentence statement of purpose, prepared in view of the history of West Point and attempting to summarize the nation's reason for founding West Point and for sustaining it for nearly 200 years.

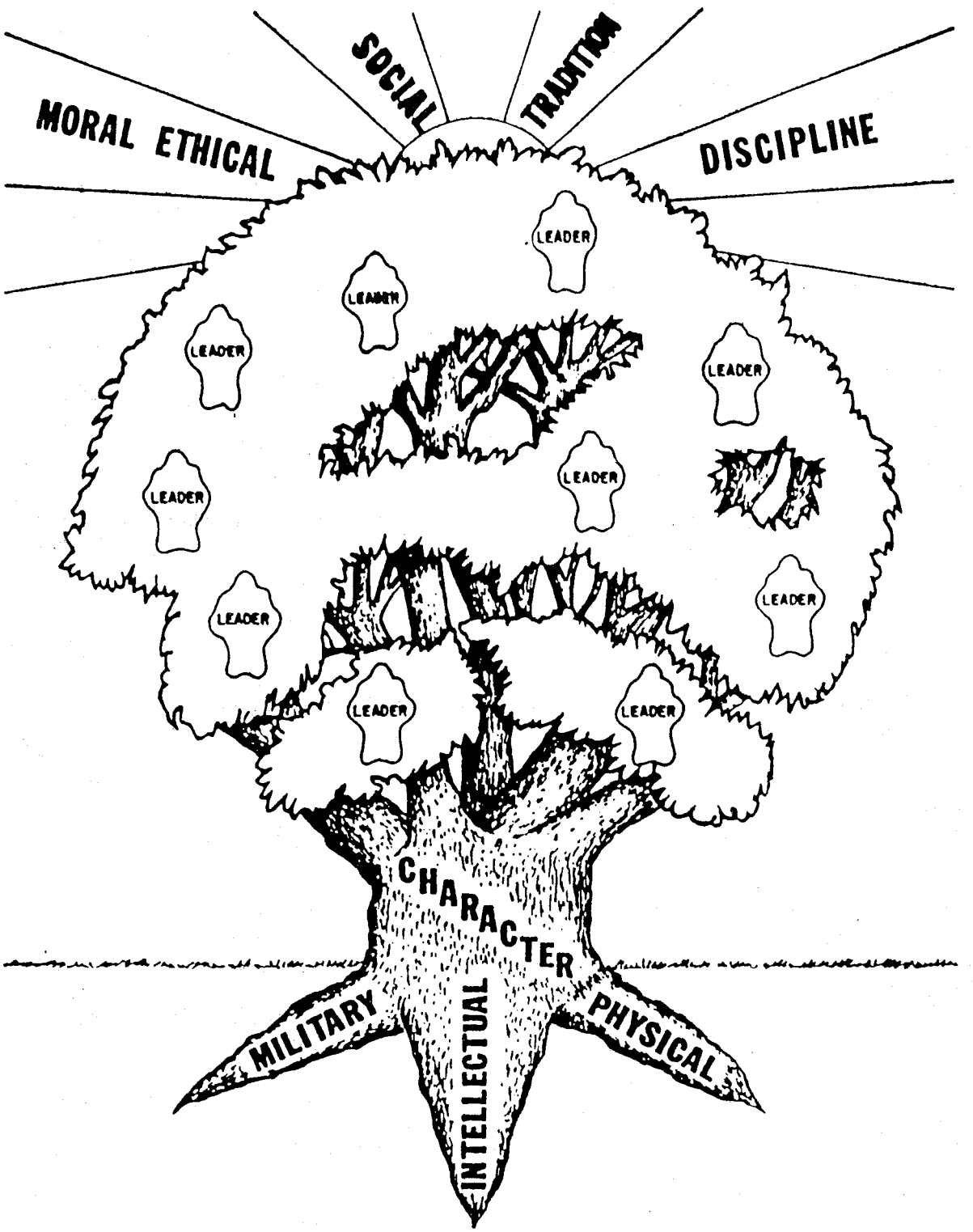
The **PURPOSE** of the United States Military Academy is

> **To provide the nation with leaders of character who serve the common defense.**

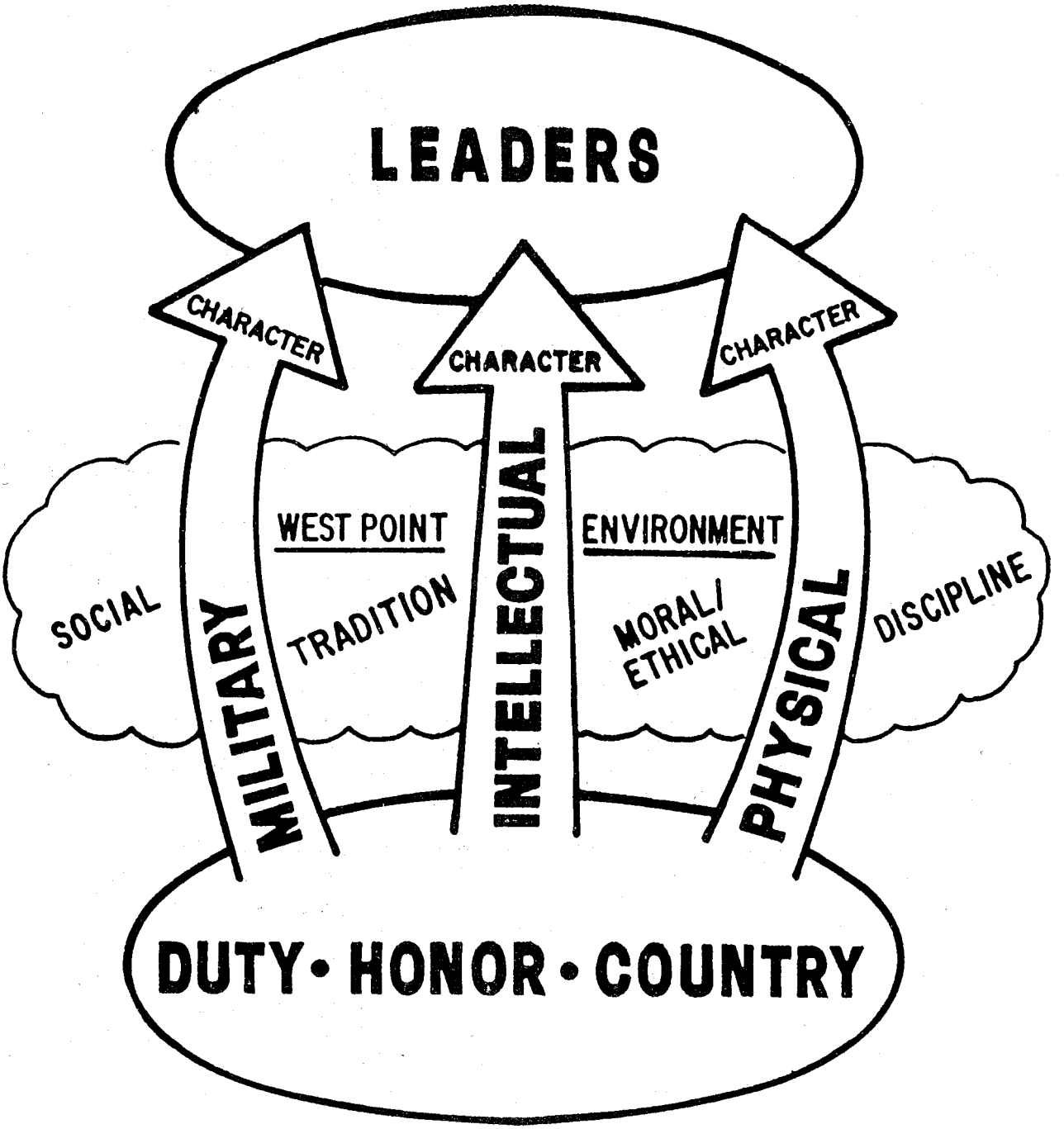
As an additional approach to integrating the developmental concepts, the Superintendent and Top Team designed two pictures (on pages 116 and 117) to illustrate the West Point Experience graphically.

The pictures suggest symbolically that USMA's purpose is to produce leaders of character, starting with the foundation principles of Duty, Honor, Country and following three major developmental paths — academic, military/professional, and athletic. Each path has organizational elements supporting and allocated to it, and has a character-development component within it. For instance, officer instructors provide discipline and a moral/ethical environment within an intellectual development stem. Character development at USMA is an integral part of all three Academy aspects. The Superintendent removed the moral/ethical, social, and duty concepts of General Goodpaster, contending they characterize the West Point environment within which development occurs. These pictures serve as a conceptualization of the entire "West Point Experience" which is discussed on page 119.

Another major action was to revise the mission statement. This action provided an opportunity to clear up existing, ungrammatical aspects in the document and ensure that it was sufficiently all encompassing to denote the vital role of the institution. The major grammatical problem was the use of the term "inspire" with intellectual and leadership development when it is more appropriately related to other aspects of the statement.



DUTY • HONOR • COUNTRY


LEADERS
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MORAL/
ETHICAL
DISCIPLINE
DUTY • HONOR • COUNTRY

MISSION of the United States Military Academy (Old)

> **The mission of the United States Military Academy is 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.**

MISSION of the United States Military Academy (New)

> **To educate and train the Corps of Cadets so that each graduate shall have the attributes essential to professional growth as an officer of the Regular Army, and to inspire each to a lifetime of service to the nation.**

The revised mission statement is comprised of two major elements defining short- and long-term reponsibilities. The initial, longer phrase notes the short-term focus; the later phrase ties in the word "inspire" with long-term objectives. It is noteworthy that the phrase "a career...as an officer of the Regular Army" was dropped to signify that even those graduates who leave active Army service short of a full career should be inspired to continue to serve the nation as leaders of character.

Another sketch, called the "road map," was developed by the Superintendent to show how the elements of the strategic plan, as it was developed, were related. The road map (on page 120) specifies a purpose statement (the why), a mission statement (the what), and the West Point Experience (the how), and notes the role of external influences. These preliminary documents were the foundation stones for the strategic planning that continued into the next year.

Following the preparation of these statements, General (Retired) Edward C. Meyer and General (Retired) William R. Richardson reviewed the package in May 1987, prompting some minor modifications and the addition of final elaborative paragraphs explaining the purpose, mission statement, and description of USMA.

Periodically during the process, the Military Academy provided informal updates to the Army Chief of Staff. After the general officers reviewed and provided concurrences in May 1987, the Army Chief of Staff was asked for his formal approval. The official signing of the new mission statement was held on 27 May 1987, in conjunction with graduation activities.

The first phase of 2002, the so-called "casting a wide net," was completed by the end of the academic year. For the future, the Academy will do the work internally. By the end of the academic year, the Top Team, as a distinct entity, was disbanded, and the mission and designation of the Superintendent's Special Assistant for Policy and Planning was revised to become the Superintendent's Assistant for Strategic Planning.

THE WEST POINT EXPERIENCE

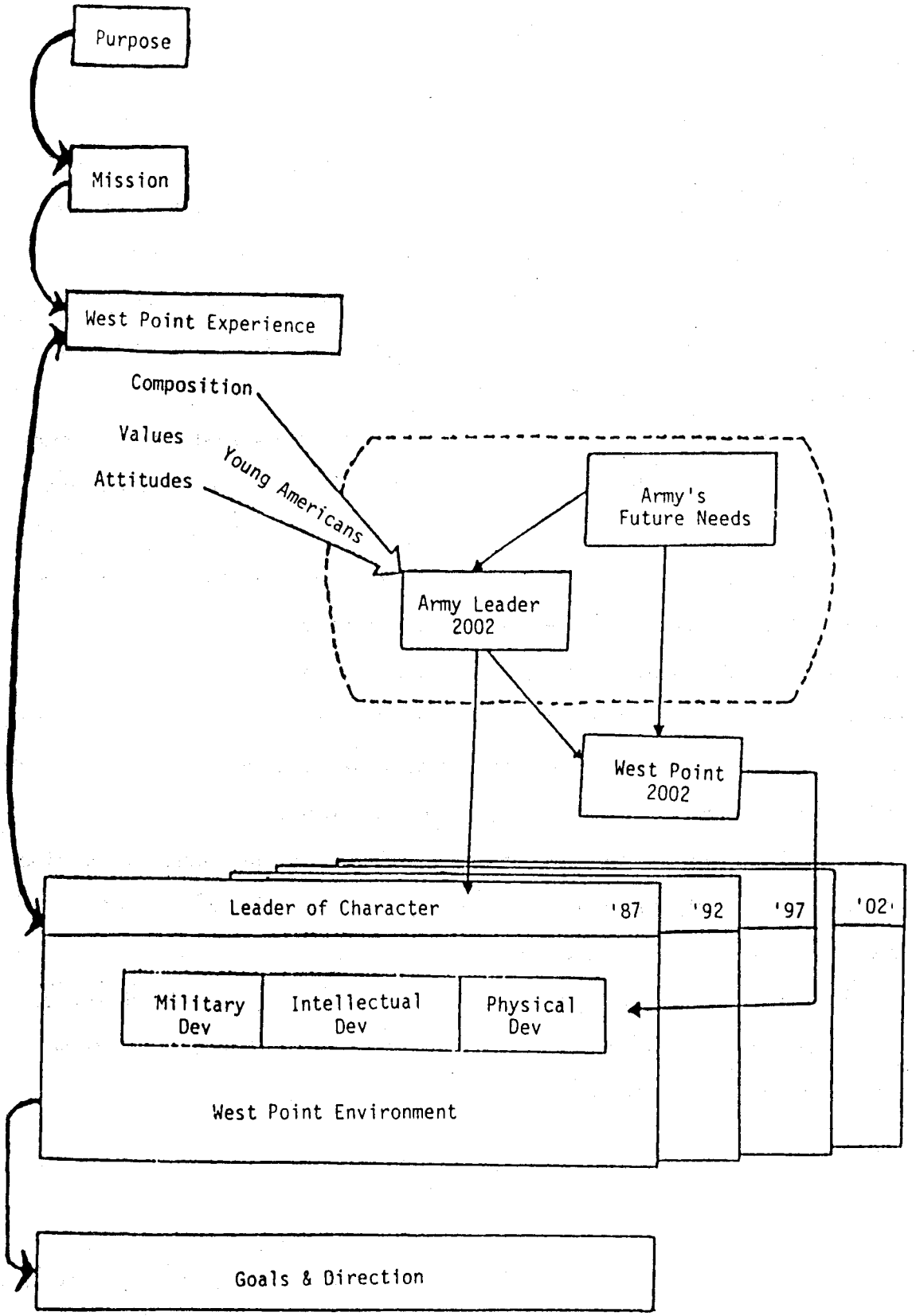
The West Point experience enables the Military Academy to accomplish its mission, and thereby achieve its purpose. This experience, unique to West Point -- and the essence of West Point's uniqueness -- begins at the very moment of arrival for each new cadet. It includes, on that first day, a solemn oath to support the Constitution. Four years later, as the graduate prepares to embark on a lifetime of service to our nation, an oath is again taken -- this time to support and defend the Constitution.

Transformation from eager new cadet to inspired new leader is a complex passage. The compass for this arduous journey is the simple but great moral code -- Duty, Honor, Country. This powerful expression of the ethos of the American soldier shapes from the outset the very fiber of those who undergo the West Point experience. The passage is marked and measured along three distinct but intertwined roads: intellectual, physical, and military development. These roads are required travel for each cadet. Along the way, in an all encompassing and absorbing process, the Academy's spartan life-style and sustaining environment carefully nurture the development of character. Integrity is an imperative. Omnipresent in the environment are: an abiding emphasis on a moral-ethical code, demanding discipline, a proud linkage to tradition, and a climate promoting social growth.

Ultimately this experience, this process of forging and growth, occurring within the West Point environment, produces leaders of character and forms their enduring foundation of dedicated service to country.

18 May 1987

WEST POINT 2002



OPERATIONS, PLANS, AND SECURITY

RANGE CONTROL

The first two meetings of the Range Project Review Committee (RPRC) occurred in early 1987. This Board was established to increase overall Academy coordination and uniformity of efforts in support of range utilization and modernization. This would be realized by creating priority listings of range construction projects, overseeing the development of a USMA five-year Range Development Plan (RDP), ensuring range projects are included in the annual Military Construction, Army (MCA) priority list, and establishing guidelines for the development and use of training areas.

For the first time, in March 1987, a three-member assistance team from the Directorate of Army Ranges and Targets/National Training Center (DART/NTC) of the U.S. Army Training Support Center of Ft. Eustis, Virginia, visited USMA at our request to make an assessment of West Point's ranges. The team was asked to identify range capabilities and limitations; develop recommendations on USMA facilities; provide input for an RDP and respond to specific issues raised by DOPS. The only limitation imposed on their review was the requirement to maintain the existing Academy maneuver space.

The DART team's assessment included recommendations concerning personnel requirements, facility modifications, overall land utilization, mission support requirements, and future range development. Their assessment will be valuable in the development of future planning guidance for the USMA ranges.[1]

In concert with previous arrangements with the Town of Highland Falls, Range 1 continued to be used exclusively for hand grenades.

The DART team and the Training and Doctrine Command (TRADOC) Safety Office of Fort Rucker, Alabama, considered USCC's request for modification of the Range 2 target area (firing fan) and recommended that Mine Torne Road be limited to military traffic when Range 2 is in use. USCC no longer uses Range 2A for summer training; this is being considered as a possible new location for the skeet and trap range (currently located at Range 10). The current location causes an environmental hazard as the lead from the shotgun pellets contaminates a watershed between Stilwell and Popolopen Lakes.

Range 3A is the only range capable of handling M60-machine gun firing. The upgrade of this range to include a SAW/M60 as well as a transition fire range has been deferred until Fiscal Year 1991.[2] The 39-point night fire range, 3B, was used for the first time during Cadet Field Training (CFT) in 1987. This course was added to the existing 65-point zero range and maintained the same target area.

Ranges 4A, 4C, and 4D continue to be used for M16-rifle zeroing, grenade launchers, and LAW subcalibre firing, respectively. The 30-point turning-target pistol range at 4B was completed in June 1987. The conversion of the 20-lane, record-fire Range 5 into a Remote Engagement Target System (RETS) modified record fire range was deferred until FY 1989. A major electrical fire in March 1987 rendered the range inoperable until it was refurbished for CFT 87 in June.

The target frames on Range 8, the known-distance range, were expanded from a four-foot to a six-foot width, thus enabling better spotting of missed shots.

The DART team recommended discontinuing use of Range 9 for demolitions training due to safety considerations (it is too close to Route 293) and to make that land available for use as maneuver space for cadets and reserve units. The team advised constructing new ranges only in the central impact area (northeast of Mine Torne Road and southwest of Route 293) in order to avoid creating new danger/impact areas. Sites near Cranberry Pond and Bare Rock Mountain are being examined as the possible location of the new demolition range. However, it was still necessary to use Range 9 in CFT 87.

The Nuclear, Biological, Chemical (NBC) training facility scheduled to be built at observation post (OP) Charlie during Fiscal Year 1992 was deleted by the RPRC at the behest of USCC and Department of Military Instruction (DMI) when it was recognized that it was not required. A USCC request to seek maneuver rights to Palisades Interstate Park property south of USMA but north of US 6 from 31 May to 15 August annually was approved by the Superintendent on 29 May 1987.

The location of the new Ammunition Supply Point (ASP) was discussed at both RPRC meetings. The preferred site is north of Range 2, where the Directorate of Engineering and Housing (DEH) has done some preliminary digging. Coordination is still to be made with USCC on ammunition quantities, with the Directorate of Logistics (DLOG) on dispersal requirements, and with the DA Explosive Ordnance Safety Board for final approval.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in Cadet exchange programs with 33 foreign nations during 1987. The Philippines, Haiti, and El Salvador 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 occur during the summer leave periods. The visits 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, Federal Republic of Germany, and the People's Republic of China. The competition for Cadet selection in the program is highly competitive and is based on Military Development Index Cumulative (MDIC) scores and, in most cases, demonstrated fluency in the language of the country to be visited.

During the calendar year, 92 Cadets from 29 foreign military academies were hosted by USMA and 109 USMA Cadets visited 29 foreign countries and the U.S. Army Russian Language Institute. West Point hosted cadets from 15 Latin American countries and Belgium, France, Great Britain, Federal Republic of Germany, Greece, the Netherlands, Portugal, Spain, Morocco, Jordan, Saudi Arabia, Australia, Korea, and Japan. West Point Cadets visited 15 Latin American countries and Austria, Belgium, France, Federal Republic of Germany, Portugal, Spain, Morocco, Jordan, Saudi Arabia, Australia, Korea, Japan, People's Republic of China, and Taiwan.

In May, 1987, the Director of Operations, Plans, and Security (DOPS) submitted a proposal to the USMA Policy Board to return the administration of the Foreign Academy Exchange Program (FAEP) to the United States Corps of Cadets (USCC). Prior to 1985, FAEP had been under USCC control for 22 years. DOPS was assigned proponency of the program in 1985 to satisfy the perception that the program needed to be assigned to a staff element to ensure effective coordination among the various elements at West Point and HQDA. Since that time, coordination with HQDA has been streamlined, but internal

coordination has been degraded. The primary reason for this was the false assumption that DOPS could manage the program without actually controlling the most critical assets, i.e., the cadets and their training schedule. As proposed, DOPS would retain staff proponency, but the day-to-day operation of the program would be returned to USCC. By the end of the reporting period, a final decision was held in abeyance pending a review of the entire program.

RESERVE COMPONENT SUPPORT

In 1984, an Active Guard Reserve (AGR) position, the Coordinator of Reserve Component Support (CRCS), was established within the Directorate of Operations, Plans, and Security (DOPS).

Over the past three years, the Individual Mobilization Augmentee (IMA) Program was increased from 43 officer positions up to the rank of colonel to 63 enlisted and officer positions from the lowest grade to colonel. The Individual Ready Reserve (IRR) Counterpart Training Program, has seen an even more dramatic increase in utilization - from only 12 officer or enlisted soldiers training for 293 man-days in Fiscal Year 1984 to 119 officer or enlisted soldiers serving in over half of the USMA Major Activity Directorates for 1,899 man-days. This expansion has permitted more individual reservists to train to Army standards, support cadet training requirements, and complete valuable mission-related projects that contribute to readiness, enabling the Academy to fulfill its mission more efficiently.

The CRCS coordinates all annual and modual annual training support at USMA and serves as the Site Chief Evaluator for four to five units conducting training here annually; supervises a Cadet Volunteer Summer Training (VST) Program with the New York National Guard and Empire State Military Academy; coordinates reserve-component aviation support for the Cadet Helicopter Orientation Program conducted during Cadet Basic Training (CBT) and Air Assault Training provided by Army National Guard assets during Cadet Field Training (CFT), and, finally, coordinates the support of six Military Police (MP) companies, augmenting the USMA MP Company's traffic control for home football games.

MUSEUM

The New Facility

Throughout the 1986-87 Academic Year, the West Point Museum staff concentrated on the preparation for the move to Olmsted Hall programmed for the Summer of 1988. The Olmsted Hall facility, located at the New South Post area and renovated as part of the Phase IA Academic Expansion Program at West Point, was partially gutted to permit sufficient modification and meet Museum design standards. Funds from the Olmsted Foundation will provide significant enhancement to the building, the most important of which are necessary protective fire and environmental systems and the design and installation of the six museum galleries.

The West Point Museum staff outlined all exhibition galleries in concept and provided draft artifact selections for each. The proposed major divisions within the building are: History of Weapons (both large and small), History of West Point to include the Corps of Cadets, History of Warfare in support of the Department of History curriculum, History of American Wars, and History of the U.S. Army.

The $2 million contract for design/fabrication of the Museum galleries was prepared and issued for bid during the year, drawing the interest of five nationally-known design firms.

Academic Support

Despite the Museum's rather unique demands this past year, the staff continued to support the academic curriculum through the loan of approximately 1,200 museum artifacts to the Department of History. In support of academic instruction, the Museum provided over 180 grouped loans to cadets and officers for classroom instruction totaling over 1,000 artifacts used in support of academics during the past year.

Museum Development

Some 150 artifacts were presented to the West Point Museum as gifts. Among the most significant of these gifts were a statuette of the "Three Servicemen" Vietnam Memorial from Mr. Frederick Hart who sculpted the actual statue in Washington, D.C.; one of the initial "intra-service" M-9 pistols, recently designed for all U.S. military services; the most comprehensive collection of Henry H. Ogden drawings in a public collection, illustrating military personalities and events; the bugle which sounded the "charge" at San Juan Hill during the Spanish-American War; and a flight suit from Astronaut Frank Borman (USMA Class of 1950).[3]

The Museum received, from the Association of Graduates, funding to purchase one of the first Model 1849 contract knives manufactured for the U.S. Army. The knife is an extremely rare artifact with educational value to the cadets in their study of weapons history.

The Class of 1932 completed its 50th Reunion gift when the "West Point Museum Guide to the Collections" was dedicated and published. The guide is the first illustrated publication of the Museum's most valued artifacts including over 175 illustrations, 48 in color. Over 6,000 guides were published at a class project cost of nearly $100,000. The guide received national recognition from the American Association of Museums which awarded the publication an Award of Merit for the quality of its design and layout.

The Museum hosted over 253,000 visitors, a slight decline from the previous year. The general mix of individuals, school children, senior citizens, cadets, and visitors from all around the world, continues to mark the West Point Museum as one of the most popular indoor visitor sites at the Military Academy.

The Museum continued to operate Fort Putnam although at reduced schedules due to the impact of overall budget cutbacks from the Gramm-Rudman-Hollings Act. The Fort received an estimated 50,000 visitors, an increase over the previous year and is now used by the Department of History in the development of its Staff Ride program for cadets and visiting officers.

Personnel

Mr. Richard E. Kuehne, Director of the West Point Museum since 1965, retired on 30 October 1986. During his tenure, the Museum moved from what is now called the Thayer Award Room in the Headquarters Building (600) to a large, two-floor location in Thayer Hall (Building 601). The Museum expanded from a room of flags, antiques, and

historical art to a repository for weaponry and artifacts of war. Mr. Kuehne supported the proposed movement of the Museum to New South Post as an opportunity to enhance the quality and educational value of the facility. He argued that even though its access by Academy personnel might decline slightly, the educational value for those who do visit the Museum was a more important consideration.

He was succeeded by Mr. Michael E. Moss, who officially became director in December 1986. Mr. Moss graduated from Ohio State University and attended graduate school at Case Western Reserve. He previously worked at the Cleveland Museum of Art, served as an intern at the Metropolitan Museum of Art in New York City, and was employed as a curator assistant at the Toledo Museum of Art before arriving at West Point in 1975 to serve as Curator of Art.

CONSTITUTION ISLAND

At the direction of the Superintendent, a study was begun in September 1986 by Lieutenant Colonel F. Edward Schwabe, Assistant Director of Operations, Plans, and Security, to determine ways to incorporate Constitution Island more fully into the educational and recreational development of cadets. In recommending ways to enhance the usage of the island, the need to balance cadet usage with the requirement to preserve the Island's natural setting and Revolutionary remains was foremost.

Three separate acts of vandalism occurring during October and November involving trespassing, a break-in of the Warner House and a break-in of the old caretaker's house reinforced the need for a resident custodian on the island. In December, as a result of these incidents and in response to a long history of vandalism on the island, the Superintendent directed the establishment of a year-round resident custodian. A custodian was hired from among 24 applicants in February, 1987, and in the same month, a 65-foot housetrailer was airlifted by helicopter from north dock to the island to serve as temporary quarters. The movement was accomplished with the assistance of a "flying crane", the CH 54, from the 208th Heavy Airlift Company stationed at Bradley Field, Connecticut.

In April 1987, the Superintendent approved a series of recommendations which incorporated Constitution Island under the organizational framework of the West Point Museum, established a routine shuttle boat service for Cadets and guests during weekends and holidays, and provided for recreational use including picnicking, hiking, and limited camping. Additionally, every member of the Class of 1991 will tour the island during their Cadet Basic Training in 1987. The Constitution Island custodian will monitor and supervise cadet usage of the island and provide for the maintenance and security of federal property and its historic sites. Efforts are underway to solicit donor funds for the construction of a permanent residence for the custodian on the island.

USMA BAND

The United States Military Academy Band provided musical support for 1,604 commitments on and off post during the 1986-87 Academic Year. The number of direct cadet support missions increased slightly primarily due to USCC meal formations, drills, and ceremonies.

In addition to normal musical support provided to military and civilian communities, elements of the Band contributed to numerous noteworthy events. The Band presented a

concert celebrating the 25th Anniversary of the New York Power Authority Niagara Falls facility at Niagara Falls in July, provided musical support for the televised opening of the Empire State Games in Buffalo, New York, in August, and that same month, the Field Music Group performed at the American Bar Association (ABA) ceremony held on Liberty Island honoring the Statue of Liberty and later, along with the Concert Band, provided music for the opening ceremony in Radio City Music Hall for the annual ABA General Meeting.

A concert for the Ellis Island Medal of Honor Ceremony in October and a special Veteran's Day and 350th Anniversary of Springfield, Massachusetts, concert in November highlighted the special outside performances in the fall.

In the spring, the U.S. Army's Recruiting Battalion at San Francisco, California, funded a two-week West Coast tour by the Highlands Brass Quintet, which later, with the addition of a euphonium player, presented a performance and lecture for the National Music Teachers of America Concert in New York City in March. Finally, the Concert Band/Field Music Detachment performed concerts in Scranton, Pennsylvania, on Armed Forces Day in May, and a Flag Day concert in Norwalk, Connecticut in June.

FOOTNOTES

[1]Report, ATRC-RTR, COL Walter C. Zaremba, Subject: U.S. Army Training Support Center Assistance Visit to the United States Military Academy, 10-13 March 1987, 24 Mar 87.

[2]A transition firing range is rated between the familiarization and qualification levels.

[3]Henry H. Ogden has been called the father of the documentation of American military illustrations.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1987 of $275.8 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.

This is a $26.7 million (or 11 percent increase) over FY 86.[1] Nearly 90 percent of the increase came from three sources. More than half ($14.6 million) of the entire increase came from additional expenditures in the area of "supplies and equipment" and the increased number and value of maintenance and repair (M&R) contracts. The other major increases came in "military pay and allowance" ($4.5 million) and NAF ($4.3 million). There was a 6.7 percent increase in the total cost of military pay and allowances and a 17 percent NAF increase over the previous fiscal year. Half of the NAF increase resulted from substantial sales of personal computers to the cadets and Academy staff and faculty at the Cadet Book Store; the remainder came from increased receipts at the Thayer Hotel due to expanded occupancy rates and food sales, as well as to additional Army Athletic Association (AAA) ticket sales.

The Military Academy again had a highly-successful Year-End Close-Out in FY 87 by obligating 99.9 percent of our Operation and Maintenance, Army (OMA) and 99.8 percent of our Army Family Housing (AFH) budgets. This represents a combined execution of $131 million. During year-end closeout, $6.3 million in unfinanced requirements (UFRs) were funded. In September, Headquarters, Department of the Army (HQDA) provided $4.6 million for laboratory equipment and maintenance and repair projects. This, combined with internal reprogramming of $1.7 million, enabled USMA to fund a number of essential needs during year-end closeout. Among these were various previously-deferred M&R projects, barracks and dayroom furnishings, a barge of fuel oil, cadet battle dress uniforms (BDUs), and microcomputers for the faculty and elements of the installation staff.

The second edition of the monograph, In the Lead, was published documenting 139 faculty and cadet research efforts in support of Army and Defense initiatives for the 1986-87 Academic Year. The number of abstracts in this edition is double the number in the previous year's edition, but is still not all-inclusive of the research that is accomplished by the interaction between West Point's educational programs and the Army at large. The research described includes such diverse fields as: testing of weapon materials and weapon systems, development of improved weapon components, computer modeling and software development for combat and engineering purposes, engineering and environmental projects, investigations in soldier performance and health, and studies in international relations and security. The cadet research was accomplished mainly through the Volunteer Summer Training (VST) programs at a variety of laboratories and research centers. As before, the monograph will be distributed to general officers and interested personnel at HQDA, to Army commanders, and to some candidates for admission to USMA.

Uncertainties about the availability of OPA funding, for both automation and base-level commercial equipment, are causing concern about our ability to acquire the academic laboratory equipment needed to replace worn-out and outdated equipment and to equip the laboratories created by the Academic Modernization Plan which were funded by the Military Construction, Army (MCA) program. Requirements exist also for additional automation equipment to support other academic efforts: for minicomputers to provide network service critical to cadet automation, for a network control center, and for USMA library automation augmentation. These requirements are vital to the educational

programs already in place at West Point, and any diminution of support causes degradation to the academic program.

Manpower resources authorized USMA by HQDA as of 30 September 1987, totaled 3,248. This is a net decrease of 101 spaces (or three percent) from the total authorized on 30 September 1986 and a decline of 453 spaces (or 12 percent) since 30 September 1983.

	30 Sep 86	30 Sep 87	Net Change
Officer (and Warrant Officer)	766	756	- 10
Enlisted	551	470	- 81
Civilian Full-Time Permanent	2,032	2,022	- 10
	3,349	3,248	-101

Seven morale, welfare, and recreation (MWR) (43C) officer spaces were eliminated during FY 87 completing the FY 85-88 military MWR action. The inactivation of the 528th Engineer Detachment represented a loss of another two officers, one warrant officer, and 75 enlisted soldiers. Efforts were undertaken early in FY 87 through the DCSOPS community to offset the reduction. The elimination of military engineers would severely restrict the Military Academy's ability to satisfy normal maintenance requirements while our Directorate of Engineering and Housing concentrates on critical academic facilities modernization projects. Ultimately, DA restored one officer and 41 enlisted spaces to create a USMA engineer platoon, but this restoration did not occur formally before the end of FY 87.

A DA initiative to reduce table of distribution and allowance (TDA) enlisted cooks gave USMA direct award authority to contract out the Military Academy's two troop dining facilities. Accordingly, the function was contracted out with a resulting reduction in the food service MOS (94B) of 12 enlisted personnel in the MP Dining Facility and Headquarters Company Dining Facility.

Out-of-Cycle and Force Integration Analysis (FIA) actions resulted in a recognized requirement to man two additional research cells: the Office of Artificial Intelligence Analysis and Evaluation (OAIAE) and the Army Center for Electromagnetic Science and Technology. Three enlisted spaces were authorized: one for the OAIAE and one each as chaplain's assistants for the new Jewish Chapel and for the previously understaffed Post Chapel. Three other enlisted spaces were temporary additions to compensate for anticipated officer losses.

The ten-space civilian authorization reduction was the result of a May 82 Program Budget Guidance (PBG) end strength reduction. During FY 87, 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 which, in turn, is based on a cumulative work-year total of 2,083 in FY 87.[2] The CELP was closely managed throughout the year and the Academy operated within the approved yearly strength average of 2,118 civilians, as well as within USMA's annual financial target of $52.2 million. Although USMA was unable to meet the DCSPER monthly targets (a one percent average deviation from the specified civilian strength of 2,118), the Academy met the approved yearly average. This figure was 54 spaces, or 2.5 percent below the FY 86 CELP.

A contributing factor in our operating 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 Military Academy is currently conducting three Commercial Activities (CA) cost studies under the Office of Management and Budget (OMB) Circular A-76 (revised) program. The functions being studied are: Base Custodial Services for the academic and public buildings; Supply and Services (warehousing and property control); and Base Real Property Maintenance and Repair and Fixed Plant Operations (i.e., water, sewage, boiler) at West Point. Approximately 515 manpower spaces are represented in the functions under study. The direct conversion to contract operation of the troop dining facilities (military cook positions), initially approved in July 1986, will be implemented effective 1 December 1987. Contracts previously awarded under the CA program which were resolicited during the past fiscal year include the Vehicle Operations and Consolidated Maintenance contract (which resulted in a new contract with Burns & Roe instituted on 1 April 1987) and a contract for Real Property Maintenance and Repair at the Stewart Army Subpost (which should result in a new contract instituted at the start of FY 88).

During FY 87, the Military Academy concentrated on developing a plan for implementing the Model Installation Program and incorporating the Army Suggestion Program under the Director of Resource Management, as prescribed by DA directive. Plans were developed to provide for and promote maximum participation from the USMA community. Focus on these programs, as well as other productivity improvement programs, was given primary emphasis to ensure readiness for full implementation starting in FY 88.

Finally, USMA and nine other test sites were selected to run a two-year test called "Managing the Civilian Workforce to Budget" (MCB) which began at the start of FY 88. This test, an outgrowth of the Army Civilian Personnel Modernization Project, was tasked by the Army Chief of Staff to conduct a detailed review of civilian personnel matters. An objective of the MCB is to increase productivity and efficiency by delegating management authority and fiscal accountability to the lowest practical level. "The MCB concept to be tested by the Army will allow front-line supervisors to assume responsibility and accountability for civilian position classification and operating budgets. While managers will not have to adhere to traditional grade limits and supervisor-to-worker ratios, they will have the added responsibility of managing their own payrolls. Classification specialists in civilian personnel offices who normally are the final authorities on pay grade determinations will serve as job classification advisers."[3]

FOOTNOTES

[1]This increase is based on a total FY 86 budget of $249.1 million instead of the $242.7 which was reported in last year's annual report. No reason for the discrepancy has been uncovered.

[2]This figure is an arithmetic creation of DCSPER which for FY 87, was about 1 2/3 percent below the CELP.

[3]"Sites Chosen for Test of Civilian Personnel Management," Army Times, 31 Aug 87, p. 4.

INFORMATION MANAGEMENT

In 1984, the Army Chief of Staff created the Information Mission Area and the U.S. Army Information Systems Command (USAISC) at Fort Huachuca, Arizona. In compliance with that action, effective September 1986, 31 personnel authorizations, formerly USMA Adjutant General (AG) assets (to include the Print Plant, Mail and Distribution, Central Records, and Forms and Publication Sections) were transferred to USAISC. Further transfer of Director of Information Management (DOIM) assets from the Military Academy to USAISC has been suspended pending a final review of the impact of this action upon the mission accomplishment of the Academy.[1]

AUDIOVISUAL INTRUCTIONAL TECHNOLOGY (AVIT) DIVISION

Audiovisual support and production continued to increase as cost-efficient new equipment replaced older technologies and as new procedures and techniques were applied by AVIT personnel.

The major focus of extraordinary support included the creation of motivational programs in support of cadet development and the first USMA production of a video documentation for an engineer construction project. Although work on motivational programs for cadet development was nothing new, the creation of a visual record of the Academy's pre-proposal presentation to potential bidders for the new museum contract was an innovative approach to an important subject. The videotape enabled all contractors (those present for the initial presentation as well as those who were absent) to have a clearer understanding of all aspects of the contract than could otherwise have been possible.

Using a new mobile television van, these new missions and traditional academic programming have resulted in a full spectrum of television support. Studio productions and remote "on location" work for recruiting, public affairs, and academic support during the past year included commemoration of the 25th Anniversary of General MacArthur's Thayer Award speech, "Duty, Honor, Country"; live telecasts of Distinguished Lecture Series programs; production of the Public Affairs Office's television news series, "Focus on West Point"; creation of a documentary of Lieutenant General Willard W. Scott, Jr.'s Superintendency; promotional materials for all intercollegiate sports and various safety programs; and special focus programs on sexual harassment and AIDS. The Division also supported the Bullion Depository at West Point by videotaping the first U.S. stamping of a gold bullion coin.

New audio systems have been installed on The Plain; in the Black, Gold, and Gray Room in the Cadet Mess; and at Camp Buckner. A completely rebuilt sound system has been installed in the Cadet Mess. New systems have been designed and are scheduled for installation in Thayer Hall South Auditorium, Mahan Hall, Washington Hall, and Bartlett Hall. Major sound, lighting, and presentation system upgrades for Eisenhower Hall are in the engineering design stage.

The Division has also participated extensively in the graphic design of Military Construction Army (MCA) project briefings to include expert technical information on the renovation of classroom, auditorium, and laboratory upgrades for the Academic Modernization Program. Efforts have centered on the design of the facilities and on the selection of new equipment to enhance and upgrade current capabilities.

INFORMATION MANAGEMENT SUPPORT DIVISION

Activation of an AT&T Information System 85 Electronic Switch was completed in August 1986. This upgrade provides modern digital telephone service to USMA including conferencing, alternate trunk routing, automatic callback, call pickup, transfer, and forwarding. The upgrade includes the start of a post-wide transition to touch-tone telephones.

In December 1986, the 7th Signal Command of Fort Ritchie, Maryland, awarded a Commercial Activities (CA) contract to Lear-Siegler, Inc., of Oklahoma City, Oklahoma, for the Administrative Telephone Services at five selected northeast continental United States (CONUS) locations to include USMA. The five-year contract, which went into effect in March 1987, calls for the firm to provide switchboard operations and telephone maintenance.

COMPUTER SYSTEMS DIVISION

The Academy Management System (AMS) was upgraded from the Sperry 1100/12 to the UNISYS 1100/72 computer system during the Summer of 1986.[2] The system now consists of two central processing units, a communication processor, disk subsystems, tape subsystems, and laser printers. The upgraded AMS offers significant improvements in speed and reliability over the previous system. The introduction of laser printer technology has contributed to a marked improvement in the quality of printed items produced by the AMS such as financial reports for the Treasurer and cadet academic transcripts for the Dean.

During the year, the DOIM Information Center (IC) was formed. The Center's initial goal was assisting the Academy microcomputer users and is accomplished through training, user groups, service as the focal point for the evaluation/demonstration of new software and hardware technologies, and providing consulting services and assistance to users. A project to automate cadet leadership evaluation was completed with the fielding of the microcomputer-based Sequential Leadership Development System (SLDS). Early in 1987, the Center was revised into a multi-discipline Information Center. New assets include special visual information (audiovisual) equipment and a functional telephone system to demonstrate special features that are available on the new post telephone exchange.

During the year, a major upgrade in the AMS Database Management System was completed. This system supports the cadet recruitment efforts of the Director of Admissions, the academic tracking efforts of the Dean, and discipline management efforts of the USCC.

The Computer Networking and Systems Software Support Branches played a significant role in the development of functional specifications, evaluation of vendor proposals, and the final award of the contract for the extension of the Local Area Network (LAN) to the Cadet Barracks. The 7th Signal Command of Fort Ritchie, Maryland, assisted USMA in acquiring the Cadet Barracks Local Area Network (CBLAN) by meeting a nearly $500,000 funding shortfall for the contract which was awarded to Rotelcom of Rochester, New York.

The Post Computer Operations Branch (PCOB) was officially accredited for the first time as an Army Standard Information Management System (ASIMS) Data Processing Center in January 1987. This accreditation is required of every data processing facility to ensure that proper security standards are met in the electronic transfer of communication.

The purchase of the small UNISYS System-II located at PCOB was accomplished for use as the main processor of the Customer Integrated Automated Purchasing System (CIAPS) and for distributed processing from the AMS. Concurrently with this action, the CIAPS processing for USMA was transferred from the Defense Mapping Agency (DMA) to West Point. The Academy gained local control, better turn-around time, and improved responsiveness when it became capable of doing its own CIAPS processing. In addition, the Academy saved money by being able to discontinue the use of expensive leased communication lines that had previously been required between West Point and DMA.

FOOTNOTES

[1]The Academy's concern about the ability to maintain high-quality personnel in the remaining DOIM elements was addressed in a letter to the USAISC Commander in March 1987. Ltr, LTG Palmer, USMA Supt, to LTG Paige, USAISC Cdr, 11 Mar 87.

[2]The Sperry Corporation was purchased by Burroughs which was later renamed UNISYS. Thus, the new AMS is basically a more advanced, upgraded system from the same firm that provided the earlier AMS.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

The Military Academy's Thirteenth Annual Retiree Open House was conducted in conjunction with the celebration of Armed Forces Day in May. Invitations were extended to 4,200 retirees, widows, and widowers of all military services who reside in the West Point geographical area of responsibility. Some 1,500 area retirees, dependents, and guests attended the scheduled events held in recognition of their dedicated service to the country. Congressman Benjamin Gilman (R-NY) was the guest speaker. This was one of the better attendances in recent years and is attributable to the participation of the New York State 83rd Infantry Division Historical Society which brought along a dozen period vehicles and to the Temple Hill Association of the New Windsor (New York) Cantonment which put on an overnight Revolutionary War encampment at Daly Field.

In February 1987, installation of the Standard Installation/ Division Personnel System (SIDPERS) 2, Sustaining (Base) Army Network (STARNET) on computer terminals allowed USMA, for the first time, to input personnel transactions directly to the personnel data base, thus eliminating manual paper processing.

In the Spring of 1987, for the eleventh year in a row, the Military Academy received the Fiscal Year 86 HQDA Major Command Reenlistment Award for surpassing all HQDA reenlistment objectives, reenlisting 33 percent more individuals than the objective. In addition, the quality of the West Point reenlistments also exceeded DA's goals. West Point's reenlistments averaged 77 points on the Initial Term Quality Point Average (a composite rating based on education and SQT scores, APFT performance, and honors), compared to the DA objective of 66.

Permanent Change of Station Delay/48-Month Time on Station

In early 1986, the Department of the Army (DA) instituted a policy to delay permanent change of station (PCS) moves. Although seen as a necessary cost cutting measure which could be beneficial to the Army, there were some side effects which could cause serious problems for the Military Academy. In April 1986, the Superintendent, Lieutenant General Willard W. Scott, Jr., informed the Deputy Chief of Staff for Personnel (DCSPER), Lieutenant General Robert M. Elton that the recent decision would result in housing, morale, academic, and even economic dysfunctions at the Military Academy. Pointing out that with the Academy's requisitioning cycle geared to an academic year and the importance of maintaining a rotating faculty, it would be difficult to support the change across-the-board, the Superintendent asked for "exemption from this policy as it affects the rotating faculty."[1] Later in the month, General Elton replied and said that some of the rotating faculty would be moved as an exception to policy to prevent undue overlap or housing problems.[2] Thereafter, USMA's Adjutant General working with Officer Personnel Management Officials at the Military Personnel Center reviewed each officer's situation on a case-by-case basis and gained relief where appropriate.

In January 1987, DCSPER asked the new Superintendent, Lieutenant General Dave R. Palmer, to comment on a new policy, approved by the Chief of Staff of the Army (CSA), to delay PCS moves by increasing the normal time on station (TOS) in the continental United States (CONUS) from 36 to 48 months. He reminded the DCSPER that while the

Academy supported the Army's decision to extend CONUS tours, as the CSA had noted, "considerable flexibility and common sense in implementing the policy" was necessary at West Point. General Palmer noted that since graduate education of instructors and tactical officers is an integral part of the West Point tour, the typical officer would be away from troops for four or five years. "The CSA is correct in his concern that a rigid adherence to the 48-month rule could severely penalize some of the Army's best young officers - or could stifle the flow of such officers to serve here." Recommending that the case-by-case approach be continued again, he noted that "exceptions, based on what is best for the person and the Army, will be coordinated with MILPERCEN early in the person's tenure here - and, in keeping with CSA's guidance, will be liberally granted." Nevertheless, General Palmer noted that "those assigned here without going to graduate school en route can and should be expected to serve four years just as in any other post."[3]

In April 1987, General Palmer sent a memorandum to the staff and faculty on the tour length policy and noted that the Military Academy had been "granted the necessary flexibility to satisfy both institutional requirements and the individual professional development needs of its officers. USMA policy remains that the rotating staff and faculty rotates. The specific tour of duty for officers who arrive from advanced civil schooling will be determined within the first year of duty here, with none remaining more than four years...Direct assignments will normally serve at West Point for four years." The reasons for the policy stated in the memorandum were that "it infuses 'fresh blood' into the staff and faculty, thereby keeping the Academy in touch with the Army...it returns to the Army outstanding officers who have completed a tour at one of the Army's finest professional development centers (and finally) this policy supports a tour equity across the Army....Whenever USMA extends an officer, another officer somewhere in CONUS will be required to rotate early; and the benefits to be derived from a tour at West Point are denied to others....The impetus of an operational extension request must always be the position itself and not its incumbent."[4]

HUMAN RESOURCES DIVISION

Army Community Service (ACS) greatly expanded its services to the USMA community. The Family Member Employment Program was initiated in February 1986 and the Exceptional Family Member Program was initiated in January 1987 and both now are fully operational at USMA. 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 within the Civilian Personnel Office. The Exceptional Family Member Program is an Army-wide program in which soldiers with exceptional family members can enroll, giving DA the opportunity to assign them to locations where facilities and assistance for their special needs are available. The program also provides training, screening (free evaluations by specialized doctors), and educational programs for soldiers and their families.

In accordance with DA directives and in support of the DA Health Promotion Program, ACS has begun developing a post-wide stress management program. ACS has a contract with Dr. Meyer Friedman, of the Meyer Friedman Institute at Mt. Zion Medical Center, San Francisco, California. Dr. Friedman will train West Point ACS personnel in the specialized program he has designed for stress management (Type-A behavior-management, heart attack prevention, etc.) which is used by the U.S. Army War College at Carlisle, Pennsylvania.

Mrs. JoAnn Rigoglioso, the USMA ACS Officer, was elected chairperson of the newly-formed Region IX Tri-Service Family Advocacy Committee. The committee, comprised of service members and civilians in the field from the Army, Navy, Air Force, and Coast Guard from New York, New Jersey, and Pennsylvania, meets quarterly to exchange insights and information on family advocacy issues. USMA ACS hosted the first of these conferences in September 1987, at which Dr. Joel Bergman, PhD., nationally-known family therapist and senior faculty member at the Ackerman Institute for Family Therapy, New York City, presented training on "Family Treatment with a Violent Family."

The 1987 West Point Army Emergency Relief (AER) Campaign was held in April 1987 with $54,123 collected from 2,477 contributors - active duty personnel, retirees, cadets, and civilians in the West Point area. This was an increase of $7,000 above the previous year, but comparable to normal collection levels at West Point.

The Division, in conjunction with the Hudson Valley Blood Service, conducted two post-wide blood drives. The August 1986 and March 1987 drives gathered 4,750 units of blood for the Hudson Vally community, making this again one of the largest contributions in the Northeast.

A computer science laboratory with 27 Zenith 248-62 (advanced) work stations was established in the Army Education Center to provide training in data-base, spreadsheet, and word processing operations to military and civilian staff members and to support college computer science courses offered by academic institutions in the Army Continuing Education System.

At the end of the academic year, there were no soldiers with less than a high school diploma, or GED equivalency, stationed at West Point. This marked the first time in memory at West Point that all soldiers had attained this level of academic proficiency and were eligible for college. This record can be attributed to strong command support for educational achievement, sound high school preparation and GED testing programs at West Point, and Army recruitment efforts for high school graduates.

During the past academic year, 147 alcohol and drug education and training presentations were given to a total of 2,356 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, military Unit Alcohol and Drug Coordinators (UDAC) training, civilian supervisor training, and bartender's training. Thirty-six cadets attended the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston, Texas, and 187 cadets, active duty military, and family members attended a 12-hour Alcohol Awareness Education Class. Over the past academic year, the post urinalysis testing level has risen from 700 to 1,000 individuals per month. USCC, where cadets make up the bulk of the testing population, maintains a very active urinalysis testing program as do most of the active duty units at West Point. In the overall program, 867 individual and group counseling sessions were conducted with clients, and 189 consultation sessions were held with commanders.

The World-Wide Major Army Command (MACOM) Alcohol and Drug Control Officer (ADCO) Conference was hosted by the Military Academy, in July 1986, at the Hotel Thayer. Twenty-five officers and civilians representing DA and most major commands discussed biochemical testing, education and training of the staff, certification of counselor personnel, quality assurance issues, and programs/policy changes.

Child Development Services

In July 1986, a letter was sent from the USMA Chief of Staff to the West Point community explaining the Family Child Care (FCC) program.[5] FCC regulations apply to family members 18 years of age or older who provide more than 10 hours of child care services a week in government quarters. The letter from the Chief of Staff gave notice that those who did not comply with the regulations would be in violation of two Army regulations and risk the loss of government housing. During the Summer of 1986, FCC training workshops began for those post personnel wishing to provide child care services in their homes. The classes offered training in cardio-pulmonary resuscitation (CPR), first aid, medical dispensation, child abuse detection, nutrition, and child development and growth. In August 1986, following the training, nine STAS and five West Point providers were provisionally certified by Child Development Services and were allowed to offer child care in their homes. Within six months of obtaining provisional certifications, the child care providers were required to attend additional workshops and meetings and undergo observations from the Child Development Center staff for qualification and final certification. By the end of the academic year, some 30 individuals at West Point and STAS were at least provisionally certified and were offering FCC.

When USMA reached 30 FCC providers, the Academy was authorized by DA regulations to hire an FCC Outreach Worker on a nonappropriated reimbursable basis. This individual works with the FCC coordinator in making the initial home visit of the FCC provider and other periodic visits, four of which are official in the first six months (during the probationary period). After the FCC provider successfully completes the provisional period and takes 18 hours of additional child care instruction, the provider is eligible for full certification.

In April 1987, the West Point Child Development Center (CDC) reopened at its original site in Building 673. During the previous 15 months, the CDC operated out of Building 666 as extensive renovations were being undertaken in Building 673. The building's interior was completely redesigned and space originally occupied by the shoe repair and thrift shops at that site were remodeled into large classrooms with kitchen areas and bathroom facilities. A library/conference room was created for teachers and parents. The facility celebrated its grand opening with a ribbon-cutting ceremony officiated by the Superintendent and Mrs. Palmer.

The month before, a project had been completed at the STAS CDC which added an additional classroom, pediatric toilets, and sinks to that facility. By the time of the opening at West Point, the renovations brought both facilities into compliance with Army minimal standards and greatly enhanced program capabilities at the facilities.

By the Summer of 1986, the Child Care Centers at West Point and STAS had sufficiently recovered in reputation and experienced such a demand for services that all full-day programs at both facilities were operating at capacity.

In March 1987, a draft Garrison Staffing Guide was issued by DA that authorized six additional civil service positions for the CDS. However, because funds were not made immediately available and because of the difficulty of finding employees, given the economic situation discussed in the Civilian Personnel Office section, most positions had not been filled by the Summer of 1987. CDS added, for the first time, a DA-

mandated School Age Program in the Summer of 1987. This program provided special activities for school-age children (age six and up) at the CDC to permit them to more productively occupy themselves than had been possible before. In addition, a deputy coordinator was named and education specialists appointed for both West Point and Stewart to train staff personnel. Although there had previously been a DA-directed guideline to provide 60 hours of training to all CDC workers during their initial six months of employment, staffing levels at the two USMA facilities did not permit a thorough presentation of the material. By the Summer of 1987, however, the two education specialists were found and it became possible to provide the training for all CDC employees on a consistent basis.

A pilot Children's Self-Help Project to teach children to protect themselves against sexual abuse was completed in the Summer of 1986 and evaluations by interested parents and CDC staff were forwarded to HQDA-CDS. It is anticipated that the project will be mandated Army-wide for FY 87. West Point was one of ten CDC facilities which participated in the several-hour pilot project.

INSTALLATION CLUB SYSTEM

The major club project completed during the past academic year was the total renovation of the West Point Officers' Club's kitchen at a cost of approximately $350,000. The project included a complete rehabilitation of the kitchen work area and equipment.

Package Beverage Branch (PBB) net income totalled $169,300 in Fiscal Year 1987.[6] This is an eleven percent decline in net income from the previous fiscal year. This decline was due in part to the relocation of the West Point Store to a temporary site on Wilson Road. This relocation was necessary due to the relocation of the Visitors Information Center from South Post to main post during the renovation of the museum. The decline in net income is also in line with national decreases in hard alcohol consumption in favor of less expensive light beers and wines, deglamorization of alcohol consumption in society, and a harder line by the Army and the civilian sector against such alcohol-related problems as driving while intoxicated.

MORALE SUPPORT ACTIVITIES DIVISION

The Morale Support Activities (MSA) Division continued to provide recreational opportunities for the Military Academy's morale, welfare, and recreation patrons by expanding programs, acquiring new equipment, and broadening its scope of operation.

In the Summer of 1986, the Information, Tour, and Travel (ITT) section of MSA added summer condominium vacations in Myrtle Beach, South Carolina, to an extensive array of tours, trips, and special events. These low-cost excursions continue to grow in popularity with the West Point community.

Ice skating programs expanded at the Multi-Purpose Athletic Facility in the second year at this state-of-the-art arena. Figure skating, youth hockey, and free style skating are rapidly becoming some of MSA's most popular winter pursuits. A special hockey game featuring an Alumni Team of New York Rangers and the Bear Mountain Hockey Club was one of the highlights of the season.

Many MSA facilities were renovated during the past year. A new storage building, additional camping sites, new hiking trails, and a picnic pavillion were constructed at Round Pond and the Golf Course received new tee signs and bridges. The length of the beginners ski slope was significantly increased and the parking lot in the ski area was more than doubled to accommodate additional demand. At year's end, an architectural study to double the size of the ski lodge was nearly completed with construction tentatively scheduled for the Spring of 1988.

PROVOST MARSHAL

The Provost Marshal Division was the recipient of a DA-directed program to provide all law enforcement activities with Wang personal computers, printers, and software to be used in producing military police reports, records, and statistical information. It is anticipated that the on-site computer equipment will be linked to DA by Fiscal Year 1989, thereby resulting in a reduction of required copies of reports, records, and statistical information. DA has indicated that this initiative for the purchase of additional software/equipment and maintenance will be funded with $6,000 annually over the next four years.

During the academic year, the entire military police vehicle fleet was replaced with new commercial vehicles. Most of the vehicles were new due to the adoption of the GSA contract, five of which were patrol vehicles which had features standard in most police units. Another five vehicles acquired separately from the contract included a so-called police package containing numerous state-of-the-art features. These were the first vehicles of this calibre received by the military police at West Point.

The Provost Marshal promoted community crime prevention through the innovative use of McGruff, the crime prevention character, and selective enforcement with walking patrols.

WEST POINT ELEMENTARY SCHOOL

Peak student enrollment continued to fall by another seven percent during the last school year to 676. Peak enrollment has now fallen by 25 percent from the recent high achieved during the 1979-80 school year. The decline is due not only to the national trend of having families at a later stage in life, but also to the change in staffing at the Academy as increasing numbers of field grade officers came to West Point.

Construction of the additions to the middle and elementary schools (buildings 705 and 705-A, respectively) has been completed, adding 25,000 square feet to the school buildings. The new rooms were ready for the opening of school in mid-August 1987. Buildings 779 and 791, used for many years by the elementary school, were returned to DEH in June 1987 and Building 779 was demolished.

At the end of the 1986-87 school year, the West Point Board of Education made a number of significant decisions. The Board authorized a full-day kindergarten program to start at the beginning of the 1987-88 school year. The Board decided to implement the policy in view of the fact that it is educationally sound to offer full-day kindergarten and in recognition of the fact that there is now sufficient space available to institute it with the new additions to the school.

The Board also approved five-day a week instruction in foreign languages in the seventh and eighth grades. The existing elementary school foreign language curriculum had emphasized a cultural orientation approach with only a cursory introduction to the language for second through sixth grades three days a week. The foreign language instructors spent half of each day with the seventh and eighth grades and the other half with the younger children, exposing all students to both French and Spanish. The Board felt that a more solid grounding in a foreign language was appropriate than the existing, more superficial program. At the same time, the New York State Regent's Action Plan called for a full year of a foreign language in both the seventh and eighth grades. Accordingly, the Board voted to have the instructors focus on the upper grades and discontinue contact with the lower grades. The Board will review this preliminary decision after a year and a half to determine if it should be modified.

With the additional space, the Board also authorized the start of a Computer Use Program for the next year. It is anticipated that every classroom will have a computer and that a computer lab will be developed. The objective is to expose every student to the computer and to provide instruction in its basic uses and academic applications. In addition, a Pre-First Program was initiated to be taught by one teacher to provide a year for growth in social skills and maturing for children who have completed a full year of kindergarten, but are not yet ready for first grade.

Finally, because much playground space was lost with the addition, the Board voted to pursue a community-based playground in the next school year.

FOOTNOTES

[1]Ltr, LTG Scott, USMA Supt, to LTG Elton, DCSPER, 7 Apr 86.

[2]Ltr, LTG Elton, DCSPER, to LTG Scott, USMA Supt, 24 Apr 86.

[3]Ltr, LTG Palmer, USMA Supt, to LTG Elton, DCSPER, 23 Jan 87.

[4]Memo, MAAG, LTG Palmer to Officers Assigned to USMA or West Point, "Subject: Staff and Faculty Tour Lengths," 3 Apr 87.

[5]Memo, MACSA, Col Behrenhausen, Sub: Family Child Care Program, 9 Jul 86.

[6]The level reported in the 1986 Annual Report for FY 86 ($153,500) was the total net income from only the West Point PBB; the combined total of West Point and Stewart for FY 86 amounted to $190,200. That figure is the highest in several years and appears primarily due to a significant, two-thirds reduction in operating expenses from FY 85. Yet, even with the increase in net income, the actual sales in FY 86 declined slightly from FY 85.

LOGISTICS

MANAGEMENT OFFICE

The first successful Academy utilization of the Logistics Applications of Automated Marking and Reading Systems (LOGMARS) occurred in August 1986 at the cadet book issue. The LOGMARS, created at the direction of DA, utilizes scanning/storage techniques to monitor equipment transfers and increase accountability. Data accumulated during the book issue with the Telxon scanning/storage devices was processed through the AMS resulting in debit and credit transactions processing against the Cadet Accounts. The LOGMARS utilization expedited the book issue, increased the accuracy of documentation, and enhanced the accountability of the operation.

PURCHASE AND CONTRACT DIVISION

Through coordination with Fort Drum, New York, the installation was able to obtain a refuse vehicle and then negotiate a strong five-year refuse collection contract with the Falls Sanitation Corporation of Highland Falls, New York.

Based on an extensive coordination effort with Headquarters, U.S. Army Materiel Command (AMC), the Academy negotiated a viable $2 million vehicle operation and maintenance contract with Burns and Roe, Inc., of Oradell, New Jersey.

Because of appropriate prior actions, several construction contracts were prepared and executed and several supply procurements, including Zenith computer purchases for the Dean's Office and medical supplies for MEDDAC, were obtained using year-end Fiscal Year 1986 money.

The Academy Management System (AMS) upgrade project, part of the Academy's Modernization Program, was purchased in May 1986 for $1.5 million.

Continuing efforts have been made to improve contractor/vendor deliveries. All contractual techniques are being employed to encourage deliveries to be made on schedule or to have the contractors bear the consequences.

As a result of the passage of the 1984 Equal Access to Justice Act, which enabled victorious parties to be reimbursed for their legal fees during claim procedures, the DA caseload has increased dramatically. Increased expenditures of personnel and financial resources are occurring in the resolution of contract court claims cases at the Military Academy. All contractor claims against the Government made here at West Point or Stewart Army Subpost (STAS) are handled by this division. The division prepares all of the Academy's contractual and legal documentation for cases which are either resolved here or forwarded to the Armed Forces Board of Contract Appeals. The increasing number of contract cases being raised is attributable to the greater number of construction projects being awarded at the Military Academy, a more knowledgeable contractor community which is increasingly familiar with government contracts, and the rising number of attorneys specializing in these cases. Requirements to set aside a share of contracts for small businesses, which may be less experienced in construction and less familiar with government contracts, also contribute to the increasing number of cases. Even though many of the latter can be dealt with at the Academy, considerable personnel costs in preparing paperwork and documentation still occur.

Currently this Branch is involved in the DA-directed transition from the Air Force Customer Integrated Automated Purchasing System (CIAPS), an aging, "nonfriendly" statistical procurement system, to the new "user-friendly" Standard Army Automated Contracting System (SAACONS). When fully operational, it will reduce document lead time and enable this office to prepare all purchase orders and bids almost instantaneously.

The Systems Branch also initiated a color-coded open filing system during the period. This lateral filing system conserves space and has markedly improved procurement file accessibility and maintenance.

TRANSPORTATION AND MAINTENANCE DIVISION

Effective 1 October 1986, the entire Transportation Motor Pool (TMP) portion of the 377 USMA general purpose (nontactical) vehicle fleet was transferred from Department of the Army (DA) to the General Services Administration (GSA) and a Memorandum of Understanding was signed leasing the fleet from GSA. The size and composition of the fleet will continue to be governed by the Table of Distribution and Allowance (TDA), and any changes to the fleet will require prior modification of the TDA. West Point is among the first DA agencies to operate a motor pool in this manner.

The USMA Chief of Staff, Colonel Richard A. Behrenhausen, noted in a memorandum on the transfer that the "conversion to a GSA lease will raise the availability of vehicle support to the community and provide a modernized fleet at a substantial savings to USMA."[1] Maintenance and repair of the GSA fleet will be done by local commercial facilities. This will provide greater support, as the turn-around time for vehicles being serviced will exceed current Army standards. As a result of the transfer, all light vehicles are now 1983 models or newer. Additionally, replacement criteria for light vehicles is three years and 36,000 miles under the GSA versus the DA six-year, 72,000 mile cycle. Forty-two heavy, general-purpose vehicles, to include three coach-style buses, are scheduled for partial replacement during the 1987-88 Academic Year. A first-year overall savings to the Army in excess of $883,000 is anticipated.

TREASURER, USMA

Cadet Mess

A major, year-long, $2.5 million Construction, Maintenance, and Repair (COMAR), project for the Cadet Mess was completed in March 1987. The project included replacing original storm and sanitation lines, upgrading refrigeration storage facilities, upgrading electrical boxes on food hot carts for an electrical plug-in safety improvement, providing new lighting, constructing a new kitchen ceiling and installing exhaust fans, upgrading the flooring in the food preparation section and common use corridors, cleaning limestone in the old wing of the Cadet Mess, improving dining room entrances, extending safety railings in stairwells, and installing fire-preventive and safety-upgraded self-closing stairwells.

The replacement project for all state and historical flags was completed in FY 86 and window replacements for administration areas were initiated in early 1987.

Corps Support

On 22 August 1986, four 18-wheeler tractor trailers rolled into Central Area and positioned themseleves for the next day's "off the truck" issue of Zenith personal computers (PCs) to 1,212 Fourth Class cadets. The PCs have become a standard-issue item for all incoming cadets. The Zenith PC, Model 248, complete with monitor, surge suppressor, book, diskette, and stand were furnished at a total cost of $1,292 to each cadet of the Class of 1990.

FOOTNOTE

[1]Ltr, MATC, Col Richard A. Behrenhausen, USMA C/S, Subject: Transfer of U.S. Military Academy Nontactical Vehicle Fleet Management to General Services Administration, to all USMA divisions and branches, 7 Oct 86.

ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute Real Property Maintenance ($52.4 million), Family Housing Management ($9.3 million), and 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)

DEH is scheduled to undergo several CA cost studies. In 1986, two of these studies reached the solicitation stage. Studies in the solicitation stage are Custodial-West Point and Real Property Maintenance (RPMA) functions at STAS. The RPMA functions, STAS is a resolicitation. The remaining studies are continuing with the aid of a consultant and the USMA staff, principally the Directorate of Resource Management.

MASTER PLANNING

The Master Planning program at the Military Academy focused on updating the MCA program with the emphasis on implementing the 1983 Academic Master Plan and the Fiscal Year (FY) 1990 MCA program. Major on-going construction projects during the past year related to academics were: Academic Modernization Phases 1A, which consisted of renovations to two buildings at New South Post; and the Washington Hall addition. Other major construction projects included repairs to the Cadet Mess, repairs to Cadet Barracks (Bradley Barracks), the Michie Stadium addition, the West Point Elementary School additions, improvements to noncommissioned officer and band member quarters, renovations to the Child Development Center, and the beginning of construction of the Energy Management Control System (EMCS). In addition, the contract for the second phase of the modernization and expansion of academic facilities, consisting of renovations to Thayer Hall and conversion of the old Bachelor Officer's Quarters (BOQ) to academic space, was bid in June and awarded in August 1987 to the Trataros Construction Company of Brooklyn, New York.

The FY 89 MCA, as submitted to the Office of the Chief of Engineers (OCE), consisted of a Camp Natural Bridge expansion, Record Firing Range modernization, regional sewage system connections at STAS, and Academic Facilities Modernization Phase IV.

The FY 90 program, as submitted, consisted of Eisenhower Hall renovations, the cadet barracks addition in Building 720, a cemetery extension, modernization of the band training facility, and relocation of administrative offices to Building 626.

The proposed FY 91 program consists of a telecommunications system upgrade, modernization of DEH administrative and shop facilities, safety improvements on Stony Lonesome Road, Indoor Firing Range upgrade, Auto Rifle Marksmanship Range upgrade, and storage and service area (Building 627) replacement.

ENERGY PROGRAM

Total energy consumption in FY 87 was 1.335 trillion British Thermal Units (Btu). This was 57 billion Btu (four percent) above the FY 86 level, and 4.2 percent above the program goal. The main reason for this higher overall energy usage was due to an expanded use of facilities, a longer than normal heating season, and an antiquated utility systems.

During FY 87, USMA electricity use was 74.7 million kilowatt hours (kwh). This is an increase of 2.7 million kwh (3.7 percent) over FY 86, and 8.6 percent over the program goal. This increased electrical usage was attributable to the increased usage of facilities, on-going construction, and the complete disconnection of the old EMCS while the new EMCS is being installed. Failure of public building/family housing occupants to comply with USMA Regulation 420-6, "Utilities Conservation Program" of 25 January 1985, i.e., lights and equipment left on when not needed, is also a contributing factor.

The Energy Conservation Improvement Program (ECIP) project for asbestos removal and conversion from oil to gas-fired boilers in 79 sets of family quarters at West Point was begun in June 1987. The STAS EMCS was finally accepted in January 1987 after numerous tests. The three-year, $6.8 million USMA EMCS rehabilitation and expansion contract was awarded in September 1986 to the Williams Electric Company of Ft. Walton Beach, Florida. This contract will incorporate the new state-of-the-art EMCS in 41 buildings, feature 12,000 points, direct digital control, and fiber-optic communications cables.[1]

Additionally, there were two energy-related incidents. The number four condensing turbine at the Central Power Plant was destroyed in April 1987 when an improperly seated throttle valve permitted a turbine to rotate too rapidly and several blades flew off. Because of this accident, USMA's internal generation capabilities were reduced initially by three-fourths (1,500 kw or 8 percent of our total demand). The natural gas supply to the Laundry Power Plant, subject to interruptable gas service in emergency situations, was interrupted from November 1986 to April 1987 at the request of the supplier, Central Hudson Gas and Electric Corporation. This prompted a return to the use of the less efficient number six fuel oil which resulted in an additional 400,000 gallons usage of this fuel, 10 percent over the previous year and contributed to our total energy consumption exceeding our goals for FY 87.

The pilot project at STAS to test 48 state-of-the-art high efficiency gas fired furnaces is on-going.

ENVIRONMENTAL MANAGEMENT

The 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 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. A Memorandum of Agreement (MOA) between USMA, federal, and state agencies concerning historical preservation was prepared. Under the MOA, certain actions will not have to be coordinated if the project has no historic impact on the significance of the structure or on the National Historic Landmark. Prior to commencing work, photographic and narrative documentation of architectural features and construction must be submitted to the National Archives if the project has significant historic impact. Demolition of the Lusk Icehouse, one of the last icehouses in this area, was preceeded by this extensive documentation.

Schmidt Associates, Inc., an architectural/engineering firm from Cleveland, Ohio, was hired to design and replace combustion controls in the Central Power Plant to bring the plant emissions within Federal standards. At the request of DEH, the Facility Engineers Support Agency (FESA), Fort Belvoir, Virginia, provided technical assistance during April 1987 to the Target Hill Sewage Treatment Plant. Effluent from the plant had been exceeding state discharge standards since December 1986.

Asbestos removal or repair projects in various buildings have been undertaken by DEH by both in-house workforce and contract. The Environmental Management Branch personnel, along with the Preventive Medicine Service personnel, assess the condition of asbestos in various buildings and family quarters to initiate projects to correct the problem. Numerous projects will be undertaken in the future because many USMA buildings contain asbestos materials.

During the Spring of 1987, the U.S. Army Environmental Hygiene Agency (USAEHA) from Aberdeen Proving Ground, Maryland, conducted a preliminary survey of radon levels in family quarters, cadet and troop barracks, and public buildings. The Military Academy was the first of three installations selected by DA for a survey because of its location in a geographical area believed to have high radon levels - a geological formation known as the Reading Prong. This formation is known to emit radon, a colorless, odorless, radioactive gas which occurs naturally in the environment, but is a known carcinogen. Potentially, the gas seeps into basement areas through cracks in a structure's foundation. The intent of the survey was to determine what levels of radon gas might be found at USMA. The results of this survey will be used to determine if more extensive testing is required and/or remedial action required. Preliminary results from phase one of the program found only three structures out of 270 buildings tested that had notable radon levels which required any structural improvements; this ratio is significantly below the average found in neighboring communities.[2]

Many activities use hazardous materials and, therefore, generate hazardous waste. Cleaning solvents, laboratory chemicals, outdated pesticides, and waste solvents are just a few of the typical hazardous wastes which DEH must dispose. In calendar year 1986, DEH disposed of approximately 19 tons of hazardous waste material. Architectural plans were prepared for the construction of a central hazardous waste storage facility along the Range 3 Road next to the solid waste transfer station, but it was not constructed due to funding constraints. When funding is obtained and the structure is completed, this structure will ease the task of Hazardous Waste Management and bring USMA into compliance with Environmental Protection Agency (EPA) standards. The EPA was aided by USMA in the destruction of some potentially-explosive chemicals found at an abandoned manufacturing building in New York City. The wastes were transported to a demolition range on the military reservation and detonated.

In 1986, DEH began submitting projects for review by the New York State Coastal Zone Management Office. Their program implements the Coastal Zone Management Act. USMA falls within the Hudson River coastal zone and must submit plans for all proposed projects which may impact upon the Hudson River ecology or upon the availability of "scenic vistas" to the New York State Coastal Zone Office to conform with New York State standards.

The 1969 National Environmental Policy Act requires environmental impact reviews before initiating federally-funded projects. This is accomplished by writing a record of Environmental Consideration, an Environmental Assessment (EA), or Environmental Impact Statement (EIS) explaining the details of the project and what potential environmental consequences may occur. The EA or EIS, as appropriate, are submitted for public review. During 1986, four EAs were prepared by DEH. The proposed leasing of Cranston Dock to the Town of Highland Falls for construction of a park has been controversial. Concerns have been expressed over property boundaries and safety considerations. Other EAs considered the effects of the construction of a new Commissary and One-Stop-Shopping Complex in the Stony Lonesome Area;

a program of aerial spraying of insecticide for controlling gypsy moths over 600 acres of uninhabited forest land on the military reservation in May 1987; and the demolition of nine buildings containing asbestos and construction of a new community center, bowling center, and autocrafts building at STAS.

MAJOR IN-HOUSE PROJECTS

Projects completed by the DEH civilian workforce during the period include major renovation of the Book Store in Thayer Hall, installation of a permanent foam pit in the gymnasium for gymnasts, enlargement of the ski parking area, a major renovation to the hospital, and the installation of smoke detectors in the cadet barracks.

DEH instituted a red flag program to assist housing occupants in getting repairs accomplished. A red card in the window alerts roving DEH maintenance teams that some repair is necessary and that someone is at home. The members of the teams stop and make repairs on the spot if at all possible.

The 528th Engineer Detachment demolished the icehouse and Smith Rink. This area will be turned into a garden-type parking area to serve as additional parking for athletic events. However, the most visible work of the 528th in 1987 was the redesign of the Parade Field on the West Point Plain.

Realigning the Plain

The most notable change in the Academy's landscape in the eyes of the general public as well as the West Point community and the Corps of Cadets in 1987 was the modification of the Parade Field on the Plain. The modification, begun at the direction of the Superintendent, Lieutenant General Dave R. Palmer in March, was reported in a quarterly report to the Deputy Chief of Staff for Personnel (DCSPER) as an effort which "will center the Corps of Cadets and reviewing stands on Washington's Statue and Washington Hall. The change will increase parade symmetry with existing background structures, enable parade formations to use more typical rectangular formations on line and for pass in review, and reduce traffic flow in the central cadet area."[3]

The new reviewing line of bleachers will be straight, running northwest to southeast on both sides of the reviewing stand. The "amphitheater" effect that was created by the prior curving line of bleachers gave both cadets and the public the mistaken impression that the parades and reviews are conducted for the general public. On the other hand, the fundamental purpose of a review traditionally has been to provide the commander and chain of command an opportunity to review the state of morale, discipline, and training of the unit.

The previous parade ground orientation had been maintained since the late 1960s after the construction of the Eisenhower and MacArthur Barracks and the additions to Washington Hall during the expansion of the Corps. The movement of the bleachers was also necessitated because the foundations were rotting and could have become a safety hazard.

In the Superintendent's words, "apart from the practical and financially responsible reasons for making this change, the Corps and West Point will be better represented on parade to the nation in a manner better reflecting the tradition and values that this institution represents."[4]

ENGINEERING PLANS AND SERVICES

The past academic year has resulted in the largest construction design program ever, with regard to USMA, Operation and Maintenance, Army (OMA) funds. The ability to accomplish this was due to the divisional reorganization implemented last year and by having substantial increased effort by New York District, Corps of Engineers, in supporting this program.

The Job Order Contract (JOC) contracting was not implemented, but is expected to be available next year. This contracting tool will greatly aid in the ability to commit funds which are received late in the year and in responding quickly to needed projects. During this past academic year, over 50 projects, valued at $16.5 million, were awarded. These are exclusive of the MCA construction program.

FORESTRY, FISH, AND WILDLIFE

Logging on a 128-acre section of the West Point Military Reservation yielded a harvest of 142,000 board feet of saw timber from mature trees and 50 cords of fuelwood from unwanted smaller trees. Sale proceeds of $24,000 were directed to Army Forestry Funds. About 40 people participated in a program of small sales of firewood to individual homeowners producing $800 in revenue which was also added to the Fund. These programs promote the health of the training area forests.

DEH, with personnel and a helicopter from the 2nd Aviation Detachment, conducted an insecticide spray of 600 acres of USMA training areas in May 1987, 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 1986 total harvest of 400 deer (217 bucks and 183 does), up 69 percent from the previous year, was the largest kill to date at West Point. The record harvest is a direct result of a more liberalized deer hunting program designed primarily to reduce deer densities (which currently inhibit forest regeneration) and secondarily to provide a recreational outlet for USMA personnel and the general public.

FOOTNOTES

[1]The term "points" refers to the locations the computer scans - to include such sites as thermostats, temperature controllers, on-off switches, etc. - to determine the environmental conditions in a room or appliance. The computer scans can be undertaken automatically at set points in time or manually as desired by the energy monitors.

[2]Preliminary results in the neighboring community of Highland Falls-Fort Montgomery found that 42 percent of over 100 homes surveyed had levels exceeding acceptable standards. "Radon gas hazard in 58 homes," Newburgh News, 16 Apr 87.

[3]Ltr, LTG Dave R. Palmer, USMA Supt, to LTG Robert M. Elton, 24 Apr 87.

[4]The topic is discussed in greater detail in Pointer View articles on the subject dated 27 March and 1 May 1987.

CIVILIAN PERSONNEL

The past academic year has been one of the most challenging in recent years in the recruitment of Federal employees. The problem was so severe that the Superintendent, Lieutenant General Dave R. Palmer, addressed it formally in his Fall 1986 Quarterly Activities Report to the Deputy Chief of Staff for Personnel (DCSPER). In the letter, General Palmer noted that the lower Hudson River Valley has become New York State's fastest growing region which has severely reduced the Academy's ability to recruit and hire civilian employees.

"Indicative of economic vitality, the unemployment rate in Orange County declined to 4.3 percent in October (1986) and most of the surrounding counties have unemployment rates even lower.[1] The average cost of housing in the area increased by 23 percent over the past year and the high cost of living is a reason given by many for refusing to accept such relatively high civilian grades as GM-13, GS-12, and GS-11 in our Directorate of Engineering and Housing. At the same time, federal pay is typically more than 20 percent below the civilian sector and between one-third and one-half lower for some of the journeymen employed at West Point. With the caps on salary in both the general schedule and wage grade areas, and the constant threats of diminishing benefits, it is difficult for us to be competitive. Journeymen also shy away from government employment here because of the threat of 'contracting out.' Accordingly, and despite an aggressive advertising campaign, the Academy is experiencing serious shortages at the entry level in custodial, food service, and clerical positions. Individuals in these categories are increasingly willing to travel greater distances to take advantage of higher pay in the New York City metropolitan area."[2]

These factors were in addition to the historic problems of attracting applicants because of inadequate public transportation and the lack of easy geographic access to the post with mountains to the north and west and the Hudson River to the east. Those factors combined to make a situation where in June 1987, there were over 300 vacancies and in the 1987 Fiscal Year, the Federal work force here experienced a nearly 40 percent turnover.

The Civilian Personnel Office (CPO) undertook a number of recruitment efforts, including a wide variety of advertising methods, personal visits to job fairs and organizations, and an orientation day for guidance counselors from local high schools and colleges. In addition to an employment telephone "Hot Line," extensive advertising, and participation in various job fairs, the Military Academy in March 1987 obtained a waiver of Army Regulation 215-3, "Nonappropriated Funds Personnel Policies and Procedures" dated 20 February 1984, to permit the employment of 14-15 year old youths in nonappropriated fund organizations. The waiver was provided by the Family Support Center at DA after a review and notification that New York state law permitted the employment of 14 and 15 year olds. As a result of the review, the regulation itself was changed in the Summer of 1987 to permit employment anywhere in DA by 14-15 year olds where permitted by state law. This action provided employment to many family members and did ease the situation somewhat for post personnel, but a long-term solution is needed. However, the situation promises to get only worse with an Anheuser-Busch can manufacturing plant at nearby Stewart Airport scheduled for completion and staffing in the near future.

CPO also explored permission to offer higher starting salaries for entry-level clerical positions, putting West Point on the same schedule as the New York City metropolitan area. Although this will not eliminate the problem, if approved, it should help to reduce the turnover of these positions.

In September 1986, the Superintendent cut the ribbon to officially open the Employment Resource Center. Red tape was used in lieu of ribbon to signify the CPO hope that the center will eliminate the perception of bureaucracy surrounding employment of DA military family members. CPO and the Army Community Services (ACS) co-operate the center as part of the DA Family Member Employment Program to provide advice and assistance for employment with the Federal Government and local civilian sectors.

The Military Academy successfully completed contract negotiations with two of the three unions representing civilian employees at West Point. Collective Bargaining Agreements were signed with both the American Federation of Government Employees (AFGE), West Point Local 2367, and the International Association of Firefighters, Local F7, in October 1986. The signing of these three-year contracts culminated several months of preparation, coordination, and negotiation involving several members of the USMA staff who acted either as resource personnel or as members of the USMA bargaining teams. USMA also began negotiations in May 1987 with the West Point Elementary School Teachers' Association - Overseas Education Association. These negotiations will continue and, hopefully, be concluded later in the year. The relative ease with which negotiations take place is indicative of good management-employee relations at West Point.

A total of 2,700 attendances in training courses were recorded by civilian employees. Although 50 different courses were offered through the on-site program, over 500 civilian employees attended training away from West Point, including government-sponsored classes and college courses. The Personnel Management for Executives (PME) Program, administered locally for DA civilian and military managers, held a pilot leadership course in addition to the four annual conferences. Due to renovations at New South Post, the Army Education Center (AEC) Computer Laboratory moved to a larger area. This allowed an increase in the number of computer classes.

In March of 1987, USMA volunteered, and was accepted as a test site for the Manage the Civilian Workforce to Budget (MCB) test. The test, an outgrowth of the Civilian Personnel Modernization Project, places budget and classification authority and accountability into the hands of supervisors at the lowest practical level. That level at USMA has been identified as the division level, in most Major Activity Directorates, for the first year of the two-year test. The test also has a payroll gainsharing provision which allows supervisors and their employees to share in payroll savings. The MCB test will begin with the start of the 1987 Fiscal Year.

FOOTNOTES

[1]Eighty-six percent of civilian employees live in Orange County, "USMA's Job Offerings Have Great Impact on Area," Lucila Rangel, Newburgh News, 19 Apr 87. The county's employment rate fell to 3.6 percent, its lowest point in years in May 1987, "County's Unemployment Rate at Low Point, State Reports," Newburgh News, 2 Jul 87.

[2]Ltr, LTG Scott, USMA Supt, to LTG Elton, DCSPER, 28 Jan 87, p. 2.

ALUMNI AFFAIRS

In October, the Association of Graduates conferred its most prestigious award when General (Retired) Michael S. Davison presented Dr. Edward Teller 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." Dr. Teller, a native of Budapest, Hungary, became a citizen in 1941 and served on the Manhattan Project developing the atomic bomb during World War II. After designing the hydrogen bomb, he served at numerous academic posts in addition to serving as the associate director of the Lawrence Livermore Laboratory. A member of the National Academy of Science, he also served as chairman of the U.S. Atomic Energy Commission's Advisory Board and on the Presidential Foreign Intelligence Advisory Board.

The Founders Day Activities of March 1987 were the most extensive in recent years. Alumni Affairs and the Association of Graduates (AOG) supported some 67 Founders Day events scheduled around the world. The Superintendent, the Commandant, the Dean, and the Director of Intercollegiate Athletics participated in 60 of these events, including ones at locations in Korea and West Germany. This was the largest number of events ever supported by Academy guest speakers. Communication between the command group and graduates not only conveyed the good feeling which pervades our alumni at this time in the Academy's history, but also encouraged the command group about the role of the Academy and the contributions it makes to the American way of life. The insights of our graduates also contributed to the Academy's formulation of a clear institutional view of our future at the time of our Bicentennial in 2002.

INSTITUTIONAL RESEARCH

During the 1986-87 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.

Several major studies were completed in cooperation with the Admissions Office. One determined where concentrations of admissible Black males are located by state, zip code, and high school so that the Admissions Office could focus its resources for maximum effectiveness. A companion study determined the best methods of marketing USMA to admissible Blacks. Additional work included the development of an information retrieval system to help the Admissions Office evaluate its recruiting program during any point in the admissions cycle to determine whether there are areas requiring special attention. Evaluation of the Early Action Program showed that cadets admitted under this program performed as well as other cadets in academics, leadership, physical fitness, and retention at the Academy and, consequently, a decision was made to continue the program at its current level. The first comprehensive evaluation of the Admission Office's Developmental Assessment Center to train new admissions officers was initiated during the period.

Also related to admissions were two studies for the Commandant of the U.S. Military Academy Preparatory School (USMAPS). One dealt with a proposed modification of the evaluation of the academic credentials of prep school cadets applying for admission to USMA, which is still under study at the end of the reporting period. The second study concerned the relationship of attrition to years of military service performed and the military service obligation remaining of Regular Army (RA) prepsters. The analysis showed that those RA soldiers who entered USMAPS with one year or less of obligated service resigned at a higher rate than those with more than one year of obligated service. The implications of this finding are being considered by the USMAPS Commandant and may help to shape his admissions policies.

Several studies in the cadet intellectual development area were completed in cooperation with the Office of the Dean. One study showed that plebes make extensive use of their personal computers (PCs) and have favorable attitudes toward them, but desired modifications in the orientation program.[1] Results of this study are being used to plan next year's training programs and supported the institution's desire to move to smaller lap-top models as soon as practical. A second study evaluated the Company Academic Counseling Program and resulted in several recommendations for strengthening the program including increasing contact with cadets. A third study consisted of an analysis of data from a survey of the organizational functioning of the Department of Behavioral Sciences and Leadership. OIR proposed the use of a general, value-added model to evaluate the impact of the curriculum on the development of cadets for upcoming accreditation studies. The office also consulted with cadets on 18 operations research projects

In the military development area, OIR completed a study for the Chief of Staff of the Army dealing with the pre-commissioning history and performance of USMA Class of 1984 graduates who were not selected for promotion to captain. The selected group rated higher than the non-selected group on many indicators of cadet performance. The best predictors of selection/non-selection were the leadership grades from all four years at the Academy. In coordination with the Commandant's Office, OIR designed,

administered, and interpreted results of a survey on cadet perceptions of sexual discrimination and harassment in the Corps and their evaluations of existing training programs. As anticipated, OIR found that male and female cadets have divergent views of the variety and nature of sexual harassment at the Academy. Results were used to modify, redirect, and strengthen training programs for cadets. Another study resulted in an early warning model to identify new cadets likely to leave the Academy prior to graduation. Current work centers on developing stategies to reduce the number of cadets who resign during their first year at the Military Academy. OIR completed its role in the development of the Sequential Leader Development System (SLDS) by designing a training program for users of the system and an evaluation system for rating cadet behavior. Lastly, reports were completed on cadet performance by regiment and officer and cadet attrition by regiment. Research now centers on studies of cadet motivation under adverse conditions, graduate officer performance, and leadership performance among candidates, cadets, and graduates.

In cooperation with the Superintendent's Honor Review Committee (SHRC), research in the moral/ethical areas focused on the development and administration of a Corps-wide survey dealing with the health of the Honor Code and System. Analysis of the survey results will be a major focus of the SHRC for the next academic year. Survey results will suggest possible areas for modifying honor education and procedures should that be deemed appropriate. Additional research explored the feasibility of developing a predictor of cadet honor attrition. Initial results indicated that some cadets who later depart because of honor-related problems could have been identified as high risks for these difficulties based on attitudes, values, and abilities at entrance. Most of the honor losses, however, did not have a high-risk profile. More work needs to be done before a usable technology for predicting honor losses can be developed. A four-year longitudinal study of cadet value and character development will commence in early July for members of the Class of 1991.

Research of a general nature which was not related to cadet development consisted of a number of studies. Two studies were completed for the Director of Intercollegiate Athletics (DIA). One concerned the impact of official visits to West Point on recruited athletes' motivation to enroll. The DIA is using the results to analyze the current visitation program to determine if changes are required. The second study concerned the relationship between the month a recruited athlete visits West Point and the probability of enrollment. Results are being considered by varsity coaches.

A multi-year study of cadet resignation for the Board of Visitors (BOV) was completed. Results were used to obtain greater understanding of attrition and to modify several aspects of Cadet Basic Training.[2]

OIR provided a number of other services as well. Surveys were conducted in collaboration with the Offices of the Dean, Commandant, Chief of Staff, Director of Intercollegiate Athletics, Personnel and Community Activities, Logistics, Health Services, and Public Affairs. Annual surveys were administered to the new and graduating classes, and USMA agencies were given annual reports concerning the characteristics of new cadets, trends in cadet attitudes and admissions scores, graduating cadet evaluation of programs, and retention of cadets and officers. Consultation was provided to cadets, officers, and civilians regarding research methodology. Members of OIR published articles in professional journals, presented papers at professional conferences, and served on several national professional conference committees. OIR personnel have maintained active liaison with the

Superintendent's Honor Review Committee, Leadership Development Committee, Ethics and Professionalism Committee, Council of Sports Science and Medicine, Human Use Committee, and Institutional Review Board.[3]

OIR's Data Support Branch (DSB) was closely involved in planning for and providing timely data for all projects. The DSB gave technical advice and computer programming and optical scanning support to many other USMA activities. The DSB continues to maintain candidate, cadet, and graduate historical data files, which are being used at an increasing rate by USMA policy-makers. In addition, it provided data support services to Senators, Congressmen, Department of Army, and other service academies and institutions of higher learning.

FOOTNOTES

[1]Survey results found 89 percent of the cadets liked the Zenith computer and 86 percent used it other than in the basic computer class.

[2]Although several modifications were made in the 1985 CBT after initial findings in the Summer of 1984, most of the changes centered around adjusting the schedule to permit new cadets to get additional sleep; encouraging new cadets to participate in more spirit activities and group-building exercises, and undertaking additional efforts to convince cadet cadre members of the developmental nature of the training.

[3]The Human Use Committee and Institutional Review Board, both chaired by Colonel Barry W. Wolcott, USMA Surgeon, are two Academy committees that assess the potential human and institutional impacts of proposed research projects.

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.

The Magistrate Court program continued to expand, allowing this office to prosecute certain criminal cases involving West Point in the Federal District Court of White Plains, New York. Several criminal cases involving West Point were successfully prosecuted.

The Directorate of Engineering and Housing was provided legal guidance on several issues including the disposal of hazardous waste from Keller Army Hospital and payment of State Regulatory Fees, the transfer of Cranston Dock (located in New South Post properties) to the Town of Highlands, coordination of projects with the New York State Clearing House pursuant to Federal and state laws and regulations, the use of the Galeville training site by the Federal Bureau of Investigation, and the possible transfer of the Stewart Army Subpost water plant to the New York State Department of Transportation.[1]

The OSJA provided litigation support to the U.S. Attorney's Office and the Litigation Division, Office of The Judge Advocate General (TJAG), in some 12 civil cases pending before various Federal courts.

The OSJA represented USMA's interests in four adverse action appeals before the Merit Systems Protection Board (MSPB); three investigations by the Office of Special Counsel, MSPB; and two unfair labor practice cases brought before the Federal Labor Relations Authority. In addition, the OSJA provided review and legal opinions in over 46 labor-related cases which did not reach the hearing stage, and provided legal counsel in negotiating collective bargaining agreements with three unions on post.

The OSJA processed and provided support to the command in 57 cadet honor cases, 31 cadet disciplinary cases, and 12 misconduct cases. Advice and administrative assistance was provided on 315 cadet resignations and 25 cadet disqualification actions. Additionally, in support of USCC, the OSJA either drafted or integrated changes to several regulations of significance to USMA cadets. The most significant, change 12 to Regulations, USMA, formally provided for the separation of overweight cadets. This policy, which had never been explicitly specified in Regulations, USMA, was finally approved by DA in August 1987.

The Legal Assistance/Defense Section completed 9,623 legal assistance actions, serving 4,824 clients. In addition, it advised 161 cadets and 144 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 Claims Section of the OSJA settled 398 individual claims totaling nearly $215,000; it recovered $14,700 for damage to government property and $110,000 for medical care costs provided by the government. The Claims Section received a newly-established Certificate of Excellence from TJAG for recovering more than 34 percent of its claims against carriers, about double the average rate for DA installations.

FOOTNOTE

[1]The New York State Clearing House is the central agency that coordinates environmental impact responses from all state-level agencies.

DENTAL ACTIVITIES

During the past academic year, the USMA Dental Activities Command (DENTAC) was manned one weekend per month by reserve personnel, thus expanding dental care provided to other than active duty personnel. The West Point DENTAC was assigned its first Individual Mobilization Augmentee (IMA) Executive Dental Officer, Colonel Francis Keith, who reported for duty in August 1986. This officer will return to West Point each year as the USAR counterpart to the active duty DENTAC Commander. The four-day DENTAC Field Training Exercise (FTX) of September 1986, began with an 11-mile march to the training site at Lake Frederick and included various aspects of field training.

In January 1987, Ms. Helen Lang, a local artist and an employee of the Audiovisual Instructional Technology (AVIT) Division was commissioned to paint a portrait of William Saunders, the first military dentist.[1] When completed, the portrait will hang in the Dental Clinic.

In May 1987, the World-Wide Dental Commanders Conference was held at West Point for the first time. This conference brought 150 DENTAC Commanders, executive officers, and sergeants major together for their annual meeting. Based on the success of this year's conference, the attendees voted to return again for next year's meeting.

The Dental Activity participated in the 1st Annual Children's Health Fair in May 1987, held at the Keller Army Community Hospital at West Point. The children were given oral hygiene and tooth brushing instructions, an allycroc toothbrush kit (a toothbrush with an alligator/crocodile handle) and a dental coloring book from the DENTAC booth at the fair.

Major General Bill B. Lefler, Assistant Surgeon General and Chief of the Army Dental Corps, visited the DENTAC facilities in Keller Army Hospital and at Stewart Army Subpost and spoke to all DENTAC personnel while at West Point to attend graduation exercises.

Dr. Carol A. Bowen, a contract civilian dentist, reported for duty at the West Point Dental Activity on 30 June 1987. This is the first civilian-hire dentist at West Point since the early 1900s. Civilian contract military dentists have become a reality throughout CONUS due to the efforts to reduce military personnel authorizations and to increase the use of civilians.

FOOTNOTE

[1]Although William Saunders was not the first dentist to serve the cadets at West Point, he was the first military man to do so. He spent 48 years at West Point, 43 of which were prior to the creation of the Dental Corps in 1901. He served as the Army's first dentist at West Point, the birthplace of the U.S. Army's Dental Corps. For more information, see John M. Hyson's "William Saunders: The United States Army's First Dentist - West Point's Forgotten Man," Military Medicine, Vol 149, Aug 84. The West Point Dental Clinic was redesignated the Saunders Dental Clinic at ceremonies attended by the Superintendent and Major General H. Thomas Chandler, Chief of the U.S. Army Dental Corps, on 5 June 1985.

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 (DA); veterinary food inspection, animal care, and zoonotic control; and preventive medicine services. Emphasis is upon health care rendered to the Corps of Cadets.

TRAINING

Keller Army Community Hospital (KACH) Department of Nursing personnel interacted with the Reserve components increasingly throughout the reporting period, rather than being limited, as in the past, to dealing with mobilization designees. The 320th Evacuation Hospital, of Newburgh, New York, began monthly weekend training on all KACH nursing units. For instance, in November 1986, KACH nursing personnel participated in a 320th Field Training Exercise and, in June 1987, operating room personnel from the 320th ran the operating room for otolaryngology surgery. Nursing personnel from both Air Force and Navy reserve units trained at KACH during the period.

As a result of the American Heart Association decentralization, the hospital was designated a Community Center for Cardio-Pulmonary Resuscitation (CPR) instruction by the American Heart Association, effective in May 1987. The hospital serves the communities of West Point and Highland Falls, maintaining records, equipment, and conducting CPR training classes at least once a year. The Nursing Education and Development Office, the action office for the program, offers CPR classes to the community on a monthly basis.

Eleven health care providers successfully completed a four-credit Emergency Medical Technician (EMT) course conducted at the hospital by the State University of New York at New Paltz. EMT qualification is a U.S. Army Health Services Command (HSC) requirement for all emergency room personnel.

Two Reserve Officer Training Corps (ROTC) cadets, whose college major is nursing, completed the first ROTC Advanced Leadership Training Course held at West Point in July 1986. This is a new program, designed to offer ROTC scholarships to otherwise qualified individuals who enter the field of nursing. The ROTC cadets were billeted in USCC barracks. One cadet was assigned to the MEDDAC Medical Company, working with the Company Commander. The second cadet worked with the Cadet Health Clinic and the 101st Division Liaison Officer during Cadet Basic Training (CBT).

Forty assigned personnel received or renewed Advanced Cardiac Life Support (ACLS) certification at courses offered at KACH. Keller physicians and nurses served as instructors for courses held in March and April 1987. All emergency personnel are required to have this certification and approximately 60 percent of the entire MEDDAC staff maintain this certification.

In May 1987, the MEDDAC participated in a disaster exercise with the National Disaster Medical System (NDMS), a joint federal-civilian program. The purpose of this exercise is to test the ability of the Castle Point Veterans Administration Hospital NDMS

coordinator to manage the reception of large numbers of casualties at Stewart International Airport and triage them to one of 12 local civilian hospitals participating in the NDMS program.[1]

KACH was established as an American Hospital Association Community Center in May 1987. With this recognition, the hospital gained the capability of teaching and certifying its own nursing staff in the Basic Life Support (BLS) courses necessary to keep them knowledgeable of the latest developments in the field. At the same time, it also provides an opportunity for our medical staff (teachers) to remain current with state-of-the-art advances in medical care.

Lieutenant Colonel Robert T. Hussey, Chief of the Logistics Division, planned and organized the MEDDAC's first Expert Field Medical Badge training program. It was an extensive training program designed to prepare military medical personnel for all phases of this highly-competitive test which includes the Army Physical Fitness Test (APFT), a comprehensive written examination, and hands-on examination on medical and military subjects. Only about one-fourth of all MEDDAC personnel (who possess a medical military occupational specialty (MOS) or skill identifier) attain this badge. The first training session was held in April 1987 and additional training will take place on a scheduled basis throughout the year.

During the Summer of 1986, the Optometry Clinic had its externship program approved and accredited by the State University of New York College of Optometry of New York City. Less than one-fourth of Army facilities have externship optometry programs. This program recognizes the high standards of the office and the fact that it is one of the very few clinics in the Army in which both doctors are board certified. The fact of 100 percent board certification was one of the precipitating factors that led the Optometry College to approach West Point about participating in the first place. The externship program provides for fourth-year optometry students to rotate through the KACH optometry clinic every three months, working under the guidance of clinic doctors. Based on the success of the program during the first year and the high ratings received from optometry students, a pilot study was begun about the feasibility of operating a residency at West Point. If accepted, this would be the first Army facility to have such a distinction.

PATIENT CARE

During the 1985-86 Academic Year, the operating room averaged some 100 surgical episodes a month. The figure went up to 136 during the 1986-87 Academic Year, apparently due to the presence of an otolaryngologist physician and three general surgeons which increased the hospital's capability to perform these procedures.

In an effort to be more responsive to outpatients needing prescription refills, a "drop off" service was established in the Emergency Room in September 1986. Patients drop off refillable prescription containers when the pharmacy is closed, and prescriptions are filled by Pharmacy personnel by 1000 the next scheduled duty day.

A major renovation project on the KACH first floor was completed at the end of 1986. The renovation was made to move the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) office from a second-floor location to a highly-prominent location on the first floor to increase visibility and ease of access.

A state-of-the-art mammography unit was installed at the Department of Radiology in August 1986. This unit is dedicated to taking x-ray images of the breast and is capable of detecting breast cancer in early stages. This unit replaced an aging zero radiographic unit that was increasingly unreliable and produced images so degrading that it became completely nonoperable at the end of 1985. For the first half of 1986, before the new unit was obtained, patients had to use facilties outside of West Point, although these visits were still funded by KACH. With the new unit in place, some 260 mammograms were done during the last half of 1986. Some 630 mammograms were made in calendar year 1987 compared to only 470 in 1985, during the later stages of the zero unit. Because of limited staff, routine screenings are still not done by this unit, and mammograms are limited to those in risk categories such as those with previous cancer, who have a history of cancer in the family, or who have an existing lump in the breast.

The Pediatric Clinic proposed and saw implemented an Adolescent Medicine Clinic in August 1986. Prior to this clinic's establishment, teenagers went to the pediatric clinic at the same time as young children and babies. For young people between the ages of 12 and 18 who are experiencing sensitive physical changes, the degree of privacy provided by such a center has been most beneficial. Teenagers are still seen at the Pediatric Clinic, but Monday afternoon appointment times are given only to them. The teens' responsiveness to follow-up visits is superior to the situation before; they are seeing medical personnel and getting more thorough treatment than in the past.

Due to increased interest in the field of sports medicine and availability of an adolescent medicine physician, an Orthopedic Adolescent Sports Medicine Clinic will be initiated in August 1987. The clinic will take advantage of the resident expertise of the Academy's orthopedist and will provide medical and consultative services to children with sports-related injuries.

VETERINARY AND PREVENTIVE MEDICINE SERVICES

In May 1987, a children's health fair called "A Carnival of Health" was held at West Point. Based on a concept that Lieutenant Colonel Linda K. Linker, Community Health Nurse, first tried at Fort Huachuca, Arizona, a fair was designed to teach children basic concepts of health in an entertaining and educational manner. The fair consisted of some 15 booths ranging from nutrition (with information on proper diets) to a physical therapy booth where the physical therapist showed children how to exercise and take their pulse. Mr. Germ made a special appearance to tell children how to get sick, followed by Mr. Clean who told children not to listen to Mr. Germ. Through this creative approach, the entire West Point community was encouraged to become more conscious of health care.

Preventive Medicine Services provided approximately 2,100 hours of training to cadets, military, retired military, and civilian personnel on West Point and Stewart Army Subpost (STAS) in such diverse areas as: child abuse, child care, stop smoking, human sexuality training, wellness/injury prevention, basic food services sanitation, prevention and control of communicable diseases, infection control, Female and Male Anatomy, Part I and II, Crossroads to Africa, administering medicine to children in Child Development Centers, prenatal education and counseling, contraception, feminine hygiene, HIV/AIDS, heat and cold injury, WBGT Index Training, breast and testicular self-examination.

The Veterinary Services provided approximately 700 hours of training to cadets, military, retired military, and civilian personnel of West Point and STAS to include: rabies prevention, proper care of pets, animal first-aid classes, and food services sanitation.

Throughout the past academic year, the Academy's policy of March 1986 dealing with individuals who test positive for the Human T-Lymphotropic Virus Type III (HTLV-III), which can lead to the acquired immune deficiency syndrome (AIDS), remained unchanged. As previously reported in the 1986 Annual Report, all cadet candidates will be tested prior to admission to determine if they have either the HTLV-III virus or AIDS. If they have either, they will not be admitted. Those cadets already at the Academy who are found to have either the virus or the disease may have their discharge delayed, upon the decision of the Superintendent, until completion of that academic year. In accordance with Regulations, USMA, paragraph 10.19, the Superintendent retains the authority to separate and discharge a HTLV-III infected cadet in cases arising prior to the start of the Second Class Year.[2]

First Class Cadets with either the virus or the disease may be graduated without commissioning. A formal memorandum from the Deputy Secretary of Defense, William H. Taft IV, on 25 August 1986, was in concert with previously-stated Academy policy and added: "A cadet or midshipman granted such a delay in the final academic year, who is otherwise qualified, may be graduated without commission and thereafter discharged. If the sole basis for discharge is HTLV-III positivity, an honorable discharge shall be issued."[3]

The memorandum followed the lines of previously-published policy statements, which prohibit anyone infected with HTLV-III from entering the active force. The objective of that policy is to protect the blood supply of the armed forces. (In case of an armed conflict, the force would be used to provide blood to its own members who required it. If one had HTLV-III, it could be passed and could infect the rest of the force.) Another objective is to maintain a worldwide-deployable force. Persons infected with HTLV-III cannot receive immunizations and thus are not deployable outside CONUS.

The Department of Pathology began implementing Phase I of the DA-directed AIDS testing at the Military Academy in early 1987. Phase I requires that all active duty military personnel be tested. Personnel in certain categories, primarily cadets and those en route to overseas assignments, were given priority in the testing. The Community Health Nurse provided numerous classes to educate the military community and civilian workforce at West Point and STAS on AIDS.

EVALUATION

The Command Logistics Review Team (CLRT) from Health Services Command, Fort Sam Houston, Texas, provided an assistance visit of all branches of the MEDDAC's Logistics Division in October 1986. This assessment, more detailed than an Inspector General (IG) review, reported that excellent logistical support was being provided to the MEDDAC and DENTAC.

RESEARCH

Several significant papers were submitted by the Orthopedic Service to national conferences during the last academic year. These papers include: poster presentation to the annual meeting of the American Academy of Orthopedic Surgeons; a follow-up study on anterior cruciate ligament knee injuries at USMA was presented to the Anterior Cruciate Ligament Study Group in Zermatt, Switzerland, and to the Hughston Orthopedic Society in Columbus, Georgia; presentations at the Physical Medicine and Rehabilitation Conference at Walter Reed Army Medical Center; participation in the Young Educators Conference at the summer meeting of the American Orthopedic Society for Sports Medicine; and two papers were presented to the Society of Military Orthopedic Surgeons - one concerning shoulder arthroscopy and the other concerning treatment of anterior cruciate ligaments at USMA.

FOOTNOTES

[1]Triage is the process of sorting disaster or emergency victims to determine both the priority and appropriate place of medical treatment.

[2]Information Paper, untitled, Mr. Salvatore and Major Reyna, 25 Sep 86.

[3]Memorandum for Secretaries of the Military Departments, etc., Subject: Additional Policy on Identification, Surveillance, and Disposition of Military Personnel Infected with Human T-Lymphotropic Virus Type III (HTLV-III), Deputy Secretary of Defense, William H. Taft IV, 25 Aug 86.

FIRST BATTALION, FIRST INFANTRY

Throughout the past academic year, the Academy undertook strenuous efforts to try to retain the military presence and engineer support provided at West Point by the 528th Engineer Detachment (Utilities). A DA force structure decision in late 1984, in support of Total Army Analysis (TAA) 91, sought to reduce the total Engineer Active Component by eight utilities detachments, including USMA's 528th by Fiscal Year 1987. This action was scheduled at a time when the Academy was becoming increasingly dependent upon contractual support, yet its authorization base had been steadily declining.[1] The action threatened to seriously constrict the Academy's ability to respond to normal requirements on the one hand or threatened to severely cripple the Academy's Academic Modernization effort on the other. It would have eliminated the Superintendent's last resource which was always available to respond to emergency or critical situations in a timely manner, offering an essential degree of flexibility of response unconstrained by other factors. Ultimately, DA modified the order to inactivate the detachment, at least on a temporary basis, and reduced it to a platoon-sized unit with a heavy emphasis on earth-moving capability. Although thereby reduced during the Summer of 1987 from a detachment of two officers, one warrant officer, and 60 enlisted to an engineer platoon of one officer and 41 enlisted, it planned to carry on most of its prior functions. At the end of the reporting period, efforts were still ongoing to obtain these authorizations on a permanent basis.

After nearly a year in an inactive status, the USMA Airborne Detachment was reconstituted during the Summer and Fall of 1986 with three non-commissioned officers from the "Golden Knights" U.S. Parachute Team of Fort Bragg, North Carolina. The USMA detachment immediately resumed its mission of training cadets for parachute demonstrations at home football games and for collegiate competition. The cadets competed in the U.S. Collegiate National Parachute Meet during the semester break and trained with the U.S. Army "Golden Knights" during the spring break. The detachment trained 30 cadets during the Spring of 1987.

The 1986 Cadet Summer Training was supported by the "Screaming Eagles" of the 101st Airborne Division, Air Assault, 1st Battalion, 502nd Infantry. Normally comprised of 700 troops, it was expanded to 1,700 with the addition of hundreds of augmentees to create a realistic training environment for the cadets. Among the more conspicuous of the augmentees were the "Top Guns" from Fort Campbell, the 1st Battalion of the 321st Field Artillery, which provided some 400 troops for the cadet training program.

FOOTNOTE

[1]Ltr, LTG Willard Scott, USMA Superintendent, to LTG Arthur E. Brown, Jr., Director of the Army Staff, 8 Mar 85. See also supporting Summary Sheet, subject: Inactivation of 528th Engineer Detachment — FY 87, 28 Feb 85.

PUBLIC AFFAIRS

During the 1986-87 Academic Year, the Public Affairs Office reorganized to comply with DA guidance regarding public affairs office structure. Three branches - Public Information, Command Information, and Community Relations - were established. In addition, the USMA-unique branch of Sports Information continued to function under the operational control of the Office of the Director of Intercollegiate Athletics.

Public Information

Media interest in USMA remained at a high level. Upon assuming command of the Military Academy on 28 July 1986, Lieutenant General Dave R. Palmer undertook an active interest in meeting members of the news media and provided interviews to nine media, to include the New York Times and Army Times. The Superintendent also hosted a segment for CBS-TV's "We the People," a series of one-minute vignettes for the Bicentennial of the Constitution. In his spot, Lieutenant General Palmer spoke about civilian control of the military.

National media coverage of West Point was diverse and extensive. The New York Times reported the acquisition of computers by the Class of 1990 and academic modernization. In July, The Chronicle of Higher Education printed a feature about R-Day 1986. The Washington Post and the Chicago Tribune covered the increased interest in admission to USMA. In addition, events such as the Distinguished Lecture Series, the Student Conference on United States Affairs (SCUSA), the Thayer Award, and the 25th anniversary of MacArthur's "Duty, Honor, Country" speech were reported by local, regional, and national media.

Achievements by cadets and members of the staff and faculty received national media attention. Cadet Kevin Houston's outstanding basketball performance resulted in numerous features to include USA Today, Sports Illustrated, and ABC, CBS, CNN, and ESPN television. Cadet John Tien's selection as a Rhodes Scholar received wide coverage. People magazine was one of several media that focused on Marion Rockwell, instructor in the Department of Physical Education, in features about her abilities as an instructor of self-defense.

Graduation for the Class of 1987 was reported by 60 local, national, and international members of the media. Cadets Tara and Tracy Miller, identical twins, were featured by the New York Times, Army Times, "PM Magazine," and ABC-TV's "Good Morning America." A brief media session with graduation speaker Chief of Staff of the Army General John A. Wickham, Jr., was held immediately after the graduation ceremony.

Interest by foreign media included an article in the German version of Cosmopolitan about women in the military; a BBC-Radio, London, report on the Class of 1987 titled "Tomorrow's Generals"; and a visit by correspondents from the Foreign Press Center, United States Information Agency (USIA).

The great majority of news reports resulted in articles favorable to USMA. However, several news reports of a negative nature were published. The discharge of eight women assigned as enlisted soldiers at the Military Police Company on the basis of homosexuality under Chapter 15, AR 635-200 "Enlisted Personnel" was reported by local, regional, and national media. In addition, local media interest continued in the ongoing civil court cases regarding 1984 allegations of child abuse at the West Point Child Development Center.

Command Information

The first broadcast of the Academy's cable television program, "Focus on West Point," took place in August 1986. The 15-minute show aired every two weeks and featured USMA events and people in a magazine-style format. It was initiated as an adjunct to the post newspaper, the Pointer View, to increase community awareness of Academy issues and key personnel. The Pointer View published special issues as part of the spirit activities for the Air Force and the Navy games. Spirit for the Navy game also was enhanced by a music video by the staff of the cadet radio station, WKDT.

Community Relations

The Speakers Bureau continued to be very active during this academic year. A total of 76 speakers sponsored by the Bureau gave lectures to a wide range of audiences. The speeches were on a variety of topics including commemoration of the Bicentennial of the U.S. Constitution.

West Point continued to be a major tourist attraction. The Visitors Information Center last year welcomed more than 260,000 of the three-million annual visitors to the Military Academy.

Post activities emphasized the Bicentennial of the Constitution, and the National Commission on the Bicentennial of the U.S. Constitution named West Point as an official Bicentennial Community.

"West Point: Ramparts of the Republic," a historical documentary in 16-minute and 28-minute formats, was completed and made available for limited distribution. The documentary, narrated by James Stewart, integrates historic artwork, photographic skills, and archival and modern film.

During a 24 May ceremony in the Superintendent's garden, the President of the Class of 1987 (The Constitution Class) designated the soon-to-be-planted offspring of the Surperintendent's copper beech tree as a living legacy "Constitution Tree."

West Point was host in September 1986 to the 4th United States Army Civilian Aides to the Secretary of the Army (CASA) Conference. Attending were eight civilian aides, with representation from each of the seven states in the Fourth Army area.

In September 1986, at the West Point Bullion Depository, Secretary of the Treasury James A. Baker III struck a one ounce $50 gold American Eagle Bullion Coin, the first investment gold bullion coin ever issued by the United States Mint. These gold coins, in $50 one ounce, $25 1/2 ounce, $10 1/4 ounce, $5 1/10 ounce weights and denominations, feature the classic Augustus Saint-Gaudens design of Liberty, last used on U.S. gold pieces minted in 1933. In addition to Secretary Baker, Katherine Ortega, Treasurer of the United States, and Donna Pope, Director of the United States Mint, attended the ceremony. The coins, to be minted at West Point, will offer participants in the domestic and international gold coin market the opportunity to purchase bullion coins produced in the United States.

National Survey

In early August 1986, Cambridge Reports, Inc., coordinated a national survey on behalf of the Military Academy sponsored by AT&T. The survey was recommended by the the Civilian Public Affairs Committee, an informal advisory group comprised of corporate public relations and public affairs professionals who lend their time and expertise to assist in the development and implementation of public affairs programs for the Military Academy. The results validated and updated similar surveys conducted in 1979 and 1982. The results were based on telephone interviews with a random sample of 1,500 adult heads-of-households nationwide. The highlights of the survey are as follows: "Americans are more familiar with U.S. Service Academies than major technical institutions. West Point noses out other service academies in both familiarity and public favor. Familiarity with West Point is up. Primary sources of impression of West Point are newspaper and magazine stories and 'knowing' a cadet/graduate. The dominant impression of West Point continues to be that of a service academy vitally important to the country, the number one training school for Army officers, providing a quality education well worth the taxpayers investment. West Point is perceived as a tough school to get in to - and to get out of - and probably a good avenue for minority youth. West Point is believed to offer a broad education equal to - and possibly better than - other institutions - however, some uncertainty about how broad it is is evident. Athletic successes of late have not gone unnoticed."[1]

FOOTNOTE

[1]"Current Public Perceptions of the United States Military Academy at West Point," A Flash Report, September, 1986, p. 2.

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.

In May 1987, the United States Military Academy conducted a ceremony commemorating the 25th Anniversary of General of the Armies Douglas A. MacArthur's "Duty, Honor, Country" Address to the United States Corps of Cadets on 12 May 1962. The preliminary activities included a display in the library, articles in the Pointer View and Daily Bulletin, and several free presentations of the movie "MacArthur" starring Gregory Peck. On 12 May, the day's festivities began with an arrival reception in Cullum Hall for Mrs. Douglas MacArthur, General and Mrs. Richard G. Stilwell, and Brigadier General James R. Ellis (who had been Cadet Brigade Commander when MacArthur delivered his address).

GEN MacArthur accepts the 1962 Thayer Award from retired LTG Leslie R. Groves, president of the USMA Association of Graduates.

The festivities then included a lunch with the Corps of Cadets in the Cadet Mess, a wreath laying ceremony at the MacArthur Memorial, a videotape presentation of MacArthur's speech in Eisenhower Hall, an organ recital of General MacArthur's favorite songs in the Cadet Chapel, and a reception in the garden of the Superintendent's house (Quarters 100).

Jean MacArthur, widow of GEN MacArthur, places a wreath at the base of the West Point monument to her husband during anniversary ceremonies.

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 spoke at the Academy.

John Chancellor, NBC News Commentator, spoke in December 1986 in Eisenhower Hall to an audience of 1200, including 1000 cadets, on "The Role of the Media and Public Opinion in Policymaking."

The largest audience in the lecture series came out to hear The Honorable Sandra Day O'Connor, Associate Justice of the Supreme Court, who spoke in January 1987 in Eisenhower Hall to an audience of 3,000, including 1200 cadets, on "Making Our Constitution Work." In her address, Justice O'Connor told the cadets that as citizens and members of the armed forces, they share equal responsibility with the Supreme Court for upholding the Constitution.

In the first of three lectures in February, Dr. William J. Kaufman, Professor of Physics at San Diego State University, spoke in Eisenhower Hall to an audience of 1,200, including 1,100 cadets, on "Our Cosmic Frontiers: New Directions in Astronomy and Astrophysics." Dr. Kaufman presented an exciting and dramatic lecture, complete with slides and a short film.

The Reverend Jesse Jackson, President and Founder of the National Rainbow Coalition, Inc., spoke in February in Eisenhower Hall to an audience of 2,000, including 1,000 cadets, on "Political Participation in a Democracy." Cadets were exceptionally receptive to Reverend Jackson, particularly in the question and answer period when he became very animated and provocative. His key point was that America's next generation of American military leaders should assess national security in domestic as well as international terms. An article in the next day's New York Times summarized Reverend Jackson's message quite well with the headline "Jackson Challenges Cadets to Rethink Role."

John W. Gardner, Educator, Psychologist, and Public Leader, spoke in February in the North Auditorium of Thayer Hall to an audience of 600, including 550 cadets, on "Leadership: The Interaction of Leaders and Followers."

Finally, Dr. Inis L. Claude, Jr., Professor of International Relations at the University of Virginia, spoke in April in Mahan Hall Auditorium to an audience of 650, including 560 cadets, on "The Future Role of the United States in the International Arena." Faculty members were especially positive about his comments on the role of the U.S. in a post World War II international system.

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. Threatened reductions in Federal impact aid to the local school district continued to significantly affect 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 (NY) Central School District. Impact aid was instituted in 1950 on the

rationale that school districts lost revenue if they were located near Federal installations such as military bases (which are exempt from paying local property taxes). Every President since Eisenhower has tried to reduce impact aid, but since many congressional districts contain Federally-impacted schools, congressional support had been strong enough to prevent significant reductions. With the arrival of the Reagan adminstration, the issue was raised once more.

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. 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.

Another type of impact aid (section 2) is land aid which is granted to school districts that lose tax revenue from exempted military property. Between 1938 and 1945, the Federal government (Military Academy) acquired 10,000 acres from Highland Falls. The assessment for the land had been $20 million and land-aid funds were computed on that basis. In 1985, unknown to the local school district, the Department of Education (DOE) reassessed the lands for $9 million with a corresponding reduction in section 2 funds for the school district. That reduction, in addition to pressure on other aspects of impact aid due to budget reductions resulting from the Gramm-Rudman-Hollings act, called the school budget into question and the local community was threatened with severe tax increases and school budget cuts to make up for the difference.

In September 1986, when it was learned that the Section 6 Contract with DOD would be renewed at the same level as the year before and funds owed from the land-grants from previous years would be forthcoming, the new DOE reassessment of the land value was revealed. In the Spring of 1987, after the town requested a review of the reassessment and area Congressman Hamilton Fish (R-NY) became involved, DOE reassessed the property for $13.2 million. In the end, the state, through the efforts of State Senator Richard Schemerhorn (R-Newburgh), brought in $525,000 and satisfied most of the shortfall. However, the School Superintendent continued to ask the DOE to restore some of the impact aid not paid in previous years because of the earlier reassessment and because the prospects for the 1987-88 school year were still unsettled at the end of the reporting period.

One of the most difficult lingering issues involving the Military Academy - the issue of child abuse at the West Point Child Development Center in 1984 - continued to proceed through the legal system during the last academic year. The legal action centered around a $110 million civil lawsuit filed by William Crain, a local Newburgh, New York, attorney, in February 1986 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, moved that the case be dismissed because the Federal Tort Claims Act, under which the suit was filed and which serves as a waiver to allow individuals to sue the government, did not allow the U.S. Government to be sued for assaults perpetrated by its employees. In January 1987, Federal Judge Whitman Knapp ruled on Gaffey's request to throw out the case. The Judge rejected the government claim that (1) the government's only relationship with the children had

been at the point of contact between the employees of the Child Development Center and (2) that the alleged abuse constituted a simple assault on the children, rather than a situation resulting from the government's negligence. In February, Gaffey appealed Judge Knapp's decision to a three-judge panel in the Second U.S. District Circuit Court of Appeals in New York. Because of the press of other legal issues facing the Appeals Court, no decision was reached by the end of the reporting period. Calls for a Congressional investigation of this and other charges of child abuse at other Army posts were made in early 1987, but were delayed pending the resolution of the legal cases.

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COL RC Handcox 2817
Prof CD Clark 2312
MAJ AL Passer(XO) 3510

DEPT OF MATHEMATICS
BLDG 601 - RM 263 (MADN-A)
COL DH Cameron (PAX178) 2100
COL FR Giordano 2807
COL JL Kays 3322
LTC HH Reed 4502
LTC GL Jenkins 3200
MAJ JF Edwards 2409
MAJ DC Arney 2719
Prof JW Walker 4604

DEPT OF MECHANICS
BLDG 752 - RM 225 (MADN-I)
COL PD Heimdahl (PAX179) 2600
Dr D Morris 3131
COL EG Tezak 2133
LTC AL Dull 2956
LTC JW Samples 2601
LTC TM Kiehne 2816
CPT DM Murphy (XO) 3035

DEPT OF PHYSICS
BLDG 753 - RM 301 (MADN-H)
COL WA Childs (PAX180) 3901
Prof JM Tanner 3535
COL LG Ailinger (XO) 3106
COL KR Grice 2123
LTC RJ Winkel Jr 2005

DEPT OF SOCIAL SCIENCES
BLDG 601 - RM 129 (MADN-J)
COL LD Olvey (PAX181) 2800
COL JR Golden 2811
COL GK Osborn 2801
LTC AA Clark 2615
LTC TW Fagan 2493
LTC DJ Kaufman 2975
LTC AR Norton 2615
LTC HB Pillsbury 3554
LTC RH Baldwin 2879
LTC FH Black 3782
LTC WE Walker 2801
MAJ TV Daula 2493
CPT RM Soeldner (XO) 2821
Dr GC Edwards 4110
FSO H Steers 3554

USMA LIBRARY
BLDG 757 (MALI)
Librarian, USMA
Mr EA Weiss (PAX196) 2209
Associate Librarian
Mr KW Hedman 3833
Collection Development
Mr JM Barth 4560
Systems Librarian
Mr LE Randall 4789
Special Collections Division (MALI-S) 2954
Mr RE Schnare
Technical Services Division (MALI-T) 2373
Mr CA Ralston
USMA Archives (MALI-A) 2017
Dr EC Cass
User Services Division (MALI-U) 2230
Ms G Watson
Reading & Study Skills Center (MALI-R)
Ms EJ Ince 4288-3421
Mrs M Kehlet 4288-3421

RELATED NON-USMA ACTIVITIES

CATHOLIC CHAPLAINS
BLDG 745D - 1ST FL
Rev JJ Tubridy 9-5575
Rev RT Drummond, O.S.A. 9-5575
Ch (LTC) MJ McCarthy 9-5575
Office (Washington Hall) 9-5575
Sr Theresa Lardner, CCD Coord 9-2856

AMERICAN RED CROSS
BLDG 622
BG SO Fuqua Jr USA Ret
Vol Sta Mgr 4100-4386

NY DISTRICT ENGINEER OFFICE
WP AREA OFFICE BLDG 667-A
LTC S Vonasek (Area Engr) (PAX169) 4701
Mr JT Cohane (Asst Area Engr) 2812
Mr B Kabel (STAS Project Engr) STAS 3580

ASSOCIATION OF GRADUATES
BLDG 605
RJ Lamb COL (Ret) (PAX122 4800
MJ Herbert COL (Ret) 9-5860
RA Strati COL (Ret) 9-5773
PW Child COL (Ret) 9-5800

WP ALUMNI FOUNDATION, INC
BLDG 639
MJ Krisman COL (Ret) 9-5800

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES/HRPO
BLDG 600 - RM 105 (MAPA)

COL MW Gilmartin (PAX 127) 2103-2383
LTC M Shestok 2103-2383

ADJUTANT GENERAL
BLDG 600 - RM 15 (MAAG)
LTC LT Daly (PAX 121) 3500
MAJ RM Currey 2402
Retention BLDG 622 (MAAG-E)
SFC J Wallace 3023
Admin Sec RM 14 (MAAG-A)
Mrs R Ciabotti 3404
Mil Pers Ofc BLDG 622 (MAAG-P)
MAJ FD Coleman (PAX 148) 3910
MSG B Blitch 3910
SSG KA Belton 3005
Mil Pers Acts/Rec Sec (MAAG-PAR)
CW3 E Becker 3703
SFC J Robedee 4507
Mil Pers Actions Br (MAAG-PA)
SSG J Bell 3527-4217
Mil Pers Records Br (MAAG-PR)
Mrs A Shealy 5212
Retirement Services
Mrs G Reynolds 3527
Pers Management Sec (MAAG-PM)
CW3 J Stacy 3125
SFC D Munden 2118
SIDPERS Section (MAAG-PS)
Ms P Lozell 3811
SGT D Moore 3811
PSNCO (MAAG-PL)
SSG A Ortiz 3005
SP4 R Watson 3005

INSTALLATION CLUB MGT DIV
BLDG 622 (MACM)
Mr J Johnson (ICM) (PAX 156) 4418
CPT KM Peterlin (Asst ICM) 446-4704
Admin Support Branch
Vacant 446-4704

WEST POINT OFFICERS' CLUB BR
BLDG 603
Branch Manager BLDG 603
Mr F Davis 446-5506
WP Officers' Club BLDG 603
Vacant 5120
Catering (WPOC)
Ms E Metcalf 446-5504
Stewart Officers' Club BLDG 2802
Mr A DiPoalo 6-564-6661

WP NCO/ENLISTED CLUB BR
BLDG 759
Branch Manager BLDG 759
SFC Scott 446-5507
WP NCO/Enlisted Club BLDG 759
SSG Fritz 5121
Stewart NCO/Enlisted Club BLDG 900
SFC Sprouts 6-564-7590
WP Package Store BLDG 618
Ms Coopersmith 446-3666
STAS Package Store BLDG 2410
Mr A DiPoalo Jr 6-564-7730

WEST POINT ELEMENTARY SCHOOL
BLDG 705-A (MAES)
Superintendent of School 3506
Dr W Lowey
Building Principal K-4 2313
Mrs N Neish
Building Principal 5-8 2923
Dr JV Zenyuh
School Counselor 3827
Mr CP Lomartere
School Psychologist 2226
Dr TM Rauner
Administrative Supervisor 3506
Mrs E Ellingsen

MORALE SUPPORT ACTIVITIES DIV
BLDG 603 (MAMS)
Mr T DuMoulin (MSO) (PAX 158) 2401
Mr H Rucker (Asst MSO/Funds) 2707
SFC V Lowry (NOIC) 3403
Publicity 4690
Mrs J Flint
Admin Svc 3809
Mrs L Giacoio
Funds Office 2707
Ms S Meares
Purchasing/Unit Funds 4690
Mrs P Woodruff
Supply/Warehouse 2076
Mrs G Rainey
Library Branch 2974
Mrs S Moskala
Physical Activities Br 3809
Mr J Thompson
Sports Office 3066
Mr J Liney
Round Pond 2503
Mr R Farley
Morgan Farm BLDG 2026 3926
Mr P Cashman
Equipment Rental BLDG 618 3481
Mr J McGuinness
Golf BLDG 1230 2435
Mr D Roulett
Ice Skating 4236
Mr J McGuinness
Ski/Swim BLDG 718 3726
Ms M Franklin
Bowling BLDG 622 2140
Mr J Goldstein
Com Skills & Dev Br BLDG 622 2401
Mr R West
Crafts BLDG 648 4812
Mr K Shuker
Rec Ctr BLDG 622 3601
Ms M Hinote
Youth Actv BLDG 693 3550
Mr D Hulst
STAS MSA BLDG 2418 8-247-3495
Mr T Kelley (MSO)
Sports BLDG 1102 3565
SSG R Welge

MORALE SUPPORT ACTIVITIES DIV
Library BLDG 1402
Mrs F Irons 3501
Youth Activities BLDG 1400
Vacant 3433
Crafts BLDG 2408
Mr M Mullins 3584
Bowling BLDG 810
Mr R Fricke 3447

HUMAN RESOURCES DIVISION
BLDG 666 (MAHR)
MAJ JA Stober (PAX 153) 2023
SSG C Francis (NCOIC) 2025
Army Community Services (MAHR-C)
BLDG 147
Ms J Rigoglioso (Dir) 4621
SGT D Holman (NCOIC) 4506
Ms ME Olivia (Fin Afrs) 4506
Ms M Sullivan (Fam Advoc) 4506
Ms C Austin (Fam Empl) 3039
Vacant (Excep Fam Mem) 4506
Vacant (Info Ref) 4506
Vacant (Reloc Spec) 4506
Ms M Phillips (Vol Supv) 563-3257
STAS Army Community Services
BLDG 2310
Child Develop Svcs (MAPS-CDS)
CDS Coord - BLDG 666 4523
MS P Trotti 2092
WP Child Dev Ctr - BLDG 635
Full Day Director
Vacant 4523
Part Day Director - BLDG 668
Ms M Schlacter 3352
Hourly Director - BLDG 671
Ms S Vellone 5155
STAS Child Develop Ctr - BLDG 2106
Full Day Director
Ms B Goodman 563-3522
Part Day Director
Ms P Sullivan 563-3522
Hourly Director
Vacant 563-3522
Family Child Care
Ms B Denerstein 3921
Budget Analyst
Mr B Lark 2894
Army Education Center (MAHR-E)
BLDG 662
Mr JJ Haggerty (Dir) 3762
Army Learning Center - BLDG 680 3685
SFC EG Kreder
Computer Laboratory
Ms D Leach 3891
Alcohol & Drug Abuse Counseling
Center - BLDG 606 - RM B2 (MAHR-G) 2462
Mr W Frusciante (Dir) 2912
Counselor Staff

PROVOST MARSHAL
BLDG 681 (MAPM)
LTC WH McComas Jr (PAX145) 2403
MAJ RN Pritchard 2609
MP Opns Branch (MAPM-O)
CPT R Bassa 4573-2208
1LT L Fischer 4573-2208
MSG D Henrichs 3119-2208
MP Desk 3333-3312-446-5555
Traffic/Registration Sec
SGT S Schulthies 4765
Registration Clerk 4765
Special Opns Branch
SSG R Young 4585
Physical Security Sec
SGT R McCasland 4172
Crime Prevention Sec
SGT L McArthur 4172
MP Investigations Sec
SGT W Davis 3914
PM Operations STAS
SFC T Tatro 8-247-3540
STAS MP Desk 564-0580-3602

HUMAN RELATIONS PROGRAMS OFFICE
BLDG 658 (MAPA)
Civilian Equal Opportunity Branch (MAPA-CE)
Mr DD Bolinger (Act Chief) 4478
Ms CH Lewis 3052
Mr JM Cruz 3052
Military Equal Opportunity Branch (MAPA-ME)
CPT M Martinez Jr 2581
SFC DM Harlan 2581
SFC D Holmes 2581

POST CHAPLAIN
BLDG 692 (MACH)
Ch (LTC) DG Wilson 3504
Ch(MAJ) RE Bradley 2003
MSG JC Thom 2003
Stewart Army Subpost BLDG 1700
Ch (LTC) KK Davis 8-247-3310

SAFETY OFFICE
BLDG 329
Mr JA Ciabotti (PAX 107) 3717

RESOURCE MANAGER
BLDG 622 (MAPA-RMO)
Mrs GM Berrios 2885-2532
Appropriated Funds
Vacant 2885
Non-Appropriated Funds
Mrs M Milano 2532
Budget Assistant
Mrs A Lewis 2628

DIRECTORATE OF ALUMNI AFFAIRS
BLDG 605 - SOUTH ENT (MAGM)

LTC (Ret) EG Fishburne (PAX 154) 3700

DIRECTORATE OF INFORMATION MANAGEMENT
BLDG 601 - RM 157 (MAIM)

COL DE Bartholomew (PAX 192) 3270
LTC RA Kaiser 3270
Plans & Programs Office MAIM-P 4636
CPT P Balaram
Budget Sec MAIM-PB 2675
Mrs M Tompkins
Admin & Logistics Office BLDG 600 MAIM-AL
CPT HC Rottner 4103
Admin Sec MAIM-AC
Mrs E Beatty 3835
Logistics Sec BLDG 601 MAIM-AL
SFC P Clark NCOIC 3989
Records Mgmt Sec BLDG 329 MAIM-AR
L Wallace Rec Admin 2491
M Bryant Mail/Corr/Dist 3304
M Livengood Pubs/Forms 3304
J Rozbitsky Micrographics 2491

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION
BLDG 601 MAIM-V
LTC WT Munson 2122
CPT DW Keeling (Adv Tech Off) 3273
MAIM-VAT
MSG RJ Saniga NCOIC 3273
AV Materials Production Br MAIM-VMP
MAJ HK Jenkins 2362
Photo Sec BLDG 667-A MAIM-VPP
Mr M Fusco 2572
Graphics Sec BLDG 606 MAIM-VGP
Mr F Mitchell 3445
Fabrication Sec BLDG 639 MAIM-VFS
Mr L Boselli 3019
TV Operations Sec BLDG 601 MAIM-VTO
SFC L Sutton 4081
Audiovisual Op/Maint Br BLDG 600
MAIM-VOM
MAJ JF Kehoe 3922
AV Operation Sec BLDG 601 MAIM-VAV
MSG JA Collins 3069
AV Support Sec BLDG 601 MAIM-VLO
Mrs M Goodwin 2804
Electronic Maint Sec BLDG 719
MAIM-VEM
Mr J Bonsell 2288

COMPUTER SYSTEMS DIVISION
BLDG 601 MAIM-C
LTC HL Sharp (PAX 189) 4311
Config Mgmt Br MAIM-CC
Mr K Devine 3334-4256
Sys Software Spt Br MAIM-CS
CPT D Connell 2138
Thayer Computer Opns Br MAIM-CT
MAJ RA Kirsch 3696
Comm & Networking Br MAIM-CN
CPT B Tolliffe 2179
Data Base Admin BLDG 2102 MAIM-CD
Mr RW Nelson 3180
Software Engr Br BLDG 2102 MAIM-CE
MAJ JC Gay 2254
Information Center (SEB)
BLDG 601 MAIM-CI
CPT R Coxe 4378
Post Computer Opns BLDG 632
MAIM-CP
CPT DR Kennedy 2235

INFORMATION MGMT SUPPORT DIV
BLDG 600 MAIM-S
LTC AR Levy (PAX 188) 2220
Communications Mgmt
Mr JR Spink 2225
Central Recs Sec MAIM-SG
Mrs D Donnery 4134
Post Staff Ref Library
Mail & Dist Sec MAIM-SM
Mrs J Kehl 4412
Pubs & Blank Forms BLDG 667-A
MAIM-SP
Mrs R Kern 3015-4133
Printing Plant BLDG 646 MAIM-SPP
Mr C McCormick 3760

USAISC - WEST POINT
BLDG 600 ASNI-UMA
COL DE Barthlomew Cdr(PAX192)3270
LTC AR Levy Dep Cdr (PAX188)2220

DIRECTORATE OF OPERATIONS, PLANS AND SECURITY
BLDG 600 - RM 600/700 (MAAS)

COL TN Cunningham (PAX 162) 3424
MAJ E Schwabe 2517
Operations, Ranges & Training
CPT J Bruckner 4362-4206
Security and Plans/Fgn Acad Exch Off
MAAS-S
CPT DF Pincombe 2717
SFC R Harper 2717
Coordinator Reserve Component Spt
MAJ JD Hamilton 4362-4206
Operations Officer
CPT JB Raczkowski 4206-4362
Scheduling & SQT Evaluation
SGT S Largin 2517
Budget and Schools
Vacant 2272
USAF Liaison Officer
LTC DG Saddler 4204
Range Control BLDG 1650 - MAAS-R
SSG G Hawthorne 3930-4317

WEST POINT MUSEUM
BLDG 601 - (MAMU)
Mr RG Kuehne 2203

STAFF DIRECTORY PREPARED BY DOIM PUBLICATIONS SECTION AS OF 1 AUGUST 1986

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

DIRECTORATE OF LOGISTICS
BLDG 600 - RMS 103, 104 (MALQ)

COL EL Aschliman (PAX 124) 2900
LTC FM Pezzillo, 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)
MAJ JD Babington (PAX 126) 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
Ms L Stoddard 4769
P&C's Status Desk 2968

SUPPLY & SERVICES DIVISION
BLDG 667A - RM 600 (MASU)
LTC WG Bray (PAX 135 3211
Mr M Colandrea 3605
Laundry & Dry Cleaning COR Team
BLDG 845 (MASU-L)
Mr E Oberle 4708
Property Control Branch
BLDG 667A (MASU-T)
Mrs A Broughton 2215
Self Service Supply Center
BLDG 695 (MASU-S)
Ms J Clearwater 3815
Post Food Advisor
BLDG 667A (MASU-FA)
Mr G Denas 4345
Property Book Office
BLDG 667A (MASU-PB)
CW4 JR Damron 4725
TISA - BLDG 667A (MASU-R)
Mrs D Reynolds 2819
AMMO Storage & Issue -
BLDG 1235 (MASU-A)
Mr D Storms 3216

TRANSPORTATION & MAINTENANCE DIVISION
BLDG 626 - (MATC)
LTC PL Brillante (PAX 138 2713
MAJ DC Munn 2415
Traffic Mgr
Mr DA Anderson 2416
Maint Mgr
Mr R Goodrich 4269
Trans Mgr
Mr J Porter 4269
Traffic Br MATC-T
Mrs R Andrews 2415
Scheduled Airline Ticket Office 446-7714-7715
Harborcraft Br, So Dock (MATC-H)
Mr RJ Camarda 3011-2137
Vehicle Operations Consolidate
Maintenance Br - BLDG 781
Mr G Davidson (PAX136)4807-2808
Quality Assurance 2873
Office Machine Repair 2389
Dispatcher (BLDG 783)
(24 Hour Operational) 2018-2047

TREASURER,USMA
BLDG 747 - 1ST DIV (MATR)
LTC JL Throckmorton (PAX134)3516
Admin Officer
Vacant 4262
Accounting & Disbursing Br
Mr KB Rose 3518
Cadet Mess Br - BLDG 745 (MATR-M)
MAJ KE Burke 2544
Admin Officer
Ms ME Kelliher 4814
Contract Officer Rep
Mr LH Brock 4387
Reservations
Mrs B McNally 2066
Dietitian
CPT JE McCoy 3619
Corps Support Br - BLDG 687
(MATR-S)
MAJ S Prewitt 2702
USMA Bookstore - BLDG 601
Mrs MB Tomann 5153
Cadet Store - BLDG 606
Ms 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 140) 3415
LTC JD Knowles (Dep Engr) (PAX 161) 2417
LTC M Delleo (Fac Engr) (PAX161) 2417
CPT L Munch (Op Off) 2926
Mr J Freiband (Master Planner) 4856
Mr JA Paes (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
Natural Resources Br
Mr J Deschenes 2520
Grounds Br
Mr J Nosek 3318
Structures Maint Br
Mr B O'Rourke 3924
Roads Br
Mr J Meade 2913
Custodial Br
Vacant 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 Hartzell 3317
Budget & Acctg Br
Mr J Baldwin 3416
Mgt Engr & Systems Br
Mr M Kempisty 2860
Estimating & Fac Inspec Br
Mr R Brophy 4218
Supply Br
Mr L Griffin 3202
Vacant (Pur Ag) 3310
Mr P Pecoraro (PropBk Off) 2949
Mr D Spampinato (Storage) 3766
Mr E Sheppard (Furn Mgt) 2949

STEWART ARMY SUBPOST ENGINEER DIVISION
BLDG 2310 (MASA-E)
Mr CR Stroble 8-247-3483
Work Reception
Ms P Redner 8-247-3322

ENGINEERING PLANS & SERVICES DIV
BLDG 667-B (MAEN-E)
Mr R Heidmann 3107
Engineer Design Br
Mr M Folsom 2116
Construction Inspec Br
Mr L Buchalter 4613
Project Management Br
Mr R Hunjan 2333
Project Control Br
Mr HD Greer 2224

ENVIRONMENTAL & ENERGY MANAGEMENT DIVISION
BLDG 667-A (MAEN-AE)
Mr DH Pfeil 2818
CPT P Harts 2818
Environmental Management Br
Mr MK Saini 3224
Energy Management Br
Mr T Grasek 2605
EMCS
Mr J Poptanich 2889
Central Power Plant
Mr K Thomas 2317

HOUSING DIVISION
BLDG 667-A (MAEN-H)
Mrs P Chick 3009
Housing Program & Budget Br
Mr J McGrisken 2521
Mrs E Cullison BLDG 626 2318
Housing Operations Br BLDG 626
Ms A Swan 4500
Unaccompanied Pers Hsg Sec
Mrs J Neukamm 3942
Mrs M Calvino 3942
Family Housing Section BLDG 626
Ms A Swan 4500
Ms G Babcock (Asg & Term) 4500
Ms L Horan (Asg & Term Enl) 4500
Ms D Ramlow (Hsg Inspector) 2496
Mr V Favoino (Engr Tech) 3025
Five Star Inn (STAS)
Mr J Egan 8-247-3311

FIRE PREV & PROT DIV
BLDG 721 (MAEN-F)
Fire Chief
Mr J Cerrone 3001

DIRECTORATE OF RESOURCE MANAGEMENT
BLDG 600 - RM 311 (MARM)

COL ET Counts (PAX137) 2112
Mr EJ Rose Jr (Deputy) 3110

ACCOUNTING PLCY & SYS OFF
(MARM-AP)
Mr DA Sundby 3626

MANPOWER & MGMT DIVISION
(MARM-MM)
Mr VC Brower 3517
Manpower Equip & Docu Branch
(MARM-ME)
Ms SF Prince 3141
Management Studies Branch
(MARM-MS)
Ms BW Arnott 4277
Commercial Activities Branch
(MARM-CA)
Mr DR Kennedy 3141

PROGRAM & BUDGET DIV
(MARM-PB)
Mr EJ Rose Jr 3110
Program Analysis & Evaluation Br
(MARM-PE)
Ms SE Ellsworth 3616
Budget Branch
(MARM-BU)
Mr JH Sahl 3102

FINANCE & ACCOUNTING DIV
(MARM-FA) BLDG 632
MAJ PR McDowell (PAX144)2607
Accounting Branch
Mr TW German 4817
Pay & Examination Branch
Miss AM Finnen 3215
Disbursing Branch
Mrs V Lewis 3409

CENTRAL ACCOUNTING BR
(MARM-NA) BLDG 2101
Mr JJ Smith 3621
Accounting Services Section
Ms M Lewis 446-4973
Pay & Examination Section
Ms YC Boruch 446-4974
Disbursing Section
Ms S Digregorio 446-4975
Control Section
Ms J Van Duzer 446-4976

1ST BATTALION, 1ST INFANTRY
BLDG 622 (MABS)

LTC MG Roseborough (Cdr) (PAX147) 2971
MAJ LR Magnati (XO) 2216
CPT LT Whitfield (S1) 2216
CPT JD Griner (S3) 3007
CPT MW Hudley (S4) 2928-2625
CSM NS Hamm (Bn CSM) 2516
PSNCO/PAC 4509-2097
CH (Vacant) 4722-4864
BN Learning Ctr (Bldg 650) 3685

HEADQUARTERS COMPANY
BLDG 620 (MABS-G)
CPT GP Araneo (Cdr) 2508-4518
1SG TN Shoffeitt (1SG) 2508-4518
Charge of Quarters 2508-4518

USMA MILITARY POLICE CO
BLDG 681 (MABS-P)
CPT GA Hellzen III (Cdr) 3308-2829
1SG RJ Meyers (1SG) 3308-2829

2D AVIATION DETACHMENT, USMA
BLDG 108 - STEWART (MABS-H)
MAJ JP Wilcox (Cdr) 8-247-3298-3478
CPT Boetcher (Ops Off) 8-247-3298-3478
1SG RF Dyer (1SG) 8-247-3298-3478

528TH ENGINEER DET (UTIL)
BLDG 670 (MABS-E)
1LT AB Middleton (Cdr) 3814-2149
CW3 JD Dunn (Maint Off) 2145
1SG RF Marks (1SG) 3814-2149
OPS Ctr (Snow Removal) 4707

AIRBORNE DETACHMENT, USMA
BLDG 685 (MABS-B)
MAJ LR Magnati (Cdr) 4509
NCOIC (Vacant) 2765
Supply SGT (Vacant) 4314

USMA BAND
BLDG 685 (MABS-B)
LTC RO McCown (Cdr)(PAX116) 2445-2309
MAJ 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 BD Myers (Dep CDR) 3464
Recruiting Battalion Newburgh
LTC MF Fisher (CDR) 3202
Stewart USAR ASF (10A)
Mr AJ Bevilacque 3321
Stewart USAR Tng Cen 3229
105th MAG NYANG
COL PA Weaver (CDR) 3547
146th ORD (EOD)
CPT ME Dunham (CDR) 3232
MSG TD Manders (1SG) 3233
320th Evacuation Hospital (USAR)
LTC T Joyce (Sr Opns Officer) 3437
854th Engr Bn, HHC (USAR)
MAJ RH Smiley 3241
Mr JR Scolopio 564-5786
42nd Inf Div MMC, NYARNG
MAJ FR Fister 564-2278-9596
3516th USAF Recruiting Sq
LTC RR Johnson Jr (CDR) 3394

OFFICE OF THE COMMANDANT UNITED STATES CORPS OF CADETS
BLDG 745 - 4TH FL (MACC)

BG PJ Boylan (PAX125) 3103
MAJ WJ Pokorny (Exec)(PAX182 3103
CSM RM Riggs 4601

DEPUTY COMMANDANT OF CADETS
(MACC-AP)
COL LE Bennett (PAX149) 3413

CHIEF OF STAFF, USCC
(MACC-AB)
LTC SF Hudgins (PAX143) 3276
ODIA Liaison Officer
CPT RL Gay 4182
SCS (Admin NCO)
SFC C Biby 2129

S1 DIVISION
BLDG 745 - 4TH FL - (MACC-B)
S1, USCC
MAJ WM Addy (PAX114) 2213
Asst S1, Cdt Pers Mgt
Mr R Fine 5183
Asst S1, Disc
CPT KC Dopf 3745
Asst S1, Regs
CPT JR Chapman 5185
Asst S1, Off Pers Mgt
CPT DH Sheehan 3204
Cdt Pers Off
CW4 HR Cartier, Jr 2160
Cdt Pers NCO
MSG CT Williams 3931
Admin Supv, USCC
SFC ME Mesale 4677

S3 DIVISION
BLDG 745 - 4TH FL - (MACC-C)
S3, USCC
MAJ WH Walker (PAX142) 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 Phillips 3875
Operations/Scheduling
CPT D Higgins 2354
Ms J Oswald 3355

S4 DIVISION
BLDG 745 - 4TH FL - (MACC-D)
S4, USCC
LTC LC Ray (PAX 152) 2214
Asst S4, USCC
MAJ TJ Mulyca 3773
CPT D Vergollo 3773
CPT J Berry 2214
Supply Officer
CW3 RP King 2414

SPECIAL ASST SYSTEM & PLANNING
BLDG 745 - 4TH FL - (MACC-J)
LTC FB Johnson (PAX198) 2113

SPECIAL ASST FOR HONOR MATTERS
BLDG 747 - 4TH FL - (MACC-H)
CPT GA Stone (PAX185) 2711
SFC RA Fitzsimmons 3720

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT
BLDG 720 - 2D FL (MACC-G)
COL WL Wilson (PAX108) 3022
MAJ PW Gibbons 3327
MAJ SQ Castle 3327
CPT PW Leake 2359
CPT BL Kristick 2359
CPT DM Kristick 2360
CPT KY Wilson 2360
CPT JD Roehr 2360

DEPT OF PHYSICAL EDUCATION
BLDG 727 (MACC-P)
COL JL Anderson (PAX119) 3401
Deputy Director
COL AS Rushatz (PAX113) 2406
Admin Officer
CPT JR Warner 2134
Instruction Branch
MAJ SG Pride 2723
Intramural Branch
Mr HJ Kroeten 2049
Research Branch
Dr RW Stauffer 4702
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 Ullrich (PAX146) 3701
COL A Vanderbush (Dep Dir) 2524
CPT MG Keough (XO) 2973
Admissions Support
JI Woodruff COL (Ret) (PAX132) 2325
Business Office
MAJ DR Preast 2523
Facilities, Team Support & Scheduling
Mr C Winters 4318-3002
Operations
CPT TM Doyle 4112
Promotions
Mr JM Gallagher 2322
Ticket Manager
WA Crim LTC (Ret) 2526

DIRECTORATE OF CADET ACTIVITIES
BLDG 655 - 3D FL (MACC-S)

Director
COL CE Johnson (PAX157) 2715
Deputy Director
MAJ S Cook 3913
Extracurricular Branch
Mr W Cosby 2402
Support Branch
Mr A Cochran 2228
Mr R Smith (Facilities) 4680
Programs Branch
Mr W Yost 2782
Mrs B Sarff (Cultural Arts) 2782
Mr G Keegan (Box Office) 4159
Mr C Goscicki (Social) 3525
Mrs C Gaspard (Cadet Hostess) 2111
Restaurant Branch
Mr F Potts 4453

DEPT OF MILITARY INSTRUCTION
BLDG 745 - 5TH FL (MACC-I)
Director
COL RA Turner (PAX167) 4214
Deputy Director
COL CB Butzer (PAX109) 2141
Military Science Branch
LTC RA Farrenkopf 4804
Military Instr & Tng Branch
LTC LS Swinehart III 4214
Professional Development Branch
LTC WE Roberts 2438
Executive Officer
CPT KJ Stark 2040
Senior Enlisted Instructor
MSG RA White 2141

1ST REGIMENT
BLDG 745 - 4TH FL (MACC-1)
COL RE Seger 2904
CPT C Born (Exec) 2901
Senior Regimental NCO
MSG JL McDaniel 2820

2D REGIMENT
BLDG 745 - 4TH FL (MACC-2)
LTC B Ball 3706
MAJ TA Austin IV (Exec) 2623
Senior Regimental NCO
MSG DJ Huskey 3470

3D REGIMENT
BLDG 745 - 4TH FL (MACC-3)
LTC PD Kenny 4402
CPT AM Fields (Exec) 4405
Senior Regimental NCO
MSG R Russell 4409

4TH REGIMENT
BLDG 745 - 4TH FL (MACC-4)
LTC WD Hughes 2028
MAJ DC White (Exec) 2825
Senior Regimental NCO
MSG DJ Moore 2826

TENANT ACTIVITIES WEST POINT

COMMISSARY
BLDG 667-A (DALO-TAN-WE)
Mr N Tosolini (PAX 111) 2512
WP RESIDENT AGENCY,USACIDC
Mr RE Flanders, SAC 3513-3169
DIRECTORATE OF DENTAL SERVICES
BLDG 606 (HSND)
COL TH Hake (Cdr) (PAX 187) 4212
COL RM Freeny (Dep Cdr) 2106
1SG L Daniels (Ch Dental NCO) 2449
DIRECTORATE OF HEALTH SERVICES
BLDG 900 (HSUD)
COL B Wolcott Cdr/Surgeon USMA (PAX 131) 3305
LTC T Krupka (XO) 3305
CPT PM Alston (Adj) 4832
CSM O McGuire 4832

Veterinarian BLDG 630 (HSUD-VA)
LTC R McCaskill (Vet) 3010

FOREIGN LIAISON/EXCHANGE OFFICERS

LTC H Neumann-Giesen (Germany) 3385
LTC J Robles (Mexico) 2588
LTC U Lannes (Brazil) 4144
MAJ B Millot (France) 3385

MEDICAL COMPANY
CPT DA Smith (Cdr) 2803
1SG J Nutting (1SG) 4310-2803

POST EXCHANGE ACTIVITIES
BLDG 801 (MAPX)
Mr SP Mitchell (PAX 112) 9-5446
Military Clothing Store
BLDG 683 2128

APPENDIX A

KEY USMA PERSONNEL

1986-87 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 for Strategic Planning*	COL Larry R Donnithorne	6/30/87-
	COL Donaldson P. Tillar, Jr.	5/1/80-6/30/87
Chief of Staff/Deputy Post Commander	COL Richard A. Behrenhausen	9/22/85-
Secretary of the General Staff	LTC Robert M. Currey	6/15/87-
	LTC Hector M. Rangel	6/22/84-6/14/87
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 Billie L. Hughes	7/20/87-
	COL Michael W. Gilmartin	2/21/84-7/20/87
Director of Logistics	COL William J. Liepis	7/1/87-
	COL Edward L. Aschliman	6/27/83-6/30/87
Director of Resource Management	COL Edward T. Counts	6/23/86-
	SPECIAL STAFF	
Adjutant General	COL Lawrence T. Daly	6/15/85-
Director of Alumni Affairs	COL Charles K. Flint III	10/1/86-
Bandmaster	LTC L. Bryan Shelburne	8/1/87-
Acting Bandmaster	MAJ Thomas R. Davis	6/30/87-7/31/87
	LTC Ronald O. McCown	7/13/79-6/30/87
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-
Director of Admissions	COL Pierce A. Rushton, Jr.	7/8/85-

Director of Information Management	COL Daniel E. Bartholomew	9/2/85-
Director of Institutional Research	LTC Patrick A. Toffler	8/24/87-
Acting Director	Dr. Richard P. Butler	6/12/87-8/24/87
	LTC J. Richard Wallace	3/17/86-6/12/87
Director of Engineering and Housing	COL James P. Oppenheim	8/1/85-
Finance & Accounting Officer	MAJ Paul R. McDowell	7/1/86-
Inspector General	LTC William F. Hausman, Jr.	9/4/84-
Provost Marshal	LTC Robert N. Pritchard	6/22/87-
	LTC Wilson H. McComas	7/26/84-6/21/87
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-
Treasurer	LTC John L. Throckmorton, Jr.	6/1/86-
Office of the Director of Intercollegiate Athletics	Mr. Carl L. Ullrich	9/29/80-

ACADEMIC DEPARTMENTS

Dean	BG Roy K. Flint	8/1/85-
Associate Dean	LTC David J. Phillips	6/84-
Operations Division	LTC James H. McEliece	8/6/86-
	COL Garrett S. Hall	4/84-7/31/86
Plans and Programs Division	LTC Donald S. Rowe	6/11/84-
Science Research Laboratory	LTC Thomas H. Johnson	12/22/80-
Academic Automation Division Director	LTC Lanse M. Leach	8/1/82-
Departments:		
Behavioral Sciences and Leadership Dept. Head	COL Howard T. Prince II	7/1/78-
Chemistry Dept. Head	COL Wilford J. Hoff, Jr.	7/9/79-

Electrical Engineering Dept. Head	COL Stanley E. Reinhart, Jr.	4/2/79-
Engineering Dept. Acting Head	COL Gordon W. Arbogast	1/1/87-
Head	COL Allen F. Grum	8/25/81-12/31/86
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. Acting Head	COL Dennis R. Hunt	7/3/87-
Acting Head	Col Robert C. Handcox	6/26-7/2/87
Acting Head	COL Jerome X. Lewis II	7/86-6/25/87
Head**	COL Robert W. Berry	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 Raymond J. Winkel, Jr.	4/1/87-
	COL Wendell A. Childs	8/1/84-3/31/87
Social Sciences Dept. Head	COL Lee D. Olvey	9/1/72-
USMA Librarian	Mr. Kenneth W. Hedman	5/31/87-
	Mr. Egon A. Weiss	1/5/64-5/30/87

HEADQUARTERS, U.S. CORPS OF CADETS

Commandant of Cadets	BG Fred A. Gorden	8/10/87-
	BG Peter J. Boylan	6/26/84-8/10/87
Deputy Commandant	COL Seth F. Hudgins	8/10/87-
	COL Lester E. Bennett	8/15/84-7/31/87
USCC Chief of Staff	COL Seth F. Hudgins	7/1/86-8/10/87
Special Asst to Commandant for Systems and Planning	LTC Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Timothy D. Hanna	7/1/87-
Acting CSM	SGM Patrick V. O'Donnell	4/87-6/30/87
	CSM Rufus M. Riggs	8/9/85-3/87
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 James M. Hayes	8/3/87-
Acting RTO	MAJ Brenda Bradley	7/2/87-8/2/87
Acting RTO	CPT Christopher Born	5/30/87-7/1/87
	LTC Robert E. Seger	7/13/84-5/30/87
2nd Regiment		
Regimental Tactical Officer	LTC Marvin E. Fuller	8/19/87-
	LTC Blaine S. Ball	8/12/85-8/19/87
3rd Regiment		
Regimental Tactical Officer	LTC James R. Siket	7/6/87-
	LTC Patrick C. J. Kenny	7/9/85-7/2/87
4th Regiment		
Regimental Tactical Officer	COL William D. Hughes	6/16/85-

HEADQUARTERS, 1st BATTALION, 1st INFANTRY

Commander	LTC Donald W. Shive	7/8/87-
	LTC Morgan G. Roseborough	8/13/85-7/8/87

*Designated Special Assistant to the Superintendent for Policy and Planning (SASPP) until 30 June 1987.

**COL Berry had a permanent change of station beginning in July 1986. Although away from the Academy, he did not legally give up his chairmanship and the three colonels indicated served as acting heads until he formally retired on 31 July 1987.

ACADEMIC CALENDAR

(AY 87-88)

Reorganization Week Begins	13 Aug 87
First Term Begins	17 Aug 87
Labor Day (No classes)	7 Sep 87
Constitution Day (No classes)	17 Sep 87
Homecoming (No classes)	17 Oct 87
Veterans Day (No classes)	11 Nov 87
Thanksgiving Recess (No classes)	26-28 Nov 87
Army-Navy Game (No classes)	5 Dec 87
Final Class Day, First Term	12 Dec 87
Term End Examinations Begin	14 Dec 87
Term End Examinations End/Christmas Leave Begins	19 Dec 87
December Graduation	19 Dec 87
Christmas Leave Ends	5 Jan 88
Second Term Begins	7 Jan 88
King's Birthday (No classes)	18 Jan 88
President's Weekend (No classes)	13-15 Feb 88
Spring Leave	5-13 Mar 88
Final Class Day, Second Term	6 May 88
Term End Examinations Begin	9 May 88
Term End Examinations End	
First Class	13 May 88
Lower Classes	14 May 88
Graduation Day	25 May 88
Summer Academic Term	16 May-16 Jun 88
Late Graduation	17 Jun 88

SUPERINTENDENT'S LECTURES

GEN Sir John Chapple, Commander-in-Chief, UK Land Forces (Designee), The Kermit Roosevelt Lecture, "Is Military History Relevant in Today's Battlefield?"

Mr. Tom Wolfe, author, Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

LTC (Ret) Eugene S. Andrews, General Electric, "Management Development."

Mr. John W. Gardner, Independent Sector, "Visions of the Future: Leadership."

Mr. Dawson Getchall, IBM, "Motivational Approaches used by IBM."

Mr. Paul Flag, IBM, "Military Systems."

Ms. Inga Quaintance, Highland Falls (NY) Mayor, and Mr. Richard Rose, county legislator, "Local Government."

LTC Stephen W. Westbrook, DCSPER, "Military Compensation."

DEPARTMENT OF CHEMISTRY

BG Charles H. Armstrong, 25th Infantry Division, "A Report from the Field."

Professor John Burmeister, University of Delaware, "Symmetry in Chemistry."

Mr. Keith Coonrod, New York State Police Crime Laboratory, "Forensic Medicine."

BG Roy K. Flint; LTC Lanse M. Leach; MAJ John K. Robertson, USMA, "The Academic Modernization Program" and "The Data Processing Modernization Program."

CPT Albert Freeman, USMA, "The Chemistry of Water."

Professor Frank A. Guthrie, Rose-Hulman Institute of Technology, "The Design of Chemical Instruments: A Peek into the Black Box."

Mr. Robert Healy, Indian Point Nuclear Reactor Energy Education Center, "Nuclear Power - Its Social and Environmental Considerations."

Mr. Joe Hoeflein, IBM, "Chemical Engineer Projects at the Fishkill, New York, IBM Plant."

Dr. Alan P. Marchand, North Texas State University, "Synthesis of Natural and Unnatural Products."

BG Peter J. Offringa, Office of the Chief of Engineers, "Impacts of a tour at USMA on your Career."

MAJ Patrick Owens and Mr. Jan Kolakowski, Project Manager's Office for Chemical Munitions, "Air Monitoring for Toxic Chemical Agents & Demilitarization of the U.S. Chemical Stockpile."

Dr. Thomas Parliment, General Foods, "A Chemist's View of Flavors."

Dr. Robert Partch, Clarkson University, "Teflon, Pickett Fences, and Hemoglobin."

LTC Dwight S. Springer, USMA, "Kinetic Studies of Phosphite-Sulphur Reactions."

MG Gerald G. Watson, Chemical Corps, "Chemical Warfare Update."

DEPARTMENT OF ELECTRICAL ENGINEERING

Professor Homer E. Brown (Retired), Commonwealth Edison, "Z Matrix Concepts in Power System Analysis."

CPT James J. Jerome, Keller Army Hospital, "Subjective Acoustics and Sound Measurement."

Professor Chi Neng Shen, Rensselaer Polytechnic Institute, "Estimation and Approximation for 3-D Vision Systems to Autonomous Navigation."

DEPARTMENT OF ENGINEERING

LTC Vernon M. Bettencourt, Military Assistant to Deputy Under Secretary of the Army (Operations Research), "The Search for Tunnels in Korea" and "Back of the Envelope Analysis."

COL William A. Brinkley, TRADOC, "Ethics in Operations Research."

Mr. Marty Chase, consultant; Mr. Carl Fischer, Aerojet Corporation; and Mr. Bob Reisman, Picatinny Arsenal, "Smart Munitions" and "Improved Conventional Munitions."

Mr. Peter Dehmer and Mr. William Haskel, Army Materials Technology Laboratory, "Polymers and Composite Materials in the Military."

Dr. Alfonso Diaz, White Sands Missile Range, "Combat Modeling and Simulation."

Mr. Paul Flagg, IBM, "How IBM uses Project Management on Military Projects."

Mr. Samuel C. Florman, Keiser Borg Florman Construction Corporation, "The Engineer View."

Mr. Roy D. Green and Mr. Robert O. Black, AMC Headquarters, "Streamlining the Acquisition Process."

Mr. Joseph S. Herbets, AGS Management Systems, Inc., "Automated Project Management."

Mr. Walter Hollis, Deputy Under Secretary of the Army (Operations Research), "Relationship of Field Experimentation and Combat Analysis."

COL (Ret) Tom Huber, RCA, "Vetronics."

COL James Logan and Mr. Roger Halle, U.S. Army Tank Automotive Command, "Army Requirements for Mechanical and Automotive Systems Design" and "Status of the AFV Program."

Mr. John MacRostie, FMC Corporation, "Facts Affecting the Design of the XM 723 Infantry Combat Vehicle."

Dr. Ruth Maurer, Colorado School of Mines, "Geometric Programming."

Mr. Dick McClelland, U.S. Army Tank Automotive Command, "Propulsion Systems Design for Armored Vehicles."

Mr. John Mescall, Army Materials Technology Laboratory, "Special Aspects of Terminal Ballistics."

Mr. Dino Papetti, Army Materials Technology Laboratory, "Processing and Evaluation of Armor Steels."

MAJ Greg Parlier, MILPERCEN, "The Career Management Implications of the 1988 DOD Reorganization Act."

Dr. Sam H. Parry, Naval Postgraduate School, "Combat Modeling."

Mr. Bill Poos, Pritsker and Associates, "Computer Simulation."

Mr. George Quinn, Army Materials Technology Laboratory, "Advances and Use of Ceramic Materials in the Army."

BG J. Dave Robinson, TRADOC Analysis Command, "Analysis and Ethics in Army Studies."

Professor Nathan Siu, Massachusetts Institute of Technology, "Applications of Probabilistic Risk Assessment in the Nuclear Power Industry."

COL James B. Welsh, U.S. Army Tank Automotive Command, "Engineering Ethics in Program Management."

LTC Stephen W. Westbrook, DCSPER, "Regular Military Compensation."

Mr. Blanton C. Wiggin, Advanced Instruments, Inc. and editor, Old Farmers Almanac (puzzle section), "Guides to Creative Problem Solving."

Mr. Walter Wynbelt, U.S. Army Tank Automotive Command, "Design of Light Armored Vehicles."

DEPARTMENT OF ENGLISH

Professor Nicolas Fotion, Emory University; Professor Robert Gurland, New York University; and Professor James T. Johnson, Rutgers University, "War and Morality."

Professor Janice Lauer, Purdue University, "Structuring Writing Courses."

Professor David St. John, poet and author, poetry reading.

Professors Judith and Geoffrey Summerfield, Queens College and New York University, "Imaginative Writing Exercises."

Professor Gerald Weales, University of Pennsylvania, "The Theater and the Play as Performable Object."

Professor Michael Wheeler, University of Lancaster, England, "Teaching Shakespeare to Undergraduates," "Lecturing to Large Audiences," "British Roots of American Education," and "An English Curriculum for Non-Majors."

DEPARTMENT OF FOREIGN LANGUAGES

Dr. Sheila R. Ackerlind, Visiting Professor, "Spain."

BG Erneido Aliva, D.C. Army National Guard, "The Bay of Pigs in Historical Perspective."

Mr. George E. Conklin, U.S. Army Intelligence and Security Command, "Security Considerations when in Contact with PRC Officials."

Dr. Walther Gunther, World War II POW, "Experiences as a German Infantry Company Commander, World War II."

Dr. Donald Howard, Visiting Professor, "Napoleon."

LTC Ulysses L. P. Lannes, Brazilian Liaison to USMA, "The Brazilian Army."

CPT George Mitroka, Former PEP Officer, "The Brazilian Personnel Exchange Program."

Dr. Lee Woodward, Tulane University, "The Central American Crisis."

Dr. Winston L. Y. Yang, Seton Hall University, "China and Taiwan: Some Political Perspectives."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Mr. Ahmed Aly Aboul-Gheit, Egyptian Mission to the United Nations, "Egypt in Regional Context."

MAJ Palmer Bailey, NASA Geologist, "Interpretation of Space Shuttle Information."

Dr. Jon L. Bentley, Bell Laboratories, "Little Languages," "Computer Graphics," and "Algorithm Analysis."

Mr. E. V. Berard, EVB Corporation, "Software Engineering with Ada."

Mr. Robert Boyle, NY Times and Sports Illustrated, "West Way."

BG G. E. Chapman, USAF Air Weather Service, "Military Weather."

Dr. Richard Fairbanks, Lamont Doherty Geological Observatory, "Lamont Doherty Geological Observatory."

COL (Ret) Fletcher H. Griffis, Jr., Columbia University, "West Way."

BG William B. Harmon, Joint Tactical Fusion Project, "All Source Analysis System."

Mr. Christiaan W. Van Melle Kamp, South African Embassy, "South Africa in Regional/Global Context."

LTC Kelsey, DA Environmental Office, "The United States Army and the Environment."

Dr. Brian Kernighan, Bell Laboratories, "Programming Languages."

Dr. Ksenya Khinchuk, Boston University, "Geography of the USSR."

MG William E. Klein, Readiness Command, "Contingency Planning."

Mr. Melvin Klinger, Ramapo Township Planning Commission (NY), "Land Use Planning."

Dr. Robert A. Lewis, Columbia University, "Soviet Population Policy: How Comprehensive, How Effective" and "The Soviet Union."

Dr. Melvin G. Marcus, Arizona State University, "Meteorology."

Dr. Robert C. Melville, Bell Laboratories, "Graphics Editing."

LTC Robert Molter, Futures and Concepts Division, "Army Corporate Data Base."

Dr. Duane Northcutt, Carnegie Mellon University, "Embedded Systems."

LTG Emmit Paige, U. S. Army Information System Command, "Information Mission Area."

COL Rod Paschall, U.S. Army Military History Institute, "Operational Geography, 2d Indochina War."

MG Alan B. Salisbury, Information Systems Engineering Command, "Software Project Management."

Dr. Charles T. Vetter, (Retired) USAIS, "Cross-Cultural Communications."

Mr. Carl Weiss, PBS Weather Team, "Meteorology."

DEPARTMENT OF HISTORY

CPT Daniel Bolger, USMA, "U.S. Shuttle in ETO."

LTC Charles F. Brower IV, USMA, "American Foreign Policy to 1850."

Mr. David G. Chandler, Sandhurst, "Napoleon's Legacy for Warfare."

Dr. Arthur Ferrill, University of Washington at Seattle, "Origins of War."

Mr. Robert W. Fisch, West Point Museum, "Small Arms Development, 1865-1905" and "Assault Rifles."

MAJ John M. Pretz, U.S. Air Force, "U.S. Air Force Doctrine in the 1980's."

LTC Peter Reilly, U.S. Department of State, "The United States and Central America" and "Central America."

LTC John C. Reppert, Fort Bragg, NC, "Communist Party of the Soviet Union."

CPT Peter J. Schifferle, USMA, "Diplomacy of Imperialism."

Professor Marc Trachtenberg, University of Pennsylvania, "Cuban Missile Crisis."

Dr. John G. Westover, Western Illinois University, "Selection of America's Great Military Leaders."

DEPARTMENT OF LAW

Justice Sandra Day O'Connor, Supreme Court, "Visions of America's Future: The Constitution."

MG Hugh R. Overholt, The Judge Advocate General of the Army, "The Staff Judge Advocate: The Commander's Legal Advisor."

DEPARTMENT OF MATHEMATICS

Dr. Ross Finney, Massachusetts Institute of Technology, "Applications and the Teaching of Calculus."

Professor Bernard Fusaro, Salisbury State College, "Who Invented the Computer?"

Professor Joyce McLaughlin, Rensselaer Polytechnic Institute, "Inverse Eigervalue Problems."

Professor Robert O'Malley, Rensselaer Polytechnic Institute, "Singular Boundary Value Problems."

Dr. Sam Parry, Naval Postgraduate School, "Research Opportunites at NPGS."

Dr. Emanual Purzen, Texas A&M, "Two-Day Times Series - Mini Course."

DEPARTMENT OF MECHANICS

Mr. Gordon Fries, Boeing Vertol Company, "Cargo Helicopter Design."

Mr. Robert E. Henderson, Wright-Patterson AFB, "Trends in Turbopropulsion Technology."

Dr. Don H. Morris, Visiting Professor, "Structural Mechanical Applications."

COL Sherwood C. Spring, NASA Johnson Space Center, "U.S. Army Astronaut Briefing."

DEPARTMENT OF PHYSICS

Dr. Richard A. Beyer, U.S. Army Ballistic Research Lab, "Liquid Propellant Guns."

Professor Sumner P. Davis, University of California, Berkeley, "Fourier Transform Spectroscopy," "Physics Research," and "Faraday's Law."

Dr. Frank DeLucia, Duke University, "Millimeter Wave Techniques Applicable to Laser Technology and Astrophysics."

LTC Johnnie Grant, Defense Nuclear Agency, "Nuclear Weapons System."

Dr. William J. Kaufmann, San Diego State University, "Our Cosmic Frontiers: New Directions in Astronomy and Astrophysics."

Dr. Robert L. LaFrenz, Maxwell Laboratories, "High Technology Research - Physics Contributions to Future Weapons Systems."

Mr. Doug Lier, Los Alamos National Laboratory, "Research at Los Alamos."

Dr. Robert Rohde, Center for Night Vision and Electro-Optics, "Current and Future Applications of Lasers in the Army."

Dr. Edward Teller, Lawrence Livermore National Lab, "Strategic Defense Initiative."

Dr. Lowell Wood, Lawrence Livermore National Laboratory, "Laser Research."

DEPARTMENT OF SOCIAL SCIENCES

MAJ C. Kenneth Allard, Office of the Army Chief of Staff, "The Role of the Congressional Staffer."

Ms. Ann Anderson, Investment Company Institute, and Mr. Ken Leder, E. F. Hutton, "Investing in Mutual Funds."

Ms. Carolyn Beacraft, Women's Equity Action League, "The Origins and Impact of the Women in the Army Review."

Professor James Bill, University of Texas, "Comparative Politics."

Mr. David Blood, Goldman Sachs, "Capital Allocation Process in the U.S. Economy."

Mr. John Bowman, Harper and Row, "Capital Budgeting."

Ms. Stephanie Brown, Investment Company Institute, "Mutual Funds."

Mr. Robert Callegari, U.S. Army Corps of Engineers, "Benefit-Cost Ratio Analysis."

Mr. John Chancellor, News Correspondent, "Visions of America's Future."

Dr. Peter Chilkowski, New York University, "Revolutionary Mobilization and Symbolism of Shi'ism."

Professor Inis L. Claude, Jr., University of Virginia, "The Future Role of the U.S. in the International Arena."

COL Ty Cobb, National Security Council, "Current Issues in National Security."

MAJ Joseph Collins, ODCSOPS, "Soviet Invasion of Afghanistan."

Mr. John Dodson, local businessman, "Real Estate/Capital Formation."

Professor George Edwards, Visiting Professor, "Voting Behavior," "Public Policy Implementation," "Democratic or Anti-Democratic," and "The Presidency and Decision Making."

Ms. Christine Eickelman, anthropologist, "Women and Politics in Oman."

MAJ Scott R. Feil, USMA, "NATO."

Honorable Jan Forberg, Norwegian Consul, "Norwegian Institutions and Politics."

Professor Elizabeth W. Fernea, University of Texas, "The Price of Change" and "Women and Warfare in the Middle East."

COL James R. Golden, USMA, "NATO Burden Sharing."

Dr. John Gardner, social scientist, "Visions of America's Future."

Honorable Frank der Hoop Schelter, Dutch Consul, "Dutch Institutions and Policies."

Ms. Constance Horner, Office of Personnel Management, "Leadership in Public Organizations" and "Leading Public Organizations."

Mr. Raphael Israeli, Hebrew University, "The Islamic Revival and the Arab-Israeli Conflict."

Reverend Jesse Jackson, civil rights advocate, "Visions of America's Future."

Mr. David Kerr, Corps of Engineers, "Economic Analysis of the Military Construction Program in the Army" and "Cost Analysis of Military Construction Program."

Mr. Richard Kirschten, National Journal, "Covering the White House."

Mr. Steve Metcalf, Shearson Lehman Brothers, "Bond Market."

MAJ Robin Miller, Individual Mobilization Augmentee, "Running for the Tennessee Legislature: Lessons Learned in Defeat."

Mr. Michael Mossetig, "MacNeil-Lehrer," "President and the Press."

LTC Augustus R. Norton, USMA, "Middle East Political Simulation."

MAJ John P. Ranier, USMA, "Free Play Exercise--Political Role Play."

Mr. Howard Schuster, New York Telephone, "Capital Budgeting in the Private Sector."

Mr. Henry Schwarz, Paine Webber, "Stock Market."

Mr. Thomas Sheer, FBI, "FBI National and International Security Activities."

MAJ Andrew Sherbo, USAF/AC, "Real Estate."

Mr. Gary Sick, Ford Foundation, "American Foreign Policy."

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APPENDIX E

VARSITY SPORTS SUMMARY

Team	Games	Won	Lost	Tied	Pct.	Navy	Captains
Golf	4	4	0	0	1.000	Won	Rand Chavez
Women's Swimming	12	11	1	0	.917	Won	Clare Hramiec/Katherine Pierce
Wrestling	22	20	2	0	.909	Lost	Cliff Harris/Dave Mc Cormick
Pistol	7	6	1	0	.857	Lost	Dom Perriello
Women's Indoor Track	3	2	0	1	.833	Won	Regina Weinpahl
Men's Cross-Country	5	4	1	0	.800	Lost	Mica Comstock
Women's Cross-Country	5	4	1	0	.800	Won	
Women's Volleyball	52	40	12	0	.769	Won	Shelly Dye
Men's Swimming	13	10	3	0	.769	Lost	John VanSant
Rifle	18	14	4	0	.778	Lost	Paul Arthur
150-lb Football	7	5	2	0	.714	Lost	Scott Andrews/Jim Yaconne
Lacrosse	15	10	5	0	.667	Lost	Dan Williams/Tom Hickman
Men's Soccer	17	10	7	0	.588	Lost	Jim Lowery
Women's Soccer	18	9	6	3	.583	---	Natalie Conroe/Lynn Sprague
Women's Basketball	32	18	14	0	.563	Lost	Laurie Goetz
Softball	41	23	18	0	.561	---	Trese LaCamera
Football	11	6	5	0	.545	Won	Jim Brock/Rob Dickerson
Water Polo	32	17	15	0	.531	Lost	Todd Friedman
Baseball	42	22	20	0	.524	Lost	Erik Everton
Men's Outdoor Track	2	1	1	0	.500	Lost	Eric Tuggle
Women's Outdoor Track	2	1	1	0	.500	Won	Maria Smith/Kimberly Ehrlund
Men's Basketball	29	14	15	0	.483	Lost	Kevin Houston/Ron Steptoe
Squash	19	9	10	0	.474	Lost	Robert Fancher
Men's Tennis	30	13	17	0	.433	Lost	Fred Krawchuk/Jeff Vezeau
Women's Tennis	23	9	14	0	.391	---	Aimee Lenz/Tanja Shipman
Gymnastics	11	4	7	0	.364	Lost	Anthony Cariello
Men's Indoor Track	3	1	2	0	.333	Lost	Karl Harrison
Hockey	29	9	19	1	.328	---	Kevin Keenan
TOTAL	504	296	203	5	.592	7-17	

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