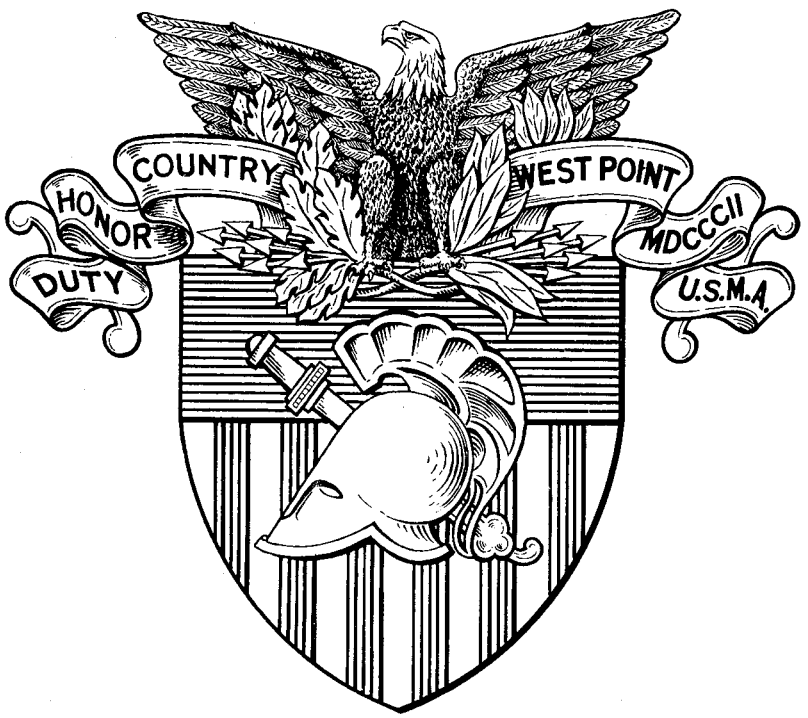
THE SUPERINTENDENT'S ANNUAL HISTORICAL REVIEW 1989



UNITED STATES MILITARY ACADEMY

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

1 JULY 1988 — 30 JUNE 1989

LTG DAVE R. PALMER
Superintendent
28 July 1986-

BG FRED A. GORDEN
Commandant of Cadets
10 August 1987-

BG ROY K. FLINT
Dean of the Academic Board
1 August 1985-

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

12 JUL 1991

This report provides a comprehensive review of the activities of the United States Military Academy during the period 1 July 1988 through 30 June 1989. In this period, we laid the groundwork for our academic accreditation visit by undertaking the most extensive self-study of our programs ever conducted at West Point. This effort was a spur to the formulation of our enrichment programs which will ensure that the Corps of Cadets not only meet fundamental standards but also continue to strive for excellence. A letter I prepared for the Chief of Staff at the end of the reporting period gave a useful overview of our progress in these areas and is provided as an annex to this report. All of these efforts show great promise for further improving our programs for cadet development to ensure that West Point continues to produce leaders of character for the Army and nation.

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

A total of 12,859 individuals applied to the United States Military Academy for admission to the Class of 1993. This total represents a 12 percent decline from the previous year, the largest one-year fall-off in more than a decade. The decline is attributable to the nation-wide decrease in the number of college-aged students as well as to the increased competition from other colleges and universities.[1]

There were 5,394 candidates nominated and examined for the Class of 1993, 638 of whom were women. Of this total, 2,570 were found qualified, and 1,352 (144 women) entered the Military Academy on 28 June 1989. Eighty-four percent ranked in the top one-fifth and 94 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 568 on the verbal portion and 645 in the mathematics, in contrast to national means of 427 and 476, respectively. More than 98 percent of the new cadets taking the SAT had higher verbal scores, and over 99 percent had higher math scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.9 on the English and 28.0 on the math portions compared with national means of 19.0 and 17.8, respectively. More than 92 percent of the new cadets taking the ACT had higher English scores, and more than 99 percent had higher math scores than the national average. A total of 869 cadets were members of the National Honor Society and 399 were class, student body, or student council presidents while in high school. Some 1,227 lettered in varsity athletics, 743 of whom were team captains. Scouting participants numbered 518 including 150 Eagle Scouts (boys) and Gold Awards (girls). Minority cadets totaled 215 or 16 percent of the Class of 1993.

The Nineteenth Annual USMA/Reserve Officer Training Corps (ROTC) Liaison Officers' Conference was held at the Academy in June 1989. The liaison officer program seeks to identify and attract quality candidates to both the Military Academy and to four-year ROTC scholarships. (Members of the Individual Ready Reserves, who are not members of troop units, constitute the field force.) At the end of the academic year, the program was comprised of 422 officers, 18 of whom are minority members, 8 of whom are women, and 151 of whom are USMA graduates.[2] Of the 131 attendees at this year's conference, 73 were new to the program. Colonel Philip W. Leon, the Academy's U.S. Army Reserve Affairs Advisor, directed the conference which was highlighted by presentations from Lieutenant General Dave R. Palmer, Superintendent; Brigadier General Fred A. Gorden, Commandant; Major General William F. Ward, Chief, Army Reserves; and Major General Robert E. Wagner, Commander, U.S. Army ROTC Cadet Command. The conference focused on the entire spectrum of the admissions process from initial candidate contact to candidate service and included discussions of minority recruiting, nomination sources, and physical conditioning.

CANDIDATE TESTING

More than 10,000 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was scheduled for more than 11,000 individuals at 181 Army posts, National Guard armories, ROTC facilities, and select independent facilities.

ADMISSIONS MEDIA BRANCH

The Admissions Media Branch redesigned an introductory publication for potential applicants, updated several recurring administrative publications, and coordinated production of a video introducing West Point's leaders to members of the Class of 1993. These efforts were made to continue to ensure that the nation's pool of outstanding college-bound students understand fully the academic, military, and leadership development programs and the career opportunities available to them at West Point.

A prospectus was developed for applicants seeking information and application to the Military Academy. It replaces the "First Step Kit" which had included application procedures, a Barron's "Profile of the Academy," an early action flyer, and a precandidate questionnaire. The prospectus incorporates all of the information, including the questionnaire, into a full-color brochure.

The Preliminary Scholastic Aptitude Test (PSAT) search brochure was revised and sent to nearly 80,000 high school juniors (including more than 10,000 minority students) who scored very well on the PSAT. The PSAT is administered by the College Board each fall to qualify students for National Merit Scholarships. The Admissions Office received over 11,500 responses for a 15 percent return rate overall, but over 2,500 responses from minority students for a 24 percent response rate. This targeted group of students represents the Admissions Office initial effort each year to attract outstanding scholars among potential college-bound students. Although this search mailing was only a .2 percent response increase overall, there was a four percent increase in the response rate from minority students. The minority response rate is most significant since that segment of the college-bound student market is one of the most sought after among highly selective colleges and universities.

The Directorate of Information Management (DOIM) Audiovisual Instructional Technology (AVIT) Division produced a 10-minute video for those future members of the Class of 1993 who accepted West Point's offer of admission. The video, which introduced the Superintendent, Dean of the Academic Board, Commandant, and Director of Admissions, emphasized the importance of the decision to accept admission. The video stressed that to prevail in West Point's demanding environment, the decision to come must be one freely made by each cadet, not by family or friends.

The Media Branch expanded distribution of its general purpose video production, "Leaders for a Lifetime," to members of the Admissions Field Force and selected high schools upon request. The Branch made a limited distribution of its military training video, "West Point Summers," to Admissions Field Force representatives. The Branch also made its general purpose video

production, "Leaders for a Lifetime," available to College Video Guide, a national distribution firm which provides a rental service to students who wish to obtain videos on a variety of colleges and universities.

The Branch expanded its selective advertising program by participating in the initial issue of the "Right Choices" magazine distributed to Hispanic students, continued its advertisement and editorial story in the "Right Choices" edition targeted to Black students, and continued advertising in other national school and college guidebooks. The Media Branch prepared a series of articles for "The College Digest," a quarterly publication produced by a consortium of 32 selective colleges and universities. A special minority issue featured a story on Cadet Ronald Campbell of Silver Spring, Maryland, a West Point Regimental Commander.

The Media Branch continued to participate in the Learning Research Network program which provides a laser disc video program overview of the Military Academy to more than 1,500 selected high schools throughout the country. It provides an opportunity for high school students across the nation to obtain a view of the Academy without the expense of a personal visit.

Finally, again this year, the Media Branch produced an award-winning edition of the USMA Catalog. The 1988-89 catalog was cited for its editorial content and graphic design and awarded a Gold Medal by The Admissions Marketing Report during its annual publication and marketing competition. The USMA Catalog was honored, for the third year in-a-row, as the best in its class among schools with enrollments under 5,000. This Branch coordinates the editing and production of the catalog and oversees the graphic design work by Corporate Graphics Group, Inc., of East Fishkill, New York. The Branch also received a Merit Award from The Admissions Marketing Report for its PSAT search brochure which was produced and designed by the Branch on a desktop publishing system. This brochure was discussed in the 1988 Annual Historical Review.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were approximately 900 CPRC trips taken as a part of the Christmas and Spring Programs during the academic year. In addition, cadets participated in Boys/Girls State Conventions, "By Invitation" programs, and special speaking engagements. The CPRC also provided cadet escorts at West Point for the Candidate Tours Program for prospective applicants and candidates. During the past academic year, 575 candidates participated in the daily tour program and attended a class, visited the barracks, ate lunch with their cadet escorts, and received an Admissions briefing or an interview. CPRC also operated an extended tour program which enabled 409 admissible or admitted candidates to spend 27 hours at the Academy escorted by a Fourth Class cadet from their home state.

PROJECT OUTREACH

Project Outreach is the Admissions Office's major effort to inform the minority community of the opportunities afforded by a Military Academy education and Army career. The project uses seven recent graduates as roving recruiters and role models to assist high caliber minority students through the admissions process. Additionally, these outreach officers appeared on television and radio programs and visited numerous junior high schools, stressing the need to prepare properly for college. Last year, the outreach officers visited over 500 high schools, 50 junior high schools, and 20,000 students.

EDUCATOR AND ORIENTATION VISITS

The Educator Visits program rebounded from budget cuts of the previous year. The program provides an opportunity for educators (specifically high school guidance counselors) to learn first-hand of the scope, quality, purpose, and environment of West Point. This year, 144 educators participated in the three-day orientation at West Point which affords us the opportunity to present the USMA philosophy and educational techniques. The annual Congressional Staff Visit was conducted after a one-year hiatus and brought to West Point some four dozen Congressional staffers who manage the nomination process for the service academies.

INVITATIONAL ACADEMIC WORKSHOPS

In June 1989, the Academy sponsored the 14th Annual USMA Invitational Academic Workshop for 400 high school juniors. The juniors were selected from among the top performers on the PSAT and from students recommended by the USMA Liaison Field Force. Forty-seven states and the District of Columbia were represented, including 100 women and 63 minority group members. The workshop is a six-day replication of cadet life. All participants were billeted in cadet barracks and fed in the cadet mess. A total of 42 First Class cadets participated in the workshop as part of the Volunteer Summer Training (VST) program and served as counselors, staff members, and classroom instructor assistants. The Invitational Academic Workshop, consisted of daily academic classes, workshops, athletic activities, and social functions and was supported by all academic departments. Nearly 12 percent of last year's attendees ultimately entered the Academy with the Class of 1993.

FOREIGN CADET ENROLLMENTS

Based on information supplied by the Secretary of State, the Secretary of Defense invited 74 nations to nominate candidates to the Military Academy for the Class of 1993. Twenty-nine nations nominated a total of 117 candidates for admission. Eleven candidates were offered admissions and all 11 joined the class. The new foreign cadets were from Belize, Cameroon, Finland, Honduras, Jamaica, Lebanon, Malaysia, The Philippines, Thailand, Turkey, and Zimbabwe. With the addition of these cadets, there are now 35 foreign cadets representing 20 nations at the Military Academy.

Footnotes

[1]This record one-year decline surpassed the 11 percent decline in the number of applicants between the Classes of 1982 and 1983 and matched the 12 percent decline in the number of applicants between the Classes of 1980 and 1981. Overall, the number of applicants in the late 1970s declined from a high of 12,210 in 1976 for the first co-educational class of 1980, to a low of 9,180 in 1979 for the Class of 1983. This was a total decline of 25 percent in only four years. Since that low in 1979, the total number of applicants rose 60 percent over nine years to the record level of 14,664 in 1988 for the Class of 1992.

[2]USMA graduates currently represent 36 percent of the field force, the highest level in over six years and a 10 percent increase over the previous year. Part of the increase is due to efforts to attract younger officers to the program and the greater willingness of Academy graduates to participate.

ACADEMIC PROGRAM

CADETS

On 24 May 1989, Vice President Dan Quayle delivered the commencement address to 1,011 members of the "We Strengthen the Line" Class of 1989 (900 males and 111 women). Thirty-four cadets (30 males and four females) joined the Class of 1989 during the summer after completion of additional requirements. Finally, 22 cadets (19 males and three females) graduated in December, bringing the total number of graduates in the Class of 1989 to 1,067 (949 males and 118 females).[1] Twenty-five cadets were awarded both the five-pointed gold star for being Distinguished Cadets and the gold wreath signifying the Superintendent's Award.[2] In addition, forty-seven more cadets were recognized as Distinguished Cadets and fifty-one others earned the Superintendent's Award.

Vice President Dan Quayle presents a diploma to one of the members of the Class of 1989.

Several graduates from the Class of 1989 received unusually distinguished academic recognition. Lieutenant John M. George was the Academy's 64th Rhodes Scholarship recipient, among only 32 Americans to receive the award this year for study at Oxford University. Lieutenant George will study philosophy, politics, and economics. Lieutenant Andrew Fedorchek was the Academy's 30th Hertz Foundation Fellowship winner and the 37th Academy recipient of a National Science Foundation Fellowship. He declined the National Science Foundation Fellowship and will use the Hertz Fellowship to study applied mathematics and physics at Stanford University. Three graduates from the Class of 1989 and a 1986 graduate received Marshall Scholarships. Lieutenant David B. DesRoches, the 1986 graduate, will be engaged in African and Oriental Studies at the University of London; Lieutenant Michael R. Greene will study economics at the University of London School of Economics; Lieutenant Patrick A. Brown will study philosophy, politics, and economics at Oxford University; and Lieutenant Lisa A. Shay will study engineering management at Cambridge University.

Cadet Shay was one of 16 students selected for the American Society for Engineering Education (ASEE) Washington Internships for Students of Engineering (WISE) program in the Summer of 1988. Cadet Shay was the first West Point cadet selected for this internship and spent the summer conducting research on government control of technical information dissemination. Cadet Michael J. Thorson was one of 20 college juniors selected as recipients of a 1989 Time magazine College Achievement Award.

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 at either the Uniformed Services University of Health Sciences (USUHS) at Bethesda, Maryland, or civilian medical schools through the U.S. Army Health Professions Scholarship Program. Thirteen members of the class were selected for admission as follows: Lieutenant Jeffrey Hutchinson at the University of California Medical School at San Francisco; Lieutenant Wayne B. Chun at Jefferson Medical School in Philadelphia; Lieutenant John J. O'Connell at Georgetown University Medical School; Lieutenant Nicole A. Workman at the Michigan State Medical School; and Lieutenants Daniel L. Cruser, Hon Su Pak, George Patterson, Douglas D. Mathis, Nicholas Piantanida, Telita Crosland, Heather L. Brannon, Kenneth A. Griggs, and Paul T. Mayer at the USUHS.

Cadet Charles T. Tully (Class of 1989) won the award for the best oral presentation at the 1989 American Institute for Aeronautics and Astronautics (AIAA) regional Student Conference in Montreal, Canada. Cadet Tully's research project concerned the engineering analysis of the Ram Air parachute, which he experimented with as a member of the sport parachute team. Cadet Brian Thompson won the award for best oral presentation in rotary wing research at the same conference.

Cadet Frank D. Sturek (Class of 1989) won the award for the best oral presentation at the 1989 American Society of Mechanical Engineers Regional Student Conference. His paper on inbore and aerodynamic heating of kinetic energy projectile fins was based upon his work last summer in the Voluntary Summer Training program at the Ballistics Research Laboratory.

Cadet Hon S. Pak (Class of 1989) prepared a research paper on "DNA Sequencing of a Potential Malarial Vaccine Component" and was selected as a finalist in the Seman Competition, a national undergraduate competition. He also won second place in Biochemistry at the 43rd Annual Eastern College Science Conference and received an Undergraduate Research Award from the American Chemical Society (Mid-Hudson Section).

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 1991 made similar selections to those made by the Class of 1990 the year before:

	Class of 1991	Class of 1990
Applied Science and Engineering*	44%	48%
Basic Science	7%	7%
Humanities	6%	8%
National Security/Public Affairs**	42%	36%

*Includes MSE management
**Includes HPA management

The distribution of the Class of 1991 between fields of study and majors was as follows by the end of the 1988-89 Academic Year:

	Field of Study	Major
Applied Science and Engineering*	4%	40%
Basic Science	2%	5%
Humanities	3%	3%
National Security/Public Affairs**	24%	19%
Total	33%	67%

*Includes MSE management, economics (mathematics) field of study and economics (mathematics) majors.
**Includes HPA management.

The proportion of cadets in the Class of 1991 deciding to major was the highest for any class since optional majors were first made available to the Class of 1985. The 67 percent level of the Class of 1991 was markedly higher than the 60 percent level of the Class of 1990 and above the more typical 50 percent for earlier classes. Increasing numbers of cadets deciding to major has been witnessed in Humanities and Public Affairs (HPA) as well as in Mathematics-Science-Engineering (MSE) fields.

However, majors continue to be more popular among cadets selecting MSE than among those selecting HPA. In fact, 91 percent of those concentrating in Applied Science and Engineering and 70 percent of those concentrating in the Basic Sciences decided to major in their respective specialties. In contrast, only 49 percent of those concentrating in Humanities and 44 percent of those concentrating in National Security/Public Affairs chose majors in their respective specialties.

Of the optional majors open to cadets in the Class of 1991 at the time of their counseling during the Spring of 1989, engineering management (MSE), civil engineering, and economics (mathematics) were selected by the largest number of cadets--6.3 percent, 6.2 percent, and 6.2 percent, respectively. Among all cadets selecting a major, these three areas were selected by 9.4, 9.3, and 9.3 percent, respectively.

Of the fields of study open to cadets in the Class of 1991 at that time, management studies (HPA), national security and public affairs interdisciplinary, foreign area studies (Latin America) were selected by the largest number--4.1 percent, 2.9 percent, and 2.3 percent, respectively. Among all cadets selecting a field of study, these three areas were selected by 12.5, 8.9, and 7.0 percent, respectively.

THE FACULTY

The tenured faculty underwent significant changes during the 1988-89 Academic Year. Five department heads retired and five department heads were appointed. Five new Permanent Associate Professors were appointed during the period, six Permanent Associate Professors retired, and five tenured faculty members went on sabbatical.

Colonel Jack L. Capps, Head of the Department of English since 1977, retired on 1 July 1988 after 29 years in the Department and 40 years of active service. Colonel Peter L. Stromberg, a member of the Department since 1974 and Deputy Head for 11 years, was appointed Head of the Department.
Colonel Wilford J. Hoff, Jr., Professor and Head of the Department of Chemistry since 1979, retired on 31 July 1988 after 29 years at the Military Academy and 38 years of active service. Colonel James H. Ramsden, a Permanent Associate Professor since 1978 and Professor and Head Designee of the Department since May 1987, was appointed Head of the Department on 1 August 1988.
Colonel Gilbert W. Kirby, Jr., Professor and Head of the Department of Geography and Computer Science in 1972, retired on 31 January 1989 after 26 years at the Military Academy and 42 years of active service.
Colonel Gerald E. Galloway, Jr., succeeded him as Head of the Department, having served as Professor and Deputy Head of the Department since 1977.
Colonel John J. Costa, Professor and Head of the Department of Foreign Languages since 1980, retired on 31 May 1989 after 12 years in the Department. Colonel Costa, the Army's oldest active duty officer with continuous service dating back to and including World War II, had a total of 46 years of military service.[3] Colonel Edward J. F. Thomas, a member of the Department since 1975, succeeded Colonel Costa as Head of the Department.
Colonel Lee Donne Olvey, Professor and Head of the Department of Social Sciences since 1973, retired on 30 June 1989 after 28 years in the Department and 34 years of active service. Colonel James R. Golden became Head of the Department after serving as Professor and Deputy Head since 1980.

Six Permanent Associate Professors retired during the academic year.
Colonel Craig W. Nickisch, Permanent Associate Professor of German in the Department of Foreign Languages since June 1980, retired in July 1988 after 27 years of service. Colonel David J. Phillips, Associate Dean of the Academic Board since 1984 and a Permanent Associate Professor (Director of the Operations and Registrar Division in the Office of the Dean) since 1980, retired

in November 1988 after 27 years of service. Lieutenant Colonels Cathy Kelly, Permanent Associate Professor of Geography, and John A. Dallen, Permanent Associate Professor of Computer Science, Department of Geography and Computer Science, both retired in September 1988 after 20 years of commissioned service and eight as Permanent Associate Professors. Lieutenant Colonel Lawrence A. Rapisarda, Permanent Associate Professor of Computer Engineering in the Department of Electrical Engineering since July 1979 retired in June 1989 after 21 years of service. Colonel William E. Temple, Permanent Associate Professor in the Department of Foreign Languages since November 1974, retired in June 1989 after 30 years of active service.

During the past academic year, DA approved the following five individuals as Permanent Associate Professors: Lieutenant Colonel R. Craig Ham and Majors Robert F. Richbourg and Eugene K. Ressler, Department of Geography and Computer Science; Lieutenant Colonel Robert F. Dees, Department of Engineering; and Lieutenant Colonel Jeffrey A. McNally, Department of Behavioral Sciences and Leadership.

Five tenured faculty members went on sabbatical during the past academic year: Colonel Robert A. Doughty, Professor and Head of the Department of History, served as a West Point Fellow at the Military History Institute at Carlisle Barracks, Pennsylvania; Colonel Raymond J. Winkel, Jr., Professor and Head of the Department of Physics, served as the USMA Fellow at the Army War College, Carlisle Barracks, Pennsylvania, both as a student and as an ad hoc member of the faculty; Colonel Daniel M. Litynski, Permanent Associate Professor in the Department of Electrical Engineering, served as the USMA Fellow at the Industrial College of the Armed Forces (ICAF) of the National Defense University, Washington, D.C., both as a student and as an ad hoc member of the faculty; Lieutenant Colonel Frederick H. Black, Permanent Associate Professor of Political Science in the Department of Social Sciences, served as the USMA Fellow at the National War College, Washington, D.C., both as a student and as an ad hoc member of the faculty; and Major Richard C. Graham, Professor of Environmental Analytical Chemistry in the Academic Research Division of the Office of the Dean, served as a USMA Fellow in a research/teaching program in the Chemistry Department at Brigham Young University.

Thirteen professors and scholars served as visiting professors in eleven departments during the past academic year: Drs. David R. and Mady W. Segal of the University of Maryland in the Department of Behavioral Sciences; Dr. B. Richard Siebring of the University of Wisconsin in the Department of Chemistry; Dr. Chi-Neng Sheb of the Rensselaer Polytechnic Institute in the Department of Electrical Engineering; Dr. Ruth A. Maurer of the Colorado School of Mines in the Department of Engineering; Dr. Charles T. Ludington of the University of North Carolina in the Department of English; Dr. Margaret K. Nydell of the School of Arabic in Tunis, Tunisa, in the Department of Foreign Languages; Dr. Malcolm Muir, Jr., of Austin Peay State University in the Department of History; Dr. Walter D. Reed of the University of South Dakota in the Department of Law; Dr. George M. Rosenstein, Jr., of Franklin & Marshall College in the Department of Mathematics; Dr. Louis J. Cantori of the University of Maryland and Dr. John R. Walser, Foreign Service Officer, in the Department of Social Sciences; and Dr. William J. Penny of East Stroudsburg University again in the Department of Physical Education.

The academic credentials and composition of the faculty remained stable in most categories for the 1988-89 Academic Year. The percentage of faculty members holding Ph.D. degrees remained at 22 percent while another 4 percent had completed all but their dissertations. Officers commissioned from sources other than USMA comprised 36 percent of the faculty, about the level of the last few years. The number of women officers rose by 12 over the previous year to 32 as a result of ongoing concerted Academy efforts to bring women officers to the faculty as well as the increasing number of capable women officers (including USMA graduates) reaching the rank of captain required of faculty members. On the other hand, the number of minority group faculty members was only 34, a decline from the record level of 41 attained the year before. However, even this figure is one of the highest levels in the Academy history. The number of sister service officers on the academic faculty rose to 18: 12 Air Force officers, five Naval officers, and one Marine officer. In addition, there were four other Air Force Officers working for the Office of the Commandant or on the USMA staff. Additionally, one officer each from Brazil, France, West Germany, and Mexico served in the Department of Foreign Languages.

CURRICULUM

The 1988-89 Academic Year began with most curricular actions simply fine-tuning the Academy's traditional solid undergraduate education leading to the bachelor of science degree. There were numerous course additions and deletions; however, the majority were modifications to the new engineering sequences or in support of changes in various field of study or major elective requirements. Finally, the departmental reorganization flowing from the restructured engineering sequence became effective at the end of the reporting period.

To support the core engineering curriculum changes approved in the Spring of 1988 most effectively, the Academic Board approved the redesignation of four "new" departments, as of 1 July 1989. The Department of Engineering was disestablished and its instructors transferred to two new departments. The civil engineering and the mechanical engineering instructors from this Department have combined with the former Mechanics Department instructors to form a new (1) Department of Civil and Mechanical Engineering. The engineering management group of instructors from the Department of Engineering now constitute a new (2) Department of Systems Engineering. Instructors from the Electrical Engineering Department and computer science instructors from the former Department of Geography and Computer Science are united in a new (3) Department of Electrical Engineering and Computer Science. The remaining instructors in the Department of Geography and Computer Science constitute a new (4) Department of Geography.

While these four "new" Departments were preparing to implement the restructuring of the curriculum, the Military Academy was also preparing for its fifth decennial accreditation evaluation by the Commission of Higher Education, Middle States Association of Colleges and Schools. The Superintendent appointed the Academy's Accreditation Steering Committee to coordinate the institutional self-study. This committee designed a comprehensive report which included establishing eight subcommittees to review the following areas: the academic program, military program, physical

program, leader development coordination, faculty and teaching, cadets, outcomes, and masters program. The Interim Report of the Middle States Accreditation Steering Committee was published in three extensive volumes on 20 December 1988, and this review in turn stimulated further discussion, study, and subsequent actions. (A detailed discussion of the Academy efforts in this area is included in the Academy Committee Highlights Chapter of this report.)

One result of the Interim Report, "Project Enrichment," was initiated in the Spring of 1989 to ensure that an appropriate weight of effort was devoted by cadets to each of the Academy's three major programs (academic, military, and physical). It was concluded that the educational goal of academic excellence could best be achieved by establishing baseline academic requirements and providing additional opportunities for each cadet to enhance his/her personal intellectual experience through voluntary participation in supplementary course work or scholarly summer activities. (Similar baseline and enrichment opportunities were established in both the military and physical programs.) In academics, Project Enrichment recommended increased quality in the baseline courses (both core and directed electives) at the cost in quantity of required course work, with the option for individual cadets to embellish their programs as desired. (Project Enrichment is described in the Academy Committee Highlights Chapter of this report.)

At a decision briefing for Project Enrichment on 2 June 1989, the Superintendent approved a curricular revision to a 40 course baseline academic program beginning with the Class of 1993. The breadth requirement was reduced from 32 to 31 core courses by combining the two (2.5 credit, 32 lesson "Constitutional Law" and "Military Law") core law courses into one expanded (3.5 credit, 47 lesson "Constitutional Law") core course. Ten hours of military-specific law instruction were transferred from the "Military Law" course to the Department of Military Instruction's new, two-week intensive military intersession, scheduled to begin in January 1990 between the first and second semesters of the 1989-1990 Academic Year.

The depth of study and elective requirements for Field of Study concentrators was similarly reduced from 12 to 9 courses. This reduction of three courses occurred when the requirement for cadets to take ten courses in their field of study discipline was reduced to nine and the requirement to take two other free electives was eliminated. HPA concentrators no longer are required to take the area elective in cultural and political geography and a third semester of a foreign language; the MSE concentrators no longer have to take two electives outside their discipline. The remaining nine courses will now be taken within each cadet's field of study.

On the other hand, the depth component for the disciplinary majors remained unchanged at twelve; therefore, cadets who major take from one to three more courses than those who select a field of study. However, the HPA majors no longer are required to take the cultural and political geography course and the third semester of a foreign language, although they still must take twelve courses within their major; the MSE majors no longer are required to take two courses outside their major but now take all twelve courses within the major.

Finally, the 1988-89 Academic Year was also marked by the computerization of the annual publication of the Academic Program (Redbook). The Redbook was

placed on the Cadet Barracks Local Area Network (CBLAN) to allow cadets to access and review this academic guidance in the convenience of the personal computers in their room and to print individual pages as desired. This administrative improvement will reduce printing costs, facilitate the implementation of necessary changes, and foster increased cadet familiarity with computer operations.

In April 1989, 50 faculty members attended a Rational Course Design Workshop presented by Dr. Dick Culver of the State University of New York, Binghamton. The workshop taught the Perry developmental scheme for course design, which will help our elective instructors and course directors to design courses.[4]

FACULTY DEVELOPMENT

During the 1988-89 Academic Year, faculty participation in the military development program continued to expand. The participants ranged from the Dean of the Academic Board to Permanent Associate Professors and to nontenured members of the faculty, but each made contributions which furthered and enriched Army policies, programs and objectives.

During the academic year, several tenured faculty members served as evaluators for units in annual training or for major Army exercises. The year was lead off in July 1988, when Brigadier General Roy K. Flint, Dean of the Academic Board, served as a senior evaluator at the ULCHI FOCUS LENS Exercise in Korea. Also in July, Lieutenant Colonel Dwight S. Springer, Permanent Associate Professor in the Department of Chemistry, participated in a 3rd Infantry Division Chemical Field Exercise and ARTEP in Germany and Lieutenant Colonel Lee S. Dewald, Sr., Permanent Associate Professor in the Department of Mathematics, served as an ARTEP evaluator for the 1st Battalion of the 10th Field Artillery Division Artillery (DIVARTY) staff. In August, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, served as Deputy Brigade Commander, First Brigade, Third Infantry Division, in the Federal Republic of Germany, during gunnery qualification at the Seventh Army Training Center and, in September, Colonel John J. Costa, Professor and Head of the Department of Foreign Languages, took part in a NATO field exercise as a Senior Exercise Umpire during Field Training Exercise FREELION held in the Hamburg region of the Federal Republic of Germany. He was attached to the U.S. Second Armored Division (Forward) for the exercise and later made an orientation visit to the Seventh Army Training Command in Grafenwoehr.
Lieutenant Colonel James S. Wheeler, Permanent Associate Professor in the Department of History, served with the 4th Infantry Division (Mechanized) as an evaluator/advisor to the 3rd Battalion 85th Armor, 2nd Brigade, 40th Infantry Division (NG) for two weeks in the Spring of 1989.

Other faculty members played significant roles during the period in command post exercises (CPX)s and in other unit training activities. For instance, Lieutenant Colonel James H. Stith, Permanent Associate Professor in the Department of Physics, evaluated a command post exercise for the 2nd Battalion, 62nd Air Defense Artillery, 7th Infantry Division at Ft Ord, California, in July 1988. Lieutenant Colonel R. Craig Ham, Department of Geography and Computer Science, participated in the CPX Gallant Knight '88

at Norton Air Force Base, serving in the Political-Military Cell as a player/controller. Lieutenant Colonel Ham simulated the Secretary of Defense and Joint Chiefs of Staff functions as part of this test run for the Joint Exercise Simulation System (JESS).

Other noteworthy participations included those by Lieutenant Colonel Rickey A. Kolb, Permanent Associate Professor in the Department of Mathematics, who spent three weeks in July 1988 in Germany with the 3/67 Air Defense Artillery Battalion, 3rd Infantry Division participating in their annual service practice, visiting a West German unit going through its practice, visiting several Hawk unit's reconnaissance, selection, and occupation of position (RSOP), and going through control officer training with a Patriot unit. In addition, Lieutenant Colonel John R. Edwards, Permanent Associate Professor in the Department of Mathematics served at Headquarters, 32nd Army Air Defense Command (ADCOM), Europe, supervising planning and coordination for the deployment of the 38th Air Defense Brigade to Europe and Lieutenant Colonel John A. Dallen, Jr., of the Department of Geography and Computer Science, served with the European Division of the Corps of Engineers in Frankfort, Germany, for several weeks during the Summer of 1988. Lieutenant Colonel John E. Oristian, Permanent Associate Professor in the Department of Electrical Engineering, evaluated the field testing of the new Army Mechanical Mobile Subscriber Equipment at Fort Hood.

Members of the Department of Geography and Computer Science continued to make critical contributions during the past year in promoting the Army's utilization of terrain based graphics systems. In July 1988, Majors Clark K. Ray, Jr., and James R. Loy of the Department spent eight days in the Federal Republic of Germany working with the 649th Engineer Battalion (Topographic). The purpose of the trip was to provide training and software maintenance support for the TerraBase system in Europe prior to its use on REFORGER 88 (Exercise Certain Challenge) during the fall. The 649th spent the week working with a team sent from the Defense Mapping School to train its terrain analysts in the proper utilization of TerraBase, specifically in the area of Multispectral Image analysis. In September, Colonel Gilbert W. Kirby, Jr., Professor and Head of the Department, and Major Ray, and Captain Peter B. Polk of the Department visited the 649th which provided the Theater Terrain Team for REFORGER 88 and the VII Corps Terrain Team, the V Corps Terrain Team, and the 3ID Terrain Team. The purpose of the visit was to observe the field-validation of TerraBase during REFORGER 88; collect additional user feedback regarding the performance of TerraBase under field conditions; provide to using units the Waterways Experiment Station (WES) Maneuver Damage Prediction software update to TerraBase; and observe the performance of units using TerraBase to evaluate their capability to create products useful to commanders and decision-makers.

In October 1988, Colonel Kirby and several other Department members attended the Army's Eleventh Annual Topographic Conference to establish contacts with units using TerraBase, the Departmentally-developed military terrain information system, to provide beta-test copies of the TerraBase Version 1.1 update software and to obtain more user feedback on the actual performance of TerraBase in the field and particularly the performance of the Waterways Experiment Station (WES) mobility and maneuver damage models.

TerraBase was also proposed as a way to solve an Engineer Studies Center (ESC) research proposal relating to the barrier plan in the Republic of Korea.

Members of the Department attended both the preliminary and critical design reviews of the FORSCOM Automated Intelligence Support System/extended (FAISS/e) to assist personnel from FORSCOM and the Georgia Tech Research Institute (GTRI) who are responsible for the research, design, and development of this system which is to replace MICROFIX.

During the Summer of 1988, Colonel Gerald E. Galloway, Jr., Professor and Deputy Head of the Department of Geography and Computer Science, visited various installations in the continental United States (CONUS) and United States Army, Europe (USAREUR) to determine critical issues facing the Directorate of Engineering and Housing (DEH) community for the Chief of Engineers. These activities included Forts Lewis, Ord, Stewart, Gordon, McPherson, Carson, Leonard Wood, and Leavenworth; Rocky Mountain Arsenal, Fitzsimmons Army Medical Center, Headquarters Army Materiel Command, Headquarters Department of the Army, Miramar Naval Air Station, and the U.S. Air Force Academy; and in Europe, the Frankfurt, Stuttgart, Heilbronn, Hanau, Mannheim, and Kaiserslautern communities, Headquarters USAREUR, V and VII Corps, and 21st Support Command. In August, he presented his report to a panel of the Chief of Engineers' "Vision of the Future" conference. In October, he presented a report on his review of worldwide DEH activities to the U.S. Army Corps of Engineers (USACE) Commanders Conference at Phoenix, Arizona.

In October, Colonel Galloway and Major Robert Richbourg visited the Battle Command Training Program (BCTP) office at Fort Leavenworth, Kansas, to meet with the director and his staff. This visit, made at the request of the Army Chief of Staff, was to explore areas where the USMA Artificial Intelligence cell might assist the BCTP. In January, Colonel Galloway and Major Richbourg visited Fort Hood and Brady, Texas, to observe Operation ROADRUNNER, a BCTP Sponsored Command Post Exercise (CPX) of different elements of the III Corps. They visited BCTP control sections at Fort Hood and attended the Phase I, After Action Report (AAR) at Brady. The USMA AI cell is now working with the BCTP staff to facilitate BCTP control operations.

Yet, perhaps no technical assistance was more noteworthy than the continuing efforts of Lieutenant Colonel Thomas H. Johnson, Director of the Science Research Laboratory, who served as Chairman of the Free Electron Laser Technical Advisory Group for the Commander, U.S. Army Strategic Defense Command, from January 1987 to October 1988. This group provided the technical analysis for the Army's Strategic Defense Initiative Organization (SDIO) development program of a $1.5-billion laser project under construction at White Sands Missile Range. During the past academic year, Lieutenant Colonel Johnson served on a special subpanel of the Defense Science Board investigating Army applications of low observables technology and served as a member of the Special Assessment Study Group for the Chief of Staff, U.S. Army, in February 1989.

The Academy faculty continued to contribute valuable scholarship in direct support of DA requirements. In addition to those mentioned in various departmental sections of this chapter, the following are deemed of unusual significance.

o Lieutenant Colonel Thomas W. Fagan, Office of Economic and Manpower Analysis and a Permanent Associate Professor in the Department of Social Sciences, began working in the Summer of 1988 with TRADOC at the request of General Maxwell R. Thurman, Vice Chief of Staff of the Army, and Brigadier General Gordon R. Sullivan, Deputy Commandant of the Command and General Staff College, Fort Leavenworth, on Army officer personnel policies. "The Officer Leadership Study" that resulted, published by the Command and General Staff College, is a life cycle model of the career of Army officers. Based on the number of general officer positions available, the model specifies the number of officers at junior rank, the specific assignments these officers should receive, and requirements they should meet to generate the numbers of quality general officers required by the Army.

o Major Thomas V. Daula, Permanent Associate Professor in the Department of Social Sciences, wrote a policy paper on the economic components of Low Intensity Conflicts while working with the Strategic Planning Directorate (J-5) of the Joint Staff during the Summer of 1988.

o Captain David S. Clark, Department of Social Sciences, was attached to the Office of the Chief of Staff, Assessment and Initiatives Group, at the Pentagon for seven weeks in the Summer of 1988. There, he completed a study titled, "Parity of Conventional Capability," which defines the desired endstate of the upcoming conventional arms control negotiations from a military viewpoint. The study, which also develops a conceptual framework for directing further research efforts required to allow the assessment of arms control proposals in terms of desired outcomes, was briefed by Captain Clark to the U.S. Army Chief of Staff in September.

o In July 1988, Colonel Fletcher M. Lamkin, Permanent Associate Professor in the Department of Engineering, worked with the Concepts Analysis Agency (CAA) to develop a conventional Arms Control Wargame which will be used by the Army Staff to help develop arms reduction strategy for upcoming negotiations with Warsaw Pact countries.

o Major Russell J. Hall, Department of History, conducted a study of Joint Task Force-Bravo, Honduras at the request of Commander, U.S. Southern Command (USSOUTHCOM). The final report will be used by newly-appointed commanders of joint task forces when deploying to third world nations.

o Colonel Robert L. Doherty, Associate Professor in the Department of Foreign Languages, was invited by the International Military Activities Division, Headquarters, U. S. Army Western Command (WESTCOM), to conduct a study and ultimately rewrite the Foreign Area Officer (FAO) Training Program for the Pacific Command Region.

o Major Jeffrey A. Lincoln, Department of Social Sciences, spent a month during the Summer of 1988 assigned to the Headquarters, U.S. Army Corps of Engineers, during which he completed a staff study on implementing Department of Defense Directive 5000.48 (specifically, the training requirements of officers to be issued procurement contracting warrants). The study recommended changes to the training programs for such officers and changes to AR 611-101 and DOD Pam 600-3. It is currently being staffed for approval and implementation.

o Captains Daniel L. Arczynski and Stephen C. Daffron, Department of Social Sciences, briefed the Commander, Strategic Defense Command and his staff in October 1988 on the results of research which they and Captains Craig E. College, Christopher J. Littel, and Steven H. Tolley, also from the Department of Social Sciences, had conducted during the past year on the relationship between the United States and the Marshall Islands. The research had focused on economic, political, and security dimensions of that relationship.

During the Spring of 1989, members of the Department of English conducted executive writing workshops for a reserve unit at Stewart Army Subpost and for the Reserve National Guard in Albany, New York. In addition, Lieutenant Colonel John A. Calabro, Permanent Associate Professor in the Department of English, participated in the Army Writing Conference at Fort Leavenworth.

Colonel William J. Reynolds, Permanent Associate Professor in the Department of Geography and Computer Science, went on sabbatical for the academic year designing and consulting on coastal engineering problems while serving as special assistant to the Honolulu District Engineer.

Lieutenant Colonels James M. Johnson and Charles F. Brower IV, Permanent Associate Professors in the Department of History, visited Israel for two weeks in July 1988 hosted by the Israeli Defense Force (IDF). They met with senior officers to discuss military and political situations, visited the Israeli Officer Training School, and took part in live-fire and airmobile exercises. They also visited Air Force and Army units, the Golan Heights battlefield, religious and historic sites, and the Occupied Territories.

These military development activities enable members of our faculty to consult with commanders and staffs at battalion, brigade, and company levels. It provides hands-on experience in the operation of the Army's newest infantry and armor weapons systems and provides insight in the training and leadership issues in Table of Organization and Equipment (TO&E) units equipped and organized under the latest Army doctrine. The experience supports instruction and course revision by providing realistic contemporary material based on current Army experience. Finally, these activities provide a visible interaction of the tenured faculty with the field Army.

FACULTY RESEARCH

During the 1989 Fiscal Year (FY), Colonel Thomas H. Johnson served as the Associate Dean of Academic Research and Director of the Science Research Laboratory. Captain John P. LaFemina was the executive officer of the Science Research Laboratory.

Funding for faculty research at USMA increased 11 percent from $1.8 million in FY 1988 to $2.0 million during FY 1989. Support continues for projects of the Laboratory and for the Departments of Chemistry, Physics, and Electrical Engineering, which is indicative of DA interest in expanding research activities in the physical sciences, particularly laser science, at West Point. These Departments have begun to fill six new, DA-authorized officer and four new civilian positions to staff a center for the study of laser science and technology

at West Point. A 90 percent design for the new facility for this research, which will be housed in the subbasement of Bartlett Hall, has been completed with construction scheduled for 1990.

Research efforts in other areas, particularly computer science and operations research, have continued to flourish as well. 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. The Army Research Institute (ARI) continues to sponsor research for the social sciences and humanities.

DISTINGUISHED LECTURE SERIES

Because of the national prestige of the institution and the ideals represented here, the Military Academy is able to attract many distinguished speakers. A list of visiting lecturers speaking at the Academy during the past year is included as an appendix in this report. In addition, through the auspices 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, thanks to the generosity of the Class of 1951, a number of distinguished Americans spoke at the Academy to include: Dr. Alvin F. Poussaint, Harvard Medical School, who spoke on "Multiculturalism-Education for Future"; Dr. Warren Bennis, University of Southern California, who spoke on "Strategies of Leadership for the '90s"; and the Honorable William J. Bennett, United States Secretary of Education, who spoke on "Education and Honor." In addition, through the auspices of the Class of 1951, Mr. H. Ross Perot, Electronic Data Systems Corporation, Dr. Samuel P. Huntington, Harvard University, and Colonel Frank Borman, former astronaut, all spoke on "Academic Excellence and the Development of Leaders."

ACADEMIC COMPUTING

The past academic year was the third year in which all cadets received personal computers. During the previous two years, the Classes of 1990 and 1991 were issued the Zenith-248 personal computer. The Class of 1992 received the new Zenith-268LP, a more powerful, yet lighter and smaller, personal computer. The final supplement of faculty personal computers was purchased during this period, achieving the goal of a personal computer for each faculty member a year earlier than originally planned. Usage of the personal computers by both the faculty and cadets has continued to grow with the computer becoming an indispensable tool for many in the academic program.

Prior to the beginning of the academic year, each new cadet received a half day of general instruction on the use of their personal computer. The information was presented by instructors from the Department of Geography and Computer Science who teach the basic computer science core course and by "Goldcoats" from the Academic Computing Division of the Office of the Dean.

The move toward utilizing distributed minicomputers, instead of a large mainframe computer, was completed with the purchase of six additional UNISYS-5000/95 minicomputers and a gift from AT&T of four AT&T 3B2/700 minicomputers. The UNISYS computers augment four previously acquired systems in providing network services to cadets and faculty. The electronic bulletin board service provides a simple method of information dissemination to large populations such as cadet clubs, sports teams, cadet companies, and academic departments. The information service provides on-line access to documents such as various cadet regulations, the Academic Program (Red Book), and the cadet budget. The AT&T minicomputers provide support to academic courses requiring specialized capabilities beyond those available from a personal computer.

The combined computing resources of the faculty and cadet personal computers, the distributed minicomputers, and the interconnecting academic network, together with the actual use of computers in academic instruction, provide the basis to claim accomplishment of the 1979 Academy goal of "making USMA a leader of undergraduate colleges and universities in the use of the computer in education."[5]

USMA LIBRARY

Personnel

The USMA Library witnessed the departure of three notable employees during the past year. Mr. Lawrence Randall accepted a position as director of the State University of New York at Purchase Library after serving since 1981 as Circulation Librarian, Systems Librarian and Assistant Librarian for the Systems Management Division. He contributed greatly to the automation of many vital library services and operations. Ms. Elaine Arczynski completed two years as a reference librarian, ably assisting in efforts to provide bibliographic instruction for cadets. Ms. Margaret Haggstrom departed after contributing to the expansion of the Reading and Study Skills Center program over the past year, enabling it to reach many more cadets.

Geac Upgrade

After years of preparation a landmark in library history occurred when public use of the new online catalog began in August 1988. Through the upgraded, integrated library computer system, cadets and faculty now have greatly improved access to bibliographic records of books, serials, and other library materials through either terminals in the Library or through their own microcomputers linked in the local area network. At the end of 1988, the staff stopped filing new cards in the main card catalog and relied instead on the automated system.

Circulation records and processing have been automated since 1982, and progress has been made toward the automation of acquisition procedures with the full implementation of the OCLC SC350 serials control system. The manual check-in of periodical issues was discontinued in January 1989 and this function is now being accomplished at an internal automated work station.

Reorganization of Technical Services

The successful automation of library operations led to a reorganization of the Technical Services Division, which had been comprised of Cataloging and Acquisitions. The Systems Division had worked closely with Cataloging in database development and maintenance. The new Geac system required an even closer pattern of coordination; therefore, the Systems Division and Cataloging Section of the Technical Services Division were combined to form the new Systems Management Division. Since the Collection Development Librarian already had provided budget and selection guidance to Acquisitions, that section was added to his area of responsibility in a new Collection Development Division.[6]

Facilities

The Library and Archives facility at South Post was accepted by USMA in May 1989, and the initial move of the materials, periodicals, and documents previously stored in Building 606 was completed at that time. A special feature of the new facility is the mechanized compact shelving device which effectively doubles the available shelf space compared to conventional shelving.

The USMA Archives is scheduled to move in the Summer of 1989. While this move will free space in the main Library permitting an expansion of the circulating collection, the separation of Archives from the Library and Central Post Area (CPA) will present problems for both staffers and researchers. More often than not, researchers use both the manuscripts in Special Collections (which will remain in the main Library site in the CPA) and Archives, since both deal with USMA graduates. Archivists and librarians will need to find ways to minimize the inconvenience this separation imposes through close cooperation and consultation.

It is clearly desirable to have all library and archival resources located together in the same facility, and this is one of the main goals of the Library's Long Range Space Plan. A comprehensive study of library growth and space requirements to the year 2053 indicated that by the year 2002, 58,000 additional square feet of space would be required and by 2053 an additional 96,000 square feet would be required for adequate library facilities.[7] The Library's space projections and plans were approved by the Dean and the Superintendent in 1989.

As part of the master plan, Library expansion will take place in the adjoining Bartlett Hall. The first library use of Bartlett Hall space will occur in the 1991-92 Academic Year when the east wing of the building will be converted to library space. The planned construction of a new science building, projected by the West Point 2002 plan, will permit a large part of Bartlett Hall to be reserved for library use. Major renovation of Bartlett Hall will be required to create one unified, modern library facility adequate for future Academy purposes and growth well into the 21st Century.[8]

Planning for the long-awaited Library renovation proceeded during the year with award of the architectural and engineering contract to the firm of Siskel and Hennessy of New York City. The renovation is needed to improve both the appearance and useability of the facility. This renovation project will cover only some of the Library's immediate needs; a second project must be

scheduled in the near future to refurbish and improve the rest of the building. The current project has been postponed several years because of budget limitations and is now projected for the Summer of 1990.

USMA Archives

Archives assistance to researchers continued at a high level during the past year. The USMA Archives assisted researchers from across the country with more than 1,500 requests for information on a variety of subjects and projects.

A "Memorandum of Agreement between the United States Military Academy and the National Archives and Records Administration" went into effect on 17 August 1988. This agreement, signed by Brigadier General Roy K. Flint, Dean of the Academic Board, and Mr. Don Wilson, Archivist of the United States, formalized the conditions under which the Military Academy's historically valuable records have remained on deposit at West Point in the USMA Archives since the establishment of the Archives in 1954.

Preparation for the move of Archives to the renovated facility at South Post occupied a great deal of the time and energy of the staff during the year. The nature of the collection required that detailed moving specifications be prescribed to ensure the safety of the records as they were moved to the new facility. Much time also was spent selecting equipment for the facility to ensure that it could function appropriately when separated from the main Library. The Assistant Archivist, Mrs. Suzanne M. Christoff, who has directed the Archives operation for the past several years, spent considerable time analyzing the Archives reference collection and selecting other titles to be included in the expanded reference collection that will be needed to supplement the Archives at the new facility.

In 1988, the Archives staff, with assistance from the National Archives, analyzed and identified the records backlog that had accumulated over the past decade and successfully processed and shelved these records. The Archives can now provide improved access to all the records currently in its custody to its many researchers.

Services

A major focus of library user services continued to be improvement and expansion of bibliographic instruction for cadets. The results of the 1988 pilot project, "A Guide to Research for Political Science Students," for the "Politics and Government" (SS 202) course demonstrated the value of integrated library instruction to assist cadets in learning research strategies and using the Library. In 1989, History Department instructors worked with librarians to adapt a similar research skill workbook and program to fit their Department's requirements.

Evaluation of this program by faculty and librarians has been encouraging. The major goal is to equip the cadet as early as possible with basic skills in library use, thus facilitating better cadet use of resources and reference assistance in conducting independent research projects.

Library hours were modified over the year to accommodate the new academic schedule and requirements. With more examinations scheduled for Saturday

mornings, Library hours on Fridays before examinations were extended by 30 minutes to 2230 to allow some extra study time. Experience showed that many cadets used the additional time available, and this alteration will be retained in future years. Similarly, the Library provided additional hours immediately before Spring Break to allow Fourth Class cadets to prepare for a history research paper due after the break. Based on levels of cadet use, this addition will be continued in next year's schedule. Closing hours between the conclusion of Summer Term Academic Program (STAP) and the start of the fall term were cut back in the summer from 1800 to 1700 in concert with reduced library usage during this period in the past.

Recorded attendance, which had increased substantially the year before, fell back slightly by three percent during Fiscal Year 1989 to a total of some 225,000. One possible reason for this decline is the expanded availability of the online catalog system to cadets and faculty through the local area network. This enables users to search for library bibliographic data, holdings, and status from microcomputers located in the barracks or academic buildings, thus eliminating some library trips. Librarians will monitor these library use trends to determine the impact in the future.

Interlibrary loan activities continued on a high level during the year. Items borrowed for USMA researchers from other libraries rose by one percent to over 1,150. West Point faculty and students benefit by obtaining needed research items economically and quickly through this cooperative program. Items lent to other institutions increased by 43 percent, to nearly 2,500 in 1989, due to automated bibliographic access and efficient employees working in the office. This regional and national library cooperation is an indication of the strength of USMA's collection.

Reading and Study Skills Center (RSSC)

More cadets than ever before benefited from the academic skills improvement courses provided by the RSSC in 1989. In the fall semester, 180 cadets enrolled in the courses, compared to a previous fall semester high of 100 cadets. Spring semester saw 137 cadets in RSSC courses, up from the 85 cadets enrolled the previous year. Evaluation by instructors and feedback shows that cadets completing RSSC courses were much more likely to succeed in their academic courses. With the new academic schedule, RSSC courses were offered beginning at 0715.

A special program for cadets in the Chemistry 102 Summer Term Academic Program (STAP) course was initiated in 1988. Chemistry faculty members reported a higher rate of success for those cadets who took the RSSC courses, and an expanded program for 1989 STAP students was arranged accordingly. The results of the program in 1989 will help determine future offerings and possible expansion to other STAP courses.

The support for and confidence in the RSSC program by the Academy community, as evidenced by the cooperation of faculty members, tactical officers, and counselors, helped this program grow this year. However, it is important to keep the program voluntary and to retain the motivation of cadets who now make their own decision to commit themselves to the extra study that this program requires. Although staffing levels of RSSC would not presently

permit a mandatory program, the staff is currently able to assist the very best students as well as those encountering academic difficulties.

Collections

Funds for the purchase of library materials, allocated by internal USMA programming, returned this year to the level necessary to support effectively the academic program. This enabled the Library to meet current collection development demands for new books and periodical subscriptions, but a backlog remains of items missed the previous year because of inadequate funding. Increased use of gift funds for the support of the general book collection was particularly helpful in meeting some academic needs, and this effort will be continued in the future.

A library memorial fund was established in memory of Robert A. Barker, Class of 1938. This gift fund was used to purchase history books which could not be acquired with appropriated funds. The Class of 1953 continued its expanded support for recreational reading materials through its endowment fund for the Library's Class of 1953 Recreational Reading Room. In addition to increased books and new periodical subscriptions, class funds supported improvements in the decor and furnishings.

Library staff members worked with General Richard H. Groves, son of the late General Leslie R. Groves, USMA November 1918, on improved organization of the Groves' collection and use of the endowment fund for works related to atomic energy. Groves' collection books that are suitable for the circulating collection were placed in appropriate subject areas in the library book stacks instead of in a distinct bookcase, while manuscripts and rare books were retained in Special Collections. This makes the collection more accessible to library users.

After discussions with General Richard Groves clarified the issue of which books were to be included in the Collection, volumes on related political and social issues also will be obtained.

Manuscript Collection

The Library received valuable manuscript items from donors in the past year to greatly enhance the Revolutionary War collection. Mr. Michael C. Mewhinney, Class of 1966, donated an original General George Washington letter written to General Arthur St. Clair detailing Fort Putnam's role in the defense of West Point. The Library produced an exhibit of the letter, and the Superintendent presided over the dedication on Washington's birthday, 22 February 1989. Mr. Mewhinney also donated a Revolutionary War orderly book concerning troops around West Point and the building of fortifications under Colonel Thaddeus Kosciuszko. A Daughters of the United States Army (DUSA) donation enabled the Library to purchase another valuable orderly book kept by Lieutenant Daniel Cobb, between 1 October-28 November 1780. General George Washington is quoted as follows in the orderly book: "Whenever there is...mention of the Fort at West Point either in written or verbal report or in conversation, it is to be expressed by the name of Fort Clinton and never by the name of Arnold the Traitor."[9]

The papers and memorabilia of The Honorable Frank Pace, Jr., Secretary of the Army from 1950 to 1953, were obtained by the Library in 1988, some of which are on display at Eisenhower Hall. The exhibit highlights the many contributions of Secretary Pace to the nation throughout his exemplary career. General William Westmoreland's collection of manuscripts, received in 1988, has been inventoried and now is available to researchers.

The Blaik Family donated "Earl 'Red' Blaik Correspondence, 1931-1964." The collection, consisting of signed photographs and letters from President Dwight David Eisenhower, General Douglas MacArthur, and other distinguished individuals, provides a history of Army football.

A major project to provide better guides to manuscripts was begun during the year through microcomputer technology. Many collections have been received since the last manuscript guide was published in 1968. The first segment of this project was completed in June 1989 with the publication of the "Preliminary Guide to Twentieth Century Manuscripts in the USMA Library," compiled by Mrs. Judith Sibley, the West Point Manuscript Librarian. Priority in this guide was given to 20th Century manuscripts because of the demand for resources on wars in this century. After the guide to 20th Century collections is finalized, the 19th and 18th century material will be indexed. A comprehensive guide will then combine the preliminary issues and will be updated and reproduced on a regular basis. These revisions will be invaluable for collection users.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1988-89 Academic Year, the Department continued its creative support of the Military Academy's central goal: to provide the nation leaders of character who serve the common defense. The Department's curriculum, comprising two core courses and four distinct but interlocking elective fields, offers a broad array of courses in the study of human behavior and its application to the Army's missions in peace and war.

The two core courses provide a basis for understanding the fundamental concepts of human behavior and soldier performance and include a broad and challenging survey of the role of the leader. "General Psychology" (PL 100) provides the foundation for the establishment of concepts and skills deemed essential for the professional development of every officer. In the last year, the course has continued to focus innovatively on the practical application of psychological concepts, incorporating a variety of classroom and laboratory exercises that emphasize concepts relevant to the performance of cadets and officers. Teaching strategies continued to rely heavily on computer-assisted instruction (CAI), both in nightly study assignments supported by computer tutorials and in laboratory exercises.

The core course, "Military Leadership" (PL 300), focuses on the link between theory and practice by emphasizing the use of course concepts to analyze and solve military leadership problems by developing tactical case studies. For the first time this year, classroom exercises were supported by CAI for out-of-class learning, freeing class time for detailed analysis of case studies and other applied learning activities.

Elective programs continued in (1) individual psychology--stressing counseling, human relations, and educational psychology; in (2) human factors psychology--dealing with engineering psychology, human performance in the work place, and man-machine interface; in (3) sociology--involving the interaction of individuals and society; and in (4) leadership. In addition, the Department continued its involvement in the interdisciplinary management program.

The integration of computer skills across the Department continued during the past year with the implementation of CAI in both core courses. In addition, laboratory work in the human factors courses is now enhanced by ready access to the Statistical Package for the Social Sciences personal computer plus (SPSSPC+). Expansion of laboratory facilities included the purchase of seven new standard laboratory computers, designed specifically for use by students and researchers. These include the IBM 7532 microcomputer, interface units for process control and data acquisition, and various peripherals, mounted in specially designed biotechnology racks. Each unit has a complete range of software for automated experimental process control, data analysis, data base management, and report graphics.

The Department's Human Sciences Laboratory initiated a major expansion of facilities as part of the institutional laboratory modernization. Acquisitions totaling nearly $500,000 from all sources included purchase of a new laboratory computer suite, computer-aided design (CAD) laboratory, acoustic laboratory, expansion of biopsychology laboratory equipment, and initial work on three new equipment mockups (M2/M3 Bradley turret, M1 turret, OH-58 cockpit). In addition, students in the "Human Factors Psychology" (PL 485) capstone course completed a project that resulted in the design and prototype construction of an engagement control station for the Medium Altitude Surface to Air Missile (MSAM).

The Human Sciences Laboratory continued to support the Department and the Army with research projects. Major Jose Picart completed a major study for U.S. Army Personnel Command (PERSCOM) that described the decision-making processes of members of DA selection boards. This investigation identified a variety of hitherto unanticipated problems with board deliberations and biases and suggested simple corrective actions to assure accuracy and fairness. In addition, other researchers investigated the effects of the Ballistic and Laser Eye Protection System (BLEPS) on target detection performance, identifying visual performance reductions associated with the use of laser filters for eye protection, under a program supported by Letterman Army Institute for Research (LAIR); and continued design work on a low-cost tank gunnery trainer for Futures Division, U.S. Army Training and Doctrine Command (TRADOC). Faculty members worked on the development of a new gunnery simulator prototype for investigations of sight display design, accuracy and rate of fire against multiple targets, and exploitation of earlier research in camouflage designed to make combat vehicles difficult to track.

Summer internship opportunities were expanded for selected behavioral science majors and concentrators. Sponsoring agencies included the Office of the Deputy Chief of Staff for Personnel (ODCSPER), the Center for Army Leadership (CAL), LAIR, Fort Knox, and the National Aeronautics and Space Administration (NASA) flight controls laboratory at Langley Air Force Base, Virginia. Two of the internships resulted in cadet research papers.

Members of the faculty continued to provide a wide array of consultative and research support to other Defense Department agencies and civilian colleges and universities during the past academic year.

In January 1989, Colonel Howard T. Prince II, Professor and Head of the Department, gave a lecture titled "Developing Future Leaders in America" at a leadership conference titled "Leadership in America" sponsored by Stetson University in Florida. While there, he had the opportunity to offer suggestions on the establishment of a leader development system for Stetson's undergraduates, and helped others to understand the leader development process in higher education, in the work place, and in personal development.

In March, Colonel Prince participated in a tri-service college conference on leadership, management, and ethics at the U.S. Army War College. He presented an outline of the USMA Leader Development System, covered the Academy's approach to developing leaders of character, and led a discussion group on the "Integration of Ethics into Senior Leadership Instruction." Colonel Prince learned what is being taught at the highest levels of military schooling in the areas of leadership and ethics, which will help the Military Academy align our program progressively and sequentially with other similar programs.

For 10 days in the Summer of 1988, Colonel Louis S. Csoka, Professor of Psychology and Leadership, traveled to the Army Research Institute (ARI) field unit at the Presidio of Monterey, California, to collect performance data on units rotating for the past two years through the National Training Center (NTC) training program. He developed unit performance measures to be used in his transformational leadership study described in the 1988 Annual Historical Review. This research supports leader development by illuminating issues related to leader characteristics, selection, training, and development.

In September 1988, Dr. Mady W. Segal, Visiting Professor, attended a meeting of the National Academy of Sciences Committee on the Performance of Military Personnel. As a committee member, she attended briefings and discussions of research by the services on the measurement of job performance of first term enlisted personnel and the relationship of performance to enlistment selection and classification criteria. Later that month, she was presented an award as Outstanding Faculty Woman for 1988 by the University of Maryland.

In August 1988, Lieutenant Colonel Timothy R. O'Neill, Permanent Associate Professor, presented results of his ARI Manpower and Personnel Integration (MANPRINT)-sponsored study of target acquisition skill predictors and sought funding for continued research at Headquarters, TRADOC and the ARI MANPRINT office. The visit resulted in allocation of $70,000 for further research and establishment of a GS-9 position from the TRADOC training laboratories to support the West Point initiatives.

In January 1989, Lieutenant Colonel O'Neill visited Headquarters, TRADOC, and briefed the Director of Training Development and Analysis, on the human factors research prospectus for Fiscal Year 1989. Funding approved as a result of the visit provided for completion of the experimental ARCADES II prototype gunnery simulator, added an OH-58 "Kiowa" interior mockup for next year's PL 485 capstone course, allowed initiation of a long-planned

remotely-piloted vehicle (RPV) simulator, completed procurement of equipment for a CAD laboratory and desktop publishing station, and allowed purchase of needed soldier equipment for test and evaluation.

In May 1989, Lieutenant Colonel O'Neill visited Natick Laboratories, in Natick, Massachusetts, at the invitation of the camouflage team in the clothing and textiles laboratory. He gave a full briefing on camouflage theory and practice and helped to re-establish routine information sharing between Natick and West Point. Lieutenant Colonel O'Neill will be submitting a camouflage pattern design for the new battle dress uniform (BDU) and will assist Natick Laboratories with the test and evaluation program.

In August 1988, Lieutenant Colonel George B. Forsythe, Permanent Associate Professor, attended the annual meeting of the Academy of Management in Anaheim, California. Information from the paper session in leadership will aid in course development and in the revision of the Department's leadership text; participation in a panel on verbal protocol methodology will help guide future leadership research in the Department.

In October 1988, Lieutenant Colonel Forsythe attended the U.S. Army Military Qualification Standards I (MQS I) Conference at Fort Monroe, Virginia. He helped finalize a precommissioning leadership education curriculum and coordinated with CAL on the development of a training package to support leadership education at the precommissioning level.

Lieutenant Colonel Forsythe was appointed to the Executive Committee of Division I (Education in the Professions) of the American Educational Research Association (AERA) at the annual meeting in San Francisco, California, in March 1989. He will be responsible for membership and affirmative action for the 1,000-member division.

In August 1988, Lieutenant Colonel Johnston Beach, Permanent Associate Professor, presented a paper titled "Cadets' Values, Changes After Basic Training: A Ten Year Comparison" at the Annual Convention of the American Psychological Association in Atlanta, Georgia. Through exposure to other military psychologists, he also was able to learn about new teaching strategies and grading procedures which allowed him to evaluate the current procedures in our general psychology core course.

In March 1989, Lieutenant Colonel Beach attended the Third Annual Conference on Undergraduate Teaching of Psychology: Ideas and Innovations where he presided at a workshop titled "Teaching General Psychology Students to Think: A Way to Increase Student Involvement."

In March 1989, Captains Richard B. Miller and David C. Enders participated in an Albany, New York, workshop titled "Sharing Ideas on the Teaching of Psychology" presented by Dr. Douglas Bernstein and Dr. Sandra Goss of the University of Illinois. The faculty members shared the Department's approach to faculty development with educators from institutions throughout New York State.

Finally, in June 1989, Colonel Prince and Lieutenant Colonel Forsythe traveled to South Asia to consult with the Bangladesh Military Academy (BMA) on leader development activities. After meeting the Chief of the General Staff and

the Director of Training at Army Headquarters to determine the BMA's needs, they visited an infantry division and observed training in garrison to learn the nature of its Army's duties. They then went to BMA for nearly two weeks. After initial briefings and observations, they worked intensively with the Commandant's staff and the tactical officers to create a leader development system based on current theory and practice. They trained officers in preparation of case studies, developed a model for the leadership course, developed a systematic approach to leader development for officers over an entire military career, and provided a report summarizing their assessments and recommendations. Colonel Prince and Lieutenant Colonel Forsythe also met with the Bangladesh National Selection Board to review its procedures for selecting cadets for all three service academies. This experience allowed them to improve their consulting expertise by working in an international setting with a nonwestern culture. Their trip has begun a long-term development process which can assist a developing country which depends heavily on its army for national leadership. In addition, their trip may have helped enhance United States relationships in South Asia.

DEPARTMENT OF CHEMISTRY

Colonel Wilford J. Hoff, Jr., Professor and Head of the Department, retired effective 31 July 1988 after nine years as Chairman of the Department and 38 years of Army service. Colonel James H. Ramsden became Professor and Head of the Department effective 1 August 1988 upon his return from sabbatical at the University of Florida.

Lieutenant Colonel Edward W. Mayer and Major Merrill S. Blackman assumed duties as Permanent Associate Professors in the Department in the Summer of 1988.

Major Paul V. Lemley has been awarded a Fulbright Scholarship. He will spend the Fall of 1990 semester at the School of Medicine, University of Innsbruck, Austria, where he will lecture and conduct research in the Department of Microbiology.

The Department's Visiting Professor was Dr. B. Richard Siebring of the University of Wisconsin at Milwaukee. Dr. Siebring was selected to continue as the Visiting Professor for Academic Year 1989-90.

The Life Science Field of Study was established within the Department of Chemistry. Previously, this area had been an option within the Basic Sciences Interdisciplinary Field of Study. This transition will provide clearer information to cadets concerning these studies, along with enhanced curriculum development.

Along these lines, "Human Biology" (CH 485-486) was separated into "Introduction to Biology" (CH 385) and "Human Physiology" (CH 486). This marks the first time a general biology course has been offered at the Military Academy.

Approval by the Academic Board was also granted for the establishment of a Chemical Engineering Field of Study effective with the Class of 1993.

Curriculum development and requirements for the field of study are underway at this time.

Department research projects during the past academic year included: "Kinetics and Thermodynamic Properties of Phosphite-Sulfur Reactions," "The B- to Z-DNA Transitions from the Viewpoint of Base Pair Orientation," and "DNA Sequencing of pg 3Za126 Clone from camp strain Plasmodium Falciparum."

Several members of the Department had papers published by the Los Alamos National Laboratory, in the Journal of Chemical Education, and in the Journal of Sports Medicine and Physical Fitness.

Members of the Department made presentations to the Solid Waste Combustion Utilization Conference; the 1988 U.S. Army Chemical Research, Development, and Engineering Center Scientific Conference on Chemical Defense Research; the Division of Medicine, Department of Gastroenterology, Walter Reed Army Institute of Research; the National Institutes of Health, Division of Computer Research and Technology; Rutgers-University of Medicine and Dentistry of New Jersey (UMDNJ) Minisymposium in Molecular Biophysics; and the Department of Chemistry, Rutgers University.

Lieutenant Colonel Dwight S. Springer, Permanent Associate Professor, was elected Chairman-Elect of the Mid-Hudson Section of the American Chemical Society.

Several hundred high school students participated at the New York State Science Olympiad held at USMA on 15 April 1989 and sponsored by the Department of Chemistry.

The Department also participated in the National Junior Science and Humanities Symposium held at USMA in May 1989.

Brigadier General Peter Hidalgo, Commander of the U.S. Army Chemical Research, Development, and Engineering Center (CRDEC), Aberdeen Proving Ground, Maryland, spent an entire day in the Department in May 1989.

Photonics Research Cell

Lieutenant Colonel David C. Allbee, Permanent Associate Professor, and Lieutenant Colonel Russell O. Morris were responsible for installation of the equipment and initial operation of the Department's experiments. This experimental setup, which supports the Chemistry Laser Team of this research cell, includes a CR 100-20 Argon Ion laser that is used to pump both a CR 699-29 Autoscan Ring Dye laser and a CR 599-03 Dye laser as well as the construction of the necessary instrumentation for the calibration and tuning of the laser beams. The initial experiments are photoacoustic spectroscopy of the forbidden oxygen transitions $(b)\,^1\Sigma g^+ <- (X)\,^3\Sigma g^-$. This experiment is based upon the utilization of the light to activate the molecule and then (through collision of the gas molecules) transferring light energy into kinetic energy. This increase in kinetic energy is then propagated as a pressure wave measured by an electret microphone. This research, done with consultation from the Electronics Design and Testing Laboratory and Army Research Office, is in the first step of validating the experimental setup which will be followed

with the experiments of the spectroscopy of the X-H stretch for the molecules of germane and silane. These experiments will lead to the investigation of the germane to digermane reaction by the single photon excitation of the germane molecule.

DEPARTMENT OF ELECTRICAL ENGINEERING

The 1988-1989 Academic Year was one of dramatic change for the Department with the addition of the computer science mission. After extensive planning, on 1 July 1989 almost half of the former Department of Geography and Computer Science merged with the Electrical Engineering Department to create a new Department of Electrical Engineering and Computer Science. Plans are ongoing through this period for the scheduled Departmental move from Bartlett Hall to Thayer Hall by the end of 1989.

Meanwhile, there has been a continuing evolution in course development and support equipment upgrades. A total of 25 academic courses were provided to nearly 2,000 cadets whose majors and fields of study span engineering, science, humanities, and public affairs. Particular emphasis was placed on the senior-level design courses with the entire Department faculty becoming involved in advising students on design projects. The laboratory improvement program continued to show significant progress this year.

Personnel

During the academic year, the faculty consisted of 23 Army officers, two Air Force officers, one Navy officer, and one visiting professor. The Department's staff also included a supervisory electronics engineer and nine other civilians including a civilian computer systems manager who joined the Department during this period.

Academic Curriculum

The faculty has continued to improve the course curriculum in several areas. The Department's largest enrollment course, "Basic Electrical Engineering" (EE 301), was extensively modified with increased emphasis on systems analysis and applications. Design projects in the senior design sequence, "Electronic Circuit Design I and II" (EE 407 and 408), received major attention. This year, faculty members from all courses served as project advisors to the cadets. This permitted cadets to work "one on one" with an experienced engineer, significantly enhancing the educational value of the project. This year, over 50 cadets from several academic departments completed the senior design sequence.

Significant change was prompted by the Academic Board decision of 11 May 1988 to change the previous open five-course engineering experience to a new "stovepipe" five-course engineering sequence for classes starting with the Class of 1991. Cadets who are not majoring in some field of engineering will now choose one of six engineering sequences, such as electrical, to complete their engineering requirement. Cadets specializing in an area other than engineering will now have no more than one engineering field during their undergraduate curriculum. This decision will have a significant impact upon the teaching

mission and load of the Department. Department members have structured a solid five-course sequence to serve those cadets who select the electrical engineering stem. In a related effort, Lieutenant Colonel Gregory J. Jolda prepared a report on the results of a Faculty Council-sponsored survey of the divergent attitudes and perceptions of cadets and faculty members engaged in different majors and fields of study.[10]

Academic Facilities and Equipment

The laboratory improvement program continued to show significant progress this year with the acquisition of various computers and laboratory test equipment. A sophisticated Impedance/Gain-Phase meter allows cadets and faculty members to characterize electronic devices in an automated fashion and enhances their ability to verify the theoretical behavior of electronic circuits. New, advanced computer-aided design (CAD) tools have extended the electronic circuit design capability into the realm of Very Large Scale Integrated Circuits (VLSI). The addition of this equipment into the curriculum, which is rare for an undergraduate institution, significantly enhances our ability to design and analyze by computer our various electronic circuits.

Academic Research

A major developmental effort is underway in the Department to identify ways to harness advanced technology for the classroom. Captain David Smith is continuing to research methods to use manual and automated measurement instruments to perform laboratory exercises. Methods of reducing circuit setup time and obtaining automatic data acquisition at a reasonable cost per student are being explored. These are designed to increase classroom productivity and to make the learning process more efficient.

Navy Lieutenant Josette L. Rice made several notable contributions to the Academy with her electronic designs. She provided the Chemistry Department with a safe, reliable set of conductivity probes for use in cadet laboratories. She supported research into superconductivity in the Physics Department with sensitive instrumentation and also provided several devices for use within the Department classes and labs. She was awarded the Army Achievement Medal for her efforts on behalf of the Chemistry Department.

Several members of the Department presented papers at conferences to include the 1988 Optical Society of America Annual Meeting and the Twenty-Second Asilomar Conference on Signals, Systems, and Computers. Research was published in various scholarly periodicals to include the 1988 Annual Report of IEEE Conference on Electrical Insulation and Dielectric Phenomena; the Journal on Electromagnetics Computer Code Validation; Proceedings of Frontiers in Education, 18th Annual Conference; Optical Computing '88; the 1988 IEEE Military Communications Conference Record; the Proceedings of the Third IEEE International Symposium on Intelligent Control; IEEE Transactions on Magnetics; the IEEE Transactions on Instrumentation and Measurement; and Analog Methods for Computer-Aided Circuit Analysis and Diagnosis.

Several areas of research are currently in progress by the Department faculty. Colonel Daniel M. Litynski, Permanent Associate Professor, and Captain Hon Kwan are investigating the use of photonic methods for signal processing in association with several researchers at Rensselaer Polytechnic Institute and

Harry Diamond Laboratories. Colonel Paul F. Barber, Permanent Associate Professor, and Major Edwin D. Patterson are exploring the use of finite element analysis for the study of electrostatic fields as applied to power systems. Major Glen C. Long has been investigating the fundamental limits to the velocity of solid armatures in electromagnetic railguns, and Major Edward M. Siomacco is continuing his research into parametric modeling of microstrip transmission lines. Captain Jeffrey B. Blyth is conducting research at the Center for Integrated Systems at Stanford University.
Lieutenant Colonel John E. Oristian, Permanent Associate Professor, spent two weeks this summer at Fort Monmouth conducting research on frequency stable microwave sources.

Professional Activities

While Colonel Litynski was the USMA Fellow at the Industrial College of the Armed Forces (ICAF) of the National Defense University (NDU) in Washington, D.C., he served as a member of the NDU delegation to the Union of Soviet Socialist Republics. The delegation, headed by Lieutenant General Bradley C. Hosmer, President of the National Defense University, spent two weeks visiting many military and civilian organizations as well as participating in two Soviet commemorative ceremonies. During the year, Colonel Litynski also presented or coauthored three research papers at national or international conferences.

Mr. Richard E. Horstmann, the Supervisory Electronics Engineer, received the prestigious 1988 Cledo Brunetti Award for outstanding contributions in the field of miniaturization in the electronic arts. The presentation to him and his former co-workers from IBM was made at the 1988 International Electron Devices Meeting of the Institute of Electrical and Electronic Engineers (IEEE).

Cadet Lisa A. Shay (Class of 1989) was designated as the outstanding student in the IEEE Northeast Region and, as was noted elsewhere in this chapter, became the first USMA recipient of an American Society for Engineering Education (ASEE) Washington Internship in the Summer of 1988.

The Department once again hosted the IEEE Region I Student Paper contest and the annual High School Workshop.

Lieutenant Colonel Lawrence A. Rapisarda, Permanent Associate Professor, served as the IEEE Mid-Hudson area chairman, thus maintaining a close association between the Department and this vitally important professional engineering organization.

DEPARTMENT OF ENGINEERING

The Department of Engineering, which had been established as a separate Department in 1969, ceased to exist at the conclusion of the 1988-89 Academic Year. This action grew out of recommendations made in an Engineering Curriculum Study. Following Academic Board approval of some of the study's findings, the Superintendent directed a reorganization of the Departments responsible for the engineering education of cadets. This reorganization was intended to better reflect the complementary nature of certain engineering disciplines and to create separate Departments where no appropriate

relationship existed. The final year of the Department was unusually demanding, as the transition took place concurrently with the instructional, administrative, and research requirements which mark everyday life at West Point.

The Department of Engineering had consisted of three groups: civil engineering, mechanical engineering, and engineering management. The curriculum study demonstrated the value of a vertical restructuring, which would take advantage of the commonality of the curricula in the civil and mechanical engineering disciplines. The study recognized that the marriage of these two disciplines, with an engineering science base provided by the Department of Mechanics, would result in a comprehensive Department, better able to develop not only the civil and mechanical engineering majors in depth, but also to include the engineering science as well as design components of the program.

The approval of the Systems Engineering major in November 1987 and the five-course systems engineering sequence in May 1988 reinforced the need to realign the Department. The existing Engineering Management Group required augmentation to handle the combination of two majors (the existing Engineering Management major and the new Systems Engineering major) and a popular five-course engineering sequence (which became one of six sequences from which non-engineering majors were required to choose). The augmentation requirement was satisfied by obtaining ten direct assignments from the Army. The effective date for the reorganization was set at 1 July 1990.

Colonel Gordon W. Arbogast continued as Professor and Acting Head of the Department throughout most of its final year, stepping down on 31 May 1989, after nearly two and one-half years as Acting Head. He resigned his permanent professorship and departed the Academy to take a position with the Defense Communications Agency in Washington, D.C. In addition to overseeing preparations for the transition to the new Departments, Colonel Arbogast engaged in significant research in support of Army requirements. He was chosen to participate on a Department of the Army Evaluation Group charged with validating Colonel (Retired) Trevor DuPuy's Quantified Judgment Model, an analytic framework for the assessment of battlefield results. This evaluation was conducted at the Army Research Office at Raleigh-Durham, North Carolina, under the direction of Mr. Walter Hollis, Deputy Under Secretary of the Army for Operations Research (DUSA-OR). He also provided modeling methodology and evaluation techniques to be used in the evaluation of various command and control alternatives for the Army Reserve, directed by the Chief of Staff of the Army through General (Retired) William R. Richardson. Colonel Arbogast briefed General Richardson in Washington, D.C., on the recommended models and evaluation techniques.

Colonel Fletcher K. Lamkin, Permanent Associate Professor, was chosen as the Deputy Head of the new Department of Civil and Mechanical Engineering, which would be activated on 1 July 1990. During his final year as the head of the Mechanical Engineering Group, Colonel Lamkin was instrumental in the improvement of mechanical engineering education. He arranged support of cadet and faculty research by the U.S. Army Tank Automotive Command (TACOM). He also worked with Department heads from other mechanical engineering programs to promote change in the engineering curriculum,

emphasizing the improvement of the design process and communication skills. He successfully led the effort to allow a cadet entry in the Society of Automotive Engineers mini-Baja vehicle design and performance competition. This provided cadets with an opportunity to compete at a nationally recognized engineering competition and promoted West Point's mechanical engineering program.

Colonel John H. Grubbs, Permanent Associate Professor, continued to lead the Department's development in the areas of computer aided instruction and computer aided engineering. He upgraded the Department's "Computer Aided Engineering" (ER 370) course, keeping pace with the increasing level of cadet computer literacy and programming ability. He expanded the realm of computer applications, arranging for joint research efforts with the Army Materiel Technology Laboratories in the fields of robotics and vision enhancement. In conjunction with Major Walter W. Olson, he introduced Unimate Puma 562 industrial robots in support of ER 370. He provided national exposure for the computer aided engineering curriculum at West Point by presenting a paper at the Technology and Innovations in Training and Education (TITE) Annual Conference and through his active participation in the National Society for Engineering Education. Colonel Grubbs and Major Olson discussed joint research efforts in the realm of robotics and vision applications with the Army Materiel Technology Laboratories, Watertown, Massachusetts. Although funding for 1989 will be greatly reduced, support for cadet summer research will continue.

Lieutenant Colonel Terry D. Hand, Permanent Associate Professor, led the Civil Engineering Group through the Department's final year. He also served as Chairman of the Academy's Accreditation Board for Engineering and Technology (ABET) Committee, leading the efforts of all engineering program directors preparing for the ABET re-accreditation visit in the Fall of 1990. In addition to his participation at national and regional conferences and workshops on ABET accreditation, Colonel Hand fostered working relationships with Army agencies, including the U.S. Army Engineering Waterways Experiment Station (WES), Vicksburg, Mississippi. He was able to arrange for joint efforts on several specific projects and numerous general areas of cooperative research.

Lieutenant Colonel Hand was elected to the Executive Committee of the Technical Council on Computer Practices (TCCP) of the American Society of Civil Engineers (ASCE). As a member of TCCP, he served on the Education Committee and as Chairman of the Committee on Software Evaluation.

With Colonel Arbogast serving as the Acting Department Head, his position as Associate Professor for Engineering Management was filled by Lieutenant Colonel John H. Cochran, Jr., and later by Lieutenant Colonel James J. Thome, Sr. Both were instrumental in the refinement of the Systems Engineering program and led the Engineering Management Group through the transition and physical relocation prior to the formation of the new Department of Systems Engineering.
Lieutenant Colonel Cochran also performed research for the National Aeronautics and Space Administration (NASA), sponsored by the Aviation Systems Research Branch, Aerospace Human Factors Research Division, Ames Research Center. He developed a methodology for the analysis of data collected through NASA's Aviation Safety Reporting System and initiated a study to

explore correlations among a number of human and automated elements in aircraft cockpits. In addition to his duties as the Engineering Management Group Chief, Lieutenant Colonel James J. Thome, Sr., was also responsible for readying the Engineering Management program for ABET re-accreditation. He adjusted the major program in response to revised guidelines from ABET. Lieutenant Colonel Thome also coached the cadet men's Team Handball Team to the 1989 National Collegiate Championship and the Division II National Championships.

The Department was honored to have Dr. Ruth A. Maurer of the Colorado School of Mines as its Visiting Professor for a second consecutive year. Her hard work and sound advice were invaluable in the final year of the Department as the transition to new Departments developed. In addition to her work on the Visiting Professor's Committee in support of impending visits from ABET and the Middle States Association of Colleges and Schools, Dr. Maurer served as a mentor to cadets and faculty members. She co-authored and presented several papers written in support of the Army as well as civilian agencies at various Operations Research/Systems Analysis (ORSA) conferences.

In conjunction with the Departmental reorganization, the Nuclear Engineering Program will move to the Department of Physics, effective 1 July 1989. During the past academic year, however, it continued to be an integral part of this Department. Lieutenant Colonel Michael H. Fellows, the program director, was able to combine teaching and consulting/research, with each complementing the other and increasing the effectiveness of the program. He arranged field trips for his nuclear reactor design class to the Indian Point Nuclear Power Plant and for his nuclear systems design class to visit a local radioactive isotope manufacturing facility in Tuxedo, New York.
Lieutenant Colonel Fellows demonstrated his expertise in the field of nuclear reactor construction by serving on a high level Department of Energy/Department of the Army working group at the Humphreys Center, Fort Belvoir, Virginia, exploring the role of the Army Corps of Engineers in managing the DOE nuclear power plant construction of two new nuclear reactors needed to satisfy future tritium and plutonium requirements. The current production reactors, located at the DOE Savannah River Facility, are shut down due to safety concerns. He briefed the working group on the technical aspects of nuclear power technology, construction, regulation and safety, and "lessons learned" from the shortcomings of the commercial nuclear power industry. In addition to participation in the negotiations, Lieutenant Colonel Fellows gave a presentation on nuclear plant construction to Corps personnel at both the Charleston District and South Atlantic Division Headquarters.

In November, the ORSA Advisory Committee Meeting was sponsored by the Department. Attendees were representatives from Training and Doctrine Command (TRADOC), Army Materiel Command (AMC), Total Army Personnel Agency (TAPA), Concepts Analysis Agency (CAA), the Departments of Mathematics and Engineering, and the Operations Research Center.

The Department of Engineering continued to strive for excellence in teaching cadets. A significant part of this effort takes place outside of the day to day classroom environment. Instruction is enhanced through the presentation of guest speakers, as well as visits to sites, and involvement in projects which

illustrate the end product of classroom instruction. In addition to the instances cited earlier in this narrative, the Department was fortunate to present a number of outstanding speakers, each of whom was a leader in military service, academia, business, or the public sector. A listing of the lectures over the past year is included in the Visiting Lecturer appendix of this report. A highlight was an address by General Maxwell R. Thurman, Commanding General, TRADOC, titled "Harnessing the Emerging Technologies of the 21st Century." In the address, General Thurman discussed the challenges facing the Army's leadership in developing training and doctrine to take advantage of the capabilities of both current and future weapon systems.

Cadets enrolled in the "General Engineering (Structural Systems)" (ER 402) course traveled to the Bear Mountain Bridge to review the bridge structure and design; those enrolled in the "Design of Concrete Structures" (CE 480) course observed ongoing construction of the Broadway Crowne Plaza Hotel in New York City; those enrolled in "Hydrology and Hydraulic Design" (CE 380) traveled to Wallkill, New York, to gather necessary data to compute the 50/150 year flood plain and study friction characteristics and erosion susceptibility of the Wallkill River; those enrolled in "Engineering Materials" (AM 380) saw, first hand, the production of aircraft parts using composite materials at the Sikorsky Aircraft Plant in Stamford, Connecticut, and toured the computer aided design and computer aided casting facilities at the Norton/Abex Defense Systems, Mahwah, New Jersey; and those enrolled in "Mechanical Design" (AM 402) observed the operation of the only active cannon producing facility in the United States at the Watervliet Arsenal.

The Department of Engineering has long served as a center of expertise for the Army and other government agencies. This will undoubtedly carry forward into the new Departments of Systems Engineering and Civil and Mechanical Engineering. In its final year the Department left a legacy of valuable support and unselfish cooperation with agencies outside of West Point. In addition to the consulting and research work of the faculty members addressed above, a number of other faculty made significant contributions. The interaction with these agencies strengthens the teaching process by expanding the knowledge base and perspective of the instructors. The agencies in turn reap the benefit of having many of the Army's brightest minds focusing on their requirements. Captain Stephen K. Morrow continued his research at the Naval Postgraduate School, enhancing the AirLand Advanced Research Model (ALARM), a computer based combat simulation model designed to investigate and demonstrate new modeling concepts involving the interactive processes of combat planning, decision making, execution (simulation), and information processing. Captain Stacey K. Hirata worked with the Concrete Technology Division of the Structures Laboratory at the U.S. Army Engineer WES, analyzing the material and mechanical properties of proposed concrete to be used in lock and dam construction. Captain Hirata will continue his research next year while serving in a Science Research Laboratory research position. Major James D. Brown provided technical support at the request of the Director of Combat Developments at the Armor Center at Fort Knox, assisting in the revision of tank Muzzle Reference System (MRS) accuracy specifications.

Captain Charles D. Allen worked at Fort Monroe, Virginia, developing the database and an electronic facility to process documents for the Commanding General, TRADOC. He used artificial intelligence tools to develop and deliver the functional prototype, EXSUM.

Major Foster G. Nickerson worked on the design requirements for a new Armored Reconnaissance Vehicle with the New Concepts Engineering Section of FMC at San Jose, California.

In October, Captain Patrick M. Cannon, presented a paper titled "Brigade Planner: An Operations Planning Tool" at The Institute of Management Science (TIMS)/ORSA Conference in Denver, Colorado; in June, he presented a paper titled "A Generic PC Simulation of the Dynamics of Attrition Warfare" at the 10th Annual Conference on the Modeling, Simulation, and Gaming of Warfare Conference held at the Georgia Institute of Technology in Atlanta, Georgia.

On 1 June 1989, Colonel James L. Kays, Professor of Mathematics, assumed the role of Acting Department Head, a position he filled until the Department's disestablishment at the end of the month. At that point, he became the Acting Head of the new Department of Systems Engineering.

DEPARTMENT OF ENGLISH

The English Department continued to offer a carefully designed sequence of core courses to all cadets. All officers have advanced degrees in either literature or philosophy and each term usually teach the core courses in both composition and their specialty. Teaching cadets to write well is an integrated effort which extends a across several core courses. Cadets taking elective courses profited from the teaching of tenured faculty members, who also directed and taught core courses.

On 1 July 1988, Brigadier General Jack L. Capps retired after 40 years of active duty service, including 29 years as a member of the USMA faculty and 11 years as Department Head. Among his many pedagogical and scholarly legacies are the West Point William Faulkner Collection and the Faulkner Concordance Project. Upon General Capps' retirement, Colonel Peter L. Stromberg, formerly the Deputy Head, became Head of the Department of English.

During the past academic year, in cooperation with other scholars at the University of Southern Mississippi, USMA Faulkner Concordance researchers placed the concordance to Absalom, Absalom! into publication. The concordance to Pylon was accepted for publication, and research is continuing on the concordances to Faulkner's short fiction.

Captain Michael E. Frisina, a Medical Service Corps Officer and an Assistant Professor of Philosophy in the Department, was selected to serve as a visiting scholar at the Hastings Center for one month in the Summer of 1988. The Hastings Center, located at Hastings-on-the-Hudson, is one of the leading bioethical "think tanks" in the nation.

Faculty members engaged in numerous scholarly activities. Colonel Pat C. Hoy II, Professor of English, spent the fall semester as a Visiting Lecturer in Composition at Harvard University, and Colonel William A. McIntosh, Professor of English, spent a week lecturing on Medievalism at the University of Lancaster, England. The University of Kansas Press published Moral Issues in

Military Decision Making, a book by Colonel Anthony E. Hartle, Professor of Philosophy.

Professor Charles T. Ludington, University of North Carolina, Chapel Hill, served as the Department's Visiting Professor of English during the academic year. He taught several elective courses on "American Literature" and the "Arts of War" and sponsored several faculty colloquia.

Members of the Department presented papers and participated in numerous conferences: the Pacific Division meeting of the American Philosophic Association, the Tri-Academy Conference, the Joint Services Conference on Professional Ethics (JSCOPE), the Conference on College Composition and Communications, the International Congress on Medieval Studies, the Popular Culture Association Conference, the Conference on Explorations in Feminist Ethics, the Plymouth (New Hampshire) Medieval Forum, and the Dimensions of Literature Group.

In June of 1989, the Department of English relocated from Mahan Hall to new offices in Lincoln Hall.

DEPARTMENT OF FOREIGN LANGUAGES

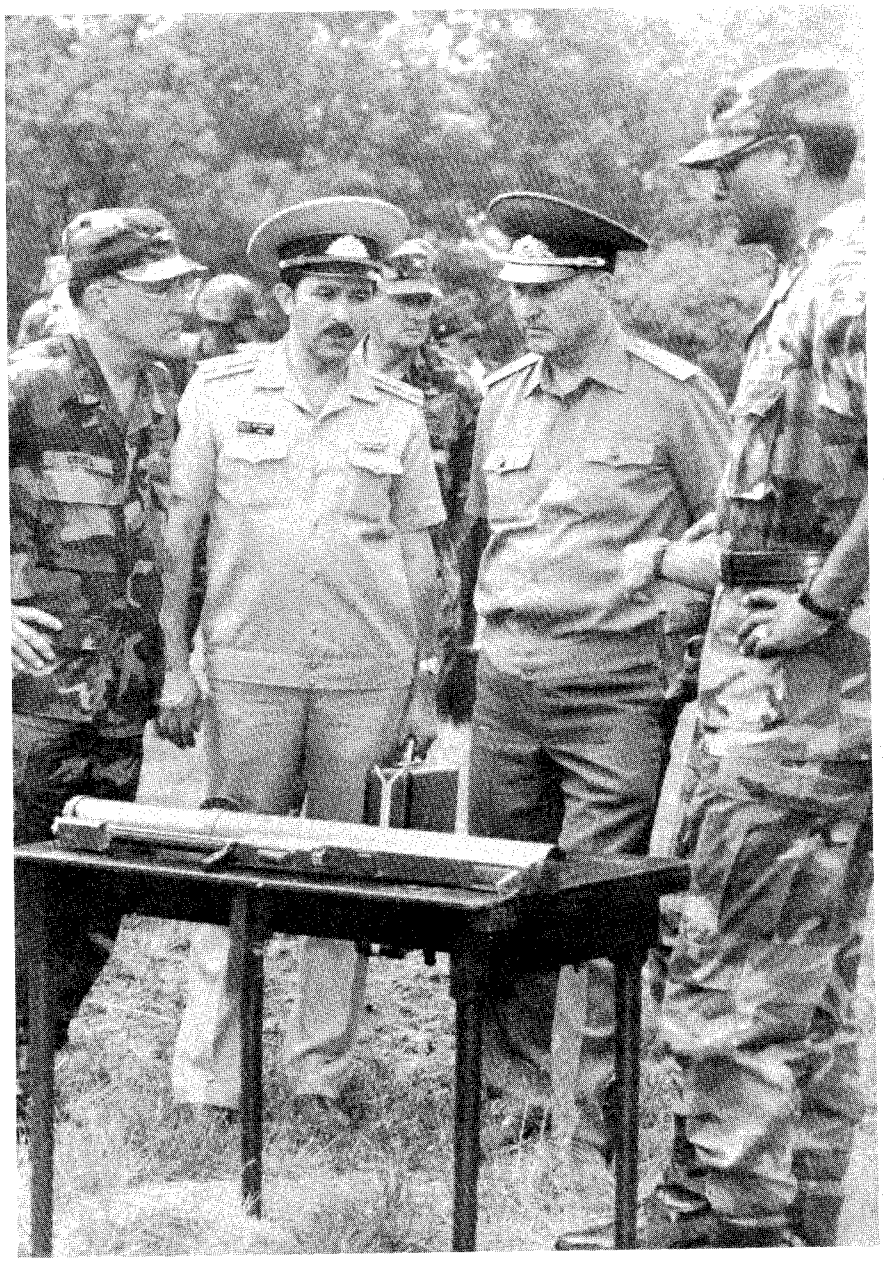
On 31 May 1989, leadership of the Department passed to Colonel Edward J. F. Thomas from Colonel John J. Costa, Professor and Head of the Department since 1980. In recognition of his 46 years of uniformed service to his country, Colonel Costa was awarded the Distinguished Service Medal and also received the Federal Republic of Germany's Federal Cross of Merit, Degree of Officer, for his contribution to German culture and mutual cooperation between our two countries. Under his direction the Department greatly expanded course offerings to support academic majors in languages, was in the vanguard promoting Computer-Assisted Instruction (CAI) for foreign languages, and only last year added Hebrew as USMA's eighth foreign-language, offering one course in that language for cadets.

Colonel Thomas, a 1957 graduate of Boston College with a masters and doctorate from the American University, has served at West Point since 1975. A Soviet area specialist and former Assistant Army Attache in Moscow, Colonel Thomas' efforts in the past year included the authorship of an analysis of current developments in Soviet military doctrine against the background of historical Soviet views and outlook, titled "Old Themes and New Directions in Soviet Military Thought," prepared at the request of Defense Intelligence Agency (DIA) in the Summer of 1988.

During the year, the Department continued its aggressive and broad-based integration of the interactive video Technology-Assisted Language Learning (TALL) into all instructional programs. Departmental research in CAI and adoption of the Computer-Assisted Language Instruction System (CALIS) authorizing system have enabled all instructors to develop their own CAI materials without special programming training. Hardware for a new 64-station language-learning laboratory with interactive video/audio capabilities will be installed in the 1989-90 Academic Year, giving the Military Academy the most modern CAI facility of any service academy. A satellite-reception facility

for reception of worldwide television emissions is also on the drawing board. Upon its completion, full-time, closed-circuit foreign language reception will be available for cadets and faculty. Authoring-station capability and large-screen projection are included.

In July 1988, Colonel-General Dmitriy Aleksandrovich Grinkevich, First Deputy Commander-in-Chief of the Soviet Ground Forces, visited the Military Academy. Colonel Costa was General Grinkevich's Russian-language briefer, as well as principal interpreter and guide.



COL Costa listening in on a discussion at Camp Buckner with BG Gorden, the Commandant; GEN Grinkevich; and COL Alexseyev.

Dr. Margaret K. Nydell, Visiting Professor of Arabic and Linguistics, escorted a group of American professors and students to Tunisia for one month in the Summer of 1988 under the sponsorship of the National Council on U.S.-Arab Relations in Washington, D.C. She oversaw a program of lectures, meetings with government officials, and area travel, serving as interpreter and commentator for the group. She also addressed Central Intelligence Agency (CIA) trainees as well as faculty members and graduate students at Princeton University and Georgetown University on inter-cultural communication barriers between Arabs and Americans. Dr. Nydell's 1988 book, Understanding Arabs! A Guide for Westerners, is one of the required readings for CIA analysts- and operatives-in-training. It is based on her twenty years of experience in the Middle East and North Africa.

Dr. Nydell met with Dr. Karin C. Ryding, Director of the Arabic Language Institute, Georgetown University, for initial planning of materials development for a course in Formal Spoken Arabic. This long-term project will be the first of its kind in the field of Arabic-language teaching.

Colonel Arthur J. Parr, Associate Professor of Russian, led teams of on-site inspectors to the Soviet Union for seven weeks in the Summer of 1988 and again for five weeks in the Spring of 1989 as participants in the Baseline Inspection Period of the Treaty on Elimination of Intermediate and Shorter-Range Missiles (INF Treaty).

On 30 June 1989, Colonel William E. Temple, Permanent Associate Professor, was retired upon completion of thirty years of commissioned service, the last 17 of which was spent at the Military Academy.

Departmental research, publication, and contributions to scholarship continued at a high level throughout the past year.

Colonel Robert L. Doherty, Associate Professor of Arabic, French, German, Hebrew, and Linguistics, received the Armed Forces Comptroller (AFC) Outstanding Author of the Year Award in Jacksonville, Florida, in May 1989 for his article in the Winter 1989 issue of AFC titled "Productivity Issues in a World-Wide Retail Operation: AAFES," which deals with productivity within the Army and Air Force Exchange Service (AAFES). Colonel Doherty received an award as the only graduate student of public administration to receive a perfect 4.0 average in the 1989 graduating class of John Jay College of Criminal Justice of the City University of New York (CUNY). Colonel Doherty was officially notified of his selection as the Army Attache to Finland in 1989, with training to begin in June.

Major Richard J. Pevoski, Assistant Professor of German, was awarded a scholarship by the American Association of Teachers of German (AATG) to study at a university in the German Democratic Republic in the Summer of 1989. Some 20 attendees are selected annually from schools and universities across the nation. Major Pevoski and Captain Robert J. Edwards, Assistant Professor of German, participated in Goethe Institute Scholarships for study in Berlin and Munich, respectively, during the previous summer.

Other faculty members attended the semi-annual meeting of the Defense Exchange Committee on Language Efforts (D'ECOLE) and made presentations at the Central States Conference on Teaching of Foreign Languages, the South

Central Modern Language Association, the annual meeting of the Modern Language Association, and the Conference on Portuguese Language: Teaching and Testing.

Dr. John C. Haggstrom, Civilian Professor of Portuguese, was awarded a Fulbright Stipend as a Senior Scholar to lecture in Mozambique in 1989-90. This award was made under the provisions of the Senior Scholar Program of the Board of Foreign Scholarships, commonly known as the Fulbright Program.

Major Karl G. Grunwald, Assistant Professor of Russian and the Department's Research officer, represented the Department at a meeting of the Interagency Consortium on Russian Development (ICORD) and at the Foreign Service Institute (FSI) at a meeting of the U.S. Government Interagency Language Roundtable (ILR). He also visited the Air Force Academy, the Naval Academy, and FSI exchanging views and experiences with interactive video applications to foreign-language learning.

The Department also provided escorts and interpreters for both civilian and military foreign officials. These included the German Consul General and a member of the Federal German Parliament, the Chief of Staff of the Spanish Army, the Commandant of the Argentine Military Academy and Director of the National Military College of Argentina, the Deputy Chief of the General Staff of the People's Liberation Army of China, The Vice-President of the German Federal Intelligence Service, the Plenipotentiary of the German Federal Armed Forces (Bundeswehr) to the United States and Canada, and many others. Additionally, foreign academy delegations from over 30 countries were hosted and escorted by officers of the Department and by cadets studying the languages and cultures of those guests.

A wide range of out-of-class activities enriched cadet experiences in foreign-language learning during the past academic year to include language club trips to New York City, visits to relevant governmental agencies and embassies in Washington, D.C., and trips to Montreal to partake of foreign culture and related activities. Of special value to the cadets were trips abroad on language and area orientations and on foreign academy exchange visits. Most cadets concentrating in a foreign language-related discipline have had this opportunity, which is an excellent boost along the road to achieving mastery of a foreign language and understanding the culture that it represents.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The Department of Geography and Computer Science saw major changes during the 1988-89 Academic Year. On 31 January 1989, Brigadier General Gilbert W. Kirby, Jr, Professor and Head of the Department, retired from active duty after 22 years with the Department and 42 years of service to the nation. He was succeeded as Head of the Department by Colonel Gerald E. Galloway, Jr., the Professor and Deputy Head, who became the eighth head of the Department. In June, the Department completed its move into the new fifth floor wings of Washington Hall, expanding its laboratory and lecture capabilities.

Throughout the year, the Department of Geography and Computer Science continued its tradition of quality academic instruction and professional development of cadets. The Department also sponsored five extracurricular cadet clubs during the past year. One of them, the USMA Orienteering Club, earned its tenth national intercollegiate championship.

On 1 July 1989, the Department was reorganized into the Department of Geography which includes the Geo Systems Laboratory, Cartographic Systems Laboratory and the Office of Artificial Intelligence Evaluation (OAIE). Our Department's Computer Science faculty joined the Department of Electrical Engineering to become the new Department of Computer Science and Electrical Engineering.

Geography

Eighty-six members of the Class of 1989 completed degree requirements in the Geography program. The most popular concentration included 34 cadets in Environmental Studies (19 MSE, 15 HPA), 30 in Human and Regional Geography, 15 in Physical Geography. Twenty-two geography faculty members taught the thirty-five geography core, area and elective courses. Curriculum efforts throughout the year were focused on the increasing relevance of geographic awareness to the military professional. The use of case studies, particularly in the basic "Cultural and Political Geography" (EF 365) course, was viewed as a major enhancement of the curriculum.

The geography program at West Point is in a period of flux. Loss of the basic "Cultural and Political Geography" course as a directed elective for all HPA cadets will undoubtedly reduce cadet exposure to the "human" side of the discipline. We expect a concomitant reduction in the numbers of cadets choosing HPA Geography as a field of study.

Lieutenant Colonel R. Craig Ham was appointed Permanent Associate Professor for Cultural and Political Geography during the period.
Lieutenant Colonel Ham, an urban/political specialist with expertise in Geographic Information Systems (GIS), has seven years of experience at West Point. The Department did not have a visiting professor this year.

The volunteer summer training (VST) program continues to be an important keystone in our advanced studies program. This year the Department placed twenty-three cadets with agencies such as National Aeronautics and Space Administration (NASA), Defense Mapping Agency (DMA), Atmospheric Sciences Laboratory (ASL), Waterways Experiment Station (WES), Army Research Institute (ARI), and the Mississippi River Commission. Many of these cadets will return to undertake Advanced Individual Study projects related to their summer experience.

The West Gulkana Glacier research project was completed this year with the publication of Glacier and Climate Studies: West Gulkana Glacier and Environs, Alaska, a joint publication of the Department and the Arizona State University (ASU) Department of Geography. Sponsored by the ARI, the Cold Regions Research and Engineering Laboratory (CRREL), and the Association of Graduates (AOG), this work includes chapters by cadets, faculty, and colleagues at other institutions. Colonel William J. Reynolds, Permanent Associate Professor, and Dr. Melvin Marcus of ASU edited the volume.

Four Department faculty members presented papers at the 1989 Annual Meeting of the Association of American Geographers: Colonel Galloway (who also chaired a session on "Wetland and Water Resources"), "Geographic Patterns in Interbasin Water Transfers"; Colonel L. Sam Thompson, Permanent Associate Professor, "U.S. Military Academy: A One-Semester GIS Experience"; Lieutenant Colonel Ham, "Human Geography at the USMA"; and Major Clark K. Ray, Jr., "Military Terrain Information System (TerraBase)."

During the Summer of 1988, Colonel Galloway participated in the annual meeting of the Universities Council on Water Resources at Cour d'Alene, Idaho, where he was chosen President for the 1989-90 Academic Year.

The Mississippi River Commission (MRC) oversees flood control and navigation work within the Lower Mississippi's alluvial valley. In September, Colonel Galloway, at the invitation of the President of the MRC, participated in the Commission's low water inspection of the Mississippi River from St. Louis, Missouri, to Morgan City, Louisiana. President Ronald Reagan appointed Colonel Galloway to the MRC in October 1988.

In April, Colonel Galloway and the members of MRC participated in the annual High Water Inspection of the Mississippi River required by law. The trip began in St. Louis and ended in New Orleans.

In the Fall of 1988, Colonel Galloway attended the annual meeting, chaired a session on physical geography, and, as past president, participated in the executive committee meeting of the Middle States Division, Association of American Geographers.

Colonel Galloway and Major Ray attended the Annual Applied Geography Conference at St. Paul, Minnesota, in October. Colonel Galloway presented a paper, "The Ia Drang: Air Mobility Versus the Jungle." Major Ray presented a paper, "Exploring Digital Terrain Data on Personal Computers," and also demonstrated TerraBase software at an evening poster session.

Mapping, Charting and Geodesy (MC&G)

The Army-wide awakening to the importance of digital terrain data has made these course offerings even more relevant. Keeping the courses theoretically and technologically current was a primary concern of the faculty.

It was with this in mind that the course "Geographic Information Systems" was developed and taught as the "Seminar in Geography" (EV 487) course. With seventeen geography majors enrolled, the course successfully covered the basics of what has been defined as "digital geography," "decision support systems," or "hardware/software systems which permit the capture, storage, retrieval, manipulation, analysis, and output of geocoded data." Mastery of the course material reflects an ability to synthesize and analyze complex spatial data which is useful to military commanders, environmental engineers, urban planners, and a host of other professionals. Originally taught as a "topics" course, the importance of GIS required that it be offered on a regular basis.

ARC/INFO, the world's most popular GIS, was acquired by the Department as part of a program which strived to capitalize on all possible grants. Geographic

Resources Analysis Support System (GRASS), INFORMAP III (Synercom Corporation's GIS), and TerraBase (the Department's own GIS) are used to demonstrate state-of-the-art devices and serve as available tools for those cadets desiring to continue their VST studies.

Colonel Thompson, course director for the GIS course, has worked closely with the National Center for Geographic Information and Analysis at Santa Barbara, California, and 55 other universities to develop a suitable curriculum. He has attended several symposiums and conferences on GIS education and presented a paper at the 1988 meeting of the Association of American Geographers in Baltimore, Maryland. Entitled "A One Semester GIS Experience," his paper discussed the Department's rationale for its course of instruction. Additionally, Colonel Thompson served as a contributor to a book titled Current Trends in Remote Sensing Education (edited by Nellis, Lougeay, and Lulla) and has submitted an MC&G entry for the International Military and Defense Encyclopedia (a Pergamon-Brassey publication).

Cadet Kevin M. Carroll, Class of 1988, completed an Individual Study Project which resulted in a significant software upgrade of the Department's monocomparator. Through his efforts the flexibility and usefulness of this apparatus were enhanced which will result in better instruction for those cadets enrolling in "Photogrammetry" (EF 379).

In March 1989, the Department was visited by 55 members of the North Atlantic Region of the American Society for Photogrammetry and Remote Sensing who toured the Department's facilities and received briefings and demonstrations of our MC&G research and instructional capabilities.

The local MC&G environment was vastly improved when construction was completed on the "A" wing of Washington Hall. All laboratory equipment and microcomputer support are presently located in a large, air-conditioned, facility with raised flooring which renders an air of well-deserved credibility to the discipline.

In May, Colonel Galloway and Major Ray participated in the Topographic Engineer Commanders' Conference at the Engineer School, Fort Leonard Wood, Missouri. Colonel Galloway and Major Ray discussed USMA support of automated terrain analysis for units in the field.

In May, Colonel Galloway, Major Ray, and Captain Paul R. Harwig attended the Defense Mapping Agency Systems Symposium in Herndon, Virginia. They met with representatives of the Engineer School, the Engineering Topographic Laboratory (ETL), and USAREUR Topo representatives to review USMA support at USAREUR Topo initiatives. Major Ray and Captain Harwig exhibited the USMA Topo software "TerraBase" to symposium attendees, and Major Ray presented a paper on TerraBase to the plenary session at the symposium.

In April, Colonel Galloway met with Brigadier General William E. Harmon, the Project Manager for the Joint Tactical Fusion (JTF) Office, on Department research in support of the project. Later in the month, Colonel Galloway and Major Ray also participated in a meeting at the ETL with Major General Peter A. Kind, Program Executive Officer (PEO) for Army Command and Control Systems (ACCS) and Brigadier General Harmon concerning digital map backgrounds for Army battlefield automated systems.

In July 1988, Colonel Thompson attended an INFORMAP III Data Base Design course given by the Synercom Corporation, Houston, Texas. The instruction pertained to the necessary data base loading procedures to permit operation of the INFORMAP software which has been received as a $179,000 grant from Synercom. Use of this geographic information system is relevant to ongoing funded research with the U.S. Army ETLs. This research concerns the possible application of INFORMAP III, a vector GIS, to military problems and supports a new course currently being written by Colonel Thompson. He later attended a GIS Symposium and Workshop sponsored by the Mid-States Division of the Association of American Geographers at Reading, Pennsylvania, to assist him in writing the new GIS course, consulted with representatives of Synercom, Inc., concerning funded research, and attended a two-day conference in Washington, D.C.

A Department member attended the annual GRASS Users Conference. GRASS (Geographic Resources Analysis Support System) is a raster-based GIS developed by the Construction Engineering Research Laboratory (CERL) at Champaign, Illinois, which the Department is setting up for research activities.

Department personnel briefed Lieutenant Colonel Arthur Tichenor of the U.S. Army Command and General Staff College (CGSC) on their proposed research project TOPSS (Tactical Operations Planning Support System). At the recommendation of Lieutenant Colonel Tichenor, they visited the ARI field office at Fort Leavenworth and attended a meeting on brigade and battalion staff planning chaired by the Assistant Commandant of CGSC. Lieutenant Tichenor gave TOPPS his enthusiastic support and expressed his desire to see it become a part of the CGSC curriculum in January 1990.

In January 1989, Major Ray was with the 33rd Terrain Detachment, 8th Army, Korea, to make system modifications to permit electronic distribution of digital terrain analysis products from the 33rd Terrain Detachment to approximately 100 U.S. and Korean units via the Tactical Automated Command and Control System-Korea (TACCS-K) network.

Computer Science

The Class of 1989 graduated with 62 members having completed the computer science program of study. Of these, 40 were awarded the major of computer science; the remainder completed the more general computer science field of study. The Class of 1990 had 63 cadets in the program, of whom 53 were pursuing the major. Sixty-three members of the Class of 1991 joined the program in the Spring of 1989, initially with 53 cadets intending to pursue the major. An additional 59 members of the Class of 1991 selected the Computer Science Core Engineering Sequence. In addition to the core course (and an advanced version of the core course) in computer science, the Department taught 14 elective courses to cadets in the computer science program and three service courses appropriate for students in all disciplines. Twenty-one instructors shared the teaching duties.

"Introduction to Computers and Pascal Programming" (EF 105), the core course in Computer Science, was taught to all members of the Class of 1992. There were several changes made to this course from the previous year: cadets were issued the more powerful, but smaller, Z-286 LP rather than Z-248 personal

computers; instruction was in TURBO PASCAL version 4.0 rather than version 3.0; and a new textbook, Programming with Pascal by John Konvalina, was used. During the spring semester a computerized drill program, developed to assist cadets in mastering basic programming concepts, was distributed to all cadets.

A large number of cadets continue to enter the Academy with some formal computer background. For the Class of 1992, 24 cadets validated the core course. Approximately 200 others were transferred to the advanced version of the core course, "Advanced Placement Computer Programming" (EF 155). Of these, 28 performed well-enough in the course to validate the follow-on computer science elective "Structured Programming" (EF 387). Due to efforts to provide greater depth in the computer science courses in preparation for a future computer science accreditation application, the EF 387 course was intensified. As a result, second semester students in EF 155 are no longer permitted to validate EF 387, but rather received a more in-depth look at the graphic capabilities of TURBO PASCAL.

Concerted efforts continue to make microcomputers a standard part of the classroom environment for many electives. "Software Engineering with Ada" (EF 474), "Computers for the Engineer and Scientist" (EF 382A), and "Microcomputers for the General User" (EF 382B) are three prime examples of successfully mixing formal and hands-on educational experiences. General cadet interest in the use of microcomputers continued to grow. For instance, enrollment in the EF 382B course reached its maximum and cadets were placed on waiting lists for both semesters. Interest in the use of microcomputers in the classroom will increase even further next year when all four classes of cadets will have their own personal microcomputer in their rooms.

The computer science curriculum moved another step closer to maturity with the initial time offering of a full-fledged senior engineering sequence, EF 401-402. The first half of the sequence, "Software Design," focused on sound module design principles and techniques, drawing heavily on the course content of the EF 485 special topics course, taught by the Department's visiting professor, Dr. Jon L. Bentley of AT&T Bell Laboratories, in the Fall of 1985. The second semester, "Computer System Design," expanded its focus to encompass the more traditional software engineering topics.

The consolidation of the Departmental 3B2/600 and 3B2/400 super-micro computer assets into a functional Unix Laboratory was instrumental to the success of the senior engineering sequence. Cadets were able to access the resources via the Cadet Barracks Local Area Network (CBLAN) directly from their rooms. All EF 401-402 classes were taught in the Unix Lab, building on the experiences gained in those courses which had experimented with lab teaching. This proved to be a very good technique, especially for the initial semester of the course. With the addition of an Ada compiler to the 3B2 systems, the computer resources will go on to more fully support the second semester of the sequence.

In a significant enhancement to the depth of computer science experiences that can be offered to cadets, a five-course engineering "stovepipe" in the computer science arena was one of six "stovepipes" approved by the Academic Board in May 1988. Several courses, such as "Military Computer Systems" (EF 471B)

and "Management Information Systems" (EF 383) began restructuring during the past year to accommodate greater engineering design content in the future. A separate version of the Ada course, being developed for this sequence, will emphasize design and engineering practice. Additionally, planning has commenced to offer a full course in computer networking next year.

With the reorganization of the Department, two current members of the computer faculty, Major Ray and Major James R. Loy, were named as permanent associate professors for the newly-developed Department of Computer Science and Electrical Engineering. The new Department will continue the work begun here to make the graduate of the computer science program well-prepared to meet the demands and needs of today's Army officer.

Office of Artificial Intelligence Analysis and Evaluation

During the 1988-89 Academic Year, the Office of Artificial Intelligence Analysis and Evaluation (OAIAE) continued its support for artificial intelligence (AI) programs at West Point and throughout the Army. Major Robert Richbourg was named a member of the permanent faculty in the OAIAE during the past year.

A critical mission of the office is education. The Office educated USMA cadets by directing and teaching a capstone elective course, "Artificial Intelligence" (EF 487B), for computer science concentrators. The Office educated active duty officers of the USMA staff and faculty during a two-day seminar that included a lecture on the historical and contemporary perspectives of AI and a hands-on laboratory period. A highlight of the year was a three day "Senior Officer Seminar" on Artificial Intelligence and Automation Advances hosted at West Point early in 1989 by the Office, co-sponsored by the Director of Information Systems Command, Control, Communication, and Computers (DISC4) and the HQDA AI Center, Office of the Chief of Staff, U.S. Army (OCSA). Twenty-seven general officers, one admiral, and eight Senior Executive Service (SES) Army civilians attended the seminar.

The Office provided several educational services away from West Point, frequently participating in conferences. The Director, Major Richbourg, conducted a session during the 1989 European Information Management Conference at Willingen, Germany. Also in Europe, the Director provided instruction for members of the USAREUR staff. Major Richbourg and Captain Robert L. Reyenga from the Office conducted a three-hour executive overview (tutorial) on AI for the AI Applications for Military Logistics Conference in Williamsburg, Virginia, jointly sponsored by the J4 (Logistics Directorate of the Joint Staff) and the American Defense Preparedness Association (ADPA). The Office also assisted in coordinating the Symposium on Artificial Intelligence Research for Exploitation of the Battlefield Environment held in El Paso, Texas.

In January, Captain Reyenga participated in a review of the artificial intelligence curriculum of the Computer Science School at Fort Gordon, Georgia, at the request of the HQDA Artificial Intelligence Center.

Because a mission of the cell includes a consultation and advisory capacity for the Army, a decision was made in 1988 to transfer the responsibility of the preparation of the quarterly newsletter, "AI Exchange," from the HQDA

Artificial Intelligence Center to this Office. In December 1988, the Office began publishing the first of three issues of the newsletter, an Army-wide functional area bulletin. The continually increasing list of subscribers totaled over 400 by the Summer of 1989.

Recognizing a need of the Army AI community, the Office published Characterizations of Microcomputer-based Programming Environments for Artificial Intelligence Applications. The publication is designed to provide an application developer in the Army with the information required to make an informed decision on a software development environment.

A product of the Office from the 1987-88 Academic Year, the Digital Overlay Object Recognizer System, has enjoyed widespread use throughout the Army's topographic community. Currently, the Office is investigating ways to use AI to assist tactical operation planners in producing and evaluating alternative courses of action.

DEPARTMENT OF HISTORY

During the 1988-89 Academic Year, the Department faculty of 50 officers and one visiting professor taught six two-semester core courses and 25 one-semester elective courses to a total of approximately 5,200 cadets.

In September 1988, the Department conducted its second annual staff ride of the American Revolution fortifications at West Point. Approximately 1,200 cadets in the core "History of the Military Art" (HI 301) course and the advanced "History of the Military Art" (HI 351) course participated. During the year, Department members offered staff rides on the Battles of Saratoga, Antietam, Gettysburg, and on the Normandy Invasion.

In June 1989, the Department conducted the 21st Annual Reserve Officers Training Corps (ROTC) Workshop in Military History. This demanding four-week program of instruction in military history included staff rides to Saratoga, Antietam, Gettysburg, and Revolutionary War sites here at West Point and the surrounding countryside. Twenty-four officers and several distinguished guest lecturers trained 36 college professors to teach courses in military history more effectively to ROTC cadets at their respective universities. The guest lecturers included Drs. Holger H. Herwig, I. B. Holley, Donald Horward, Malcolm Muir, Jr., John W. Shy, Emory Thomas, Russell F. Weigley, as well as several distinguished Army historians.

Members of the Department performed a variety of services for the Department of the Army which are indicated in the Faculty Development section of this chapter. In addition, Department personnel made dozens of presentations to conferences and had dozens of articles published by various Defense and scholarly journals during the period. Among the more notable were Captain Daniel P. Bolger's Americans at War, 1975-86 which was published by Presidio Press in 1988; his article "Special Operations and the Grenada Campaign" was published in the December 1988 issue of Parameters; and an article on "Fortification" for the America Academic Encyclopedia. Lieutenant Colonel Charles F. Brower IV, Permanent Associate Professor, presented a paper titled, "The Westmoreland 'Alternative Strategy' of 1967-68,"

at the United States--Japan Military History Exchange at the Japanese Defense College in Tokyo, Japan in December 1988.

In April 1989, Colonel Robert A. Doughty, Professor and Head of the Department, led members of the Department to the American Military Institute's Annual Meeting in Lexington, Virginia, where he chaired a session on "Military Education in England."

In June 1988, Colonel Kenneth E. Hamburger, Permanent Associate Professor, was a member of the first U.S. Military delegation to the Hungarian People's Army during which he presented a lecture on "History at the U.S. Military Academy" to the Hungarian Center of Military History. In October, Colonel Hamburger spoke on "Professionalism and Combat Leadership" to the Military Conflict Institute at Carlisle Barracks, Pennsylvania, and served on a panel presentation on "Teaching the Vietnam War" at the New York Conference on Asian Studies.

Lieutenant Colonel James S. Wheeler, Permanent Associate Professor, coauthored an article with Major General Philip H. Mallory, Director of the NATO European Policy Division of the Office of the Secretary of Defense (OSD), titled "Burden-Sharing in NATO" which was published in the October 1988 issue of Signal Magazine. Lieutenant Colonel Wheeler also made a presentation to the New York Military Affairs Symposium on "The Fall of France 1940," and had his review essay of Paul M. Kennedy's The Rise and Fall of the Great Powers published in Military Review of December 1988.

Finally, Lieutenant Colonel Lee T. Wyatt III, Permanent Associate Professor, made a presentation on "Relations with Rome, Walter de Gray and the Papacy" to the 10th Medieval Forum at Plymouth State (New Hampshire) College in April 1989 and his article "DOPMA: Victim of Changing Attitudes" appeared in the March 1989 Army Magazine.

This year's visiting professor, Malcolm Muir, Jr., made numerous presentations on Naval matters to such diverse forums as the joint meeting of the National Council on Public History and the Organization of American Historians; the international conference on "The Undersea Dimension of the Maritime Strategy" at Halifax, Nova Scotia; the Naval Historians Seminar; the U.S. Army Military History Institute Annual Meeting; and contributed a chapter in a book edited by James J. Sadovitch titled World War II Naval History.

Department members book reviews appeared in such scholarly and military journals as German Studies Review, Stand To!, Military Review, Scotia, Infantry, Journal of Military Affairs, Journal of Military History, and Civil War Book Exchange.

Other members of the Department also published articles in such diverse publications as Civil War History, The Register of the Kentucky Historical Society, Infantry, Military Review, Ordnance, Journal of the United Service Institution of India, and Valley Forge Journal. Captain Harold E. Raugh, Jr., had perhaps the most extensive list of articles and book reviews published by a member of the Department when eight different journals included articles of his, including four book reviews in Infantry alone. His publications were highlighted by "The Tactical Employment of Longbowmen by the English

During the Hundred Years War," the first of several articles on this subject published by the British Army Review beginning in the April 1989 issue.

Lieutenant Colonel Thomas J. Blake wrote the storyline for three galleries in the new West Point Museum in Olmstead Hall: History of Warfare, American Wars, and History of the U.S. Army.

Members of the Department also addressed numerous academic, military, and civilian audiences on topics of current interest in history. In addition to numerous presentations in the immediate vicinity and the New York metropolitan area, to include the City University of New York (CUNY) Military Affairs Symposium, the Westchester Civil War Round Table, and the Civil War Round Table of New York were presentations to the Northern New Jersey Civil War Round Table, the Northern Great Plains History Conference, the 10th Medieval Forum at the Plymouth (New Hampshire) State College, and the American Military Institute meeting in Lexington, Virginia, ROTC Cadet Battalions at Princeton and Penn State (York Campus), and chapters of the Daughters of the American Revolution, and Sons of the American Revolution.

The visiting professor, Malcolm Muir, Jr., Professor of History at Austin Peay State University, lectured in several courses and taught the core course "History of the Military Art" (HI 301) and an elective, "History of the Staff Ride" (HI 382) to upperclass cadets. Professor D'Ann Campbell, Associate Professor of History at the University of Indiana, accepted an appointment as Visiting Professor of Military History for the 1989-90 Academic Year.

DEPARTMENT OF LAW

Curriculum Changes

There were several changes in the Department's operations and curriculum during the year. The two most significant changes were the use of a normative grading system and the restructuring of the curriculum to meet the anticipated guidance coming out of Project Enrichment. The Department decided to use a normative grading system to standardize grades among different instructors in the core courses to ensure a more uniform and objective evaluation of cadet performance. After using a normative system during the past academic year, the Department found, however, that (1) relying on a grading curve disproportionately rewarded average or mediocre performance and did not encourage students to excel and (2) that it is difficult to force an objective grading system on performances which must ultimately be evaluated subjectively. Therefore, the Department has begun to design a criterion-referenced grading system which will more accurately evaluate achievement.

Because of decisions made in Project Enrichment, the Department will consolidate both current core courses "Constitutional Law" (LW 301) and "Military Law" (LW 402)) into a single new course in the 1989-90 Academic Year. First Class cadets will take the new course during either the fall or spring semester and study legal topics in the two-week long Intersession conducted between the semesters. During the semester, cadets will study the classic concepts of Constitutional Law and apply some to the military. During the Intersession scheduled for January 1990, cadets will study military

applications of the law in detail, so they will continue to achieve Military Qualification Skill (MQS) Level I standards in this area prior to graduation. The Department will be responsible for most of the Intersession instruction for First Class cadets, which will not only include classes in military law, but also classes in the Profession of Arms and professional ethics.

Other Curriculum Changes

Other significant improvements in the Department curriculum occurred during the year. The Military Law course included the first visit to West Point of the United States Court of Military Appeals (COMA), which held a court session here in February 1989. All students in the course were able to observe the actual functioning of the military's highest appellate court. A comprehensive written requirement was initiated in the course for students to analyze a soldier's disciplinary problems and recommend an appropriate legal course of action to a commander. Cadets enrolled in the "Constitutional Law" seminars (LW 475), offered both semesters, visited the Supreme Court in Washington, D. C., to hear arguments in cases studied in class. Students enrolled in the fall term heard "Patterson vs. McLean Credit Union," a racial harassment case under the 1964 Civil Rights Act; students enrolled in the spring term heard arguments in "Frazier vs. Illinois," a case challenging the denial of unemployment benefits where the employee refused to work on Sundays. After hearing arguments, the cadets wrote a court opinion for their respective case for the course. The "Constitutional Law" (LW 301) core course used a new text this year: American Constitutional Law by Ralph A. Rossum and G. Alan Tarr, published by St. Martins Press in 1987, replacing a Department-produced text which had been used for several years.

Research and Writing

Major Douglas Wright, who teaches a business law course, drafted a change to United States copyright law, to permit government employees at degree-granting institutions to retain the copyright for works they produce. The Government would retain a right to free use of the materials, because they were prepared in the scope of employment. The draft change, after review by the USMA Staff Judge Advocate (SJA), was sent to the Judge Advocate General's Office before being proposed for Congressional consideration.

Special Projects

The Department participated with the USMA SJA's office in several Law Day activities. The Department planned and coordinated a visit by former Justice of the United States Supreme Court Arthur Goldberg, which featured his address to the West Point Community titled "Access to Justice: The Bill of Rights." Officers from the Department and SJA presented mock trials for local elementary school students.

Finally, the Department also published its 1989 "Field Legal Guide for Officers," a handbook providing advice on legal issues often faced by commanders in the field. Each graduating cadet receives a copy upon the completion of the core law course. The document is being used by the Criminal Law Division (CLD), Office of the Judge Advocate General, Washington, D.C., as the basis for a subsequent publication that will be distributed Army-wide. The Department's Legal Reorientation Class for

departing officers was discontinued because no officers had attended the course the year before. Officers are generally cognizant of recent changes in military law and will receive sufficient updates at their next assignment so that this course is no longer required.

DEPARTMENT OF MATHEMATICS

During the past academic year, this Department undertook an effort to enhance the oversight and to provide a degree of quality control over the graduate education of our future instructors. This effort, establishing a Foundation School Program, grew out of concerns that the graduate education received by some of our former instructors was of insufficient depth and flexibility to be most effectively utilized by the Department. The effort to provide some appropriate graduate guidelines for future instructors was established at the three most commonly-attended institutions of higher learning: Rensselaer Polytechnic Institute, the Georgia Institute of Technology, and the Naval Postgraduate School. Under this Foundation Program, relevant graduate-level curriculums in applied math, operations research, and statistics were reviewed and adjusted to ensure that our instructors who graduated from these programs would receive the strongest possible backgrounds for service in this Department. Where necessary, specific graduate and undergraduate courses, theses, and research programs were identified to strengthen the credentials of our future instructors.

Cadets Andrew Fedorchek (Class of 1989) and Anton T. Pineda (Class of 1990) placed 11th in a field of 196 at the 10th Virginia Tech Regional Mathematics Contest. The 1989 Mathematical Contest in Modeling was held in February at West Point. The USMA team of Cadets David A. Biersach (Class of 1989), Larry J. Schauer and Steven C. Tullis (Class of 1990) received honorable mention in a field of over 210 teams from across the country.

Colonel Frank R. Giordano, Professor and Head of the Department, led a number of faculty members who attended the joint Mathematical Association of America and the America Mathematics Society where he presented a talk titled "The Role of Modeling in the Design of a Mathematics Science Major" and conducted a mini-course on Mathematics Modeling. He also served as a member of the Mathematical Competition in Modeling Advisory Board for 1989.

Colonel Giordano and Lieutenant Colonel Rickey A. Kolb, Permanent Associate Professor, participated in the curriculum review for the Proponency Board of FA49. Lieutenant Colonel Kolb and Lieutenant Colonel Lee S. Dewald, Sr., Permanent Associate Professor, both provided input to the FA49 Graduate School Guidance Book for the Proponency Board.

In the Spring of 1989, Lieutenant Colonel Kolb made a presentation to the Spring Conference on the "First Two Years: Teaching the Mathematical Core" and subsequently presented a paper and served as a panel member at the Annual Conference of the American Society for Engineering Education (ASEE).

Lieutenant Colonel David C. Arney, Permanent Associate Professor, prepared or coauthored articles in the Journal of Recreational Mathematics, Fibonacci Quarterly, Transactions 7th International Conference in Finite Element

Methods in Flow Problems, Proceedings of the First National Fluid Dynamics Congress, Applied Numerical Mathematics, Transactions on the Second Symposium on Computational Acoustics and made presentations at conferences such as the joint winter meeting of the Mathematical Association of America and the America Mathematics Society and the International Association of Mathematics and Computers in Simulation.

Lieutenant Colonel John R. Edwards, Permanent Associate Professor, is conducting research in support of the Forward Area Air Defense (FAAD) Analysis Update which included research titled "Fusion of NCTR Information into the Air Defense Command and Control Net" and "Application of Correlation of Forces and Means Methodology to FAAD" for the Directorate of Combat Developments, U.S. Army Air Defense School, Fort Bliss, Texas.

Major John S. Robertson, Permanent Associate Professor, authored or coauthored articles that appeared in several of the above journals as well as the Journal of the Acoustical Society of America. He organized and conducted a seminar at the 2nd International Association of Mathematics and Computer Modeling in Simulation Meeting. Beginning in the Summer of 1988, he began to conduct research and to advise the project manager of the Target Acquisition for Army Weapons System (TAAWS) on technical matters. He also presented a paper titled "Atmospheric Acoustics and Applications to Target Acquisition" at the Tri-Service Combat Identification Systems Conference.

Tenured faculty members prepared book reviews in scholarly journals to include the Mathematics Reviews, SIAM Review, UMAP Journal, Journal of Mathematics and Computer Education, and Journal of the Acoustical Society of America.

Captain Vincent Marucci, Jr., presented a briefing on "The Scheduling of Basic Combat Training (BCT) Companies" at the Training and Doctrine Command (TRADOC). This briefing consisted of the presentation of a computer program to assist in the scheduling of BCT companies within TRADOC.

Other members of the Department conducted research at the Military Analysis and Assessment Group, the Armor/Antiarmor Program, and the Conventional Defense Technologies and Safeguards Systems Group, all at Los Alamos National Laboratory; the Signal Corps Officer Branch, Personnel Command (PERSCOM); the Naval Postgraduate School; and the Defense Systems Management College (DSMC), Fort Belvoir, Virginia.

The Department supervised cadets attending Voluntary Summer Training (VST) at the Los Alamos National Laboratory; the Natick Laboratory; the Concepts Analysis Agency; the Strategic Defense Initiatives Office; and the Air Systems Branch, Ballistics Research Laboratory, Aberdeen Proving Grounds, Maryland.

DEPARTMENT OF MECHANICS

At the end of the 1988-89 Academic Year, the Department of Mechanics ceased to exist as a separate entity. On 1 July 1989, it became part of the new Department of Civil and Mechanical Engineering, which was created when this Department was combined with the civil, mechanical, and computer-aided engineering elements of the former Department of Engineering. The new Department will have full responsibility for the civil and mechanical engineering programs in the curriculum in addition to the associated five-course engineering sequences provided in the core curriculum for non-engineering students.

With the impending consolidation of the Mechanics Department and major elements of the Engineering Department, the vacant position of Deputy Head of the Department of Mechanics was moved to the new Department of Civil and Mechanical Engineering.[11] As a result of a search conducted during the academic year, Colonel Fletcher M. Lamkin, Jr., was selected and assumed the position effective 30 May 1989. Colonel Lamkin was formerly the director of the Mechanical Engineering Group of the Department of Engineering.

As indicated in the Cadet section of this chapter, two cadets enrolled in Department courses received awards for the best oral presentations at the American Institute for Aeronautics and Astronautics (AIAA) regional Student Conference and the American Society of Mechanical Engineers Regional Student Conference.

Lieutenant Colonel Kip P. Nygren, Permanent Associate Professor, worked during the Summer of 1988 to add a trim autopilot to the helicopter simulation program called DYSCO, which was recently developed for the Army by Kaman Aerospace Corporation. Cadet Thomas Niewald (Class of 1989) worked with Lieutenant Colonel Nygren on an improved helicopter trim method and presented the results of this work at the AIAA student conferences in Montreal and at the Eastern Colleges Science Conference (ESCS) at West Point.

Students enrolled in the capstone aerospace engineering course entered two national competitions for aircraft design in the spring term. Two five-person teams submitted their designs for a light LHX-type helicopter in the undergraduate team competition sponsored by the American Helicopter Society. Three cadets entered individual designs of a fixed-wing water bomber for fighting forest fires in competition sponsored by the AIAA. Results of the competitions are to be announced in the Fall of 1989.

During the Summer of 1988, contacts were initiated between the Department and the Ballistics Research Laboratory at Aberdeen, Maryland, to establish a long-term cooperative research relationship in the area of Computational Fluid Mechanics. The initial efforts set up the mechanism for utilizing the supercomputer facilities at Aberdeen through the Defense Data Network (DDN) node at West Point. A low-level effort is planned for the academic year to perform some parametric studies to become familiar with the existing codes.

Discussions have been initiated with U.S. Army Aviation Systems Command (AVSCOM) concerning the possibility of Department faculty members working as consultants for AVSCOM. A briefing will be presented to the AVSCOM

commander in the near future outlining the benefits of a close working relationship to both the Department and AVSCOM. In conjunction with this initiative, Lieutenant Colonel Andrew L. Dull, Permanent Associate Professor, will be on temporary duty for six weeks at the AVSCOM Aerostructures Laboratory at the NASA Langley Research Center beginning in June 1989 to assist in the analysis of a new helicopter rotor system.

The Department sponsored 39 cadets in 1988 on voluntary summer academic training with various government research and development agencies. Cadets from this Department most frequently went to various AVSCOM laboratories and program management offices or to the Los Alamos National Laboratory.

Lieutenant Colonel Thomas A. Lenox, Permanent Associate Professor, attended the "Seminar on Experimental Stress Analysis Techniques for the Teaching Laboratory" given by the Measurements Group at Raleigh, North Carolina. This seminar, designed to familiarize selected college professors with the latest techniques of strain gage instrumentation and photoelastic modeling, will groom him for teaching and supervising the Department's advanced elective course in "Experimental Stress Analysis" (EM 476).

The gas turbine laboratory upgrade continued with the first Blackhawk gas turbine auxiliary power unit donated by AVSCOM coming on line fully instrumented and operational. The receipt of two additional engines will complete the conversion of the laboratory to modern devices of current military relevance.

A student chapter of the Society of Women Engineers was organized this year under the supervision of Major Sharon L. Burns and Captain Kathleen R. Dennis from this Department. With a membership of 25 cadets, the chapter received its national charter in the Spring of 1989. Among its activities were co-sponsorship of a women's branch night to explain the various branches open to women officers and a trip to a local power plant.

Faculty members of the Department published papers in the Journal of the American Institute for Aeronautics and Astronautics, the Journal of the American Helicopter Society, and the Journal of Construction Engineering and contributed to an article in the Journal of the American Medical Association. Papers were presented at conferences of the American Solar Energy Society, the Annual American Society for Engineering Education Conference, the Combustion Institute, and the Society of Women Engineers.

DEPARTMENT OF PHYSICS

During the past academic year, Colonel Raymond J. Winkel, Jr., Professor and Head of the Department, served as the West Point Fellow at the Army War College. The Acting Head of the Department was Colonel Kenneth R. Grice, Permanent Associate Professor.

Colonel Grice continues to participate in ongoing Army research at the U.S. Army Materials Technology Laboratory, U.S. Army Tank and Automotive Command, and Wayne State University, Detroit, Michigan.

Lieutenant Colonel John G. Campbell, Permanent Associate Professor, developed a course called "Astrophysics" (PH 471) which was taught for the first time during the Fall of 1988. He also conducted research into the detection of buried non-metallic antitank landmines by backscatter radiation radiography for the U.S. Army Belvoir Research, Development, and Engineering Center (BRDEC) in August 1988. He later received $10,000 in research money from BRDEC for equipment to perform experiments to support his research.

Lieutenant Colonel James H. Stith, Permanent Associate Professor, presented two papers at the combined winter meeting of the American Association of Physics Teachers (AAPT), the American Physical Society (APS), and the American Association for the Advancement of Science. He also served as Chairman of the AAPT's Science for the Public Committee and, as a member of the programs committee, helped to plan and organize the next meeting of the Association. He later presented seminars during the annual Black History Week Observance at local area high schools and served on the Duracell Scholarship panel.

Lieutenant Colonel Stith also attended Phase II of the Introductory University Physics Project (IUPP) in February 1989. The IUPP, sponsored by the AAPT and the APS recommends updates to introductory physics programs in light of recent advances in the field and the changing needs of the students.

Captain Christopher O'Connor presented an oral paper at a conference on Computers in Physics Instruction at North Carolina State University in August 1988 in which he reported on the work done by the Department in developing an authoring language for writing homework computer problems. Interactive computer problems have been assigned for each lesson in the two "Classical Physics" courses (PH 201 and PH 202) and problems are being developed for the "Modern Physics" (PH 365) course.

Major John E. LaSala, Permanent Associate Professor, was selected by DA to serve in March 1989 as a technical advisor and an evaluator of the Ground Based Free Electron Laser (GBFEL) proposals for the U.S. Army Strategic Defense Command at White Sands Missile Range.

Major LaSala and Captain Leo S. Hergenroeder briefed Brigadier General Malcolm R. O'Neill, Commanding General of the U.S. Army Laboratory Command (LABCOM), on the Photonics Cell Experimental Program.

Captain Edwin L. Dottery, Assistant Professor, was the winner of a National Aeronautics and Space Administration Summer Research Fellowship and will perform research during the Summer of 1989 on lasers and optical devices related to the space program at NASA in Houston.

Members of the Department also engaged in other scholarly pursuits. Department personnel presented papers at the Eighth Topical Meeting on the Technology of Fusion Energy and at the Conference on Computers in Physics Instruction and had an article published in The Physics Teacher. Some Department members chaired conference sessions at the Rochester Symposium for Physics Students and the National Conference on Undergraduate Research and had cadets present papers on optical limiting using II-VI semiconductors and on computer simulation of galactic collisions.

Still other Department members performed research at the Los Alamos National Laboratory on optical munitions and superconductivity.

Colonel Grice and Captain Marion H. Van Fosson provided overall supervision for the Eastern Colleges Science Conference held at West Point in April 1989. Nine cadets majoring in physics presented eight papers on such diverse projects as photoelectric photometry, ion damage in MOSFET devices, neutron activation analysis, computer simulation of galactic collisions, high critical temperature superconductivity, non-linear optical properties of II-VI semiconductors, self-pumped phase conjugate crystals, and thermal wave imaging.

Captain David F. Bedey organized and led a group of 20 cadets in an orientation and tour of facilities at the National Aeronautics and Space Administration (NASA) Space Academy at Huntsville, Alabama, during the spring leave period in March 1989, using a grant from the West Point Fund.

DEPARTMENT OF SOCIAL SCIENCES

During the 1988-89 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 three visiting professors: Dr. Louis J. Cantori, University of Maryland in Baltimore County; Dr. Ralph Lee Woodward, Jr., Tulane University; and Dr. John R. Walser of the U.S. Department of State. The Department faculty was supplemented by three Air Force officers and one Naval officer.

The Military Academy hosted the 40th Annual Student Conference on United States Affairs (SCUSA) in November 1988. The conference brought together approximately 200 students and 30 academic and government officials to West Point for four days of discussions on the topic of "Continuity and Change in American Foreign Policy." Some 150 institutions from across the United States and Canada were represented. The principal speakers at the conference were the Honorable William P. Bundy, former Assistant Secretary of State for Far Eastern Affairs, and Professor Dimitri K. Simes, a Soviet expert and Senior Associate at the Carnegie Endowment for International Peace.

Cadets were extensively involved in the planning and conduct of the conference. Nearly one hundred cadets planned and carried out the many logistical and administrative requirements of SCUSA. Ninety cadets competed for the opportunity to represent West Point as delegates to the conference and 40 were ultimately chosen.

The Department of Social Sciences also sponsored the 27th Annual Senior Conference in June 1989. Fifty-three distinguished scholars, government officials, military leaders and journalists addressed the topic: "Seeking Conventional Stability in Europe: Force Enhancements and Arms Control." Banquet speakers included Major General (Retired) William F. Burns, former Director of the Arms Control and Disarmament Agency, U.S. Department of State, and the Honorable Benoit d'Abouville, Consul-General of France. The concluding speaker was Dr. Fred C. Ikle, former Undersecretary of Defense for

Policy. Members of the Department will publish an Adelphi paper stemming from the conference.

More than 1,000 cadets participated in Debate Council and Forum activities sponsored by the Department during the past year. The debate team hosted the 21st annual West Point Debate Tournament in the Fall of 1988 at West Point at which 48 teams from 15 universities participated. The team also took 18 trips during the past academic year, finishing the year ranked 24th out of 293 Cross Examination Debate Association (CEDA) schools. The USMA team was one of only 14 teams nationwide to finish in the top 40 nationally for each of the past four years. The team won 20 team awards, 13 speaker awards, and three tournament championships.

Cadet Donald E. Pruitt (Class of 1990) led the team, winning ten team and individual awards. Cadets Charles C. Correll and Mark B. Elfendahl (Class of 1989), who defeated the Royal Military College team in that annual competition, won two of the three championships and were the only USMA team ever to qualify for elimination rounds at the CEDA national championships two consecutive years. The team finished among the top 64 teams out of over 200 in the competition.

The USMA Speech Team traveled to 13 tournaments and placed fifth out of 32 schools competing in the 1988-89 series of Great Forensics Tournaments, winning 62 tournament awards along the way.

The Domestic Affairs Forum (DAF) sponsored four major trips this year, including annual trips to New York and Washington. The DAF exposes cadets to distinguished members of the government and media, helping them to understand better how government works and how power is wielded by various individuals and institutions. This year, four cadets were sent to the inauguration of President Bush and seven cadets were sent to the annual conference of the Center for the Study of the Presidency, one of the preeminent political research institutions in the nation.

More than 200 cadets participated in events sponsored by the Finance Forum. The 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 investment managers and executives. Finally, the Greyhog Select Investor's mutual fund continued to serve as a tool for cadets to invest and analyze the securities and equity markets.

The West Point Forum and Model United Nations Team enjoyed another successful year. At most of the conferences attended, USMA teams came away with individual and team awards. The United Nations Club continues to attract outstanding cadets who possess both an academic and a professional interest in international affairs.

The Department also offered various colloquia to supplement the elective program. One of these, "Arms Control and the Security Dilemma," included a trip to visit with arms control delegations in Vienna and Geneva. Cadets were able to witness the opening of the talks on Conventional Armed Forces in Europe (CFE), as well as travel to Budapest, Hungary.

Lieutenant Colonel Augustus N. Norton, Permanent Associate Professor, made considerable contributions to the study of international relations during the past year.

Lieutenant Colonel Norton was an invited participant at a conference on "The United Nations and Peacekeeping: Results, Limitations, and Prospects--The Lessons of 40 Years of Experience," co-sponsored by the Norwegian Institute of International Affairs and the International Peace Academy, held at Oslo, Norway, which was held to coincide with the award of the Nobel Peace Prize to the United Nations Peacekeeping Forces. He also participated in a seminar on Lebanon at the Department of State, Washington, D.C; a "University Seminar" which dealt with Tunisia, Algeria, and Libya at Columbia University; a conference on "Rebuilding State and Society in Lebanon" which was co-sponsored by Harvard, Oxford, and Tufts Universities; and an unofficial conference on terrorism with Soviet and American scholars, former officials, and journalists in Moscow in January 1989 which resulted in an OpEd article with Mr. Geoffrey Kemp of the Carnegie Endowment for Peace titled "U.S.-Soviet Teamwork on Terrorism" which appeared in the Christian Science Monitor.

Lieutenant Colonel Norton made what has become for him a typically extensive array of presentations during the past year, to include talks on "Soviet Attitudes Toward Third World Conflicts" to the International Peace Academy, New York, and on "Lebanon: The International Conflict and the Iranian Connection" at a conference on "The Iranian Revolution Ten Years Later: What Has Been the Global Impact?" sponsored by the Middle East Institute of SAIS, Johns Hopkins University and the Royal Institute of International Affairs, London, held at Washington, D.C. In addition, he spoke on topics to include Cyprus, Lebanon, and the Middle East at such varied institutions as the University of Pennsylvania, the University of Arizona, New York University, the University of Texas at Austin, the University of South Florida at Tampa, the Ralph Bunche Institute of the United Nations, the Forum for World Affairs in Stamford, Connecticut, and the 94th Army Reserve Command.

During the year, Lieutenant Colonel Norton served as a panelist at the annual meeting of the Middle East Studies Association which addressed "Lebanon: What Next?"; met with senior United Nations diplomats to informally exchange views on peacekeeping in Cyprus; and participated in a meeting on "Soviet and American Perceptions of Third World Conflict: Their Origins and Resolution," co-sponsored by the International Peace Academy of New York and the Institute of World Economy and International Relations of Moscow, at Pushchino, USSR.

Lieutenant Colonel Norton presented papers on "The Situation in Lebanon," for the Board of Governors of the American University of Beirut, New York; "The Soviet Perspective on the Cyprus Problem" to a conference on "Cyprus: Socio-economic Factors and External Issues," sponsored by the Canadian Institute for International Peace and Security, Ottawa, Canada; and one at the International Workshop on the Cyprus Conflict and the Role of the United Nations held at Nicosia, Cyprus. He also presented papers and participated in each of a series of meetings over four years, sponsored by the MacArthur and Ford Foundations, on international peacekeeping, as well as papers on ethics

and terrorism, to an audience at Yale University and on Soviet Policy in the Middle East to audiences at Villanova and Princeton Universities.

In addition to scholarly articles in Terrorist Dynamics: A Geographical Perspective, The Limits of Soviet Power in the Developing World: Thermidor in the Revolutionary Struggle, Clandestine Tactics and Technology, The Shi'i Muslims of the Arab World, and Middle East Insight, he prepared an article on "Lebanon" for the Yearbook on International Communist Affairs, 1988: Parties and Revolutionary Movements, co-authored with Major John Rainier, former Assistant Professor, Terrorism in the 1980s: Selective Bibliography for Professionals, and authored or co-authored articles featured in the Christian Science Monitor, Los Angeles Times, and The New Leader.

Finally, Lieutenant Colonel Norton is included in the 1988 edition of Who's Who in the East and will spend the Fall of 1989 as a Fulbright Research Scholar in Norway writing on peacekeeping.

Captain Michael E. Edelson's "Value Averaging: A New Approach to Accumulation" was published in the August 1988 American Association of Individual Investors Journal; he was interviewed on the Cable News Network (CNN) about this article. In addition, he was interviewed on the nationally syndicated radio program Today's Business Journal on 2 September 1988 on the topic "Building a Nestegg with Value Averaging;" he was also interviewed on the topic of "Value Averaging" on Business Radio Network on 6 September 1988.

Captain Edelson also participated in a conference on "Financial Markets and Monetary Economics" at the National Bureau of Economic Research and in a seminar on "Commercial Bank Profitability" at the Midwest Finance Association Conference.

Other Department members presented papers and attended conferences. Colonel Hobart B. Pillsbury, Permanent Associate Professor, presented a case study to students in a course at the Harvard Business School. Lieutenant Colonel Robert H. Baldwin, Jr., Permanent Associate Professor, and Major Thomas V. Daula, Permanent Associate Professor, presented a paper titled "U.S. Economic Environment and Defense Spending 1989-93" at a conference on "Defense Economics for the 1990s: Options, Resources, and Strategy" sponsored by the Georgetown Center for Strategic and International Studies in Washington, D.C. Major Thomas K. Adams was a panelist at a conference on "The Question of Covert Action in a Democracy" sponsored by the Carnegie Council on Ethics and International Affairs at Cornell University.

Captain David S. Clark presented a paper on "The Military and National Security Strategy in the 1990s" at the National Defense University Symposium on "The National Security Process: The Making of National Strategy for the 1990s and Beyond;" Captain Kevin J. Berner chaired a roundtable on "Economic Influence and Foreign Policy," and Captain William K. Sutey chaired a roundtable on the "Military as an Instrument of Foreign Policy" at the George C. Marshall ROTC Award Conference held at the Virginia Military Institute; Captain Jay M. Parker attended a conference on "Australia-New Zealand-U.S. Security" sponsored by the Washington Institute for Values in Public Policy.

Dr. Woodward, one of this year's visiting professors, made an extensive array of contributions and publications during the past year. He represented Louisiana at a meeting of the Southeastern Columbus Quincentenary Commission held at the University of Alabama; attended the conference on "El Parlamento Centroamericano y la Paz en la Region" at the Institute of Political and Social Sciences, Universidad Rafael Landivar, Guatemala City; had his book El Salvador published by Oxford, Clio Press as Volume 98, World Bibliographical Series in 1988; had his "El Conulado de Comercio," and "El Regimen Conservador y la Fundacion de la Republica" published in Volume 3 of Historia General de Guatemala; and had his "Changes in the Nineteenth Century Guatemalan State and its Indian Policies" included in Guatemalan Indians and the State, edited by Carol A. Smith. He also lectured on "El Salvador and the Central America Peace Process" at Harvard University and reviewed James Dunkerley's Power in the Isthmus for the American Historical Review.

Lieutenant Colonel Daniel J. Kaufman, Permanent Associate Professor, chaired a roundtable panel at the U.S. Air Force on "Nato at 40"; delivered a lecture on "The Constitution and the Organization of Authority Over the Military" at California State University at Long Beach; and presented a lecture titled "Perception and National Security Decision-making: Images and Distortion" at the Medical School of the State University of New York (SUNY) at Buffalo. He also lectured on "National Security Policy and Conflict Resolution" to the Nuclear War Prevention Studies Group at SUNY at Buffalo.

Lieutenant Colonel Wallace E. Walker, Professor of Public Policy, presented a paper on "NATO Reserve Forces" at the Army Research Institute's Conference on Organizations; his work "Congressional Resurgence and the Destabilization of U.S. Foreign Policy" was published in the September 1988 issue of Parameters.

Other members of the Department had articles published in a number of diverse periodicals and journals: Dr. Cantori, Co-editor, "Domestic Determinants of Foreign Policy and Peace Efforts in the Middle East," Conflict, Volume 8, 1988, with assistance from Lieutenant Colonel Norton; Captain Michael Montelongo co-authored a case study titled "Florida Power and Light Quality Improvement Story Exercise," published by the Harvard Business School; Major Douglas A. MacGregor, Permanent Associate Professor, published "The GDR: A Model Mobilization" in Jeffrey Simon, ed, NATO-Warsaw Pact Force Mobilization; Colonel Asa A. Clark, Professor, co-edited with John F. Lilley Defense Technology published by Praeger, 1989.

Captain A. Dwight Raymond participated in a roundtable on "Burdensharing" sponsored by the Defense Budget Project at Washington, D.C. Captain Raymond lectured on "The Conventional Force Balance in Europe" at the University of Maryland School of Public Affairs.

Cadet Steven C. Matthers (Class of 1989) had a book review of James Bill's The Eagle and the Lion: The Tragedy of American-Iranian Relations, originally written as a paper for the "Politics and Governments of the Middle East" (SS 383) course, published in the Summer 1988 issue of American-Arab Affairs.

Footnotes

[1]Seven of these individuals were not commissioned, five because they were foreign cadets and two for other reasons. Thus, 1,060 cadets were graduated and commissioned in the Class of 1989.

[2]Distinguished Cadets are ranked in the top 5 percent of the class in general order of merit based on all academic courses, including military science and physical education, military development and conduct. The Superintendent's Award recognizes those cadets who excel in each of the developmental areas, i.e., Dean's List in academics, top one-third in military development, and superior physical achievement.

[3]Pointer View, 2 Jun 89, p. 24.

[4]William G. Perry, Jr., Director of the Bureau of Student Counseling at Harvard College, designed a model to describe the intellectual stages of development of students. He had recommended that college curriculums be designed in concert with identified stages of development. See "Perry's Model of Intellectual Development," by Robert S. Culver and JoAnn T. Hackos, Engineering Education, Dec 82, pp. 221-226.

[5]Memo, MADN-3, BG Frederick A. Smith, Jr., for See Distribution, 16 Aug 79, sub: "Five Year Academic Automation Plan," p. 2.

[6]Memo, MALI, Kenneth Hedman, USMA Librarian, for See Distribution (Library supervisors), 21 July 88, sub: "Reorganization Involving Technical Services, Systems, and Collection Development under MCB."

[7]Memo, MALI, Kenneth Hedman, USMA Librarian, for Dean, 10 Jun 88, sub: "Proposal on Library Long-Term Space Requirements for 1988-2053."

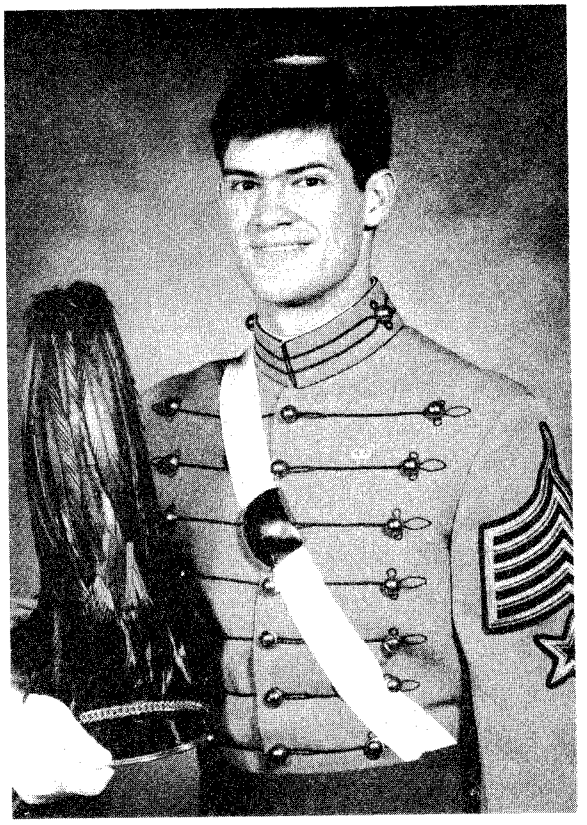
[8]See also Master Plan Report Plan for the Year 2002, USMA, the Hillier Group 1989.

[9]Cobb, Daniel, "Continental Army. 16th Massachusetts. Orderly Book, 1 October - 28 November 1780," 29 Oct 1780, Manuscript, Special Collections Division, USMA Library.

[10]The results of the study are noted in the Faculty Council section of the Academy Committee Highlights Chapter of this report.

[11]The Department of Engineering did not have a statutory position of Deputy Head of the Department; the Department of Mechanics did have a position which had been vacant. COL Edward G. Tezak served as acting Deputy Head for a semester in the Fall of 1988 before succeeding COL David J. Phillips as Associate Dean in January 1989.

Cadet Mark M. Jennings was appointed Brigade Commander for the 1988-89 Academic Year. Cadet First Captain Jennings is a graduate of Dixie High School in St. George, Utah. Cadet Ronald L. Campbell, a graduate of St. Vincent Pallotti High School in Laurel, Maryland, was appointed as Deputy Brigade Commander.



First Captain Mark Jennings

In addition to the academic and physical awards indicated in the Academic Program and Intercollegiate Athletic Program sections of this report, cadets have also received other special awards of distinction which are not only indicative of their leadership potential but of their willingness to give of themselves for others and the nation. Perhaps the most noteworthy was the Meritorious Service Medal won by Cadet Carl J. Zaiser (Class of 1989) for risking his life in an attempt to save two civilians who fell through the ice of the Pewaukee Lake in Waukesha County, Wisconsin. Although one individual was rescued, the other was lost. Cadet Joel T. Kain II (Class of 1990) was the first cadet and one of only 50 individuals in the nation selected to attend a

"Leadership America" leader development program managed by the non-profit International Leadership Center of Dallas, Texas. During the ten-week program in the Summer of 1988, Cadet Kain participated in activities at the Center for Creative Leadership at Greensboro, North Carolina; in an Outward Bound Program in Colorado; in an exercise at Southern Methodist University; and served an internship of several weeks at the National Training Center in which he viewed the implementation of strategic leadership he had studied previously. The program was found to be most valuable and fits well with our efforts to enhance leader development.

One major change to the "Regulation for the USCC" (USCC Regulation 600-1) was defining the limits of alcohol consumption for cadets. Portions of USCC Regulations 600-1 and "The Cadet Discipline System" (USCC Regulation 351-1) dealing with cadet use of alcohol and offenses involving alcohol were revised. The changes further clarified USMA's position on alcohol use and what constituted the physical USMA limits on where and when alcohol could be consumed. Additionally, guidance for handling offenses involving the use of alcohol as Class I discipline boards was outlined.

Strict regulations dealing with the use of alcohol have been in force at the Military Academy since New York State changed the legal drinking age to 21 in December 1985. The punishment for violation had typically been decided by a Class 1 discipline board. It called for 35 demerits and a number of walking tours dependent upon both the type of behavior or offense committed and upon the class of the individual. A change of 3 February 1989 in USCC Regulation 351-1 simplified and made more uniform the length of punishment tours for the consumption and distribution of alcohol. The former 14 codes for different alcohol-related offenses were reduced to nine at this time.

The Cadet Alcohol and Drug Dependency Intervention Council (ADDIC) expanded its access to the Corps last year by writing, producing, and starring in a videotape highlighting the challenges cadets face as they learn to deal responsibly with alcohol. The videotape, titled "Look Familiar?" was prepared with the assistance of the Audiovisual and Instructional Technology (AVIT) Division. The Boosting Alcohol Consciousness Concerning the Health of University Students (BACCHUS) organization is attempting to see if this film can be made available for universities around the country.

During the past academic year, an increased chain of command (officer and cadet) emphasis on safety contributed, in part, to an overall decrease in the number of alcohol-related incidents from a half-dozen incidents in the Corps of Cadets the previous year to only one last year. Each Friday, safety briefings for the upcoming weekend focused on general safety and seasonal issues (driving on snow, wet roads, swimming, etc.) in addition to drinking and driving. The Council continued to sponsor safe driving pledges and safety awareness programs prior to home football games, class functions, and other major events.

In November 1988, the Cadet Quality of Life Council was formally established to addressed issues of concern to cadets. The Council primarily focused on issues of concern to women and racial and ethnic minority group members within the Corps of Cadets. After battalion representatives met with their units, they presented issues of concern to the Commandant of Cadets in an

open forum. This allowed minor and major issues to be openly presented to the Commandant.

One issue raised in this forum resulted in another major change to USCC Regulation 600-1 pertaining to the female cadet haircut policy. For many years, several cadet requirements, including hair, have been stricter than those in the Army because of a desire to have cadets adhere to higher standards. However, the severity of the female cadet hair regulation was the cause of a great deal of antagonism among women. It was argued that shorter hair was seen as less attractive and feminine and that, for some hair types, short hair was difficult to manage. It was argued by others that a sharply more restrictive policy at West Point did not help prepare women for the significantly more flexible hair policy in the Army and, furthermore, that the period of time between graduation and when the new woman second lieutenant would appear in front of troops was insufficient for the hair to grow out and be easily manageable. During the Spring of 1989, it was decided that the USMA female haircut policy should be updated to be closer to that specified in Army Regulation, AR 600-20. Although the female standards were modified, male cadet hair standards remained unchanged because the differences between Academy male and Army male hair standards were not as substantial, and there was not a strong feeling among male cadets that they needed to be changed. The effect of the policy change will permit all female cadets to wear longer hair styles after completion of Cadet Basic Training (CBT).

Another change made to USCC Regulation 600-1 during this period was the extension of post limits to include Stewart Army Subpost (STAS). This change enables cadets, limited to post privileges, to visit staff and faculty members on weekends or holidays.

Information Systems

During January 1989, the USCC Regulation 600-1 was revised and loaded on the USMA Unisys 5000 computers in the Academy Management System (AMS). Cadets no longer are required to maintain a paper copy of this regulation in their room since they can now review it on their personal computer by entering the Cadet Barracks Local Area Network (CBLAN). This will permit quicker updates when changes to USCC Regulation 600-1 are approved and will save printing costs.

During the past academic year, efforts were undertaken to develop a Military Qualification Standards (MQS-1) manager to track cadet performance at both CBT and Cadet Field Training (CFT). The computerized manager system collects, analyzes, and prints out a single overall profile sheet for each cadet detailing performance in physical, military, and leadership training over the entire summer training period. This sheet, available for use in counseling by tactical officers during the academic year, replaces the manual method utilized in the past and will serve in turn as a precursor to a larger, mainframe-based Training Management System in the future.

During the Summer of 1988, a more comprehensive tracking of cadet performance began in CFT, with the creation of baseline criteria to validate cadet proficiency in specified areas of training. Cadets who did not accomplish the requisite program of instruction would repeat CFT during the following summer as a squad leader. Tracking cadet performance was less measurable

in CBT and there is no current method for a cadet to remain at the Military Academy after having been unsuccessful in CBT.

CENTER FOR LEADERSHIP AND PERSONAL DEVELOPMENT

For the past several years the Center for Leadership and Personal Development (CLPD) served the Commandant by providing a variety of services which contributed to the development of leaders of character. One activity of the CLPD, the Cadet Counseling Center (CCC), offered comprehensive counseling services to the Corps of Cadets and psychological consulting services to the Office of the Commandant. The second CLPD activity, the Leadership Development Branch (LDB), provided for the planning, direction, and coordination of a growing number of cadet leader development programs within the Office of the Commandant. Although CLPD ceased to exist as a distinct umbrella organization during the past year, both CCC and LDB continued to serve the Office of the Commandant as independent agencies through the Brigade Tactical Officer.

During the fall semester, the Counseling Center was unable to conduct the ten groups that had been initiated the previous year, due to the new Academy schedule guidelines. Through coordination with the Brigade Tactical Officer, six groups were offered during the second semester: two assertiveness training groups, an enhancing military performance group, a leadership feedback group, an interpersonal skills group, and an eating disorders group.

At the request of the USMA Chief of Staff, during the past academic year the CCC initiated a forum with the Community Mental Health Clinic and the Cadet Health Clinic to coordinate care for cadets seeking counseling and/or treatment. The Counselor's Council was also formed to coordinate more effectively services among all agencies providing counseling to cadets with representatives from the Dean, CCC, Community Counseling Center, Cadet Health Clinic, Community Mental Health Clinic, and Chaplains.

A quality assurance program has continued in preparation for the Academy's Accreditation Review of 1989 and as part of a long-term effort to seek accreditation for the Academy's counseling center. The quality assurance program included auditing counseling cases, establishing internal guidelines and standard operating procedures for confidentiality and release of information considerations, and enhancing existing training programs to upgrade counselor skills. (All Center psychologists are licensed or are in the process of becoming licensed in accordance with DA regulations.)

A command liaison program was reemphasized to ensure a periodic consultation with company and regimental tactical officers. The communication provided feedback on individual cadets and groups of cadets referred for counseling and on trends and issues occurring in the company. The Center provided supplemental programs to assist tactical officers engaged in the development of "cadets of concern" identified in the three and one-half year Leader Development Program. The Counseling Center assisted the initiation of an Officer Professional Development (OPD) program for tactical officers focused on identifying and managing company norms.

During the past academic year, the CCC conducted evaluations in the Fall of 1988 and Spring of 1989 to measure the effectiveness of the First Class project. This project, originally tested in the First Regiment in the 1987-88 Academic Year, involved the physical separation of First Class cadets from the rest of the cadets in the Third Battalion. The positive results of evaluations made over the past year confirmed findings originally made in the Spring of 1988 and described in last year's report. The findings led to the expansion of the First Class Project to all companies in the Corps of Cadets for the 1989-90 Academic Year.

LEADER DEVELOPMENT BRANCH

Service Academies Leadership Conference

The eighth annual Robert T. Stevens Service Academies Leaders' Conference was held at West Point from 27-29 September 1988. 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. As has been the case since its inception, the seminar leader was Colonel Dandridge M. "Mike" Malone. The guest speaker at the formal dinner was Retired Navy Vice Admiral James Bond Stockdale, who was the senior naval service prisoner of war in Hanoi for eight years after being shot down during his second combat tour over North Vietnam. The conference continues to be a high point in leader training for the cadet cadre during the academic year.

Leader Development Branch

The Leader Development Branch (LDB) was created in 1988 using authorizations previously provided to the Center for Leadership and Personal Development (CLPD). LDB is tasked with the mission of coordinating a comprehensive leader development opportunity for each cadet.

The LDB continued efforts on two past actions. USCC Regulation 623-1 "Sequential Leader Development System" (SLDS) was refined and republished; and an initial USCC Regulation 623-2 "First Class Commissioning Certification" was published during the academic year. DA determined that no changes were required in Regulations, USMA to accommodate commissioning certification.

For the first time in memory, a cadet was separated solely for failure in military development. Since under the provisions of Regulations, USMA such persons are entitled to a reexamination, the first military development reexamination was administered by LDB to two cadets, resulting in one returning and one being separated. The findings of this reexamination were very similar to previous judgments about these cadets and thus provided some independent confirmation of the validity of the SLDS system.

The other new initiative undertaken by LDB was facilitating a forum of the cadet permanent captains to meet with the Commandant. Although cadets

were provided an opportunity to meet with their tactical officers in "TAC time" the cadet permanent captains had no Tacs. To give the permanent captains an opportunity to meet with superior officers, the Commandant was made available to meet with these cadets. This group met twice a month and discussed pertinent topics under the Commandant's guidance. It provided a mix of training and discussion and ranged in focus from the theoretical to the very pragmatic.

HONOR

Honor Code and System Review

The Honor Code and Honor System received the most extensive review in over a decade during the past academic year. The Code and System was critically studied by three separate and independent groups: the Chief of Staff's Honor Review (or Posvar Commission), the Academy's Honor Actions Committee, and a Cadet Honor Committee.

At the request of the USMA Superintendent, in May 1988, General Carl E. Vuono, Army Chief of Staff, appointed a commission to review the Honor Code and System. Among the reasons the Superintendent made such a request were the following:

- It had been 12 years since the cheating scandal of 1976 brought about abrupt changes in the Honor System.
- The last major outside reviews were by the Borman Commission (December 1976) and the West Point Study Group (July 1977).
- The Superintendent's Honor Review Committee had just completed a two-year examination of the Code and System which resulted in some significant recommendations.
- Some important initiatives in the leader development arena had begun in recent years, and were closely tied to cadet moral-ethical growth.
- Some changes had been made recently in the Honor System itself.
- The Superintendent designated the Honor System a subject for special focus during the 1988-89 Academic Year.
- The Army had done much serious thinking in recent years on the subject of values and leader development, and it is necessary that programs at West Point be in synchronization with those of the Army.

The Posvar Commission, named after its chairman, Dr. Wesley W. Posvar (USMA '46), president of the University of Pittsburgh, consisted of thirteen distinguished citizens. The Commission was charged to accomplish the following objectives:

> "To review the goals of the Honor Code and its relationship to leader development and professional performance; to assess how the Honor System supports these goals; to assess whether there is adequate balance between cadet and faculty/staff involvement in the Honor System; and to evaluate how the Honor Code and System support the purpose, mission, and goals of the United States Military Academy and the United States Army, both now and in the future, in service to the Nation."[1]

On 13 June 1989, after eight months of study, and a series of meetings held at Washington, D.C., West Point, and Pittsburg, the Posvar Commission submitted its report to the Army Chief of Staff.

In a letter to General Vuono in the preface of the report, the Posvar Commission provided a ringing endorsement for the essential nature of the Cadet Honor Code in the development of leaders of character.

"The Commission strongly endorses The Honor Code of the United States Military Academy; we support it in substance and intent. The Code is a commanding ethical force in the Academy's military and academic environment. The Code is a manifestation of the Academy's purpose: 'to provide the Nation with leaders of character who serve the common defense.' It represents a standard of ethical behavior that functions effectively for cadets, to which all American professionals can aspire, and which all citizens would appreciate as a national asset....

"It is the conclusion of this Commission that the Honor Code is a useful example for all American public service: the concept of integrity and honest behavior in the perspective of serving the nation....

"The following Report makes a number of recommendations, set forth in a reasoned framework of discussion. They are intended to simplify enforcement of the Code; to remove excess and trivial detail; to endorse flexibility of sanctions, enabling rehabilitation of an offender when that is feasible; to reaffirm that enforcement of the Code is the responsibility of every participant; to amplify the favorable effect of the Code in later careers and throughout the Army; and to support the Code as an example for all public service."[2]

Simultaneously with, but independent of the Posvar Committee, two other Academy-based committees were also reviewing the Honor Code and System. The first, the Honor Actions Committee was a ten-person internal study group chaired by Colonel Larry R. Donnithorne, Special Assistant for Strategic Planning, and consisting of staff, faculty, and cadets. The Honor Actions Committee was charged by the Superintendent to review past reports of the Superintendent's Honor Review Committee, other reports and observations regarding the Code and System, and to recommend specific actions to be taken in response to those reports. The Honor Actions Committee submitted its report to the Superintendent in May 1989.

The second internal Academy group was a cadet committee. The Class of 1989, represented by the Cadet Honor Committee, received a special charter from the Superintendent to expand its unique focus on honor during 1988-89 Academic Year. In response to this, the Honor Committee spent considerable time studying potential improvements of the Honor System and submitted its final report and proposed changes in April 1989.

Although these three groups conducted separate and independent reviews, the observations and resultant recommendations were notable for their similarities.

The Honor Actions Committee and the Posvar Commission were coincidentally aligned with the following recommendations: changing the phrasing of the Honor Code's fourth tenet to read "nor tolerate such acts by other cadets,"

establishing alternatives to the sanction of separation to accommodate special cases, and arguing that such alternatives to separation should include a period of rehabilitation in an active Army unit. The Posvar Commission recommended that hearing members continue to submit input to the Superintendent regarding the worthiness of a respective respondent to be retained in the Corps. The Honor Actions Committee, however, provided a more extensive proposal, recommending that in those cases self-reported and self-admitted by the respondent, that USMA should "normally" exercise an alternative short of separation, and that this alternative should be selected by the Modified Hearing members, the approval of such an alternative resting with the Superintendent. Other Honor Actions Committee proposals consistent with Posvar Commission recommendations included the elimination of the absence card and a broad revision of the honor education program to include the infusion of ethics and honor instruction throughout the curriculum, the increase in the staff and faculty's role in the education process, and the enhancement of the cadets' understanding of the Code in the broader context of public service by increasing the emphasis on the spirit of the Code and the professional Army ethic. The Honor Actions Committee further recommended that the education program be conducted by "Company Honor Education Teams (CHET)," each team consisting of the honor representatives, the tactical officer, and permanent and rotating staff and faculty members.

Specific recommendations of the Posvar Commission, addressed neither by the Honor Actions Committee nor the Cadet Honor Committee, included making the definition of lying more definitive, avoiding trivialization of the Code with increased vigilance against confusion between regulation violations and honor violations, reaffirming the great importance of the company honor representative, reducing case processing time both at USMA and HQDA, and ensuring that the Secretary of the Army personally act on all honor cases that reach HQDA for action, and if necessary, clearly communicate reasons for overturning a case. The Posvar Commission further recommended the establishment of an independent advisory group (beyond the Board of Visitors) that would serve an advisory role for the Superintendent. Also included in the Posvar report was an endorsement for an increase in time available to cadets for contemplation and discretionary use, thereby reducing the time pressures that might lead to ethical failure.

The Cadet Honor Committee chose to orient solely on the Honor System in its year-long "focus on honor." Specifically, the Honor Committee critically scrutinized the Full Honor Investigative Hearing (FHIH) composition, the appropriate inclusion of character witnesses in the hearing, and the requisite vote to determine that the Code has been violated.

Again, proposals of the Honor Committee proved to be congruent with those recommendations made by the Posvar Commission. Both sources of study concluded that Fourth Class cadets should not sit on hearings which address an alleged violation by an upperclass cadet, and that the vote should be changed to two-thirds rather than the current requisite 10 of 12. Despite the similarities in the two sets of recommendations, the Honor Committee proposed more extensive change by recommending that Third Class cadets also be excluded from those hearings involving a First or Second Class respondent and that the hearing composition include only nine cadets rather than the current twelve. The Honor Committee further recommended the elimination of character witnesses from the FHIH, proposing that evidence of character only

be heard if in fact the cadet is found to have violated the Code, thereby assisting the hearing members with their recommendation to the Superintendent regarding the respondent's retention in the Corps of Cadets while precluding confusion with the facts of the case. The Posvar Commission recommended the retention of character witnesses in the hearing, but argued that the evidence pertaining to the facts of the case be heard prior to general evidence of character. Currently, character witnesses precede merit witnesses.

Unquestionably, these three independent studies will prove to be invaluable to the perpetuation of the Honor Code as the foundation for leader development at USMA. At the close of the reporting period, the various reports were being reviewed by both the Superintendent and the Army Chief of Staff.

Honor Hearings

USCC Pamphlet 15-1, Honor Committee Procedures, remained unchanged from the previous year. However, in October 1988, in response to confusion resulting from the Ketron case of "quibbling" overturned by Mr. Delbert L. Spurlock, Jr., Assistant Secretary of the Army for Manpower and Reserve Affairs, the previous April, the Honor Committee chose to eliminate the term "quibbling," preferring instead to define "vague, ambiguous information, or half-truths," simply as "lying."

The statistics indicate a decrease in overall honor related attrition, and a slight decrease in the percentage of cases in which the Superintendent elected to use his discretionary authority.

	AY 87-88	AY 88-89
# Cases Reported	125	127
# Resigned Prior to FHIH/MHIH*	7	5
# Cases Referred to FHIH	32	34
# Cases Found	13	9
# Cases Referred to MHIH	14	9
# Cadets Resigned After FHIH/MHIH	5	6
# Cadets Separated	8	1
# Cadets Granted Discretion	11	9
Total Honor Related Attrition	20	12

*FHIH refers to Full Honor Investigative Hearing; MHIH refers to Modified Honor Investigative Hearing.

Annual Honor Conferences

The executive staff of the Cadet Honor Committee conducted three honor conferences and participated in a fourth during the academic year: the Fall Honor Conference, the National Honor Conference, the Service Academies Honor Conference, and the Spring Honor Conference.

The Fall Honor Conference was conducted in August 1988 at Camp Buckner. The purpose of the conference was to provide an opportunity for the Honor Committee to reorganize for the academic year and to provide a forum to

conduct a train-the-trainer workshop in preparation for the academic year honor instruction.

The Military Academy hosted the third annual National Honor Conference in November 1988. Participating in this year's conference were over 50 students, representing 20 institutions, both military and civilian, from throughout the United States. In addition to the five federal service academies, participants included the Virginia Military Institute, the Citadel, Texas A&M, Norwich, New Mexico Military Institute, University of Pennsylvania, Duke, Medical University of South Carolina, Rice, Middlebury, Syracuse, Princeton, University of Virginia, Haverford, and Washington and Lee. This gathering of superb, yet diverse, institutions facilitated an extraordinary exchange of thoughts, ideas, and concerns.

The purpose of the conference was two-fold. It was primarily designed to afford participating institutions the opportunity to exchange ideas on existing honor codes and systems, and to aid in the initiation of new systems. Yet, equally important was the intent that the conference assist in developing a national awareness regarding proper ethical behavior on college campuses and beyond, into the professional arena. This year's focus was on ethics in the business community, the media, and the military.

The conferees concluded the following:

- o That institutions of higher learning, fulfilling a higher order obligation to society, have a responsibility to the student to assist the student in internalizing a concept of ethical behavior. The students identified academic honesty as the first step in developing a focus on personal integrity.

- o That although professions may have differing ethical codes, there should exist an expectation among all individuals within a given profession that personal integrity must remain uncompromised, and that one aspect of an individual's integrity is his or her commitment to that profession's ethic. The participants further concluded that an essential aspect of one's professional ethic is tirelessly maintaining "client" trust.

- o That the college student can indeed make a difference in respect to ethical behavior on college campuses and beyond. The students concluded that "real leaders have high moral-ethical standards." The participants emphasized the importance for leaders in education, as well as those in the professional arena, to role-model integrity. The students did not discount the necessity for students to also "lead by example" and to seize every opportunity to exercise ethical practices.

- o That within the context of honor committees/councils education of the students in respect to ethical behavior is paramount. The enforcement of the technical aspects of the honor system must be thorough, impartial, just, and consistent.

The executive staff of the Cadet Honor Committee attended the Federal Service Academies Honor Conference in April 1989, this year hosted by the United States Coast Guard Academy. The theme of this year's conference was "integrity as a way of life." The forum provided the participants an opportunity

to share ideas on honor codes and systems and to articulate their thoughts on honesty, integrity, and a virtuous life.

The annual Spring Honor Conference was conducted later in April 1989, and focused on identifying key issues for the 1989-90 Honor Committee, thereby determining the direction for the upcoming academic year. Key issues addressed at this year's conference included the revision of the four-year honor education program, a squad-honor development program, clarification of departure book procedures, and needed improvements in the departmental liaison program.

CLASS OF 1989 BRANCH SELECTION

The Class of 1989 held its specialty selection in January 1989. This year, 1,066 cadets were branched into 16 specialties. Some 92 percent of the class received either their first or second choice of a branch or specialty.

Maximum quotas for the Finance, Medical Service, Military Intelligence, Ordnance, Quartermaster, Signal, and Transportation Corps were filled before the selections available to physically-qualified male cadets were limited to the Infantry, Armor, Field Artillery, and Air Defense Artillery combat arms branches. A total of only 71 male cadets was sufficient to fill the maximum quotas for those seven branches. There were no minimum quotas for female cadets in any branches this year. Minimum quotas were exceeded by males in the Aviation and Engineer branches. Maximum quotas were achieved by female cadets in the Medical Service, Military Police, Quartermaster, and Transportation Corps.

Over 83 percent of the Class of 1989 selected a combat arms branch or specialty. Some 91 percent of the men and 18 percent of the women selected combat arms specialties. (Combat arms specialties for branching purposes are: Infantry, Armor, Field Artillery, Air Defense Artillery, Aviation, and Engineers.)

This was the second time that cadets were permitted to select the Medical Service Corps, and the second time in 11 years that they could select the Adjutant General or Finance Corps as their branch of service. Cadets were permitted to go directly into the Medical Service Corps, but those cadets selecting the Finance or Adjutant General Corps were required to serve a detail in the combat arms before assignment to their advanced course and assignment in career-developing positions in their chosen specialty. The Medical Service Corps proved to be very popular: it was the first branch to be filled by men as well as by women.

Seven cadets chose the Medical Service Corps (four male and three female cadets), five cadets chose the Adjutant General's Corps (one male and four female cadets), and two cadets selected the Finance Corps. Even though the cadet selecting the Adjutant General Corps will begin service in a combat arms branch, he will not be counted in the branch for quota purposes.

For the third consecutive year, cadets were permitted to select a voluntary branch detail (VBD) at the time of their branch selection. The VBD requires that individuals selecting combat support and combat service support

1989 SPECIALTY SELECTIONS

SPECIALTY/ BRANCH	QUOTA MALE MAX	QUOTA MALE MIN	QUOTA FEMALE MAX	QUOTA FEMALE MIN	SELECTIONS TOTAL ASSIGNED MALE	SELECTIONS TOTAL ASSIGNED FEMALE
11 (IN)	274	246	N/A	N/A	246	N/A
12 (AR)	161	145	N/A	N/A	145	N/A
13 (FA)	243	219	16	N/A	219	1
14 (AD)	92	83	37	N/A	83	2
15 (AV)	86	78	38	N/A	79	3
21 (EN)	105	95	32	N/A	99	15
25 (SC)	18	0	28	0	18	17
31 (MP)	7	0	10	0	5	10
35 (MI)	16	0	16	0	16	14
42 (AG)	4	0	7	0	1	4
44 (FI)	2	0	4	0	2	0
67 (MS)	4	0	3	0	4	3
74 (CM)	12	0	5	0	2	3
88 (TC)	7	0	13	0	8	13
91 (OD)	11	0	23	0	11	17
92 (QM)	12	0	14	0	12	14
TOTAL					950	116

branches enter the combat arms initially for three or four years and then go to advanced branch school in their original branch. This permits young officers to gain initial combat arms experience prior to their service in other branches and helps improve the integration of the force. Six male cadets in the Class of 1989 elected to participate. Three cadets selecting Ordinance chose the detail: one selected Infantry, one selected Armor, and one selected Field Artillery. Three other cadets selecting Military Intelligence chose Air Defense as a detail. 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.

This year, USMA medical applicants again selected branches to preclude branching problems in the event that their applications to Medical School were not accepted. Medical applicants' branch selections do not count against branch maximum or minimum quotas, nor against the DA requirement that at least 80 percent of cadets be branched in the combat arms.[3] They do not count because most applicants will enter medical school and never enter the other branches. Counting 13 medical school applicants (seven of which selected the Medical Service Corps as a branch), a total of 1,079 cadets selected branches in the Class of 1989.

DEPARTMENT OF MILITARY INSTRUCTION

During the 1988-89 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. One lecture of note was that delivered by Colonel Malham W. Wakin, director of Philosophy and Fine Arts at the U.S. Air Force Academy, who spoke on "Duty, Honor, Country" to the plebe Class of 1992 in November.

The "Map Reading and Small Unit Tactics" (MS 102) course introduces cadets to map reading and 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 operations 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 Operations" (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 require cadets to make tactical decisions and write operations orders, not just repeat 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 culminates in the delivery of a ten-minute persuasive speech by each cadet. This speech and others are videotaped and played back during critiques by the cadet's instructor.

DMI continued to develop and utilize innovative instructional tools during the past year. Interactive Videodiscs (IVD) were used for additional instruction in the Map Reading portion of MS 102. Computer programs and additional instruction diskettes were developed in many courses for cadets to use on their personal computers with positive results. DMI will continue to develop and use both interactive videodisc and computer programs to enhance cadet instruction.

Professional Development

The Professional Development Branch of the Department conducts an Academy-wide Professional Development Program to help the USMA staff, faculty, and cadets stay abreast of the latest Army developments in such areas as equipment, organization, doctrine, and training. The program includes a series of television tapes broadcast regularly on the USMA television network. These tapes focus on such topics as training initiatives, terrorism, the National Training Center, Grenada After-Action Reports, and the Falkland Island invasion. The tapes are 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.

Nineteen briefings were presented during the year, covering the latest developments in the Army. The most notable of these presentations included: Ambassador Charles S. Whitehouse, the Assistant Secretary of Defense for Special Operations in Low Intensity Conflict, and General James L. Lindsay, Commanding General, Special Operations Command, who presented an update on Special Forces Operations in a Low Intensity Conflict environment; General Maxwell R. Thurman, Commander, TRADOC, who spoke on the soldier-scientist in the Army; Lieutenant General Dave R. Palmer, Superintendent, who discussed topics of common interest; Lieutenant General John W. Woodmansee, Jr., Commanding General, V Corps, who spoke on "How the Corps Fights"; and Colonel Herbert Lloyd, Chief of Staff, 10th Mountain Division, who provided an update on the light divisions.

Cadet Professional Development Program

The Cadet Professional Development (PD) Program is designed to teach professional attributes desired in every cadet and officer. The goal is to broaden the cadets' professional foundation through instruction in the Duty Concept and to increase their awareness of unit human relations and alcohol and drug abuse problems.

This training consists of 55-minute sessions conducted by the cadet company tactical officers, their designated representative, or cadets. Lesson plans developed by the PD Branch use films, scenarios, or past cadet/officer experiences as catalysts for meaningful discussions.

This year, the Cadet PD Instructor Guide again served as a single source reference for conducting all cadet PD sessions. This USMA guide contains sections on the Duty Concept, Human Relations, and Alcohol and Drug Abuse Prevention. Each section contains an overview, a selected reference bibliography, and individual lesson plans with instructional materials.

This cadet training again was scheduled during the Commandant's Hour. The PD Programs Officer specified the cadet class and academic semester in which each session should be scheduled and the USCC Operations Officer (S-3) integrated the sessions into the overall USCC cadet training schedule.

The Duty Concept training portion of the PD program consists of 15 sessions distributed throughout the cadet's four years: six in CBT, one in CFT, two in the Fourth Class year, and one session each during the Third, Second, and First Class years (and three classes which had multiple class attendance). The purpose of this training is to instill a strong duty concept in cadets. This development evolves from an emphasis on obedience during the Fourth Class year, commitment training during the Third and Second Class years, and culminates in spirit-of-service training during the First Class year. To emphasize the spirit-of-service phase of the duty concept, a session on the American Soldier's Code of Conduct, which included a film on the American Vietnam prisoner of war experiences, was added to the First Class year.

The Human Relations training consists of six sessions: two each during the first two years and one each during the last two years. The purpose of this training is to increase the awareness and sensitivity of cadets towards prejudice, discrimination, sexual harassment, and equal opportunity problems; to orient cadets on the Army equal opportunity program; and to ensure cadets understand the leader's role in providing a positive unit equal opportunity environment. Based upon the combined input from the Department of Defense Equal Opportunity Management Institute, tactical officers, and cadets, lesson plans were updated and practical exercise scenarios were revised to provide up-to-date, realistic training to cadets.

The Alcohol and Drug Abuse prevention training again consisted of five sessions: one during Fourth, two during Third, and one each during Second and First Class years. The purpose of the training is to lay the foundation for cadets to make responsible decisions regarding alcohol use consistent with regulations and social development goals of USMA and to gain an insight into the leadership challenges associated with alcohol/drug abuse in a unit.

This year's cadet Alcohol and Drug Dependency Intervention Council (ADDIC) representatives, under the guidance of company tactical officers, taught these sessions. This provided the cadet ADDIC representative a valuable leadership experience and provided the tactical officer an additional source of training expertise.

The Cadet Professional Notebook was distributed once again this year to all members of the Class of 1989. This notebook grew out of the Academy's Basic

Concept Papers completed in 1981. These concept papers articulated the philosophical underpinnings behind the basic institutional objectives for cadet development: intellectual, military, physical, moral-ethical, and social. In subsequent years, the notebook was expanded and broadened into a ready reference compendium of materials designed to assist the cadet in making the transition to the officer corps by addressing nearly every non-tactical situation that may arise. Today the notebook addresses such topics as how to establish and conduct unit training, the nature of military education, and how to counsel and manage non commissioned officers as well as enlisted personnel. This nearly 1,000 page notebook, which supplements the Officer's Guide and other related publications, provides most of the information needed by a new officer going to his first assignment. The document was so highly regarded by the Reserve Officer Training Corps Cadet Command, that it was adopted, with only slight modifications, and distributed to all ROTC units.

At the Fourth Annual Military Qualifications Standards (MQS)-I Conference, held in September 1988, at Hampton, Virginia, the users of MQS-I established the "Four Gold" Association. The members of the Association include the Army's four precommissioning sources: ROTC Cadet Command; Officer Candidate School, Fort Benning; National Guard Bureau; and the United States Military Academy. The selection of the title is indicative of the importance of these four agencies in promoting professionalism and officership for cadets through the MQS-1 program.

Another keynote for this academic year was the DA revision of the MQS-I program. The existing tasks and professional knowledge subjects were last revised in September 1986. The major change for this revision was the elimination of the collective/supervision tasks, i.e., those done generally by a unit rather than by individuals. This revision, underway during the past academic year, will orient MQS-1 tasks toward "generic" individual skills, to include combat survival skills. The revision should be completed by DA next year.

TRAINING

Cadet Basic Training 1988

Cadet Basic Training (CBT) in 1988 began on 29 June (Reception Day) and concluded on 12 August with the return footmarch to West Point. The Class of 1992 was received into the Corps of Cadets during ceremonies conducted on 20 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 1992 began training with a total of 1,319 cadets, which included 1,157 men and 162 women.

The training program, only slightly modified from previous years, was designed to be tough, challenging, professional, and performance oriented. Strong emphasis was placed on leading by example and establishing a supportive and challenging command climate. The First and Second 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. The addition, for the first time, of second Class cadets as noncommissioned

officer squad leaders in CBT was part of the effort begun the year before to expand cadet leader development opportunities.

CBT in 1988 was conducted for 45 days, an increase of one day from 1987. This increase provided some additional squad leader time and added a degree of flexibility to the cadet schedule.

The Military Qualification Standards, Level 1 (MQS-1) continued to be a primary reference for military instruction. New cadets were taught and evaluated on 36 tasks such as operations and tactics; first aid; nuclear biological chemical (NBC) warfare; and M16 weapon qualification.

Moral/ethical and value development continued to receive emphasis during CBT in 1988. 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.

Class of 1992 arrives back on the Plain after footmarch from Lake Frederick.

For the fourth consecutive year, the physical training program conducted during the 1988 CBT utilized a Partner Resisted Exercise (PRE) program rather than the usual Army's daily dozen. The PRE uses a series of 10 activities designed to provide weight training without using weights by pitting one participant against another individual serving as the resistance. Research is ongoing in the Department of Physical Education (DPE) to provide a comprehensive scientific measure to demonstrate the effectiveness of this training program.

For the fourth year in-a-row the parents of entering plebes were informed of the initial experiences of their sons and daughters in the first weeks at West Point. This Parents' Transition Seminar, conducted by the Center for Leadership and Personal Development (CLPD), was designed to acquaint the parents with 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 1,319 cadets who entered the Academy as members of the Class of 1992, 1,195 successfully completed their six-week summer training program and joined the Corps of Cadets in August. The 9.4 percent attrition rate of the Class was the highest since the 9.5 percent attrition of the Class of 1988, but only one percent above the average of the past five years. An intensified program for the upperclass cadre was conducted again this year to impress upon them the developmental nature of CBT. The emphasis was placed on using CBT as a forging process for qualified entrants to the Academy, not a weeding-out process. 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 88.

Third Class Summer Training 1988

Cadet Field Training (CFT) was conducted from 4 June through 9 August 1988, two weeks longer than the year before. The increase in total time allotted to CFT 88 was due to the introduction, prior to the start of the actual training, of a ten day on-site preparation to train the cadet trainers.

Approximately 1,100 members of the Class of 1991 were trained by 402 (204 First Class and 198 Second Class) cadet cadre members, compared with 321 First Class cadets the year before. This increase in the number of cadet cadre members and a nearly 30 percent reduction in the number of summer augmentation troops serving as trainers, grew out of a desire of the Superintendent to expand cadet leadership opportunities.[4] Skills taught in CFT 87 had been identified and evaluated to determine which might be taught by cadets. The 1988 CFT saw the utilization of increased numbers of cadet cadre members to teach those selected skills.

CFT 1988 was also the first year utilizing the Platoon Trainer concept. Sixty-four officers from academic departments at USMA were utilized at the platoon level to act as role models, evaluators, observers, and assistants to the cadet cadre members preparing to teach different elements of the training schedule. Those mentoring Platoon Trainers were responsible for ensuring the quality of the training efforts of the cadet cadre. The Department of Military Instruction

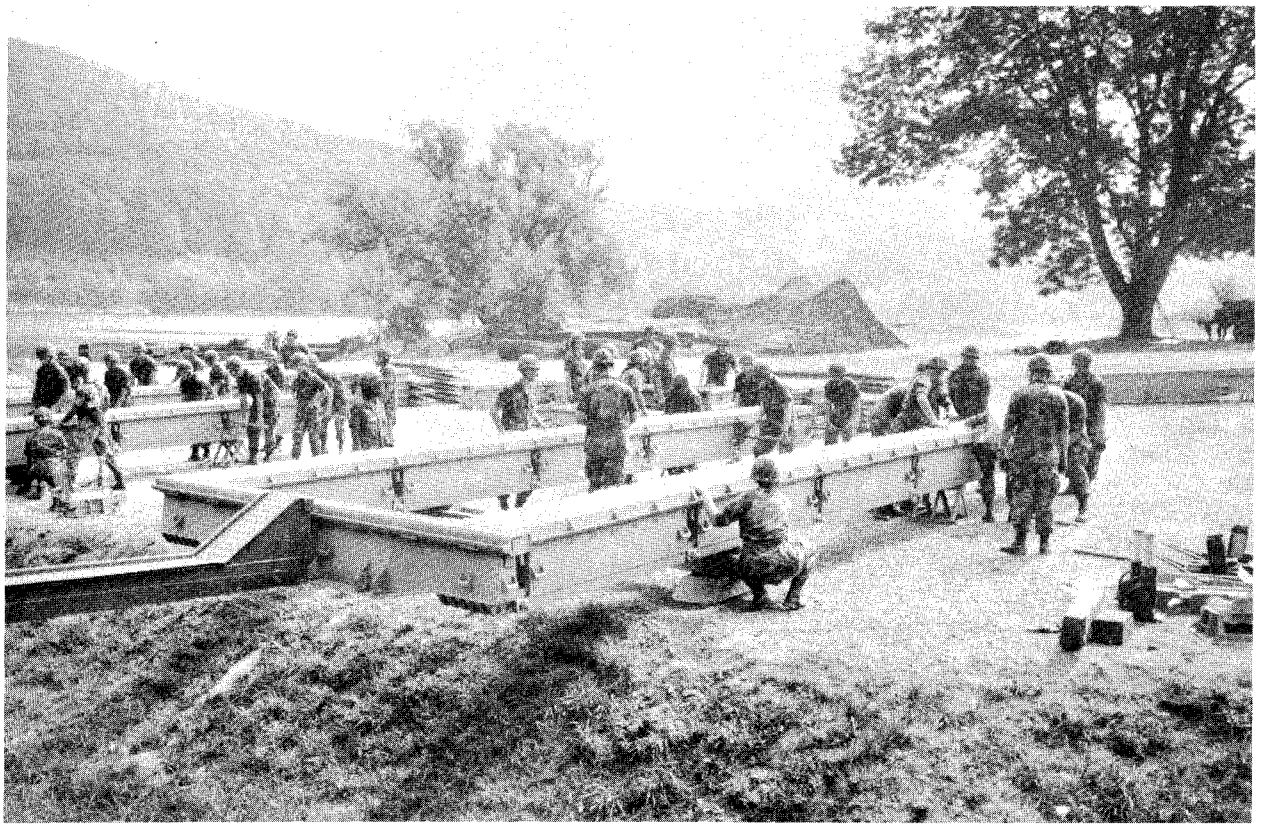
(DMI) retained the traditional leadership and control of the numerous training committees and sites during the summer.

Although additional responsibilities were transferred to cadet trainers in CFT 88, no system had existed for evaluating their work. During CFT 88, the first efforts were undertaken to design an evaluation program for cadet trainers in particular and to evaluate cadet leadership in general. Cadets were removed from military training committees and responsibility for training was assigned to squad leaders and the cadet chain of command.

This CFT restructuring established a training environment at Camp Buckner where the cadre are fully involved in the training of their subordinates, and the leader opportunities for cadets from Team Leader to Regimental Commander are realistic, challenging, and directly relate to better preparation of the graduate for commissioned service in the Army.

CFT's new motto of "Train to Lead" reveals the twofold focus of this period of summer training. First, the Third Class receives training and is evaluated in some 47 Military Qualification Standards (MQS) Level I (an increase of 10 from the year before) and 150 supporting tasks taught throughout the summer. The responsibility of training management, accounting for all training conducted, and the actual preparation and conduct of all MQS training rests increasingly

Cadets receiving instruction during CFT from a 101st Airborne Division soldier.



Cadets engaged in bridge building at CFT.

with the cadet cadre, under the direction of officers serving as Company and Platoon Trainers. Training, however, is only one of the outcomes of CFT. The second outcome, development of a cadet's leadership style, occurs as a result of the multitude of occasions in which cadet leaders use their interpersonal skills to impact upon the mission and personnel. It is the evaluation of cadet leadership in this environment that supports the USMA developmental model of the whole person.

Several changes were made to the management of cadet performance over the course of the summer. A clear statement was made of the CFT Baseline Training Objectives or what is required for a Third Class cadet to "pass" CFT. In addition, the CFT evaluation process focused upon more behaviorally-based feedback. That is, the evaluation was changed from a more mechanical execution of military skills to a more comprehensive evaluation of how the task was evaluated, prepared, and performed. The evaluations are provided to the individual cadet being observed as well as to the regular, academic year tactical officer. These changes were made to enhance the uniformity of input and feedback to the company tactical officer by specifying leader opportunities for evaluation. "Observation Spot Reports" are also utilized immediately after an event to provide evaluative comments on cadets who participate in collective leadership tasks or situations.

CFT is divided into two distinct training phases or details. The first detail focuses primarily upon the accomplishment of individual training tasks. The majority of these tasks, taught by cadet squad leaders, focus on basic soldier skills and provides a hands-on orientation to basic individual/crew-served weapons and equipment. The blocks of instruction of this individual phase include: fieldcraft, signal, engineer (mine/demolitions), indirect fire, special weapons, M60 machine gun orientation, M16 basic rifle marksmanship, land navigation, confidence obstacle course, close quarters combat, bayonet training, leader development, and honor training. The baseline events for the first detail included the confidence course, Land Navigation, and M16 Marksmanship training. Cadets were required, at a minimum, to successfully complete these events or be "recycled" to take CFT the following year as a squad leader. One significant change made to the individual phase is the use of the standard Army 1:50,000 scale map during the conduct of land navigation training in place of the previously utilized 1:25,000 scale. The former scale map was insufficiently demanding to appropriately develop cadet expertise in map reading.

The second detail (or portion of CFT) emphasizes collective training. There are five major training blocks during the second detail: Fieldcraft II, Infantry, Third Class Combined Arms Training (TCCAT) at Fort Knox, Engineer, Field Artillery, and the Defensive Tactical Exercise Without Troops (TEWT). The capstone event of this detail, Infantry Week, is but one example of the many opportunities to observe cadets leading other cadets in small unit tactical scenarios. In fact, most of the platoon trainer's time during the detail is spent observing and providing feedback on cadet leadership.

Several changes will be instituted during this second detail or collective phase for CFT 1989. They include the elimination of Aviation Training and the identification of additional opportunities for cadets to exercise leadership. The aviation training was eliminated because the National Guard units had fewer flying hours available, and the Military Academy was unable to fit our requirements into their more constricted schedule. The expansion of cadet leadership opportunities was accomplished through a review of existing training to determine what could be safely and potentially successfully taught by cadet cadre members. This was part of a broader, general effort to provide additional opportunities for cadets to be evaluated and to demonstrate leadership. A Defensive TEWT has been taught to cadet platoons by augmentation troops. Next year, the TEWT will be expanded to a full day, taught by cadets and platoon trainers at squad level, and conducted as an actual TEWT.[5]

Many of the initiatives made during CFT 88 have been designed to increase leadership opportunities and to reduce outside support requirements, while maintaining the same array of major events. With training performance more strictly accounted for, an expanded menu of identified leadership opportunities, and a clearer system of evaluation of cadet performance, CFT will continue to focus on its goal of "Train to Lead."

Cadet Advanced Training (CAT) 1988

Summer training for the Classes of 1989 and 1990 consisted of Cadet Troop Leader Training (CTLT), Drill Cadet Leader Training (DCLT), Cadet Military Specialty Training (CMST), and Volunteer Summer Training (VST).

For the second consecutive summer, the CAT program featured the coordination of the summer training periods of Second and First Class cadets. The coordination ensures that most cadets have opportunities to exercise leadership both at West Point and at regular Army posts.

Two training options are available to cadets during the summer before their Second Class academic year. Cadets serve in a five-week DCLT assignment in a U.S. Army training center or in a five-week CBT or CFT squad leadership position. All cadets then go on a two or three-week CMST assignment followed by three or four weeks of leave. The training option selected for the cadet during this summer dictates the summer training program the cadet receives during the last summer at West Point, prior to the First Class year.

Those First Class cadets who participated in DCLT during the previous summer must now serve in a five-week CBT or CFT cadre leadership position; conversely, those cadets who served in a CBT or CFT squad leader position during the previous summer must now attend a five-week CTLT assignment at a continental United States (CONUS) or overseas Army post. Following this activity, all First Class cadets attend a second CMST or a VST program and then receive three or four weeks of leave. A small number of First Class cadets serve two CBT or CFT details instead of a DCLT or CTLT assignment.[6]

Giving each cadet "hands-on" leadership experience at the small unit level remains the primary objective of CTLT. This is accomplished by assigning cadets to junior officer positions within active Army units with the commensurate responsibilities of platoon leaders. Some 493 cadets from the Class of 1989 participated in the 1988 CTLT Program. Cadets served in one of two five-week cycles at 24 posts in the Western Hemisphere, Europe, or Korea.[7] Cadets had assignments in 11 branches; all but two (Infantry and Armor) were open to women cadets. 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 DCLT. This program places cadets in basic training and One Station Unit Training companies performing the duties of noncommissioned officers. (The One Station Unit Training program utilized at TRADOC emphasizes unit rather that individualized training.) The same eight posts as last year were utilized in the program. Women cadets continue to be restricted to assignments at the same four forts as before. A total of 503 cadets, or nearly one-half of the Class of 1990, participated in the program.

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. Upperclass cadets were represented in varying strengths in each of the following training programs: Airborne (531); Air Assault (308); Jungle Operations Training (236); Northern Warfare (79); Survival, Evasion, Resistance, and Escape (SERE) at the Air Force Academy (81); and Strategic

Deployment Planning Course (22) for medically-profiled cadets. Of the 1,257 cadets participating in the CMST programs, 1,183 (or 94 percent) successfully completed the training. The least successful participation was in Air Assault and Northern Warfare where 91 percent of the cadets were successful.

The attendance at CMST 88 declined by 19 percent over the previous year. Over 60 percent of that decline resulted from a 40 percent decline in enrollment at the Jungle Operations Training Course. The decline in this latter attendance was due to a reduction in the TRADOC quotas for West Point. The quotas were reduced because of a desire to conduct training for entire battalion or company modification table of organization and equipment (MTOE) units. At the same time, the USMA success rate at the school rose from 67 percent in CFT 87 to 97 percent in CFT 88. This dramatic improvement was reportedly due to the return of this training to more of an orientation than an actual operations program.

In addition to CTLT, DCLT, CMST, and First Class Leadership Details (during CBT and CFT) which occur during the summer training period, 606 cadets participated in 52 VST programs. These programs consist of special summer options, academic summer programs, summer admissions programs, summer sports programs, and other summer training programs.

Illness and injuries decimated the ranks of the 20 cadets chosen as Ranger Candidates in May 1988 so that only 11 met Ranger course requirements and were awarded the Ranger Tab. However, Adam Schroeder (Class of 1989) was selected an Honor Graduate of the Ranger Class, a distinction given to approximately the top two percent of Ranger Class graduates.

The 1989 Ranger Orientation Program began in January with 32 Second Class cadets submitting volunteer statements. After initial screenings, 24 cadets were selected to begin the extensive three-month training program. Finally, 15 highly motivated, well-prepared First Class cadets began the Ranger course at Fort Benning, Georgia, in June.

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 Third Regiment of the U.S. Corps of Cadets by Brigadier General Robin D. Grist, Commander British Army Staff and Military Attache, Washington, D. C. This was the fourth time since the competition began in 1967 that the Third Regiment has won this recognition. Company E of the First Regiment, led by tactical officer Captain John R. Kardos, was judged the winning company of the Corps of Cadets. The competitors, consisting of two, nine-person squads from each company (72 squads from USMA plus 3 Reserve Officer Training Corps (ROTC) squads from Sienna College, Edinboro University of Pennsylvania, and Lloyola University of Maryland), were tested in an eight-station course, measuring stamina, agility, and military knowledge.

The military skills consisted of squads being tested in swift movement, crossing a wall obstacle, NBC, communications, construction and crossing a one-rope bridge, rappelling, rifle marksmanship, and inspecting equipment. The

marksmanship phase consisted of target shooting on an outdoor range with squads required to fire 20 rounds using an M16 rifle in a timed exercise.

The inclusion of two squad-sized teams from each company led by First Class cadets and with at least one woman cadet per team ensured a more challenging and realistic competition and helped to promote teamwork, military excellence, and leadership. The participation by the three ROTC teams added a higher degree of esprit de corps and camaraderie to the competition.

DEPARTMENT OF PHYSICAL EDUCATION

During the past academic year, the Department of Physical Education (DPE) was fortunate to have Dr. William J. Penny, Professor and Graduate Coordinator for the Department of Professional Physical Education, at East Stroudsburg (Pennsylvania) University, serve as its eleventh visiting professor. Dr. Penny served on departmental committees and represented the Academy at several national conventions. His research involves the identification of those values, attitudes, and behaviors which can be enhanced through participation in competitive sports.

Three significant personnel changes were made among the Department's athletic trainers. Dr. Michael R. Sitler, an athletic trainer, finished his prophylactic knee brace study, received his Ph.D., and accepted a position on the faculty at Temple University. Dr. Louis Tomasi, Head Athletic Trainer at West Point, left the Academy for an instructor position at Fort Benjamin Harrison. Mrs. MaryBeth Horodyski, an athletic trainer, was promoted to succeed Dr. Tomasi.

Instructional Program

The instructional program was largely unchanged during the past year. Fourth Class cadets continued to take the following core courses: swimming, gymnastics, "Fundamentals of Physical Fitness," boxing (for men) and Self-Defense I (for women). Men and women continued to participate together in instruction and sports activities where appropriate. Third Class cadets enrolled in wrestling (for men), Self-Defense II (for women), and two electives which have "carry over" value or contribute to the intramural program. The "combatives block" (wrestling and Self-Defense II) included four lessons of unit fitness plan development, which supported the Master Fitness Training (MFT) objective for the Class of 1990 and later. Close Quarters Combat (CQC) was moved to the Second Class year. All Second Class cadets continued to be required to enroll in one "carry over" sport, in addition to CQC. There was virtually no change to the First Class year. Grades for all First Class physical education courses continued to be based solely upon the physical fitness tests.

During the latter part of the year, several changes were approved by the Superintendent for implementation in the 1989-90 Academic Year as part of Project Enrichment.

- Fourth Class cadets will take "Fundamentals of Physical Fitness" during CFT which will result in one round (or one-half of a semester) being free during their first year. Also, the fall APFT will be moved to the spring. The Physical Aptitude Test (PAT) will be eliminated, while the Indoor

Obstacle Course Test (IOCT) will not be graded, except for that portion graded during gymnastics. This results in one graded physical fitness test for all plebes.

o Third Class cadets will now take a combatives package (Wrestling/CQC for men and Self-Defense II/CQC for women) one semester, while taking all other MFT requirements (unit fitness plan, fitness in the Army, fitness activities, and a comprehensive review and exam) during the other semester.

Every cadet must now complete two carryover sports (18 lessons each) prior to graduation. Flexibility in the system allows cadets to choose when the carryover sports are taken (to include during the newly formed intersession). The fall APFT's for all upperclass cadets will be moved out of the first semester and added to CFT for Third Class cadets and during Reorganization Week for the Second and First Class cadets).

First Class cadets will still take the IOCT during their first semester. All Third Class cadets will take the IOCT during the second term, as well as those Second Class cadets receiving a C- or below on the IOCT as a Third Class cadet.

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 Program again this year concentrated on providing the individual cadet with the information and personal guidance necessary to develop his/her own workout program and to carry it through to successful completion. As always, the heart of the Program is the work of the DPE guidance officer who assists the cadets in his/her company with physical education course work and periodic testing or individualized and specialized physical development goals. These officers ensured a greater consistency in cadet fitness throughout the year and provided an efficient system for monitoring those cadets found to require additional assistance.

The recently instituted rigorous survey of cadet physical development was continued this year and resulted in 122 failures in DPE, compared with 96 last year and only a total of 81 for the preceding two years. The increase is partly due to the change in grading policy for DPE, which provides that cadets who fail two physical fitness tests in one semester and are not strong performers in the rest of the course will fail the entire course. Some 43 cadets enrolled in the Summer Term Academic Program (STAP) '89 compared with 25 the year before.

Testing

Each cadet again took three physical fitness tests during the academic year. All classes took an APFT in the fall. For the second-consecutive year, all cadets were eligible to receive the Army Physical Fitness Badge because the Academy's APFT standards are now aligned with those of the Army. This badge is awarded to soldiers who score 90 points or higher on push-ups, sit-ups, and the two-mile run and score 290 points or higher (out of 300 possible points)

overall. Comparative performances of Army soldiers and USMA cadets in the Fall 1988 APFT resulted in this initial distribution of APFT Badges:

Percentage Receiving APFT Badge

Army		USMA Cadets							
		Fourth Class		Third Class		Second Class		First Class	
Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
4%	3%	2%	6%	5%	13%	14%	21%	14%	28%

The upperclass cadets took the IOCT during the fall term; plebes took it in the spring. Again this year, a cadet scoring an A- or better on the IOCT is eligible to receive an IOCT tab. This tab is authorized to be worn on specified cadet uniforms.

Again this year, Fourth Class cadets took the PAT in place of the spring APFT, which was taken by upperclass cadets. The PAT measures the physical ability of each cadet to perform pull-ups, a standing long jump, a basketball throw, and a 300-yard shuttle run.

In addition to the three primary tests given the Corps, five other diagnostic APFTs were administered during the summer. Also, over 400 USMA candidates were evaluated for admission using a PAT.

As part of the Academy's effort to smooth the transition from cadet to officer, additional action was begun in the Spring of 1988 to hold First Class cadets accountable for their physical proficiency. First Class cadets who fail the spring APFT, unless there are extenuating medical circumstances, are unable to graduate in May with their class. At a minimum, these cadets are sent to the Department's STAP. In previous years, cadets were provided several additional attempts to pass the test in subsequent weeks. This did not teach cadets self-discipline and accountability and was thus counterproductive to what the Academy was seeking to instill in cadets. In the spring APFT, ten First Class cadets failed the test and did not graduate in May with their class. An additional six cadets failed the terms of their conditioning and also failed to graduate with their class.[8]

The alternate testing program continued to be utilized for cadets having a medical profile which prevented them from doing certain exercises. This enabled the testing office to evaluate specifically the physiological variables measured by the primary test while taking into account the nature of the cadet's medical profile. The alternate test program was utilized by only 1.7 percent of the Corps (or 78 cadets) who were unable to take a test this year.

Intramurals

The second year of the four-season (early and late fall in the first semester and winter and spring during the second) program of intramural athletics was conducted similarly to that of last year. The exceptions were that team handball was moved to the early fall season to take advantage of the better

weather and racquetball was shifted to late fall. In the second term, softball replaced handball in the spring season.

Requirements for cadet participation in intramurals were revised this year. In the past, cadets who did not participate directly in intercollegiate or club sports were required to participate as players, coaches, or officials in intramurals. This year, participation in the intramural program was expanded to include all cadets who did not participate directly in intercollegiate sports. In addition, each cadet, beginning with the Class of 1991, is required to participate, for at least one season, in a team contact collision sport on an intramural, club squad, or corps squad level. Team contact collision sports include: football, hockey, rugby, basketball, lacrosse, team handball, flickerball, and soccer. Although this requirement, growing out of a 1986 Superintendent directive, is mandatory for the Class of 1991, efforts were made, with limited success, to promote participation as well by the Classes of 1989 and 1990.

The top USMA boxers in each of the weight categories competed in the National Collegiate Boxing Association Championships at the Air Force Academy in April. Cadets Brian Newman (Class of 1990), Tony Fletcher (Class of 1989), and Mike Hoos (Class of 1990) won National Titles (in weight classes of 147, 156, and 172 pounds, respectively) and Dan Bernal (Class of 1990) was runner-up in the 139-pound weight class. As a team, they placed second overall. Fletcher was voted the outstanding boxer in the tournament, and Bernal was awarded the prestigious Sportsmanship Award. In a letter from Mr. Tom Virgels, president of the National Collegiate Boxing Association, the Superintendent was complimented on the cadets' successes and informed that the squad put on "a class act, and were excellent ambassadors for the U.S. Military Academy."[9]

Sports Medicine

During the 1988-89 Academic Year, 318 plebes reported to the reconditioning program in lieu of physical education instruction, a 12 percent increase over the year before. The average cadet missed 6.3 days of physical education instruction due to reconditioning and, on the average, 12.9 cadets per day of physical education class reported to reconditioning. This compares with averages of 7.2 days and 13.3 cadets per day the year before.

Although the number of cadets who experienced moderate injuries was 12 percent higher than the year before, both the average number of days of physical education instruction the average cadet missed and the average number of cadets reporting to reconditioning each day of physical education class were lower than the year before. This anomaly is the result of an effort made by the Department to try to place cadets who are in a reconditioned status in an academic environment to receive Master Fitness Training. As a result, cadets who would miss three or more days (over a week and half's time) of physical education due to a moderate injury are enrolled in a Master Fitness Training class. While there, cadets receive academic instruction on physical conditioning, muscle development, and how to design physical development programs. Following their period of reconditioning, cadets either would be returned to their regular physical education class (if it was possible for them to attain the necessary proficiency and pass the course) or they would remain in a reconditioned status until the end of the session.

The total number of moderate injuries suffered by cadets during physical education instruction was 243, 148 of which occurred during plebe instruction. Although plebe injuries remained about the same (144 in the 1987-88 Academic Year to 148 this past year), there was a significant increase in upperclass injuries (from 35 last year to 95 this year). This increase is the result of the addition of wrestling to the upperclass curriculum. In plebe instruction, there was a decrease in boxing injuries (105 last year to 88 this year), but an increase in gymnastic injuries, so the net result was little change from last year.

During the intramural season, football-related injuries (205) again represented the largest single share of the 571 moderate injuries. Although the number of football injuries rose by only 5 percent from the previous year, the percentage increase of all other sports combined rose by 37 percent. In decreasing order the following produced significant numbers of injuries: soccer (88), wrestling (56), lacrosse (54), and boxing (44). No reason for the dramatic increase in injuries has been identified.

Data from the prophylactic knee brace study was analyzed. The findings showed a significant reduction in injuries to certain defensive positions (ends, linebackers, and backs), but no harm or benefit for other players. Because many players participate in both offensive and defensive capacities, it was decided that beginning with the 1989-90 Academic Year, all players will be fitted for prophylactic knee braces.

During the August 1988 height/weight survey, 54 cadets (20 men and 34 women) exceeded USCC body fat standards. At the end of the term (in January 1989), 16 cadets (5 men, 11 women) still exceeded USCC body fat standards. Two men and one women of the 16 continued to exceed the Army's standards specified in AR 600-9. These 16 cadets were then carried into the second-semester weight management program.

During the January 1989 height/weight survey, an additional 38 cadets (20 men and 18 women), in addition to the 16 from first semester, were found to exceed USCC body fat standards. Seven men and five women were found to exceed AR 600-9 standards. At the end of the academic year, 10 men and 13 women still exceeded USCC standards and 2 men and 6 women of these exceeded AR 600-9 standards.

During the 1988-89 Academic Year, a more thoroughgoing monitoring of cadets with posture problems was undertaken by Mr. John D. Lemperle, Associate Professor in the Department of Physical Education. He had been concerned that posture problems identified during CBT and apparently corrected during the plebe year might reappear in the future due to a failure of the Military Academy to follow-up. A total of 546 cadets, primarily from the Classes of 1990 and 1991, who were previously identified as having posture problems, as well as some cadets from the Class of 1989 who were concerned with their posture, were located and came to the Sports Medicine Section. These 546 cadets underwent follow-up evaluations and corrective exercises. Some 408 identified as having lingering problems reported for follow-up visitations later in the year and most showed a marked improvement over their initial visit. These follow-up efforts seek to ensure that posture lessons learned by cadets in their plebe year will result in an awareness of the nature and importance of proper posture and enhance their military bearing throughout their lives.

Research and Publications

During 1988, Dr. James A. Peterson, Professor of Physical Education, made presentations on "Strength Training Guidelines and Programs for Women" and "How to Jump Higher: Guidelines and Programs for Increasing Vertical Jump" to the annual meeting of the Texas High School Girls Coaches Association in Arlington, Texas; and presented talks on "The West Point Strength Training Program" and "Say Goodbye to Back Pain: How to Treat and Prevent Back Pain" to the New York State Alliance of Health, Physical Education, Recreation, and Dance (AHPERD) annual meeting in Monticello, New York. He also made presentations in 1989 on the treatment and prevention of lower back pain to the Annual Region I Association of Fitness and Business (AFB) meeting; the Temple University Family Practice Medical Symposium annual meeting; and to the Nicholas Institute of Sports Medicine Symposium.

Dr. Michael J. Welch, Director of Sports Medicine, Mrs. Horodyski, and Mr. Sitler coauthored a paper titled "Should Athletic Trainers be Concerned about HIV?: Guidelines for Athletic Trainers" which was published in the Journal of Athletic Training in May 1989. In addition, Dr. Welch's article titled "Women in the Military Academies" was published in The Physician and Sports Medicine in April 1989.

Supply and Services

The renovation project for the gymnastics pit has been modified. The existing pit will remain, but the original foam will be replaced with fire retardant foam and the existing alarm and sprinkler systems will be enhanced. The bulkhead lift mechanism has been replaced in the Crandall Pool and the central elevator in Arvin Gymnasium has been rebuilt.

DIRECTORATE OF CADET ACTIVITIES

The 1988-1989 Academic Year was a period of introspection into how this Directorate complemented the three areas of cadet development. This review was a healthy analysis of the "why" we exist as an instrument of the Military Academy, and led to several initiatives addressed below.

Supplemental funding from the Association of Graduates (AOG) and the Daughters of the United States Army (DUSA) was instrumental in the Directorate's ability to provide sufficient funding for cadet activities. In the future, DCA will receive revenue from sales at the consolidated USMA Gift Shop located at the Visitors Information Center. This new annual source of funds will be a return on DCA's $150,000 investment toward the construction of the facility.

Several significant changes occurred in the DCA program during the period. The first grew out of a recommendation by the "Report of the Select Panel on Competitive Sports Programs at USMA" (Costa Committee) of March 1988 to the Superintendent concerning women's gymnastics. The Policy Board ultimately made the decision to eliminate Women's Gymnastics at USMA because of concerns about the Academy's ability to ensure appropriate safety

for the participants as well as the perception that women in this environment would have insufficient time and opportunity to develop the special skills and talents necessary for success in gymnastic competitions. Another major change, supported by the Structure Review Committee, was the realignment of 19 of the 24 competitive club sports under the Department of Physical Education (DPE). Those 19 club sports would be under the operational control of DPE, with funding and administrative support provided by DCA. This decision grew out of difficulties in scheduling sufficient opportunities for the club athletes to use Academy facilities. Since most of these facilities were under the control of the DPE, it seemed prudent to keep conflicts at a minimum by having DPE control all activities placing demands on facilities. In addition, DPE's assets of sports medicine, nutrition, and physical training would be of great benefit to the club athletes.

Project Enrichment, also begun during the year, spawned a number of initiatives relating to Cadet Extracurricular Activities. Recommendations proposed included: aligning all extracurricular clubs under academic departments or USMA Staff agencies for operational control; focusing on activities that more directly support academic, physical, and military development; establishing guidelines on types of organization, membership size, level/scope and purpose and activity; and providing "enrichment" credit for participation in certain extracurricular activities.

Cadet Social Programs

The fall semester included Ring Weekend, during which 2,750 cadets and guests attended the banquet and formal dance. Autumn Weekend and Homecoming Weekend again were combined. The formal dances in Eisenhower Hall and Cullum Hall were both well-attended. Air Force Weekend was celebrated with a Mardi Gras Video Dance for the plebes and a live band for the upperclasses in the Cadet Restaurant. The Army/Navy Rally and Victory Party were held in the Adam's Mark Hotel in Philadelphia.

During the second semester, 1,880 cadets and guests celebrated the 500th Night Banquet and Dance at which evangelist Mr. Dave Roever was the banquet speaker. Yearling Winter Weekend featured a buffet dinner and dance at Eisenhower Hall, winter activities at Bear Mountain, and culminated in an informal dinner in the Cadet Mess followed by a dance at Eisenhower Hall or a Cheap Trick Concert in the Theatre. The 100th Night Dinner and Show was held in February, and all events were well-attended. The banquet speaker again this year was Major General (Retired) George S. Patton. Plebe Parent Week activities included broom hockey, an informal social, a movie festival, and a class talent show that preceded the formal banquet and dance.

In addition to the nearly 4,700 people attending the Graduation Banquet in the Mess Hall, 450 overflow guests were served meals in the West Point Officers' Club. Formal dancing took place in all three levels of Eisenhower Hall after the banquet.

Cultural Arts

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 noted performers and cultural arts events. Among the most notable

were performances of "Cabaret," starring Joel Grey; "Giselle," a full-length ballet; The Vienna Johann Strauss Orchestra; and a concert featuring Roberta Peters in a salute to Irving Berlin. Broadway plays and musicals featured this year included "A View From the Bridge," "The Mystery of Edwin Drood," "Nunsense," "Dreamgirls," and "Cats."

The 1988-89 Visiting Artist was pianist Leon Bates. Mr. Bates performed an all-Gershwin program with the USMA Band and offered workshops and performed with the nationally renowned Audubon String Quartet. Mr. Bates' dual interest in music and athletics enhanced our efforts to stimulate music appreciation.

The Theatre Arts Guild presented two plays: "Once More Upon the Breach" (excerpts from Shakespeare) and "Harvey." The 1929 Gallery was host to four exhibits: "Watercolors of the Hudson Valley" by John Hulsey; "Pastels and Prints" by Jane Aman (Liepis); "Renderings of Engineering Structures from Around the World"; and a group exhibit by the members of West Point's Studio Six.

Extracurricular Activities

During the 1988-89 Academic Year, cadets participated in 111 extracurricular activities. The activities conducted a total of 470 trips and hosted some 250 home events. Although the level of activity was comparable to that in the past, several major changes in the implementation of club activities will reduce the level in the future. The Academy schedule imposed constraints on cadets requiring them to prioritize their participation in extracurricular activities. Implementation of the schedule provided more definitive and consistent guidance on the level and type of club activity appropriate at USMA. The schedule similarly reduced the opportunities of officers-in-charge (OICs) to contact cadets for different activities and compelled many activities to reduce the number of meetings required to sustain the club. As previously noted, 19 of the 24 competitive sports were realigned under the Department of Physical Education for operational control to ensure a more cohesive and comprehensive competitive sports program. Approximately 250 officers, noncommissioned officers, and civilians assigned to the staff and faculty volunteered as advisors for the activities. Emphasis was placed on cadet leadership development as cadets for the first time took a more active role in the planning and execution of activities, as well as in the management of the team's/club's budget.

The Cadet Glee Club's concert season included appearances in North Dakota, California, Florida, the East Coast, and Ireland. They also performed in the Thanksgiving Day Parade from Philadelphia and in a nationally televised Christmas Special.

The Pipes and Drums continued to develop their prominence as emissaries of USMA in their many performances, both here and abroad. Traveling to Ireland, the Pipes and Drums led the West Point contingent through the streets of Dublin and performed at the home of the United States Ambassador to Ireland, Mrs. Margaret M. Heckler. At home, the group led the nation's oldest parade, the New York City Saint Patrick's Day Parade.

The Drill Team continued to demonstrate its capability of providing significant public relations support to the Military Academy. Performances included the

Scout Day in New York City and performances at USMA, culminating in a pre-parade demonstration during Graduation Week.

The Cadet Judo Team won the Eastern Collegiate Judo Championship for the second-consecutive year and went on to finish third in the Nationals held at Purdue in the spring. Five cadets on the team received all-America recognition: Philip Hughes, Karen Johnson, James Markert, Diana Strickland, and Albert Yazawa.

The Army Powerlifting Team had its finest season ever. In the Spring of 1989, the men's team finished second and the women's team finished first at the National Collegiate Championship held at Fort Worth, Texas. Although the men's team did not feature any all Americas, the women's team had four all-Americas: Shauna Hauser, who won the 114-pound competition and was named the top female collegiate weight lifter in America; Jennifer Kelley, who won the 165-pound category; Debbi Wellington, who won the 132-pound category; and Kim Ashton, who finished second for the second year in a row in the 97-pound category.

In April 1989 in St. Louis, Missouri, the Cadet Orienteering Team won the U.S. Intercollegiate Championship for the fifth year in a row. This marked the tenth time in the last 12 years that the team won this event. The team later hosted the 11th Annual West Point National Orienteering Meet.

Marathon team captain Kimberly Griffin took top honors for military women at the 13th Annual Marine Corps Marathon with a time of 3:06.55. The cadets placed first in both the military open category for women and the college/university category. Two men's teams placed fifth and eleventh in a 47-team field. The Marathon Team also sent 17 cadets to the Boston Marathon.

The Army Rugby Team had its finest season since its inception in 1965. The team began with its first Northeastern Collegiate Championship and went on to a decisive 43-18 victory over Navy at Annapolis for Army's first Eastern Rugby Championship. Over 180 collegiate rugby teams compete in the Eastern region. With this win, Army has 12 straight victories over Navy during the past three years. Following its Eastern Championship, the team went on to the Nationals at Colorado Springs in March, narrowly losing to the Air Force Academy 17-16 in the semi-finals. The Air Force Academy went on to easily win the national championship. In the national tournament, Army won the trophy for the most points scored in the tournament (56) and the team captain, John Oliver, was selected as the tournament's Most Valuable Player.

Both the men's and women's Team Handball Teams had their finest finishes in history at the U.S. Team Handball Federation's National Championships held in Long Island in April. Both teams won their respective Division II National Championships, but also, for the first time, won their respective Collegiate Championships as well. Three players won Most Valuable Player (MVP) awards for both competitions. Chip Anderson and Kirsten Howe were the men's and women's MVP court players, respectively, while DeBe Gray took honors as women's MVP goalie. Both teams also recaptured the Commander-in-Chief's award from the U.S. Air Force Academy, last year's collegiate champion. The Army men's team has won the collegiate championship for eight of the past 11 years; the women have won it three times during the same period.

The Army Men's Volleyball Team finished fifteenth out of the nation's top 30 schools competing at the Club Collegiate Nationals held at the University of California at Davis. The team qualified for Army's first trip to the Nationals following a 30-6 record and an East Coast regular season championship.

In one of its most outstanding seasons to date, the Handball Team qualified seven players for the Nationals. The team finished the season ranked sixth in the nation.

The Cadet Cycling Team achieved its biggest season goal by qualifying for the collegiate national cycling championships meet hosted by the U.S. Air Force Academy in Colorado Springs in May.

Of 224 collegiate cycling programs, only 25 teams qualify for the nationals, and of 80 teams in the Eastern Region, only the top five qualified for the trip to Colorado. The Army team earned their qualification berth by capturing the number five team placing during regional competition.

The Army Karate Team defeated Navy to win the Second Annual West Point Invitational for the second-straight year.

The Army Racquetball Team capped its most successful season ever with two top ten finishes at the 1989 National and World Intercollegiate Racquetball Championships at New Orleans, Louisiana.

Competing against a field of over 300 participants representing 41 colleges and universities throughout the country, the combined team took ninth place.

The women's team continued their outstanding play by taking fifth place. The only schools finishing ahead of the Army women were schools that have programs supported by racquetball scholarships.

RENOVATION OF SCOTT BARRACKS

On 30 June 1988 a contract was awarded to the Hercules Construction Company to modernize Scott Barracks at a cost of $13 million. The 18-month contract is to upgrade to current habitability standards and meet the National Fire Protection Association Life Safety Codes for dormitory occupancy. Construction will provide for state-of-the-art interior finishes and flooring, modern vanities, showers and toilet facilities: installation of built-in wardrobe units, rifle racks, and improved lighting. The construction will result in the replacement of obsolete, substandard, and deteriorating plumbing, electrical, heating, and ventilation systems. It will also provide advanced telecommunication capability to support the growing use of computers in the academic curriculum.

External construction includes improved drainage to correct serious basement see page problems along with major safety improvements in sprinkler systems, smoke detectors, and fire resistant doors with an automated activator to allow a secondary system egress.

At the end of the 1988-89 Academic Year, the renovation was approximately 75 percent completed, and the Barracks is scheduled to be occupied by the Fourth Regiment in early 1991.

Footnotes

[1]"Final Report of the Special Commission of the Chief of Staff on the Honor Code and Honor System at the United States Military Academy," (Posvar Report) May 89, p. 9.

[2]Ltr, Posvar Commission to GEN Vuono, CSA, 30 May 89, pp. 1-2.

[3]The long-standing DA requirement that 80 percent of the graduating cadets from West Point select the combat arms branches or specialties is noted in AR 614-100 "Officer Ranks Personnel" paragraph 1-5 (a).

[4]The primary external support unit for CFT was provided by 713 members of the 3rd Battalion, 187th Infantry from the 101st Infantry Division (Air Assault), as well as over 300 other soldiers of various specialties from active duty and reserve component units. The committed augmentation from Fort Campbell was reduced by 30 percent from CFT 87, while U.S. Army Forces Command (FORSCOM)/U.S. Army Training and Doctrine Command (TRADOC) augmentation was reduced by 23 percent.

[5]In CFT 88, TEWT was merely an orientation walk through for the senior leadership in which the terrain was analyzed and discussions were held on how a TEWT might be established. In CFT 89, TEWT will be expanded to a full day during Infantry Week when cadets will be expected to actually complete a deliberate defense.

[6]See USCC CIR. 350-12, Four-Year Military Instruction Program, Volume 1, Summer Training, LTC William M. Addy, USCC S-1, undated 1988, for a more detailed description of the program.

[7]The elimination of previously offered six-week cycles was part of the realignment of the entire academic schedule which impacted upon the summer training program. The intent was to regularize the CTLT experience with two separate five-week cycles conducted during the 11-week summer training period.

[8]These cadets had failed the Fall 1988 APFT and, although they passed the Spring 1989 APFT, failed other tests which must be passed to make them eligible for graduation.

[9]Pointer View, 19 May 89, p. 31.

ACADEMY COMMITTEE HIGHLIGHTS

FELLOWSHIP IN LEADER DEVELOPMENT

At the end of the academic year, the first four students in the West Point Fellowship in Leader Development completed their initial year of instruction and, in May 1989, began a year of practicum in the U.S. Corps of Cadets. The curriculum, designed during the 1987-88 Academic Year, was developed from a formal needs assessment and job analysis of the role of company tactical officers, based on insights from tactical officers, their senior supervisors, and others involved in leader development at West Point.

The multi-disciplinary Fellowship curriculum draws upon both the behavioral sciences and the humanities, and supports educational objectives derived from the multi-faceted responsibilities of the company tactical officer. The program consists of 14 courses taken during three terms in the initial year; most of which are taught either by tenured faculty members holding doctoral degrees or by experienced nontenured officers, most with the doctoral degree or candidates for the degree.

During the second (practicum) year, the officers will serve as company tactical officers. While in this position, each officer will continue the educational process and become a more informed practitioner of the leader development system. Each officer will meet with senior graduate faculty members monthly to analyze and discuss the various leadership issues encountered during that period. In concert with the guidance of their graduate advisors, the officers then will develop academic agendas and scholarly readings to understand and deal more appropriately and effectively with any unresolved issues. Finally, each officer will prepare a final paper covering the entire two-year leader development experience at West Point.

In discussing the Fellowship in Leader Development in January 1989, the Superintendent noted that "This program is important to the Military Academy and Army because it meets unique USMA institutional needs and provides Army officers the opportunity to obtain a professional leadership degree....Education and utilization will take place within the CONUS 48 months tour length rather than the current practice of two years graduate school followed by a three-year utilization."[1] The Chief of Staff continued the strong DA support for the Leader Development Program during the period by authorizing the addition of eight Permanent Associate Professor (PAP) positions.

In September 1988, Colonel Howard T. Prince II, Professor and Head of the Department of Behavioral Sciences and Leadership, met with Major General Charles E. Dominy, Chief, Office of Congressional Legislative Liaison (OCLL), and members of his staff, plus a Deputy Chief of Staff for Personnel (DCSPER) staff representative to begin planning for legislation to authorize the Master's Degree for the West Point Fellowship. He presented the need for legislation and planning a strategy to achieve this outcome.

In December 1988, Colonel Prince testified before the National Advisory Committee on Accreditation and Institutional Eligibility Criteria (NACAIEC) of the Department of Education in Washington, D.C. He presented the West Point Fellowship in Leader Development to an internal review board that makes

recommendations to the Secretary of Education on whether a federal agency such as West Point meets the federal criteria for granting the master's degree. Approval of the Secretary of Education is required before Congress will act on a request for legislation that would authorize the Military Academy to award a Master of Arts in Leader Development. In December, the NACAIEC voted unanimously to recommend approval for authorization of the degree to the Secretary of Education.

In early 1989, the Honorable Laura F. Cavazos, Secretary of Education, recommended that Congress pass legislation authorizing the award of a Master of Arts in Leader Development. At the end of the reporting period, the recommendation was still in the legislative process.

MIDDLE STATES ACCREDITATION STEERING COMMITTEE

During the past academic year, the Military Academy completed preparations for its fifth decennial accreditation evaluation by the Middle States Association of Colleges and Schools. To coordinate the Academy's required self-study effort, the Superintendent appointed a Middle States Accreditation Steering Committee in September 1987.

In January 1988, based on the Steering Committee's recommendations and the concurrence of the Academic Board, the Superintendent approved a study design with the following central objectives: to test the consistency of current program goals and structures with the strategic guidance emerging from Project 2002; to ensure that total requirements imposed by all programs were consistent with the level of quality desired in each of them; to develop better procedures for systematic evaluation; to highlight areas of concern and new opportunities as a part of the Academy's strategic planning effort; and to broaden the base of participation in institutional governance by engaging the entire community in an open, analytical review of Academy programs.

The study design included the creation of eight subcommittees--leader development coordination, academic program, military program, physical program, cadets, faculty and teaching, outcomes, and masters--and the extension of the charter of the Project 2002 committee. The proposal called for a Middle States Association visit in the Fall of 1989 and a separate ABET accreditation visit in 1990. After the design was approved by Dr. Robert Kirkwood, Executive Director of the Middle States Association Commission on Higher Education, subcommittees were established involving 114 members of the staff, faculty, and Corps of Cadets. The Steering Committee chose subcommittee chairmen from members of the tenured faculty to ensure institutional background and continuity through the implementation stages, but assigned individuals to areas where they had no operational responsibilities to ensure a neutral peer audit.

The subcommittees reviewed the USMA strategic planning guidance, considered new opportunities or approaches suggested by the concept papers, reviewed institutional goals in their area under study or recommended such goals if they were not explicit, evaluated their area of responsibility based on those goals, identified strengths and areas of concern, and made appropriate

recommendations. The subcommittees submitted their draft reports in October 1988. The Steering Committee reviewed each report and provided detailed comments, focusing on the clarity of goals and objectives and the consistency of recommendations with supporting analysis. An average of twenty individuals and agencies then reviewed each report. Reviewers included heads of departments, staff agencies, elements in the Office of the Commandant, the other accreditation subcommittees, other USMA standing committees, the Faculty Council, and the Visiting Professors' Panel. Following the reviews the subcommittees prepared memoranda summarizing the key comments, modified their drafts, and submitted their final reports to the Steering Committee in December 1988.

The Steering Committee published the preliminary findings and recommendations of the Self-Study on 20 December 1988 in a three-volume Interim Report of the Middle States Accreditation Steering Committee that became the basis for broad Academy discussion and action. The Academic and Policy Boards endorsed the central thrust of the recommendations in the Interim Report, approved many of the recommendations immediately, and referred other issues to appropriate agencies for review.

Based on the recommendations of the Steering Committee in the Interim Report and the comments of the Academic Board, the Policy Board approved the following Academy Goals on 17 February 1989.

Academy Outcome Goals[2]

1. Provide the nation graduates who have a foundation of knowledge in the sciences and humanities, an understanding of various methods of inquiry, the ability to communicate clearly, creativity, intellectual curiosity, and a commitment to continuing intellectual growth.

2. Provide the nation graduates who have the military knowledge and skills required for commissioning in the Regular Army, self-discipline, selfless commitment to service, and motivation to continue professional military development.

3. Provide the nation graduates who have the ability to think clearly, decide wisely, and act decisively under pressure; a foundation for continuing development as leaders in military organizations; and the motivation to seek ever greater leadership responsibilities.

4. Provide the nation graduates who have the ability and motivation to achieve and sustain, in themselves and their organizations, the high standards of health and physical fitness essential to military service.

5. Provide the nation graduates who have an abiding commitment to live according to our national values, our constitutional system, and the ethical standards of the profession of arms.

Academy Process Goals[3]

1. Challenge all cadets to strive for excellence by providing a consistent, integrated structure of resources, incentives, and standards.

2. Coordinate the integrated process of leader development by establishing clear priorities and harmonizing the contributions of the academic, military, and physical programs toward the achievement of Academy goals.

3. Sustain continuous self-study through periodic reviews of goals and objectives, systematic assessment of outcomes, and the integration of outcomes evaluations into the decision making process.

4. Ensure the continuing development of the staff and faculty as teachers, scholars, and soldiers through a comprehensive system that includes graduate schooling, instruction on teaching techniques, opportunities for personal growth, and performance evaluation.

5. Provide a challenging program of instruction that fosters academic growth, stimulates intellectual curiosity, and promotes integrity through a close interaction of cadets and the faculty and staff.

6. Maintain an open climate of academic freedom, consistent with the requirements of military courtesy, through a governance process that encourages and responds to participation from every segment of the staff and faculty and the corps of cadets.

7. Conduct all activities in a manner that nurtures an abiding commitment to moral principles with emphasis on integrity as one of the key foundations of ethical behavior.

8. Emphasize positive leadership, respect for the individual, and equal opportunity, through consistent instruction, example, and evaluation of cadet performance in leadership positions with progressive responsibilities.

9. Provide a smooth transition from civilian to cadet to commissioned service by fostering self-discipline, adaptation to the military setting in which graduates will serve as leaders, respect for military customs and traditions, and the social skills necessary for effective and proper interaction with others.

10. Maintain an active, integrated network of advising and counselling that emphasizes close interaction among cadets, staff, and faculty supported by a structure of coordinated, and when necessary confidential, professional services.

Academy Input Goals[4]

1. Maintain a high-quality, predominantly military faculty who are representative of the officer corps with an appropriate balance of tenured and extended-tour positions to provide continuity and shorter-tour positions to sustain close contacts with the field Army.

2. Enroll entering classes of outstanding men and women who show promise of excelling in the academic, military, and physical programs, who have demonstrated high moral standards and leadership potential, who are motivated toward completion of West Point and a military career, and who represent the diversity of the Army officer corps.

Another major result of the review of the Interim Report was the initiation in February 1989 of Project Enrichment, an institution-wide undertaking to find the ideal balance and weight of effort among USMA's three developmental programs--academic, military, and physical--in order to maximize the quality of the four-year experience.

Based on reactions to the Interim Report and the initial decisions reached under Project Enrichment, the Steering Committee drafted a final report specifying detailed recommendations and action notes that highlighted steps the Academy had already taken in response to the Interim Report. On 6 June 1989, the Academic Board approved the final report and directed the Steering Committee to forward the report to the visit team.

In April, the Commission on Higher Education appointed Dr. Richard Richardson, Professor of Higher and Adult Education at Arizona State University, to head the Middle States Association reaccreditation visit team. Dr. Richardson visited West Point from 31 May to 1 June and met with the Superintendent, the Dean, the Commandant, and the Steering Committee. He praised the self-study process, concluded that the Academy was well-prepared for the accreditation visit, and agreed to have the team conduct its formal accreditation visit from 17-20 September 1989.

Chapter Ten of the Academy's final Institutional Self-Study 1988-89, which follows, provides a summary of the major Academy conclusions growing out of the self-study effort.

Chapter Ten

Summary and Recapitulation of Major Recommendations

I
Introduction

Virtually all of the indicators examined in this study suggest that the Academy is providing the nation with leaders of character who serve the common defense with distinction. But the focus of our review has not been on current successes or past laurels. Instead we have examined our current programs in the context of the challenges we anticipate graduates will face in the next century. Is the Academy properly positioned to meet those challenges?

The review process began by deriving clear Academy goals from the broader Strategic Guidance developed in Project 2002. As the various Self-Study Subcommittees evaluated current programs from the perspective of those Academy goals, articulated in Chapter One, several strengths and areas of concern emerged.

The following sections recapitulate those goals that are being accomplished in ways that reflect major Academy strengths, and those goals that are being met less fully and are therefore areas of concern that warrant heightened emphasis.

II
Strengths

***Outcomes.**

- foundation of knowledge in the science and humanities;

- understanding of various methods of inquiry;

- ability to communicate clearly;

- military knowledge and skills;

- self-discipline;

- selfless commitment to service;

- motivation to continue professional military development;

- think clearly, decide wisely, act decisively under pressure;

- foundation for continuing development as leaders in military organizations;

- motivation to seek ever greater leadership responsibilities;

- high standards of health and physical fitness.

***Process.**

- close interaction of cadets and the faculty and staff;

- open climate of academic freedom;

- conduct all activities in a manner that nurtures an abiding commitment to moral principles;

- equal opportunity;

- respect for military customs and traditions;

***Input.**

- high quality, predominantly military faculty;

- balance of tenured and extended-tour positions;

- enroll entering classes of outstanding men and women who show promise or excelling in the academic, military, and physical programs, who have demonstrated high moral standards and leadership potential, who are motivated toward completion of West Point and a military career, and who represent the diversity of the Army officer corps.

III
Areas of Concern

Those impressive strengths suggest that the Military Academy is well prepared to meet coming challenges. Yet there are limits on the resources available for Academy programs that force difficult choices in program design and institutional emphasis. The Self-Study suggests that additional emphasis is warranted on several goals to properly position programs to meet the anticipated demands of the future.

***Outcomes.**

- creativity;

- intellectual curiosity;

- commitment to continuing intellectual growth.

***Process.**

- consistent, integrated structure of resources, incentives and standards;

- harmonizing the contributions of the academic, military, and physical programs;

- systematic assessment of outcomes, and the integration of outcomes evaluations into the decision making process;

- continuing development of the staff and faculty;

- governance process that encourages and responds to participation from every segment of the staff and faculty and the corps of cadets;

- positive leadership and respect for the individual;

- smooth transition from civilian to cadet to commissioned service;

- social skills necessary for effective and proper interaction with others.

IV
Conclusion

***Central Area of Concern and Recommendation.** The recommendations listed at the end of each chapter provide a comprehensive approach to the identified areas of concern. The central themes behind those recommendations are that a reduction in total program demands is required to increase quality and that the level of cadet achievement in academics is less than it ought to be, given academy goals and the qualifications of entering cadets. The major recommendation, reflected in the detailed recommendations throughout the report, is that the Academy use a four-year perspective to review the weight of effort assigned to each program during each period of the year. Having created a plan for resource allocation consistent with the desired

weight of effort, the Academy should then seek ways to motivate cadets to meet institutional expectations. The net result should be an increase in the weight of emphasis given to academics during the academic semesters.

***Institutional Reaction.** The Steering Committee has been gratified by the reactions of the Academy leadership to these recommendations. The Academic Board and the Policy Board both endorsed the major findings of the Self-Study in February of 1989 and the Superintendent moved quickly to act on the recommended changes. As discussed in the action notes in each chapter, Project Enrichment has already implemented many of the key recommendations. We conclude that the Academy is moving correctly in building on its traditional strengths and adjusting to the challenges of the next century.

PROJECT ENRICHMENT

Background

For many years, the Academy community has recognized that cadets have had more requirements than they could successfully accomplish. The resulting strains on cadets were viewed by some as valuable elements of the West Point experience. The pressures were seen as an effective method to compel cadets to prioritize requirements, to be more efficient, and to perform under stress, all of which are valuable skills to develop in candidates for a military career.

The pressures admittedly had some negative side effects. No aspect of the cadet experience was more adversely impacted than academics. When cadets were facing daily pressures of inspections, it was understandable that they would devote time to satisfying immediate requirements to avoid punishments rather than study additional hours for a course that might not immediately impact upon them. Although it was recognized that cadets did not always use their time productively, it also became apparent to some that the pressure to survive in the demanding environment was interfering with their legitimate needs to not only learn but also to "be all they could be" in the West Point environment.

For the Academy's self-study effort for the Middle States Association of Colleges and Universities accreditation review, the Superintendent tasked committees to look into all aspects of the Academy environment. As the accreditation self-study effort got underway, the various Academy subcommittees soon recognized the multiplicity of demands on a finite cadet schedule. In an institution prized for its academic program, demands that cadets be conversant with the ever-expanding flood of information and knowledge had to compete with a myriad of traditional requirements in military science and physical education. As more and more was expected of cadets academically but no additional time made available, the negative impact was becoming more pronounced. Although recommendations of the Final Report of the West Point Study Group had prompted greater attention on this issue beginning in 1977, the enacted revisions did not fundamentally alleviate the situation. The concern voiced through the Academy's review was well-expressed in a concluding paragraph of the Institutional Self-Study 1988-89.

> "The central themes...are that a reduction in total program demands is required to increase quality and that the level of cadet achievement in academics is less than it ought to be, given academy goals and the qualifications of entering cadets. The major recommendation...is that the Academy use a four-year perspective to review the weight of effort assigned to each program during each period of the year."

The Academic Board and the Policy Board endorsed the major findings of the Institutional Self-Study in February 1989, and the Superintendent took action to bring about changes recommended in that report. The effort undertaken to implement the recommendations in quality and quantity of cadet demands was designated Project Enrichment.

Initial Guidance

In 1 March 1989, the Superintendent provided initial guidance for Project Enrichment, setting in operation the planning to design an alternate model of the four-year Military Academy experience. The Superintendent's initial rationale for undertaking such action was based on four perceptions: "(1) the cadet plate is too full, we are asking more of them than they can accomplish with a high level of quality and proficiency; (2) the quality of the outcomes of the military and physical developmental programs is about right; (3) the quality of the academic program outcome requires improvement; (and) accordingly, (4) we must reduce the quantity of cadet requirements during the academic year to increase the quality of the academic program outcomes."[5] In the Superintendent's initial guidance, three types of time were identified to provide necessary planning terminology for the subsequent enrichment model: baseline, enrichment, and cadet flex (personal) time.

The fundamental objective of the effort was to see if a new model could be designed which would meet more effectively the needs of the Academy, Army, and nation. The Project would ultimately become an institution-wide undertaking to find the ideal balance among the Military Academy's three developmental areas (intellectual, military, and physical) to maximize the quality of the four-year cadet experience.

Project Enrichment Committee

Colonel William L. Wilson, interim Director of the Office of Leader Development Integration, was assigned the task of coordinating the Academy-wide effort to develop the alternative model. A committee was established under Colonel Wilson with representatives from the Offices of the Dean, Commandant (to include the Department of Military Instruction and the Department of Physical Education representation), Director of Intercollegiate Athletics, USMA Chaplain, and the Directorates of Resource Management and Logistics. (The key participants were from various elements of the Dean's and Commandant's staffs.)

At a meeting of the senior members of the staff and faculty on 7 April, the Superintendent provided additional guidance and narrowed the scope of the project. Reminding the attendees that the purpose of the project was to enhance the quality of cadet achievement, he directed that further study assume the maintenance of a four-year cadet experience organized around two academic semesters and a summer period each year. He suggested that the four years should include two categories of cadet experience: (1) a baseline set of experiences in each of the three developmental areas to be undertaken by all cadets at a high level of quality and (2) enrichment experiences beyond the baseline requirements, which would vary according to individual abilities and desires.

At the meeting, General Palmer offered examples of possible baseline and enrichment activities. In the academic area, the Superintendent suggested a baseline curriculum of 40 academic courses and consideration of a 16-week semester (in lieu of the current 17). In the military area, General Palmer suggested a baseline experience consisting of Cadet Basic Training (CBT), Cadet Field Training (CFT), one or two full-year military science courses, and two summer details (one at USMA and one with the Army). In the physical

area, the baseline would require fewer physical conditioning tests than currently required and grading standards related more closely to Army standards.

The enrichment experiences suggested by General Palmer at the meeting would be available to cadets as overloads during the academic year and in summer enrichment periods during their third and fourth summers. These might include elective courses in military science, in an academic field, or in physical education; or they could be experiences such as Airborne School, an academic internship, or strength training.

On April 28, an in-process review (IPR) was held for the Superintendent in which General Palmer's program guidance was reviewed and initial specific proposals were presented.

At the IPR, baseline components for each of the three major programs were presented. (1) The Academic Program baseline included the following: 40 academic courses totaling 124 credit hours; inclusion of core (breadth) and elective (depth) components; core program consisting of 30-32 courses; Fields of Study constituting baseline, Majors requiring enrichment time; completion of all course requirements within the eight academic terms; and specifying a minimum graduation Quality Point Average (QPA) requirement of 2.0. (2) The Military Program baseline to consist of cadet professional development, military science, and military training. (3) The Physical Development baseline to include instruction, testing, competitive sports, master fitness, guidance program, and summer training.

A major objective of this meeting was to determine the lengths for the academic semesters and the summer training periods; these two major variables would dictate the timing of other events on the calendar. Three options were presented which proposed 16 or 17 weeks for the academic semester and 11-13 weeks for the summer training period. In addition, the options offered a continued focus on all three programs throughout both academic semesters or a concentration of military program events in the summer.

At the end of the guidance IPR, the Superintendent directed that: academic courses would consist of 40 hours spread over a 16-week semester; all military science instruction would be moved from academic semesters; a two-week military intersession would be established; and the summer training period would last 11 weeks.

Following this meeting, the Superintendent decided that the intersession would be scheduled for January 1990. This key decision was the foundation for setting many other dates in the academic schedule.

On May 5th, the senior leaders of the Academy met with the Superintendent to recommend implementation of the new model of the four-year cadet experience. The new model had been constructed by representatives of all activities at West Point, including input from cadets and visiting professors.

The baseline requirements for each program were reiterated and recommended changes to each program were presented. A summary of the key elements of the new program is as follows:

Academic Program

-40 academic courses (124 credit hours)
-Baseline consists of 31 core and 9 electives
-Establish and adhere to a grading standard
-Assess need for faculty development

Military Program

1. Military Training Baseline
   -Four summers to be comprised of CBT, CFT, Detail at West Point, Detail in Field Army
   -Retain current summer training (CBT, CFT)
   -Some changes proposed for cadet environment in academic year

2. Cadet Professional Development Baseline
   -Human Relations, Alcohol and Drugs, Duty Concept, Program of Education for Leadership in a Mixed-Gender Army (PELMA), Honor Education

3. Military Science (MS) Baseline
   -MS courses out of academic semester and into military intersession
   -MS courses taught to each class during the intersession
   -Focus on Military Qualification Skills (MQS) I requirements

Physical Program

-Reduce "carry-over" sports from five to two (45 to 36 periods)
-Shift fundamentals of physical fitness to summer
-Eliminate one APFT, the Physical Aptitude Test (PAT), and two Indoor Obstacle Course Tests (IOCTs)
-Conduct one APFT in the summer and one in the fall for each class
-Establish Corps optional sports
-Provide intramural credit for some competitive club sports
-Develop electives for the summer enrichment periods and the military intersession

All of the major decision makers were given an opportunity to decide between the current model and this proposed alternative. The attendees unanimously accepted this alternative model. Accordingly, the Superintendent directed that work continue on the alternate model and named Colonel Wilson as the implementation coordinator.

Enrichment

The new model was very close to the concept originally proposed by the Superintendent the previous month. The model adopted provides for a four-

year cadet experience organized around an annual calendar that will include most current elements of the calendar, such as the two academic semesters about 17 weeks in length and the summer training period of about 11 weeks. The major adjustment to the calendar will be an intersession of about two weeks, probably to occur in early January, in which MS courses will be taught in an intensive mode together with physical education and some other professional development activities. Some minor adjustments of other elements of the annual calendar will be made subsequently to accommodate the intersession.

The summer training period will be largely unchanged for new plebes and yearlings; but for the two upper classes, their summer now will consist of a five-week detail either at West Point (CBT or CFT) or with the Army (Cadet Troop Leader Training or Drill Cadet Leader Training), two weeks of leave, and a four-week period in which they will take summer enrichment experiences of their choice.

Implementation

Following the 5 May meeting, a Project Enrichment transition committee went to work specifying the details of the new model, deciding precisely how it would work, and determining a reasonable schedule for its implementation.

The Project Enrichment transition committee was established with a similar membership as the initial Committee. Lieutenant Colonel Michael F. Fisher, from the Dean's Plans and Resources Division, and Major William J. Pokorny, the Commandant's Special Assistant for Systems and Planning, were the primary action officers on the committee. Because the Superintendent had determined that spring leave would consist of nine full days (2 weekends and the 5 weekdays between), there was a requirement to delay graduation for the Class of 1990. As a result, in advance of the next IPR of 2 June, the Superintendent approved the shift in graduation from 23 May to 31 May.

At the 2 June IPR, the details of implementing Project Enrichment were presented to the Superintendent. Representatives from the Dean and from the Commandant presented aspects of the implementation as it impacted on their area of responsibility. A proposed calendar was presented and approved by the Superintendent. This calendar generally left the first semester intact as previously planned. The intersession was scheduled for 3-16 January 1990, with the first day of academics of the second semester beginning on 17 January 1990. Spring leave was planned for 10-18 March 1990; Graduation Week was planned for 24-31 May with graduation on 31 May 1990.

The last major area of the briefing dealt with the question of optional supper. The Superintendent approved the concept for optional supper to allow cadets to utilize extended blocks of time for study and to better manage their time during the academic semester. The Commandant was directed to establish a method for effective cadet accountability during this period and the Office of the Director of Intercollegiate Athletics was directed to ensure that "poachers and predators" do not infringe on this time.

HONOR ACTIONS COMMITTEE

In the Fall of 1988, the Superintendent created an Honor Actions Committee (HAC) and charged it to review (1) previous reports of Superintendent's Honor Review Committees and (2) replies to a collection of papers he distributed on the state of honor. He asked the HAC to recommend specific actions to be taken within the Honor Code and System in response to those reviews. He asked the committee to work semi-independently of two other committees reviewing honor--the Cadet Honor Committee (CHC) and the Posvar Commission (the Chief of Staff's Special Commission on the USMA Honor Code and System). The HAC could interact freely with both, but was to draw conclusions and proposals independently.

The HAC, chaired by Colonel Larry R. Donnithorne, Special Assistant for Strategic Planning, consisted of ten members of the Academy community who provided a broad representation of staff, faculty, and cadets having expertise in honor matters.

The HAC focused on the following six critical areas: adherence to the non-toleration tenet of the Code; alternatives to the sanction of separation; the Absence Card; adherence to the spirit as well as the letter of the Honor Code; the four-year Cadet Honor Education Program; and the place of the Honor Code within the larger professional Army ethic.

1. The HAC recommended that actions be taken to improve adherence to the non-toleration tenet by reducing the conflict experienced by cadets who observe a potential honor violation. The proposed actions included:

a. Rewording the non-toleration clause to state "nor tolerate such acts by other cadets" in lieu of "nor tolerate those who do."

b. Establishing a policy that cadets who self-report and self-admit their violation will normally be given a developmental alternative in lieu of separation.

The proposal to reword the non-toleration clause was a recognition that occasionally cadets who had been found guilty of honor violations had been returned to the Corps because of the exercise of discretion by the Superintendent or by an overruling of a decision by the Secretary of the Army's office. In such instances, the presence at the Academy of these cadets who had been perceived to have violated the Code would be in effect "tolerated" by the Corps. To clarify the issue, the HAC recommended that the wording of the Code should be consistent with the way it is implemented in practice.

2. The Committee recommended a range of alternatives to the sanction of separation for self-reported and self-admitted honor violations, to include suspension without pay and active duty in an enlisted capacity. It further recommended sending all self-reported and self-admitted honor cases to a Modified Honor Investigative Hearing (MHIH) and empowering MHIH members to determine the alternatives to separation to be applied in such cases. The intended effect of these changes is to encourage cadets not to tolerate honor violations by others, but rather to give them incentive to encourage potential violators to report themselves.

3. The Committee recommended that the Absence Card be eliminated. The card had been criticized in many internal and external reviews through the years and was frequently viewed by cadets as a prime example of using honor to enforce regulations.

4. The Committee endorsed a proposed statement of the concept of the spirit of the Code for use in honor education and in honor publications. The Committee also recommended that the Academy endorse the "Honor and Public Service" section of the Posvar Commission Report as a statement of the place of the Honor Code within the larger frameworks of both the professional Army ethic and the ethic of public service for use in honor education and in honor publications.

5. The Committee recommended that rotating and permanent faculty members, tactical officers, and cadets jointly form Company Honor Education Teams to present honor instruction to cadets. This proposal recognized the central importance of honor education qinstruction as well as the benefit of demonstrating to cadets that all elements of the West Point community were committed to the Honor Code and System. It further recommended a substantial revision to the four-year Cadet Honor Education Program, one which emphasizes the spirit of the Code, the professional Army ethic, and applications of honor in both the Army and in cadet life.

The recommendations of the HAC were reviewed and generally endorsed by special subcommittees of the CHC and by the CHC Executive staff.

The HAC recommended to the Superintendent that USMA support the recommendations of both the CHC and the Posvar Commission.

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 1993. The Admissions Committee ensured that the 1,352 candidates who joined the Corps of Cadets on 30 June 1989 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 properly suited for progressive careers as U.S. Army officers. The Committee also ensured that those selected for admission comprised a class of the composition directed by DA and the Academic Board. The Committee carried the expanded Foreign Cadet Admission Program into its fifth year.

Nearly 13,000 individuals expressed an interest in admission to the Class of 1993 and established initial files with the Admissions Office. That office collected relevant materials submitted by those applicants, of whom 5,394 obtained nominations and satisfied all requirements needed before Committee consideration. From these completed files, the Committee designated 2,570

candidates fully qualified for admission. Offers of admission were made to 1,816 of the qualified candidates; 1,352 candidates accepted offers and entered as new cadets on Reception Day. Of that number, 11 were foreign cadets. The 74 percent acceptance of offers of admission was comparable to the level of acceptance for the Class of 1992. The total number of cadets entering was close to the 1,350 class size originally approved by the Superintendent in January 1989.

The Early Action Plan, now in its eighth 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 84 percent of the 674 qualified early applicants who were offered admission accepted the offer, which was conditional upon each being found medically qualified and receiving a nomination. This percentage was identical to that of the previous year.

The Class of 1993 met most class composition goals, which are annually proposed by the Committee and approved by the Academic Board.[6] Some 26 percent of the entering class were identified as "scholars," 21 percent as "leaders," and 20 percent as "athletes." Over ten percent of the class are women, six percent are Black Americans, and four percent are Hispanic Americans.

FACULTY COUNCIL

The purpose of the USMA Faculty Council is "to improve communications between the Superintendent, the Dean, and the faculty by providing a forum for obtaining faculty views on specific issues and providing an opportunity for faculty members to bring academic matters of interest or concern to the attention of the USMA leadership."[7]

Colonel James H. Ramsden, Professor and Head of the Department of Chemistry, was the Chairman of the Faculty Council during the academic year. Membership was comprised of representatives of all academic departments, the Office of Leader Development and Integration, the Office of the Commandant, the Department of Physical Education, and the Department of Military Instruction.

This year the council began its meetings with briefings in the fall from the Dean on the recent changes in the cadet schedule, curriculum, and academic department organization, and from Colonel James L. Kays, Director of the Operations Research Center, who discussed his work as Chairman of the Leader Development Coordination Subcommittee of the Academy's Accreditation Steering Committee. The members of the Council were organized into seven study groups to evaluate topics of interest to the membership. The Council later received a winter briefing from Colonel James R. Golden, Chairman of the Accreditation Steering Committee. The Council completed the various reports (which are briefly summarized below) in the spring after receiving a presentation from the Superintendent on the purpose and mission

of the Military Academy and on various proposals on how we might better accomplish the mission.

The Council generally endorsed the views of the Middle States Accreditation Steering Committee on the subject of academic excellence, especially those related to desiring an increased emphasis on academic excellence during the academic year. The Council disagreed with the proposal for a more balanced weighting of academic, military, and physical programs in the determination of cadet class rank. The Council argued that the current emphasis on the academic program should be maintained as an incentive to academic excellence.

The Council concurred with the views of the Steering Committee on faculty development. The Council also recommended the adoption of an Academy-wide program designed to enhance faculty teaching skills which would include seminars on educational philosophy and methodology.

The Council supported the concept of reducing some cadet requirements in the Academy schedule, but cautioned that such reductions must be accompanied by measures designed to enhance cadet motivation to strive toward academic excellence.

The Council found that existing incentives in the cadet disciplinary system to support academic performance are inadequate and recommended the integration of all positive incentives into one Corps-wide document. Additional incentives such as publicity, performance weekends, and modification of punishment tours based on academic criteria were suggested.

While differences exist between departments on the reasons for quilling cadets (disciplining by awarding demerits), the Council did not feel forcing a uniform policy across departments was appropriate. However, many members felt the use of both quill and a grade reduction for late academic submissions was inappropriate.

The academic honor environment was the most debated portion of the Council's report. The Honor Code and System are a vital component of leader development. A majority of the Council supported the following: consideration of a return to some form of the "no discussion" rule after examinations; incorporation of a common testing period to avoid multiple versions of writs; and provisions to strengthen the integrity of cadets over the four years. The Council emphasized the importance of maintaining faculty member involvement in honor education.

The report on cadet perceptions of Mathematics-Science-Engineering (MSE) and Humanities-Public Affairs (HPA) tracks was the most comprehensive of all the Council reports and was closely coordinated with the Office of Institutional Research. The Council concluded: that there is a perception by both cadets and officers that the MSE curriculum is more difficult; that there are more track changes from MSE to HPA than vice-versa; that track grade comparisons are difficult to make; and that current admissions and counseling policies will yield a graduating class with 50 percent HPA and 50 percent MSE mix.

HISTORICAL MINDEDNESS AT WEST POINT

A significant recent development within both the defense establishment and civilian academe has been the renaissance of military history. There is increased awareness of the contribution that history can make not only to an understanding of the evolution of warfare and growth of professionalism but also to an enriched perspective on contemporary strategic issues and military affairs. The Army's outlook on the study of history is reflected in the emphasis on military history in the curricula of the service schools and War College, by enhanced instruction for ROTC cadets, and by the incorporation of staff rides into unit training programs. Moreover, these developments have been paralleled by the growing popularity of military history on civilian campuses and the proliferation of scholarly journals and popular literature on the subject.

Since military history is a major element in the education and training of the Corps of Cadets, the Superintendent in 1988 decided to initiate a thorough review of the Military Academy's contrzibution to "historical mindedness."

The Superintendent, therefore, established an Ad Hoc Advisory Panel on the Teaching and Use of History at the United States Military Academy. The Panel's task was to "examine the teaching of history and the degree to which 'historical mindedness' is evident" throughout the Academy in general and the curriculum of instruction in particular.[8]

The Panel was chaired by Brigadier General William A. Stofft, the Chief of Military History in the U.S. Army, and included three prestigious civilian historians active in Army and Air Force history programs.

The Panel reviewed many key documents and reports from the Military Academy, including "2002: A Road Map to Our Third Century," the current academic program, the work of the Accreditation Self-Study Committee, visiting professor reports, and a Department of History report on historical programs at the Academy. The panel met with senior members of the staff and faculty to include Department Heads, Professors, Permanent Associate Professors, and instructors from many departments.

The Panel noted the May 1971 report prepared by the Head of the History Department, USMA, at the request of the Army Chief of Staff titled "The Department Ad Hoc Committee Report on the Army Need for the Study of Military History." That four-volume report concluded that the study and use of military history by the Army played a crucial part in the education of military leaders. The 1971 Committee argued that "if sharpened judgment, improved perception, and broadened perspective are valuable to any man, they are crucially important to the military man who is vitally concerned with problems of national importance and who, throughout his life, deals with the capabilities and limitations of men."[9]
The 1971 committee concluded:

> "there is a requirement in the Army for the study of history to develop historical mindedness among the officer corps at large and to contribute individually to broaden perspective, sharpen judgment, and increase perceptivity and professional expertise."[10]

In the course of the Military Academy's Accreditation Self-Study effort, historical mindedness was defined as:

> "A characteristic of thought that enables one to view an idea in the context of human experience and to judge its applicability under current or anticipated conditions."[11]

The Panel on Historical Mindedness felt that this statement indicated "the significance of history as a component of classical education, as a means to develop a sensitivity to patterns of continuity and discontinuity in the evolution of civilization, and as a way to gain an enriched perspective on contemporary and future events."[12]

In elaborating on the meaning of historical mindedness, the Panel contended that a "knowledge and an understanding of the past not only mark educated and civilized men and women, but also have direct functional benefits...(to include being) a tool of management, administration, policy, operations, planning, and decision-making at all levels of command in the Army."[13]

Moreover, the Panel noted that the Academy's purpose of providing the nation with "leaders of character who serve the common defense" required graduates to have knowledge of the past.

The Panel found its visit to the History Department "truly refreshing." It saw an "electrifying" atmosphere and a strong faculty that was "responsible, thoughtful, mature, enthusiastic, and determined" and one comprised of extraordinarily fine and proven men and women officer leaders who had chosen to "commit their professional lives to leader development." It found that the "1960's vision of the truly competent and responsible History Department had been realized." It further commented that "it is likely that the Department of History is better than what West Point's leaders imagine."[14] It applauded the European and American Divisions of the Department in particular and called the ROTC workshop "a national treasure" not only for providing excellent history teachers for the Army but for broadening knowledge of the military in American society and for strengthening "the relationship between the Army and an influential set of institutions in the nation."[15]

With regard to the contributions of other departments and activities, the Panel urged broader inter-departmentalization in such courses as the "History of U.S. Military Civil Relations" (MS 101) and urged that cadets be made aware of the history and heritage behind cadet experiences ranging from taking of the oaths through commissioning to provide them a better appreciation for West Point, the Army, and military life in America.[16] It applauded the concept of the new museum, seen as an important part of the academic program; and found the USMA library adequate for present purposes, although not currently able to support a viable graduate history program. Indeed, the panel felt it "unwise to institute a master's degree program in military history" for fear that it would "undermine legitimate Academy goals...by draining away resources and diverting faculty attention to the history profession rather than West Point and the Army."[17]

At the end of its deliberations, the Panel commented that, "significantly more is being done to instill historical mindedness at the United States Military

Academy than we imagined, not only in individual departments but also in inter-departmental programs." The Panel found that "reasoned, thoughtful, and balanced efforts to include the past in a relevant and useful way are pervasive in the humanities and social sciences and are strongly supported by the leadership of these departments."[18] The Panel's study not only applauded the state of historic mindedness at the Academy, but appropriately noted ways it could be enhanced by action in the future.

COUNCIL OF SPORT SCIENCES AND MEDICINE

During the past academic year, the Council of Sport Sciences and Medicine discussed three key issues: prophylactic knee braces, anabolic steroid use, and eating disorders.

The two-year study to determine if prophylactic knee braces could reduce knee injuries in the intramural football program found that medial knee stabilizing (collateral) ligament and central knee stabilizing (anterior cruciate) ligament knee injuries were reduced in frequency with the use of a lateral stabilizing (unilateral biaxial) knee brace. The brace contributed to a statistically significant reduction in medial collateral ligament injuries. Although the brace also helped reduce the severity of the injuries in some cases, the improvement was not statistically significant.

The reduction in the frequency of knee injuries also was dependent on player position. Braced subjects in defensive positions had significantly fewer knee injuries than other defenders. On the other hand, no significant difference in knee injuries existed between braced subjects and others on the offense.

The study, titled "The Efficacy of a Prophylactic Knee Brace to Reduce Knee Injuries in Football: A Prospective Randomized Study at West Point," by Dr. Michael R. Sitler, Department of Physical Education, Lieutenant Colonel John B. Ryan, Chief of Orthopaedic Services at Keller Army Community Hospital (KACH), Lieutenant Colonel William J. Hopkinson, KACH, and Major James H. Wheeler, KACH, was completed during the period. This two-year effort was formally recognized as the best paper published in the American Journal of Sports Medicine when it was given the 1989 O'Donoghue Award at the American Orthopaedic Society for Sports Medicine annual meeting at Traverse City, Michigan, in June 1989.

Dr. Robert F. Priest, Office of Institutional Research, discussed the responses on the use and knowledge of anabolic steroids made by new cadets of the Class of 1992 soon after their entry at the Academy. The results are very similar to findings from the year before. In this year's study, two percent of the Class of 1992 reported that they had used anabolic steroids already and another two percent indicated a moderate likelihood that they would do so in the future.

Conclusions from the surveys of the Classes of 1991 and 1992 show that new cadets have very little experience with anabolic steroid use and that their knowledge of the risks of using steroids is insufficient to deter their use. Because steroid use is increasing in high schools, new cadets will continue to be surveyed.

Lieutenant Colonel Terrence D. Fullerton, Center for Leadership and Personal Development, distributed a copy of "The Incidence of Bulimia Among Female Cadets at the United States Air Force Academy" by Ms. Heidi Terhune and Dr. Carl Bryant. This study determined the frequency of bulimia among female cadets and compared the results with findings from other college populations. As anticipated, in the demanding U.S. Air Force Academy environment, a significantly higher level of bulimia was present among women (12 percent) than is typically found among women at other civilian colleges. The Council concluded that it would be worthwhile to conduct a survey at USMA to see if we had similarly high levels.

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 Director of Intercollegiate Athletics (DIA) and the competitive club athletic program supervised by the Director of Cadet Activities (DCA) under the Commandant of Cadets. The third, the intramural athletic program, is managed by the Director of Physical Education, also under the Commandant, and is only tangentially within the purview of this Committee. The function of the Committee is to make recommendations to the Superintendent on athletic matters and to advise the DIA and Commandant. The Athletic Committee is also a nonappropriated fund council tasked to fulfill regulatory requirements for oversight of the nonappropriated fund budget of the Army Athletic Association (AAA). A principal responsibility of the Committee is to monitor the financial status and functioning of the Office of the Director of Intercollegiate Athletics (ODIA) and AAA. The income and expenditures of all funds associated with program operations have been reviewed at least quarterly.

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

As a result of Army's participation in the Sun Bowl against Alabama in December 1988, ODIA received $1 million for the Army participation. From the Sun Bowl proceeds, ODIA paid the expenses of the team for the event and planned to use the remainder for operating expenses. In a novel approach, Mr. Carl F. Ullrich, DIA, proposed to the Superintendent that a portion of the proceeds be used to fund academic activities, demonstrating that football could make direct contributions to the institution in other areas of endeavor. The football team agreed, and $100,000 of the total was set aside to establish an endowment for a cadet academic organization, in this case the debate club (composed of the debate and speech teams). Under the terms of the endowment, the $100,000 will be placed in an interest-bearing account in the Association of Graduates, the proceeds from which will be used to offset program costs of the debate club. This proposal was reviewed and approved by the Athletic Committee and will go into effect in the 1989-90 Academic Year.

During the past year, the Committee monitored the progress of the capital improvement program. The Truxton Lacrosse Center at Howze Field was

completed in the fall and became fully operational in the spring season. The road between "A" and "F" lots above Michie Stadium and the Holleder Center was completed and used to support football, hockey, and basketball during the past year.

A major new initiative approved by the Superintendent after endorsement by the Committee in 1988 was to construct and have the AAA manage a $1.7 million consolidated gift shop at the new Visitors Center at New South Post. DA approved the concept in the Fall of 1988 and construction for the new facility began in the Spring of 1989. The facility is expected to be operational in the Fall of 1989.

The decision to have AAA manage the consolidated gift shop marked a significant change in procedures at the Military Academy. For many years, a variety of agencies operated gift shops at West Point. Some were run by private organizations; others were managed by nonappropriated fund instrumentalities (NAFIs).

The most significant private organization is the Daughters of the United States Army (DUSA). For years, DUSA had operated gift shops in the old Visitors Center, the Thayer Hotel, and the USMA Museum, using the proceeds from each to provide funds to a wide range of appropriated, nonappropriated, and private agencies in support of the West Point community. Over time, nonappropriated fund agencies came to depend upon DUSA donations as the size and scope of gift shop operations had grown with the influx of 2-3 million visitors annually to West Point. NAFI regulations evolved over time so that DUSA's traditionally established interface with appropriated and nonappropriated funds became increasingly difficult. Additionally, gift shop facilities provided to DUSA could not meet public demand.

In 1987, Colonel Edward T. Counts, Director of Resource Management, chaired a committee which included representation from DUSA to evaluate proposals for a gift facility at the soon-to-be constructed Visitors Information Center. The December 1987 Counts' study contended that the new facility should be designed to provide maximum profits for the NAFIs.[19]

It was decided that it was inappropriate for DUSA to continue to provide funds for either appropriated or nonappropriated agencies. Rather, these agencies should budget themselves for the projects that needed to be completed. DUSA should provide funds only to those external agencies which could not receive either appropriated or nonappropriated funding support. DUSA considered the possibility of providing and operating the gift shop, but it did not have the financial resources to construct such a facility at West Point. Army regulations precluded DUSA, as a private organization, from soliciting funds for that project.

Since no appropriated funds were available for the construction of the Visitors Center gift facility, USMA NAFIs were considered as possible sources for the project. The Hotel Thayer was constrained legally and could only offer food and lodging; the Directorate of Cadet Activities (DCA) was limited to selling items directly related to arts and theater activities conducted for the Corps of Cadets. However, AAA, the only NAFI permitted to sell retail merchandise to the public at West Point, was a prime candidate. AAA was already involved in sales at its small souvenir gift shop at Michie Stadium, thus it could logically expand and

invest in other phases of this activity. In addition, the Association, as a NAFI, had substantial funds which could be invested in the project and could gather additional funds from other NAFIs to construct the new gift facility. Ultimately, AAA, the Installation Morale, Welfare, and Recreation Fund (IMWRF), and DCA provided more than $1 million to fund the Center and the Association of Graduates (AOG) provided another half million to complete the project. Proceeds from sales at the gift facility will be divided among the agencies which provided funds for its construction.

DUSA will retain the gift shop at the Hotel Thayer and will operate the gift shop to be constructed at the new museum. DUSA sales in the museum will focus on items relating to historical interests. Conscious efforts will be made to limit the items sold at the Visitors Center so they will not compete with the DUSA museum shop sales. Although DUSA's revenues will be greatly reduced, the number of agencies eligible to receive its donations will be similarly reduced. DUSA's purview is more appropriately constrained to agencies ineligible for other funding support and it will continue to be able to make donations to improve the quality of life for the community.

Donations to the AAA continued at a high level and surpassed the yearly goal, reaching $600,000 for Fiscal Year 1989.

The Committee began its review of the National Collegiate Athletic Association's (NCAA) "Institutional Self-Study to Enhance Integrity in Intercollegiate Athletics" in April 1989. Paragraph 6.3 of the NCAA Constitution requires that this study be done by member institutions every five years beginning with one due by the Summer of 1991. The objectives of the effort are to: sensitize administrators to common intercollegiate athletic problems, to identify specific problem areas at each institution, and to help guide institutional actions to prevent or minimize the severity of these problems. The USMA review will be completed in the Summer of 1989 and a final report submitted to the NCAA thereafter.

The Athletic Committee reviewed the request to reinstate women's gymnastics as a club sport. A thorough study was completed and the Committee recommended that it not be reinstated at this time.

In the Summer of 1988 the Military Academy decided to leave the Metropolitan Atlantic Athletic Conference (MAAC) and join the Colonial League beginning with the 1990-91 Academic Year. The Military Academy became the seventh college in a conference which is to include Bucknell, Colgate, Fordham, Holy Cross, Lafayette, and Lehigh. (Of the seven, Army, Fordham, and Holy Cross were formerly in the MAAC.) The decision was made at the direction of the Superintendent who wished to have the Academy participate in a conference which emphasized the scholar-athlete. The action would foster competition with similar strong academic institutions which do not offer athletic scholarships. The conference will also feature multi-sport competition with Army competing in the following: men's basketball, golf, and lacrosse; men's and women's cross country, track, soccer, swimming, and tennis; and women's softball and volleyball. Another advantage of our participation in the new league is that all women's competition will be Division I. In the MAAC only women's basketball was at that level.

Finally, in the Fall of 1988, random anabolic steroid testing of Corps squad athletes was undertaken. At-risk athletes tested included 30 football players and a sampling of other men engaged in weight training or wrestling, and both men and women engaged in swimming and track. The results in all cases were negative.

PROGRAM OF EDUCATION FOR LEADERSHIP IN A MIXED-GENDER ARMY COMMITTEE

The committee had three major areas of concern during the past year. The first was completing the long-term effort to assume oversight and coordination responsibility for all cadet instruction pertaining to leadership in a mixed-gender Army; the second was to bring about the transfer of proponency for the Program of Education for Leadership in a Mixed-Gender Army (PELMA) from the Dean to the Commandant; and the third was to assist in the general review of the Academy's PELMA instruction for the Academy's self study accreditation process. The Committee also conducted briefings for new staff and faculty, continued to implement the tactical officer liaison program (linking one committee member with the three tactical officers in each cadet battalion), and provided questions to the Office of Institutional Research for the 1989 First Class Survey.

The original program of instruction in human sexuality was formed as a result of a recommendation of the 1977 Department of the Army West Point Study Group report. The Academy was urged to "establish a program of sex education for all cadets that would be straightforward, mature, and sufficiently broad to encompass physiology, reproduction, contraception, hygiene and responsibility."[20] A Human Sexuality Planning Group was established by the Superintendent, Lieutenant General Andrew J. Goodpaster, in June 1978. From the outset, "sex education" provided too narrow a conceptual framework for study and the broader framework of "human sexuality" was utilized instead.

The Human Sexuality Committee (HSC), which soon was established, contended that "the term sexuality recognizes that sexual expression is a deep and pervasive aspect of one's entire personality--the sum of one's feelings and behavior not only as a sexual being, but also as a male or female. Sexuality is therefore not an isolated aspect of personality, but rather is a basic reflection of an individual and is impacted upon by family, religious and societal influences. Sexuality must be understood in terms of the individual's total adjustment to his family, religious, organizational, and societal settings. Developing these relationships becomes the task and scope of human sexuality education."[21]

"The Committee recommended, and the Superintendent concurred, that...a core course in human sexuality could not be integrated effectively into the curriculum in the foreseeable future (and perhaps was not even desirable as a core course given the multifaceted nature of the subject)." Following the administration of a sample survey of the Corps, the Committee was able to "devise a human sexuality program responsive to cadet needs. The program was begun as part of the Cadet Basic Training and Cadet Field Training programs of the Summer of 1979 and additional insights were made available to the Committee in the course of those presentations. After additional study and research, a four-year human sexuality program was recommended

formally by the Committee and approved by the Superintendent in February 1980. Essentially the program entailed seminars and lectures concerning sex education topics of physiology and contraception for the Third and Fourth Class cadets and a social and human relationship component of sexuality for the First, Second, and Third Class cadets."[22]

In subsequent years, the program evolved into a concentration on the problems of leadership in a mixed-gender force. In 1984, Lieutenant General Willard W. Scott, USMA Superintendent, approved the establishment of PELMA to bring about an integration of efforts in the area of cadet instruction. Reflecting the new emphasis, the HSC received the more appropriate redesignation as the PELMA Committee or PELMAC in 1988. PELMAC's current responsibilities include preparing and revising lesson plans and instructional material; planning and conducting training; coordinating with the various agencies with relevant concerns; serving as a resource for tactical officers and others concerned with mixed-gender issues; and advising the Commandant on relevant issues.

To emphasize the close integration necessary between PELMA and the core processes of leader development at the Academy, the Superintendent transferred proponency for the Committee from the Dean to the Commandant in 1988. This shift emphasized the purpose of the PELMA program to develop the leadership skills necessary to lead a mixed-gender force effectively, and reemphasized chain-of-command responsibility for the state of mixed-gender relations in the Corps.

PELMAC, as the HSC before, was originally only one of several elements which conducted instruction dealing with gender-related issues. The DA Prevention of Sexual Harassment (POSH) training was conducted under the guidance of the Center for Leadership and Personal Development (CLPD, now split into the cadet Counseling Center and the Leadership Development Branch); general training in the areas of Human Relations and Equal Opportunity (HR-EO) was conducted as part of the Cadet Professional Development Program run by the Department of Military Instruction (DMI). Each program initially developed separately, and although all three of the programs of instruction had distinct goals, a general focus on human relations and leadership made some overlap among the separate programs inevitable. Cadet and officer feedback on the instructional program confirmed this conclusion. As a result, over the past three years, representatives from CPLD, DMI, and PELMAC worked to shape a coherent, unified, and complete program. Several classes were combined, others were eliminated, and others were refocused. As a result of this effort, the combined instructional program was reduced in length by about 25 percent. The current program (PELMA-Human Relations or PHR) is approximately 20 hours in length, spread across four years. It is jointly developed in coordination with DMI, and lesson plans are jointly published as part of the Cadet Professional Development Program.

In preparation for the Middle States Association reaccreditation visit, a working group on minority and gender issues was formed as part of the Cadet Subcommittee of the Accreditation Steering Committee. The Interim Report noted several aspects of PELMA as strengths for the Academy. The instructional programs were found to be well-developed, sequential, integrated, and comprehensive. Command emphasis on the program was also noted as a strength. The change of proponency to the Commandant was noted as clearly

establishing chain-of-command responsibility for the subject. However, several weaknesses in the program area were also noted. Particularly frustrating was the continuing problem of instructional quality. While many of the classes were well-presented, a disturbing number were not. This problem was due to factors including scheduling difficulties, poor instructor preparation, lack of instructional support, and competition from other equally significant programs. In spite of these weaknesses, the Evaluation Team report was generally complimentary of Academy efforts in this area. It also served as a reminder to all concerned with the issues of human relations and leadership that "racial conflict and sexual stereotyping are substantive issues that do not disappear with a mandate or one to two (role) models."[23]

FACILITIES MODERNIZATION COMMITTEE

In June 1988, Colonel William J. Reynolds, Permanent Associate Professor in the Department of Geography and Computer Sciences and Head of the Facilities Modernization Committee (FMC), went on sabbatical. He was succeeded as chairman of the FMC by Lieutenant Colonel John K. Robertson, Associate Dean for Resource Management and Professor of Environmental Geochemistry in the Office of the Dean of the Academic Board. In June, following the resolution of a contract dispute between the New York District Corps of Engineers and the Hillier Group, Lieutenant Colonel Robertson and Mr. Jim Freiband, the USMA Master Planner in the Directorate of Engineering and Housing and Secretary of the FMC, together with the Hillier Group, devised a schedule designed to comply with the Superintendent's request that alternative concepts for implementing an Academy long-range master plan be presented in September.[24]

During the Summer of 1988, the FMC met monthly with the Hillier Group to reach that objective. They focused their attention on devising a method to implement the zoning concept envisioned by the four functional Academy zones (cadet; cadet support; community support; industrial, field training, and recreational) specified at a meeting with the Superintendent in February 1988. The group concentrated initially on further defining the zones and specifying the "permitted uses" of and appropriate functions to be carried on within each zone. When this action was completed, an analysis of the functions of the occupants of each existing building was made to determine which agencies currently conformed with the zone specifications. A list of "nonconforming users" was prepared which identified those occupants which would be subject to removal upon implementation of the zone system. The Master Plan Update Space Program of August 1987, which identified future interior space requirements for USMA activities, was used together with the "nonconforming users" list to determine how the zone concept could be brought to fruition. During the Summer of 1988 preparation period, several In Progress Reviews (IPRs) were conducted with the Superintendent by the FMC to obtain further guidance and to address the concerns and receive the insights of various impacted agencies.

On 28 September 1988, the Superintendent and the Installation Planning Board were presented a draft master plan. This session was designed to be informative, to both provide information and gather input rather than to reach

a decision. Although discussions had been held with many agencies which would be impacted upon by the modifications called for in the implementation of the zone concepts, there was a sense among many at the Academy that the plan had been "prepared in 'a closet' without the input by various Activity Directors and West Point personnel."[25] The Superintendent, aware of that criticism, tasked Lieutenant Colonel Robertson and Mr. Freiband to inform the West Point community about the plan and gather input and make minor modifications in the plan wherever appropriate to reduce impacts presented. Subsequently, during the fall, the two FMC members made themselves available on various occasions to address interested groups and agencies on the specifics of the plan. These concerns and impacts were to be part of the final decision briefing held 9 December 1988.

A plan for what West Point should look like at the time of the Academy's Bicentennial in 2002, was only one part of the task given to the FMC. The second part, given that view of the future, was to devise a logical sequence of events necessary to take the Military Academy from the present to "2002." During October and November, Mr. Freiband and Lieutenant Colonel Robertson and, to a lesser extent, the other members of the FMC used the mechanism of a PERT Chart (Program Evaluation Review Technique; a logical network of interconnecting tasks to produce the desired result). To allow the Academy to complete the actions specified in the PERT chart, further input was needed from the Superintendent to articulate what the Military Academy's priorities should be. Several IPRs were held in October and November 1988 to obtain this information. The following six priorities with several subtasks each were developed during this period.

1. Establish the Cadet Zone by limiting traffic flow; clearing the Plain of "non-conforming users," and creating a cadet mall.

2. Establish the Single Soldier Subzone resulting from a consolidation of the mess, relocation of the military police, and creation of a soldier's recreation center.

3. Establish an Inprocessing Center (near Buffalo Soldiers Field) consolidating the Provost Marshall, Finance and Accounting, and the Civilian Personnel Office with the existing Adjutant General, Transportation, Housing, and Military Personnel Offices.

4. Consolidate the Garrison Staff into two buildings (681 and 685) currently utilized by the Provost Marshall and Band.

5. Establish the Community Support Zone by using a spine highway linking similar facilities such as family housing, the commissary, post exchange, community center, and the community support center.

6. Establish the Industrial, Field Training, and Recreation Zone comprised of a new ammunition supply point, a motor pool complex at Range 2, Directorate of Engineering and Housing Shops, and the Power Plant.[26]

This prioritization permitted the completion of a PERT chart that would move the Military Academy from the present to the future. At Lieutenant Colonel Robertson's request, the PERT chart was not adopted as the

USMA plan, since it was done by Lieutenant Colonel Robertson and Mr. Freiband in the absence of committee and staff input. It was recognized, however, that with a broader review it could become a working document in the future.

On 9 December 1988, a decision briefing on the "Concept for the Bicentennial and Beyond" was presented to the Superintendent, the Installation Planning Board (IPB), the Major Activity Directors, and other interested staff activity directors.[27] The concerns expressed by those present as well as the concerns gathered in the two month briefing period were also presented at that time. The Superintendent opened the floor for comment, and, after making several minor changes, adopted the plan as the USMA Bicentennial Plan.[28]

The highlight of the Bicentennial Plan is a new science building to be built in time for the celebration of the Academy Bicentennial. The Dean was tasked to present a concept for the building. The new science building is necessitated by the desire for a long-term solution to the housing of the constantly growing USMA Library. Under the adopted plan, the Library will grow in increments into Bartlett Hall, displacing the Chemistry and Physics Departments.

During the Spring of 1989, the FMC conducted a thorough review of the formal written master plan received from the Hillier Group. By July 1989 Lieutenant Colonel Robertson and Mr. Byron Brown (Mr. Freiband's replacement as Master Planner) had completed editing the document based on FMC input. It was ultimately published by the Hillier Group in August 1989 as the Master Plan Report Plan for the Year 2002.

At the 9 December 1988 decision briefing, the Superintendent also tasked the USMA Chief of Staff to devise a plan for implementing the master plan. The Chief convened a working group which met three times and recommended a reorganization of the committees involved in facility planning. In an April 1989 Memorandum, the Chief of Staff reported that the Superintendent had approved the reorganization of facilities planning at the Military Academy.[29] It is patterned after the two-tiered system employed in the resource management field through the use of both Working and Senior Program Budget Advisory Committees (PBAC). A Working Installation Planning Board (WIPB) was created replacing the Space Utilization Board (SUB), the Subsidiary Working Group (SWG), the Command Operations and Maintenance Advisory Board (COMAR), and the FMC. In the Memorandum, Lieutenant Colonel Robertson was named to serve as the Master Planning Executive and Chairman of the WIPB. In addition to representatives of each of the Major Activity Directorates which were members of the IPB (ie., the Dean, Commandant, Chief of Staff, Director of Admissions, Director of Intercollegiate Athletics, and Garrison Commander), the Working IPB also included a representative from the Directorate of Resource Management, the Directorate of Engineering and Housing, the Directorate of Information Management, and, on an ad hoc basis, tenants who would be affected by the discussions. The Master Planning Executive was the chairman of the WIPB, and the Dean remained chairman of the IPB. Effective 1 June 1989, Lieutenant Colonel Robertson was to divide his time between the Dean and his function as a planner.

In April 1989, while on a visit to West Point, the Army Chief of Staff was briefed by the USMA Chief of Staff on the Military Academy Master Plan. The Army Chief of Staff provided his formal concurrence at that time.

AD HOC WORKING GROUP ON PARKING

In response to a memorandum from the USMA Chief of Staff, Colonel Michael B. Allen, the Ad Hoc Working Group on Parking (The Galloway Committee) was reestablished. The Group was reconvened in January 1989 to review progress that had been made in implementing the recommendations of its prior August 1987 Report and to determine what modifications and additions should be made to the original recommendations.[30] For its review, the Group received input from the staff and visited locations to survey existing parking and traffic flow patterns. All Major Activity Directors were invited to provide comments. The Group also reviewed relevant sections of the Bicentennial Master Plan for the year 2002, prepared by the Hillier Group of Princeton, New Jersey.

As had been the case in 1987, the 1989 Working Group remained in agreement with the parking and traffic flow concepts proposed in the Bicentennial Master Plan. This plan called for the elimination of through traffic across the Plain of West Point by looping northbound traffic on Thayer Road back to the south via Cullum and Williams Roads and by looping southbound traffic on Washington Road back to the north via Ruger Road. Mills Road would then serve as the Academy's primary north-south artery. Post personnel would travel by shuttle buses rather than automobiles through the Central Post Area (CPA), and the Plain would then be restored to cadet use with the gradual removal of parking including that at Clinton Field.[31]

Under the Plan, traffic through the CPA would be eliminated by the removal of the bridge on Cullum Road (located behind Building 600, the Headquarters Building). An evaluation by Directorate of Engineering and Housing (DEH) engineers in early 1989 revealed that the Cullum Road Bridge was unsafe and that traffic over it should be reduced.[32] The cost of replacing the bridge was estimated to be about $4.5 million; the cost of removing the bridge to be about $.5 million. The Academy did not wish to devote such funds for either project and after the May 1989 graduation eliminated all traffic across the bridge to prevent further deterioration.

Surveys indicated that a large segment of the Academy community did not consider the proposed changes in parking and traffic to be an improvement. In view of the sensitivity of the subject, the Group felt it "imperative that any implementation of parking changes be accompanied by a well planned public information effort that carefully explains the rationale for parking and traffic flow changes to post personnel."[33]

On 23 February 1989, the Group briefed the Superintendent on its recommendations, and the Chief of Staff and Garrison Commander were directed to implement the recommendations. A Parking Task Force, headed by the Deputy Garrison Commander-West Point, with a member from the Provost Marshal Office (PMO) and DEH, then gained the necessary Policy Board approvals and developed an implementation plan.

The Superintendent directed that the first phase of the plan be in place by 1 June 1989 so that the large summer influx of incoming West Point personnel would arrive after the changes had been implemented. The first phase, which went into effect on 30 May, altered the traffic flow on West Point. As previously

indicated, Cullum Bridge was closed and traffic was restricted from using Thayer Road through the cadet barracks area. This, in effect, mandated the use of Mills Road for cross-post traffic and drastically reduced the amount of traffic flow through the CPA. The closed portion of Cullum Bridge and the portion of Thayer Road through the cadet barracks area were designated part of a new Central Area Pedestrian Mall. No parking was allowed in the Mall and only service/emergency vehicles and official buses were permitted to pass through the area.

As previously proposed, the two traffic loops were established at that time. The south loop directed Thayer and Cullum Road traffic under Cullum Bridge and down onto Williams Road. Williams Road was made one way, going south from under the Cullum Bridge to the intersection at South Dock. The north loop was established at the intersection of Washington and Ruger Roads. People requiring access to the CPA could only enter from the north loop and could not proceed further than the cadet library corner, which became a turn-around point.

The new CPA parking rules were also then implemented. All people working at West Point and having access to the home-to-duty buses that service West Point and Stewart Army Subpost (STAS) were no longer permitted to drive to work and park within the CPA. This had the effect of reducing the parking demand within the CPA from approximately 2,500 to 1,000 drivers. People parking in the CPA were required to have a pass, except for customers/visitors who could park in two-hour timed spaces liberally placed throughout the CPA close to places of business.

In recognition of the close relationship of the STAS community with West Point, activity directors were given a certain number of discretionary CPA passes for their STAS employees who worked in the CPA. STAS personnel were also allowed to participate in a car pool program, which provided designated spaces within the CPA to any group of three or more riders.

In response to the reduced parking possibilities and to encourage alternate means of transportation by West Point residents, additional CPA spaces were designated for motorcycles, mopeds, and bicycles, which are not restricted within the CPA. Although appropriate numbers of handicapped parking spaces were retained, all reserved parking for individuals such as executives was eliminated throughout the entire post.

A comprehensive public relations campaign was conducted by the Task Force through briefings and media presentations to ensure maximum public awareness. Although aware of the changes, the community remained divided about the changes throughout the period.

The second phase of the plan was scheduled to go into effect before the start of the next academic year. It could include the necessary adjustments which became apparent over the Summer 1989 period, and could include a test program for pay parking within the CPA. As originally proposed, the pay spaces were to be located in the closest and most desirable locations and priced comparably with pay parking in the local area. The funds generated would be put to community use or used to start a fund to build the Academy's first parking garage. The pay parking scheme was dependent upon receiving

Department of the Army (DA) approval for West Point to retain the funds for its own use.[34]

Footnotes

[1]MEMO, MAAG-PM, LTG Palmer, USMA Superintendent, for CDR, U.S. Total Army Personnel Command, 4 Jan 89, sub: "Request for Tour Length Extensions in Support of the USMA Fellowship in Leader Development Program."

[2]The Academy Outcome Goals are similar to the goals specified on page A-2 of the Interim Report and are identical to those specified on pages 8 and 9 of the Military Academy's Institutional Self-Study 1988-89 of July 1989.

[3]The Academy Process Goals are identical to those goals specified in Appendix B of the Interim Report and on pages 9 and 10 of the Institutional Self-Study 1988-89. Appendix B also lists the recommendations of the various subcommittees that relate to each goal.

[4]The Academy Input Goals are identical to those specified on pages B-44 and B-45 of the Interim Report and on page 10 of the Institutional Self-Study 1988-89. Those two pages in the Interim Report also specify relevant actions which should be taken to assist in reaching each of these goals in the future.

[5]Superintendent's comments, 1 Mar 89, Project Enrichment initial guidance.

[6]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 candidates 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 composition categories, this distribution does not represent the total number of cadets in this class.

[7]Faculty Council Charter.

[8]Charter, Ad Hoc Advisory Panel on the Teaching and Use of History at the United States Military Academy.

[9]MEMO, DAMH-ZA, Ad Hoc Advisory Panel, for Superintendent, USMA, 10 Dec 88, sub: "Report of the Committee on Historical Mindedness at West Point," p. 3.

[10]Ibid.

[11]Ibid., p. 4.

[12]Ibid.

[13]Ibid.

[14]Ibid., p. 6.

[15]Ibid., p. 7.

[16]Ibid., p. 8.

[17]Ibid., p. 9.

[18]Ibid., p. 5.

[19]The Counts' study led directly to the decision to have AAA take the lead in financing and managing the new facility. Growing out of that study is an approved Memorandum, ie., MEMO, MAIR, COL Galloway, USMA C/S/Dep Post Cdr, for LTG Palmer, USMA Supt, 22 Apr 88, sub: "Consolidated USMA Gift Shop," which formally recommended the construction, funding, and management methods which will be utilized for the new Visitors Center gift facility.

[20]Final Report of the West Point Study Group, 27 Jul 77, p. 30.

[21]1980 Superintendent's Annual Report, p. 66.

[22]Ibid., pp. 66-67.

[23]Report to the Faculty, Administration, Supt, Corps of Cadets of USMA by an Evaluation Team representing the Commission on Higher Education of the Middle States Association of Colleges and Schools, 17-20 Sep 89, p. 14.

[24]The Hillier Group is an architectural engineering firm from Princeton, New Jersey, which has been under contract with the Military Academy for over a decade to prepare Academy master plans.

[25]Memo, MAEN-P, Mr. J. Freiband, Secretary of the FMC, For Distribution, 3 Oct 88, sub: "In Process Review to the Installation Planning Board and Superintendent, 28 Sep 88," p. 2.

[26]Undated 1988 Viewgraph "Programming Priorities."

[27]The change in terminology from a plan to a concept is significant. In planning jargon, a plan is typically a discrete five-year plan; a concept, on the other hand, is far more open-ended and futuristic and is indicative of the thinking underway for 2002.

[28]Memo, MAEN-P, BG Flint, Secretary of Installation Planning Board, for Distribution, 16 Dec 88, sub: "Bicentennial Plan Decision Briefing, 9 Dec 88."

[29]Memo, MACS, COL Allen, USMA C/S, for Distribution, 11 Apr 89, sub: "Reorganization Meeting; Installation Planning Board and Working Installation Planning Board."

[30]Memo, MACS, COL Allen, USMA C/S, for Distribution, 29 Dec 88, sub: "Parking Study."

[31]"Report of the Ad Hoc Working Group on Parking," 1989, p. 3.

[32]The deterioration of the bridge appeared to have resulted from a design flaw in the original construction. Because of the flaw, when salt was used on the roadway in the winter, it drained down inside the concrete and reenforcing steel. The accumulation of salt over many years had severely weakened the bridge's infrastructure. After the initial discovery of the decay, steel braces were installed and traffic limited to five tons.

[33]"Report of the Ad Hoc Working Group on Parking," 1989, page following p. 19.

[34]Ultimately, DA denied USMA's request, and the pay parking proposal was not implemented.

INTERCOLLEGIATE ATHLETICS PROGRAM

THE STAFF

Mr. Edward W. Steers, wrestling coach since 1980, resigned his coaching position to pursue business interests in South Carolina at the end of the 1989 season. During his nine-year tenure at West Point, which produced winning records in each season, he guided the cadets to a 151-37-2 composite record. His 1982-83 team finished with a 21-3 mark, setting a school record for the most victories in a single season. He also coached the team to five New York State Championships and won the Eastern Intercollegiate Wrestling Association team championship in 1987 for the first time since Army joined the association in 1934.

Jim Shuck, a member of the football coaching staff since 1983, has accepted the position of football coach at the Virginia Military Institute.

John Bransfield, a 1974 graduate of St. Francis (New York) College, has joined the swimming staff as its new diving coach, succeeding Mark Bradshaw, who left to continue his pursuit of an Olympic gold medal.

Mark Pruiss, the head swimming and water polo coach at Findlay College in Ohio, took over the reins as Army's water polo coach. He is a 1979 graduate of the College of Wooster, where he was a four-time all-America in swimming.

Four Army coaches were singled out for "Coach of the Year" honors. Men's soccer coach Joe Chiavaro was selected for both Conference and Regional honors. He was the Metropolitan Atlantic Athletic Conference's (MAAC) choice for the second-straight year, was the National Soccer College Association of America's (NSCAA) choice for the New York State (Division I) title, and because of his state recognition was one of just eight regional coaches eligible for the national title. Ray Bosse was the MAAC's choice as "Coach of the Year" in women's swimming while Mark Bradshaw was its pick as the diving coach for both the men and women. Lieutenant Jeff Sauer, who as a graduate assistant assumed the helm of the water polo team when the regular coach (CPT Andy Bower) left at the end of his tour of duty, was similarly selected for this honor by the Mid-Atlantic Conference (MAC).

Finally, at the Colonial League's meeting at USMA in May 1989, it was announced that Carl F. Ullrich, USMA's Director of Intercollegiate Athletics, will become executive director of an expanded Colonial League at the end of the 1989-90 season. The Colonial League, which USMA joined in 1988, emphasizes the importance of academics and the role of the scholar-athlete in its varsity sports competition.

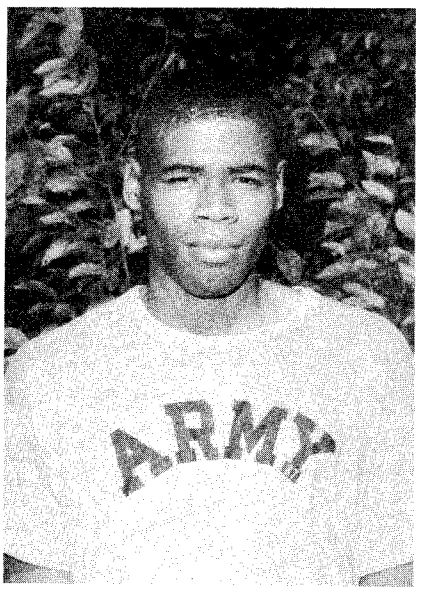
THE RECORD

Army's intercollegiate teams finished out the 1988-89 Academic Year winning over 61 percent of their contests. It was Army's best record in three years and the fourth time in six years that the cadets have won at least 60 percent of their matches. The 27 cadet teams competed 482 times and came away with 296 victories, 183 losses, and four ties.[1] The 18 men's teams won 60 percent

of their games; the nine women's teams captured 64 percent of their matches. Army did not have a winning season against Navy, but our 10-12-1 record was the best in four years. Army defeated Navy in baseball and football and for the first time both the men's and women's indoor and outdoor track teams also beat Navy.

Ten teams won 80 percent of their games and 15 won two-thirds of their contests. Men's indoor and outdoor track, women's outdoor track, and the pistol team (6-0, 3-0, 3-0, and 13-0, respectively) were all undefeated in dual-meet competitions. Indeed, the pistol team's season was its first perfect season in seven years. Other teams with unusually impressive records included the 150-pound football team (6-1), the rifle team (16-3), the men's and women's cross country teams (both 5-1), the women's swimming team (10-2), and the women's indoor track team (4-1), all of which won at least four-fifths of their contests.

All-America Tyno Carter, captain of the indoor track team and co-captain of the cross country team, and all-America Ann Marie Wycoff, captain of the women's swimming team and winner of nine national titles in swimming, received the Army Athletic Association Award for most valuable service to athletics during their cadet careers. Carter, one of the finest distance runners in West Point history, earned 12 varsity letters--four each in cross country and track (indoor/outdoor) during his illustrious career. He qualified for the National Collegiate Athletic Association (NCAA) cross country championships in two of his final three years. The Academy record holder indoors in the 3,000- and 5,000-meter runs, he garnered all-America honors by placing seventh in the 5,000-meter run at the 1988 NCAA Outdoor Meet. Wycoff was the winningest female swimmer in NCAA Division II history with nine career individual championships. She was the only Army athlete to capture four national titles at a single championship meet and was named the NCAA's "Outstanding Female Swimmer" for the second-straight year.



Tyno Carter, all-America

Ann Marie Wycoff, all-America

The Army Athletic Association Special Award Winners for outstanding achievement and exemplary leadership in athletic competition were: Greg Gadson, football linebacker; all-America Teresa Sobiesk, co-captain of the women's cross country team and track team member, a Division II national champion in the 10,000 meter run and holder of seven all-America certificates, divided between cross country and outdoor track; and all-America Kim Seminiano, captain of the women's indoor and co-captain of the women's outdoor track teams, a two-time all-America and school record holder in the high jump.

The Eastern Collegiate Athletic Conference (ECAC) Merit Medal, awarded for excellence in both athletics and scholarship, was presented to 18 cadets this year. The winners included Jack Frey, rated the best Army offensive lineman since all-America Don Smith in 1985; Deron Kaseberg, captain of the pistol team; Shane Kimbrough, captain of the baseball team; John Nelson, co-captain of the cross country team and member of the track team; Walter Cole, captain of the men's outdoor track team and member of the cross country team; John Seamon and Daniel Cole, members of the track and cross country teams; Teresa Sobiesk, co-captain of the women's cross country team and member of the track team; Gary Giglio, co-captain of the lacrosse team; Cornell French, member of the lacrosse team; Jeffrey Butler and John Rippley, co-captains of the wrestling team; David Hauck, member of the soccer team; Donna Johansen, member of the women's soccer team; Timothy Johnson, captain of the golf team; John Clark, co-captain of the 150-pound football team; Charles Hartford, captain of the water polo team; and Charles Crane, member of the water polo team.

Football -- The Army football team posted its third-straight victory over Navy to even the series rivalry, brought home the Commander-in-Chief's Trophy, and was invited to the Sun Bowl, its third postseason bowl bid in five years. Army finished third in Lambert Trophy balloting behind only West Virginia and Syracuse. Army's 9-3 season tied the school mark for most wins in a season which had been achieved only ten times in nearly a century of football at West Point. The cadets have scored in 62 consecutive games over the past seven years. In the final national rankings, the cadets finished third in rushing offense (346.8 yards per game), sixth in turnover margin (+1.27), 24th in rushing defense (131.6 yards), 29th in total offense (4,333 yards), 30th in scoring offense (308 yards), 31st in scoring defense (17.9 yards), and 35th in total defense (320.8 yards).

In the season opener, Army stung Holy Cross by a score of 23-3. Holy Cross, last year's Division 1-AA champion, saw their 12-game winning streak come to an end at Michie Stadium. The game was marked by the Army defense holding Jeff Wiley, an all-America quarterback the year before, to only 13 out of 28 completions and by three Keith Walker field goals for Army. This game marked Coach Young's 100th victory as a college head coach, a record achieved by only 21 other active Division I-A level coaches. Army Chief of Staff General Carl E. Vuono presented Coach Young a plaque after the game in recognition of his accomplishment.

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Coach Young receives plaque following the Holy Cross game from General Vuono in recognition of his 100th victory as a college coach. (Rich Hunter photo)

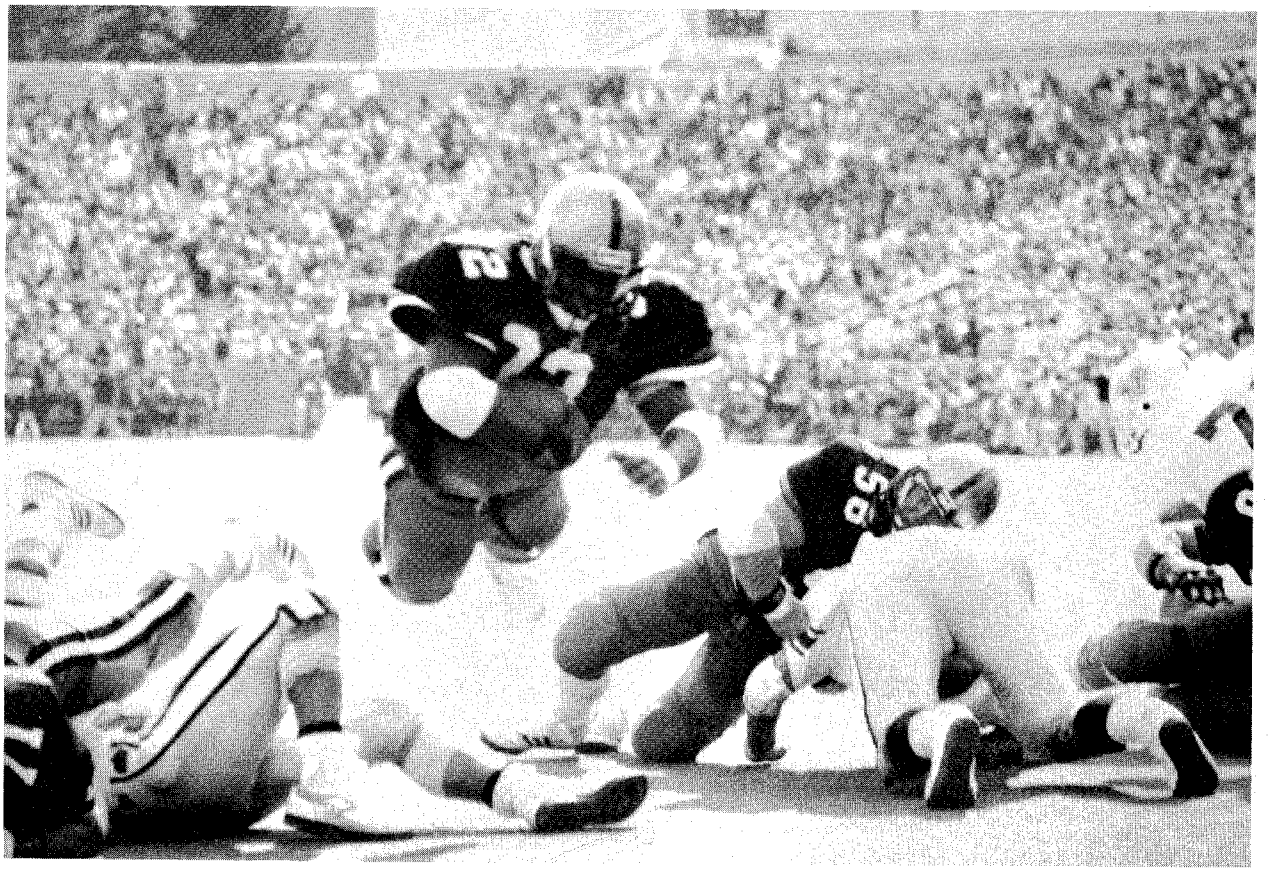
The following week, in the team's first trip to the west coast since the 1983 Army-Navy game at Pasadena, Army ran into the three-touchdown favorite Washington Huskies. Although the frustrating game saw Army go down to defeat 31-17, it was highlighted by the cadet comeback from a 17-3 halftime deficit. With the score 24-17, Army threatened to tie the game. With just over a minute remaining in the contest (and fullback Ben Barnett and halfback Mike Mayweather on the bench nursing ankle sprains) and Army at the Washington 2 yard line, a huskie picked off a deflected pass and ran it back for a touchdown.

The team came back the following week with a 23-7 victory over Northwestern. Following a 7-3 Army deficit at halftime, sophomore Bryan McWilliams came off the bench and provided the spark to put away the victory. The game was highlighted by halfback Calvin Cass's 142-yards rushing, which earned him recognition as the ECAC "Offensive Player of the Week."

That game was followed by a satisfying 58-10 Army victory over Bucknell, the cadet's third highest scoring output in two decades. The cadets scored on nine of their first 11 possessions and only twice did Bit Rambusch need to punt. Five different quarterbacks saw action and half a dozen halfbacks and three fullbacks got an opportunity to carry the ball.

Army defeated Yale 33-18, getting three touchdowns and a field goal in the second half to secure the win. The game was marked by the return of Mayweather and Barnett who rushed for 155 and 93 yards, respectively.

In the Army-Lafayette Homecoming game the following week, the fans had another exciting game. Lafayette, one of the top Division I-AA teams in the country, had a five game unbeaten streak and was led by Frank Baur who passed for 400 yards over Army the year before. Mayweather's eight-yard scoring play in the first period set a new Army record; it was the 57th consecutive game in which Army had scored. Barnett and Mayweather finished the contest with career-high rushing game records of 159 yards and 156 yards, respectively, in the game, which Army won 24-17.



Barnett going over the top against Lafayette

Army's 34-24 victory over Rutgers was marked by Army playing some of the best football of the season. Army rolled out to a 24-0 margin at the half; Rutgers' 17 points during the final period were too little to turn back the tide.

Army's victory, 28-15, over Air Force the following week was the first step in regaining the Commander-in-Chief's trophy and in putting Army in line for a bowl appearance. The game was highlighted by Halfback Mike Mayweather, whose rushing for a career-high 192 yards surpassed the entire Air Force team. The Air Force's running game, ranked number one in the nation before the game, was held to only 176 yards on the ground.

McWilliams on the run against Vanderbilt

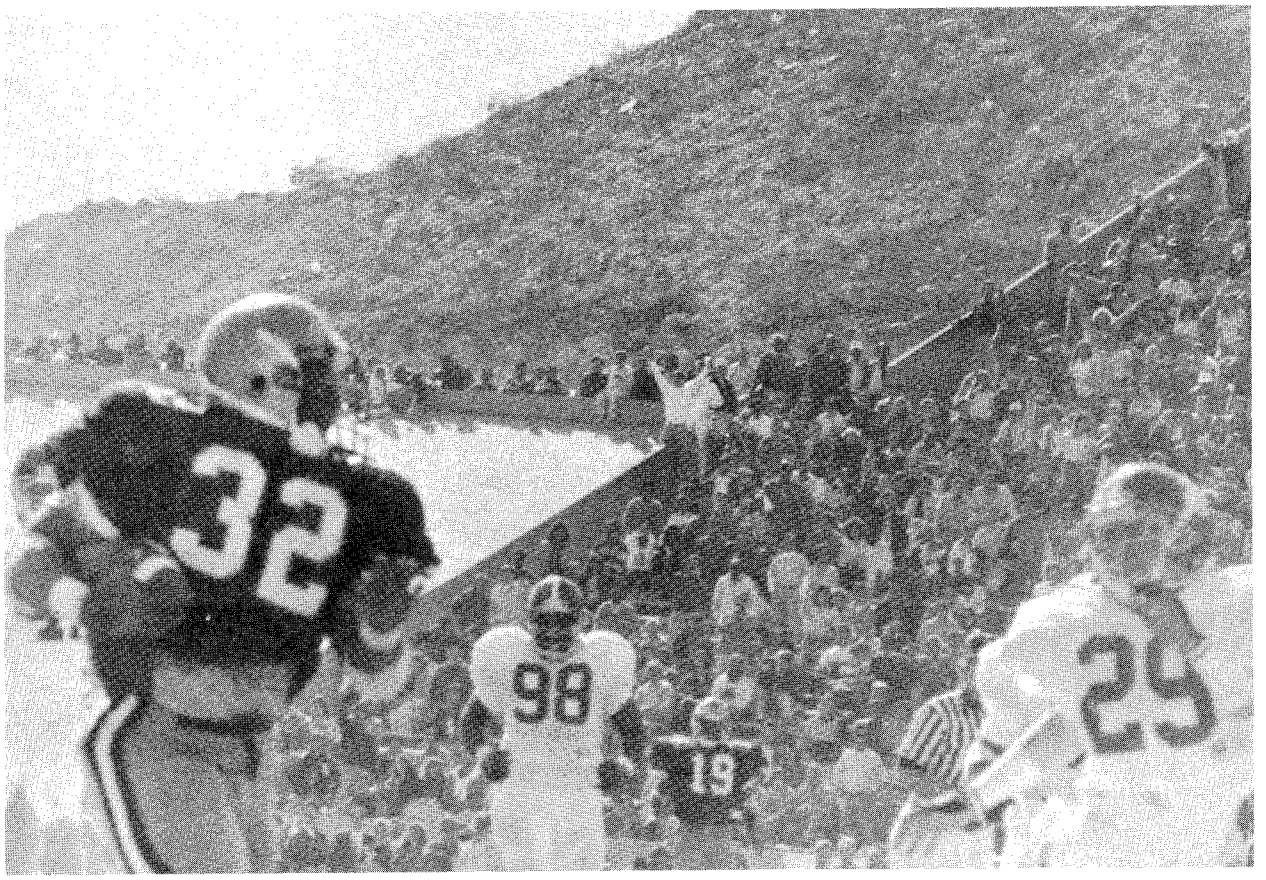
Quarterback Bryan McWilliams was named "Offensive Player of the Week" by the ECAC, for his performance in Army's victory over Vanderbilt, 24-19, in which he scored 41 of the 63 yards in the game-winning drive. The victory left Army with an 8-1 record, its best since 1967.

The cadet's seven-game winning streak came to an end the following week, three thousand miles from West Point. In Ireland, at the Emerald Isle Classic, the first major college football game played in Europe, the 2-7 Boston College team took the measure of Army by the score of 38-24. The game, held as part of Ireland's millennium festivities, was highlighted by Mayweather's 72-yard kickoff return, the longest by an Army player since 1982.

Few Army-Navy games were as exciting as the 1988 contest. It was not known until the final minute, after Army had blunted Navy's onside kick attempt, that victory was assured 20-15. This game marked Army's third-straight victory and its fourth in five years, it tied the series record 41-41-7, and it secured the Commander-in-Chief's trophy. The game was Army's ninth victory of the season, the most since the 1985 team which finished with a victory over Illinois in the Peach Bowl. On the first play of the second quarter, sophomore Mike Mayweather became only the seventh Army player to gain 1,000 yards in a season. Walker's 35-yard field goal was his 15th for the season and tied him with Craig Stopa's mark in 1984.

The season ended with a game that few Army football fans will forget. Based on Army's strong 9-2 regular season mark the cadets faced off against Alabama, a 14-point favorite. The biggest point spread of the 17 postseason bowl matchups did not faze the cadets. They stunned the crowd and their opponents by scoring first; led 14-13 at the half and 28-20 in the final quarter following an interception return of 57 yards for a touchdown by free safety O'Neal Miller. Stalled on the ground with just 95 yards in the game, Alabama rallied behind their quarterback David Smith who set Sun Bowl records in yards passing (412), passes attempted (52), and passes completed (33).

Walker delivering one of two field goals in the Army-Navy game



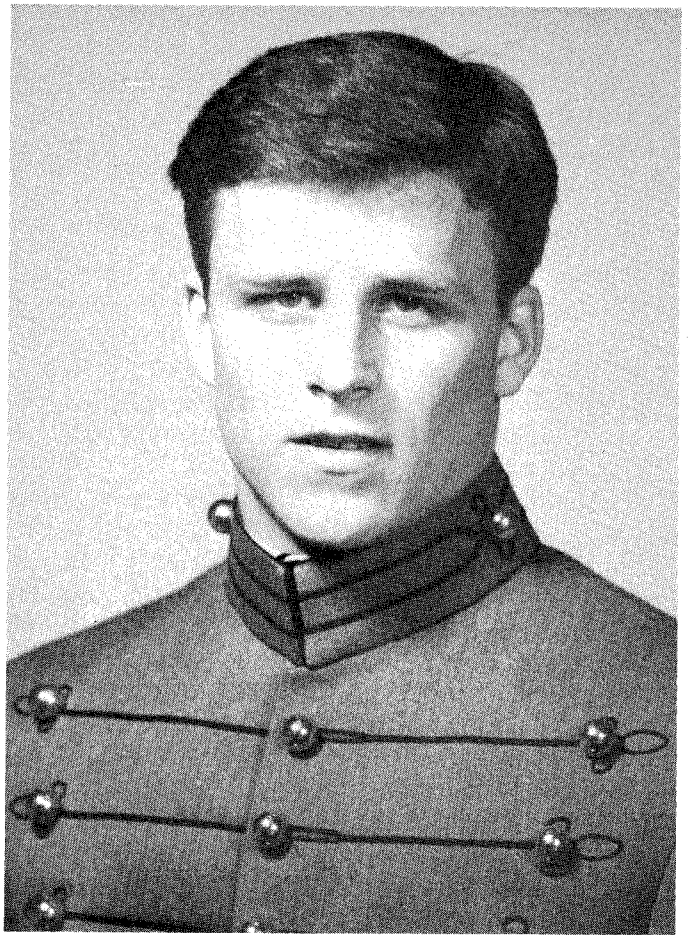
Barnett in action at the Sun Bowl

Although Alabama finally won the game, 29-28, Army won the hearts of the El Paso crowd. Army ran 350 yards on the ground against a Crimson Tide defense that was ranked fifth nationally in stopping the run with a per-game average of 96 yards. The cadets were led by Ben Barnett whose 51-yard dash up the middle on the fourth play of the game carried the ball to the Alabama 4 yard line. He would have his best day with 177 yards, a career best.

Individually, every member of Army's starting backfield rushed for at least one 100-yard game. Halfback Mike Mayweather became the youngest back and just the seventh player in Army history to gain 1,000 yards rushing in a season. His 1,022 yards was the fifth-highest season total in Academy history. At season's end, he was ranked nationally 10th in kickoff returns (25 yards in 13 returns), 16th in rushing, 10th in kickoff returns, and 16th in all-purpose running (139.5 yards per game). Mayweather was a second team Associated Press (AP) all-East selection along with linebacker Troy Lingley, defensive tackle Josh Haines, and kicker Bit Rambush. Rambush ranked 45th in punting (with an average of 39.8 yards a punt) and was a first team all-ECAC and second team all-East selection. Keith Walker tied the season field goal record (15), and finished 28th nationally in that category. He also was an honorable mention AP all-East along with Ben Barnett, Earnest Boyd, Frank Brunner, Dan Cooney, Jack Frey, Greg Gadson, Sean Jordan, O'Neal Miller, and Mike Thorson.

Mayweather on the move (above)

Army punter, Bit Rambush (right)



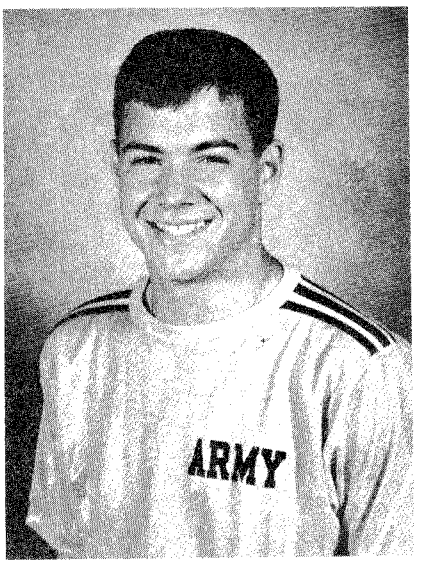
150-Pound Football -- The lightweights clinched the Eastern Lightweight League title for the 21st time following a 34-15 victory over Princeton, but Navy spoiled Army's hopes for a perfect season by posting a 16-6 victory. The cadets also claimed their sixth-straight Anthracite Bowl, an annual event held in Pottsville, Pennsylvania, that Army has won every year since its inception.

At season's end, 16 players were named to the league all-star teams. Seven players were named to the first team while Army led the second-team selections with nine. Chosen for the first team on offense were Tony Fletcher and Mark West in the backfield, Rob Hennessy at split end, and Charles Uchill at kicker. Fletcher, a running back, finished third in the league in rushing with 507 yards and five touchdowns. West, at quarterback, was fourth in rushing for 422 yards and six touchdowns, the most in the league, while finishing third in passing with 322 yards and three touchdowns. Uchill led the league in scoring with 38 points (20 extra points and six field goals). Named on the first-team defense were Steve Parker at end, Jed Clark at nose guard, and Bobby Hatala at defensive back.

Men's Soccer -- The booters put the finishing touches on their best year in MAAC play by capturing both the regular season title and the first ever conference tournament. It is the second-straight year that Army has finished atop the MAAC standings, but is the first time the cadets captured the crown outright.

Army posted a 6-1 mark in the MAAC regular season and won the tournament crown. The cadets swept their final six games and finished the season with 13 victories, becoming the winningest team in Academy soccer history. The team tied last year's season record of nine shutouts and was fourth in New York State.

Defenseman Dave Hauck was named the MAAC "Player of the Year"; Coach Chiavaro won the conference "Coach of the Year" for the second-consecutive year; and forward John Brence was named most valuable player (MVP) of the



John Brence, conference leading scorer

tournament. The team took eight of the 22 all-conference selections and Hauck, Brence, team captain Jeff Perkins, goalie Frank Oprandy, and midfielder Paul Edwards were named to the all-MAAC first team. Brence led the conference in scoring with 32 points, tied the MAAC mark for goals (12), and was first in assists with eight.

Oprandy, the leading conference goal keeper with a 0.7 goals-against average, allowing just two in Army's nine conference wins, was named a second-team Regional (New York State) all-America.

Women's Soccer -- The women's soccer team had previously closed out its second season as a varsity sport during the 1987-88 season with a 9-7-3 record. Lori Nickerson led in scoring (20 points) and assists (4) while Sarah Bennett led the team in goals with nine to finish with 18 points. Holly Fishburne rounded out the top scorers with 15 points (6 goals and 3 assists).

The lady booters' third season as a varsity sport in 1988-89 was their finest yet. Army set a record number of wins (13), was nationally ranked (at one point as high as fifth in Division II and first in the northeast region), and participated in an ECAC postseason tournament. During the season, Army outscored its opponents by a 54-20 margin and was ranked 20th in Division II at year's end.

Carla Miller was named an all-America (Division II) by the NSCAA (the first Lady Knight to receive that recognition) and was selected for the Northeast Regional first team. Kate Regan and Deneil LoGiudice were second-team regional picks. LoGiudice, who led the team in scoring, broke the school record for points (38) and tied the mark for goals (15) and assists (8). Becky Kanis shared the assist record, and finished third in goals (8) and second in scoring with 24 points. Holly Fishburne followed with 23 points (10 goals and 3 assists). In the net, Beach Sachse recorded nine shutouts in a season in which she permitted only one goal a game.

Women's Volleyball -- Injuries to two starters along with a young lineup played havoc with the women's volleyball schedule, but the spikers still managed to pull out a successful 24-19 season.

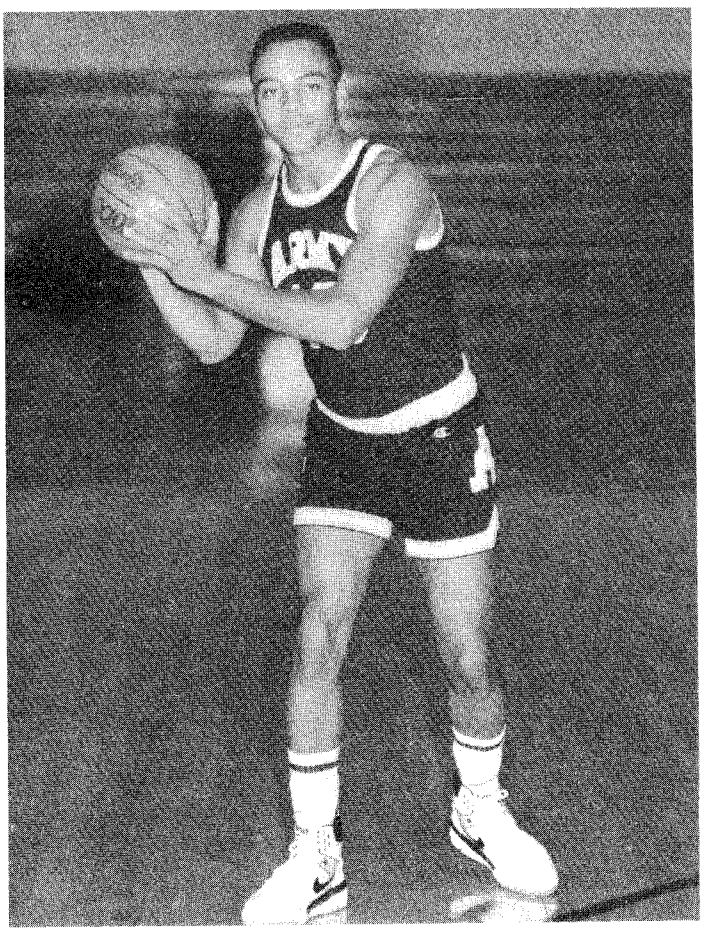
The Army spikers captured their third-straight MAAC tournament with Michelle Williams, Joy Ebberson, and Angela Powell named to the all-tournament team. It was the third-straight year that Ebberson, who scored 33 service aces, was selected. Williams, an outside hitter who was named to the all-Region (Northeast) team, led the team in kills (295), points (1,274), blocks (99), and digs (50).

Water Polo -- The water polo team, tied for 21st nationally at the end of the season (its highest since the sport's reintroduction to varsity status in 1983), just missed pulling off major upsets throughout the season. Ten of the cadets' first 12 losses were by two goals or less; five were lost by a single point. The cadets placed fourth at the MAC and sixth at the Easterns. Lieutenant Jeff Sauer, who served as team coach, was named "Coach of the Year" by the conference.

Stacy Starbuck and Brian Cook were named to the all-Conference first team, while John Lau was a second team pick. Cook, who led Army with 63 goals, and Lau, next with 60, were also selected for second team all-East honors.

Men's Basketball -- Although midway through the season the Army cagers found themselves in third place (hoping to tie for second in the MAAC), several tough conference losses sent the team reeling and led to a fifth-place finish in the final regular season standings.

Team captain Ron Wilson set a new Academy single-season assist record (162), breaking the old mark of 127 that he had shared with Randy Cozzens. Wilson is also third on the career list with 310 assists. After two seasons, Derrick Canada, who led the team in scoring (15.5) and was a fourth-team all-Metropolitan selection, stands 20th on the Academy's all-time scoring list.

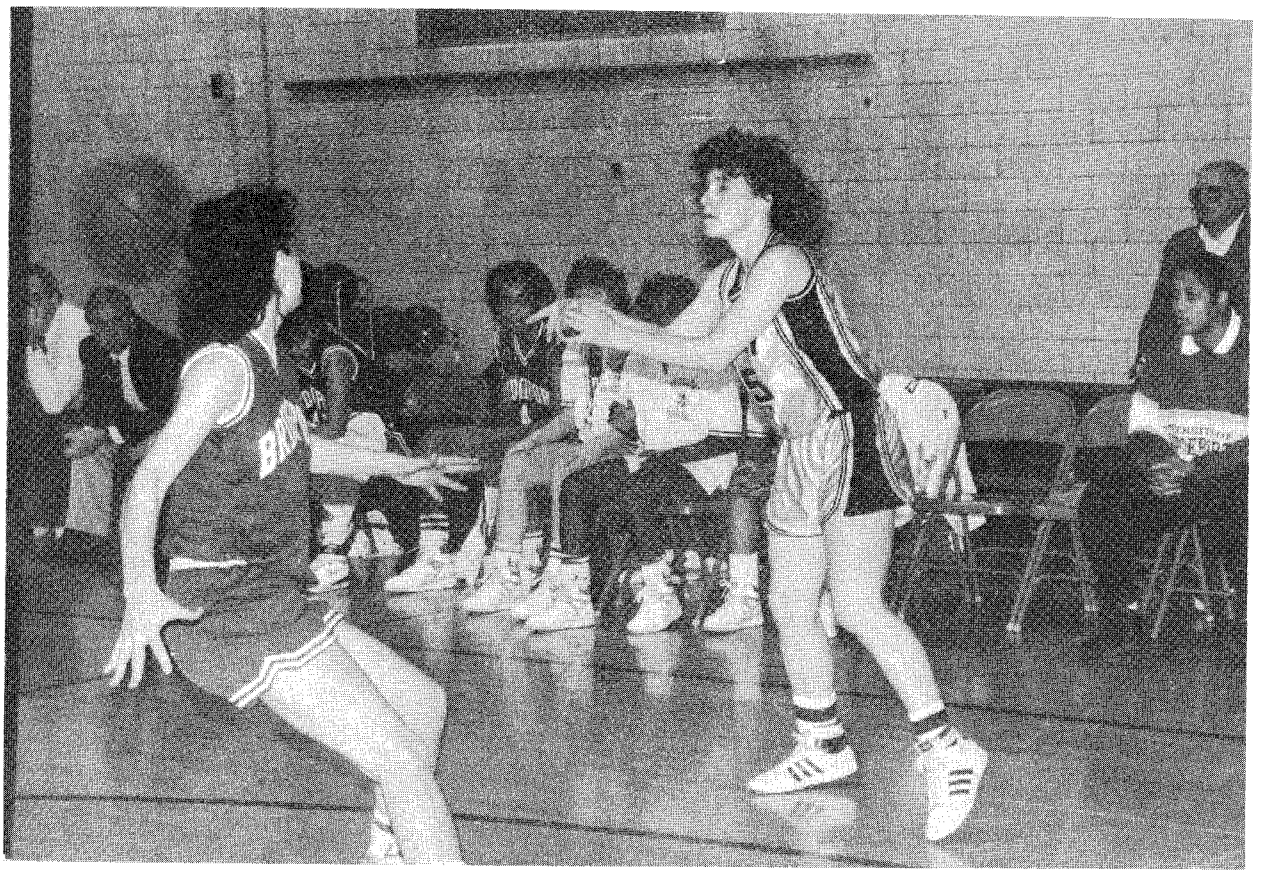


Team Captain Ron Wilson

Todd Mattson is ranked eighth on the all-time rebounding list (with 489) and 23rd on the all-time scoring charts, while Steve Rothert is listed 19th and 24th, respectively. Both Mattson and Rothert were named to the MAAC all-Academic list. Mattson is only the twelfth player in Army basketball history to reach 600 career points and 400 career rebounds. He was Army's leading rebounder and second-leading scorer (7.5 rebounds and 12.2 points per game, respectively). Rothert, the team's third-leading scorer and second-leading rebounder (11.2 points and 5.9 rebounds per game, respectively), was also named a third-team Academic all-America by the College Sports Information Directors of America (CoSIDA).

Forward Drew Harding, the fifth-leading scorer and third in rebounding, was named to the MAAC all-Rookie team.

Women's Basketball -- For the second-straight year, the Lady Knights finished third in the nation in scoring defense (allowing 57.5 points per game). At one point during the season, the Lady Knights were riding a five-game winning streak in Empire State Conference (ESC) play and were tied with Adelphi for first place. However, injuries hounded coach Lynn Arturi-Chiavaro's cagers throughout the season and they closed out regular season conference play in fourth place and subsequently failed to defend their playoff title.



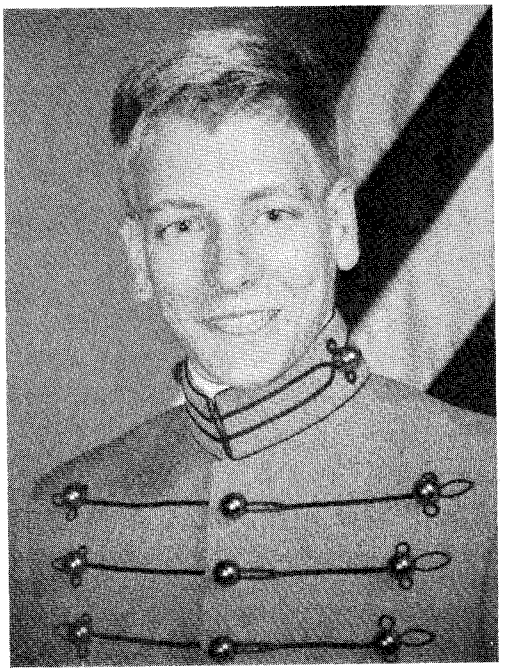
Jennifer Fleming, Lady Knights leading scorer

Guard Jennifer Fleming led the team in both scoring, averaging 13 points a game (to boost her career total to 744), and in free throws where she made 80 percent of her attempts. She finished second in both steals (47) and assists (102) which gave her a career mark of 345 assists and needs to repeat this year's performance next season to break the record of 436 held by Laurie Goetz. With 150 career steals to her credit, Fleming is also just 41 shy of breaking Linda Schimminger's record of 190. The 5' 4" shooting guard garnered first-team ESC honors, the third-straight year that she has been singled out for ESC recognition. Leeann Duhoski, who was second in scoring (8.4 points per game) and led the team in rebounding with 171 (6.6 per game), was a second-team pick while Heather Bryn, second in rebounding, was an honorable mention selection.

Kim Kawamoto led the team with 153 assists. Injuries kept team captain Karen Dunn from surpassing Pam Pearson's Academy record of 881 rebounds. Dunn closed out her Army career with 863 rebounds and finished ninth in scoring with 893 points.

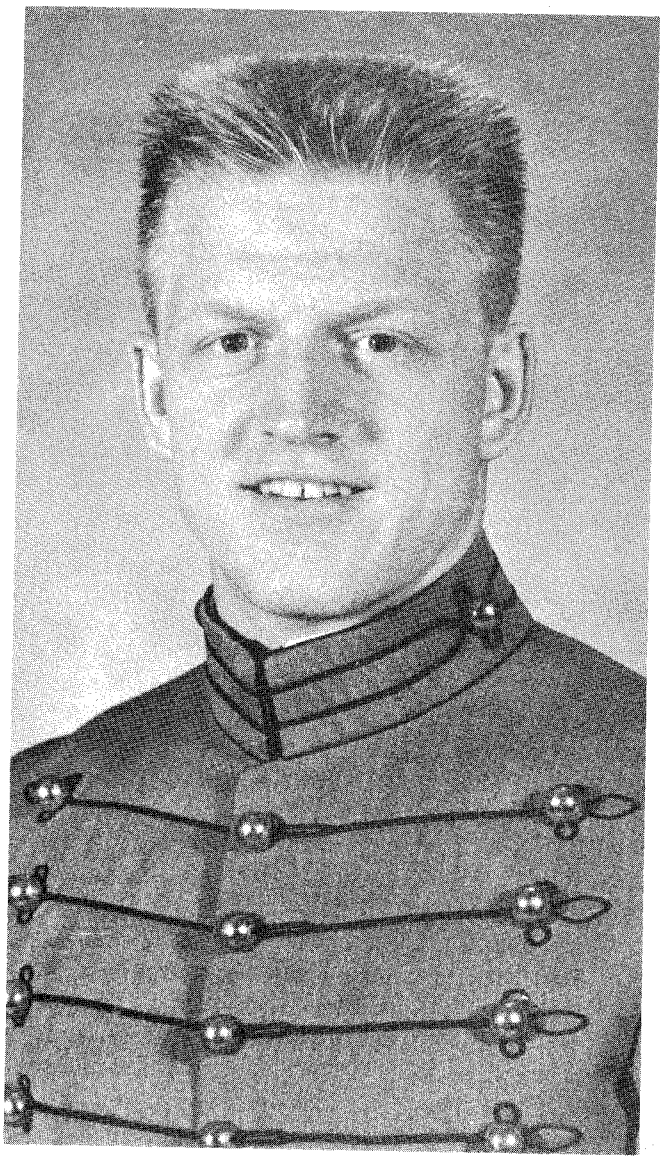
Gymnastics -- After capturing the first ten meets of the season, the gymnastics team, ranked 20th nationally, ran into rough times and dropped its final seven matches. Several of those opponents were nationally-ranked while the last five schools posted season highs in their victories over the cadets. At the Easterns, Army placed sixth in the team competition.

Scott Curtis, ranked 19th nationally on pommel horse, was first in his specialty in the final five meets of the season and tied his own school mark of 9.40. He placed fourth at the Easterns while John Miller was sixth in vaulting. Curtis was third in pommel horse at the ECAC Championships and also competed in the high bar. Pat Domingue turned in a fifth on pommel horse and James Frezell placed third in the finals of floor exercise.



Scott Curtis

Scott Schulze



Rich Sheridan

Hockey -- The skaters captured four of their final six games to finish the season at 13-16-1 for their most wins in three years. Army's ECAC record of 6-15-1 was our best since rejoining the league fulltime in 1986. Coach Rob Riley served as an assistant coach and defenseman Scott Schulze was the first cadet since all-America and national champion John VanSant (USMA 1987) to participate in the World University Games held in March 1989 in Sofia, Bulgaria.

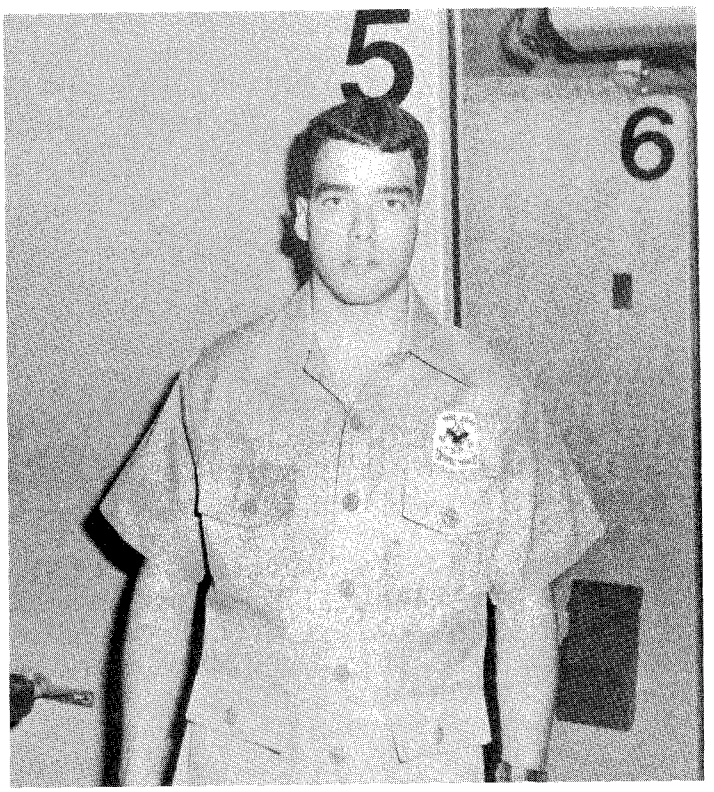
Rich Sheridan led the cadets in scoring for the second-straight year with a career-high 41 points, including a team-high 28 assists. He also tied Clarkson's Shawn LaVoy for 14th in ECAC scoring with 30 points. After three years, he is just one point away from his 100th career goal. Rob Tobin was the leader in goals (15) while finishing second in scoring with 30 points. In the net, Corey Averill finished the season with a team-best 3.64 goals against average and a 5-4 record.

Pistol -- The pistolmen posted their first undefeated season since 1982 in a 13-0 showing which included victories over Navy and the Royal Military College of Canada. Army's 10,486-10,366 win over Navy snapped a six-match losing skein and put the brakes to the Middies' 57-match victory string which began in 1983. The cadets closed out their season by setting a pair of collegiate marks in winning the team title at the Ninth Annual National Rifle Association (NRA) Intercollegiate Pistol Championships where they also walked off with a total of ten all-America certificates in different rifle competitions, the most in Academy history.

Army set a national record in the intercollegiate category in aggregate scoring (6,321) capturing their second NRA title in four years. The team also set a national record in the intercollegiate category when it broke the 25-meter mark and won the standard competition with a 2,161.

Gene Walters led the cadets record-setting effort in standard by firing a 556 to capture the NRA title in that discipline and set a national record in the collegiate category.

The ten all-America recognitions were divided among six members of the team. For the second-straight year, Deron Kaseberg was named all-America in all three disciplines (free, air, and standard). Named in both standard and free were Steve Bales and Walters. Also garnering honors were Brain Deboda and Sam Cochrane in free along with Phil Mayberry in air. Kaseberg, who tied Walters' record with his own 556 at the nationals, placed third in air and 11th in free (507). In women's air pistol, Beth Williams fired a 537 to capture the bronze medal.



The pistol team's Gene Walters

Rifle -- Army's rifle team stretched its winning streak during the season to 13 straight before bowing in the final two matches to close at 16-3. Coach Ken Hamill's sharpshooters suffered a one-point heartbreaker to Navy, 7,608-7,607, in the dual finale.

The cadets were first in smallbore (4,517) and air (1,504) at the NRA Sectionals and outscored a 13-team field at the West Point Invitational in recording a 6,067 aggregate. The cadets claimed both disciplines in finishing first at the MAC and Metropolitan Intercollegiate Rifle Championships. At the MAC, Army led the ten-team field in smallbore, nipping runner-up Navy by ten points. Individually, Bob Barush was a point off the winning pace in smallbore followed by Dale Herr who finished third in air. At the NCAAs, Herr placed 12th in smallbore and Barush was 31st in air.

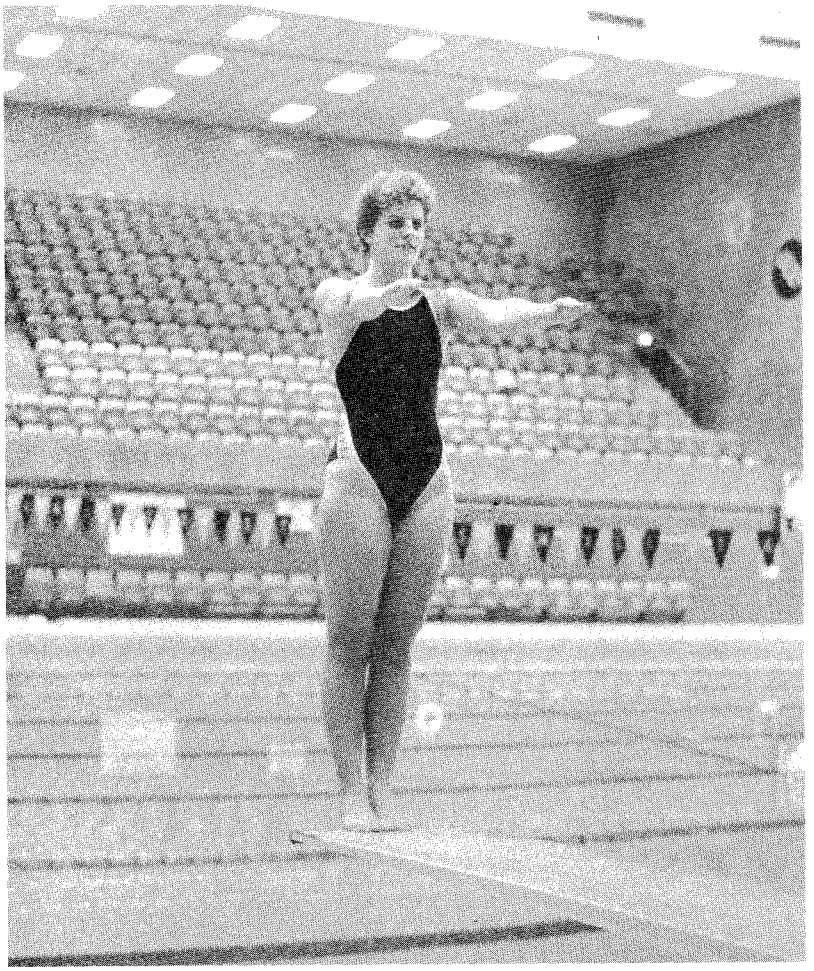
Men's Swimming -- The men's team won a 59-54 victory over Navy on the way to an overall 7-5 mark in dual-meet competition and a 5-4 record in the Eastern Intercollegiate Swimming League (EISL). At the MAAC Championships, where the cadets finished third, Cory Zieger won both the one-meter and three-meter boards and was named the men's "outstanding male diver." Army diving coach Mark Bradshaw was selected as the conference "Diving Coach of the Year."

Dan Ewen paced the cadets throughout the season. In the final six meets, he won seven events and set three meet marks. At the Easterns, where Army finished 11th, he placed sixth in the 100-yard backstroke and finished ninth in the 200-yard backstroke, setting an Academy record with a time of 1:51.30. He was also 16th in the 200-yard individual medley and swam the opening legs on the 400-yard and 200-yard medley relays in which Army placed 10th and 12th, respectively. He also placed in the 200-yard backstroke at the prestigious Senior National Championships. Gregg Sarakatsannis finished 15th in the finals of the 50-yard freestyle at the Easterns.

Women's Swimming -- Under the direction of first-year coach Ray Bosse, after closing out their dual campaign at 10-2, the women's team posted their strongest showing yet with a fourth-place finish at the NCAA Division II Championships. During the season, Army also defended its MAAC title and won a 168-130 victory over Navy.

Bosse was singled out for honors as the women's swimming "Coach of the Year" in the MAAC, while Mark Bradshaw was selected as the MAAC "Diving Coach of the Year" on the women's side as well as the men's.

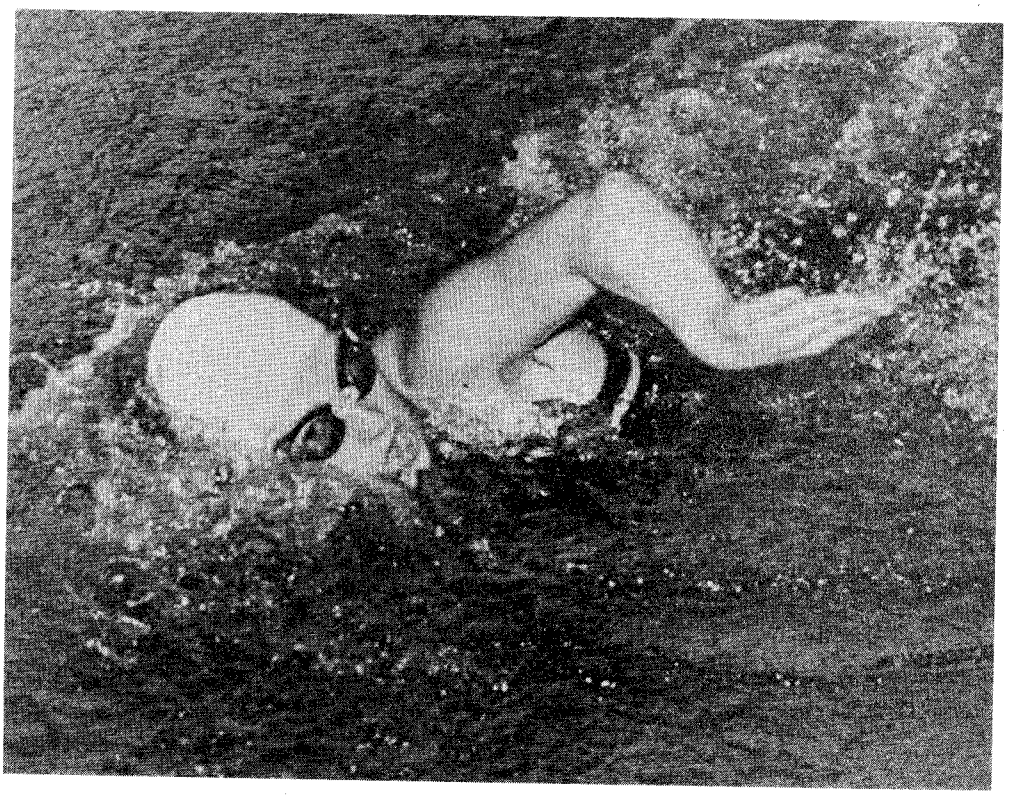
At the MAAC Championships, Jill Schweitzer received "Outstanding Female Diver" honors, taking both diving events. She snapped the three-meter meet record with a score of 437.75 and took first in the nine-meter event (417.50). Anna Marie Wycoff was named "Outstanding Female Swimmer" with three individual titles. She set a MAAC record and qualified for the NCAA Division II Championships with her winning time of 4:31.87 in the 400-yard individual medley. She also established a meet record by taking first in the 200-yard butterfly (2:07.21) and captured the 200-yard individual medley (2:09.00).



Gillian Schweitzer
MAAC Championships "Outstanding Female Diver"

Wycoff closed out her career as the winningest female swimmer in NCAA Division II history, successfully defending her four national titles en route to boosting her career total to nine. For the second-straight year, she was named the "Outstanding Female Swimmer" of the Division II Championship. Wycoff copped all-America honors and set Academy marks in winning national titles in the 200-yard butterfly (with a time of 2:03.26), the 400-yard individual medley (in which she is a three-time champion) with a time of 4:24.76, the 1,650-yard freestyle (17:01.17), and the 200-yard individual medley (2:07.33). She also garnered honors in swimming legs on two all-America relays--the 400-yard medley, in which the team finished second and set a school mark of 3:54.23, and in the 800-yard freestyle relay in which the team finished sixth. She also swam anchor on the 400-yard freestyle relay in which the team finished eighth, gained her honorable mention honors, and set a school mark of 3:34.72.

Colleen Criscillo and Jennifer Grzbek won all-America recognition in two events at the Division II Championships. Criscillo was runner-up in the 100-yard and 200-yard breaststroke and also grabbed honorable mention in the 200-yard and 400-yard individual medleys. Grzbek was second in the 100-yard backstroke with an Army record (58.90) and sixth in the 200-yard backstroke. She and Criscillo swam on three relays, two of which (200-yard and 400-yard medley relays) won all-America recognition.



Anne Marie Wycoff
Winningest female swimmer in NCAA Division II history

At the Division II Championships, Michelle Kurbiel swam legs on all four Army relays, three of which received all-America recognition (800-yard freestyle, 200- and 400-yard medleys). Stacy Anselmi was honorable mention in the 400-yard individual medley and swam a leg on the all-America 800-yard freestyle relay. Sang Kim rounded out Army's all-America 200-yard medley relay and Michelle Jensen rounded out the 800-yard freestyle relay. Jill Schweitzer was named an all-America for a fifth-place effort on the three-meter board. All eight mermaids (the smallest contingent at the NCAAs among the top ten finishers) claimed certificates as the team finished fourth and ahead of sixth-place Navy.

Men's Indoor Track -- The trackmen closed out the season with an unblemished 6-0 mark (its first perfect dual-meet season in six years), which included a clutch 68 2/3 to 67 1/3 victory over arch-rival Navy to snap the Mids' three-year reign. The cadets also captured the team title at the inaugural MAAC Championships, dominated the West Point Invitational where they were crowned winners in ten events, and finished fifth in the Annual Heptagonal Championships.

Captain Tyno Carter and Kevin Williams won Heptagonal titles. Carter set a school record in capturing the Heptagonal title in the 5,000-meter and set another in finishing second in the 3,000-meter run, while Williams won the 800-meter run. Three times during the season, Mike Stuart broke the school mark in the triple jump with his finest effort of 50' 9 1/2" coming against Navy.

Women's Indoor Track -- The ladies won four of five meets, including a 90-28 rout of Navy. Their third-straight win over the Middies set a record for points in that competition. Army also captured the inaugural MAAC Championships, winning 10 of 14 events, and finished third at the Heptagonal Championships.

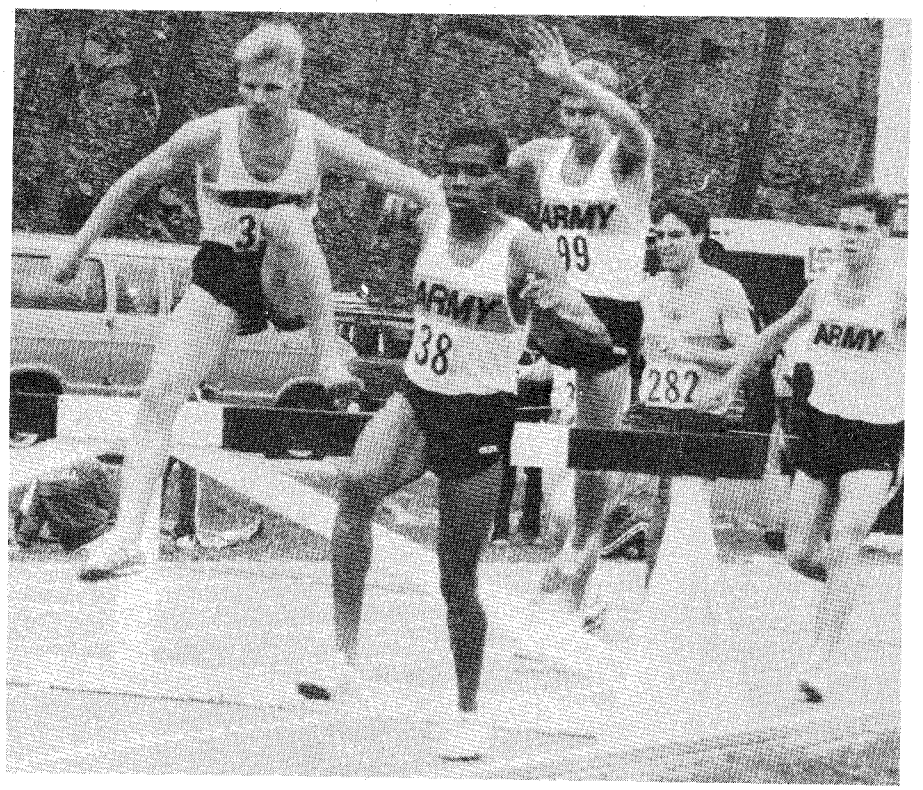
Teresa Sobiesk shattered a five-year Field House record in capturing the 5,000-meter run (16:48.97) at the West Point Invitational. Kim Seminiano was named the "outstanding female competitor" at the Heptagonals where she won the pentathlon and set Heptagonal and Army records in winning the high jump (5' 10 1/2").

At the Heptagonals, Diana Wills was a double winner in claiming the long (19' 3") and triple (42' 1 1/2") jumps. Her winning jump in the triple set Heptagonal and Army records. At the MAAC, she captured four titles--long (18' 10") and triple (40' 11 1/2") jumps, the 55-meter dash (7.32), and the 200-meter run (25.94).

Diana Wills, triple jump champion, in action

Men's Outdoor Track -- The outdoor men's team pulled off similar heroics as the indoor squad in rallying for an 86-77 victory over Navy to finish their dual-meet season at 3-0. It was the cadets' first victory over Navy since 1981, Army's first sweep of both indoors and outdoors over the Middies since 1977, and their first unbeaten dual-meet season since 1980.

Trailing by three points against Navy late in the meet, the cadets outscored the midshipmen by a 13-1 count in the last two events. In the final 4x400-meter relay, Jim Orrange, running the anchor leg, crossed the line 0.24 seconds ahead of Navy to lift Army to victory. Tyno Carter was a double winner, setting a meet mark in the 3,000-meter steeplechase (8:52.58), while Craig Young set an Academy mark in winning the javelin toss (223' 11 1/2").



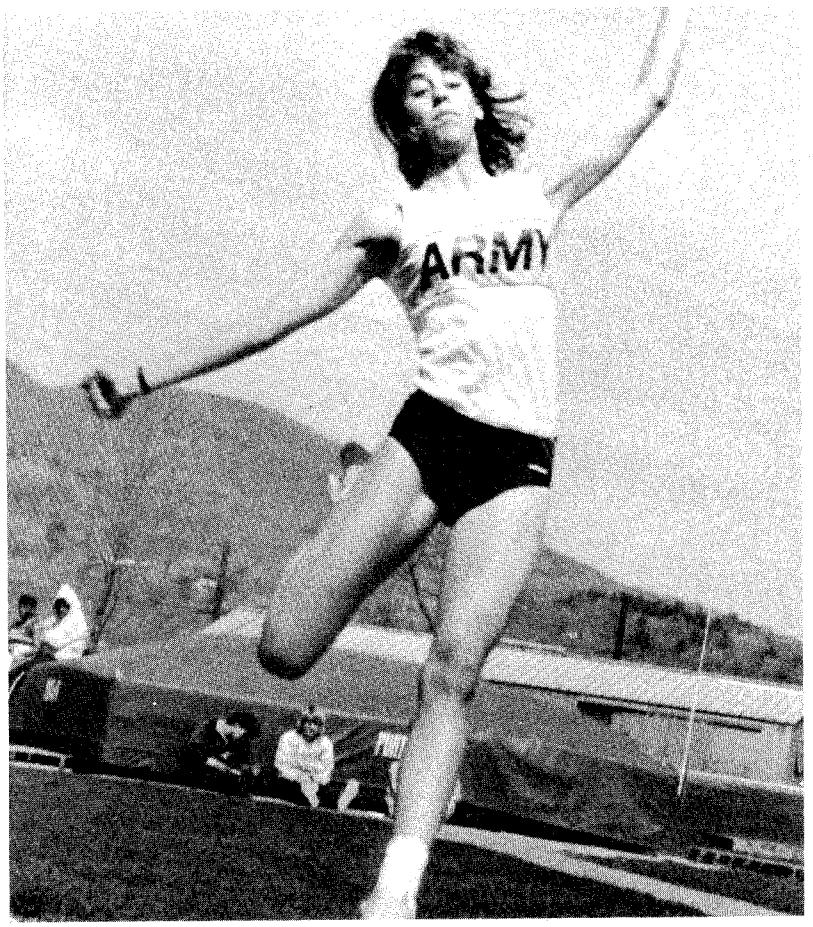
Tyno Carter
Army steeplechase champion

Carter was runner-up in the 3,000 meter steeplechase at the challenging Dogwood Relays in Knoxville, Tennessee, while Travis Dalton and Jim Orrange were crowned champions in the high jump and 400-meter hurdles, respectively, at the inaugural Crusade Relays in New England. The 4x100-meter relay team (Rich Harris, Todd Mulville, Kevin Carruth, and Darrel Kain) also took first at the First Crusade Relays as well as in the Intercollegiate Amateur Athletic Association of America (IC4As) Division at the Penn Relays. At the Penn Relays, Orrange won his sectional in the 400-meter intermediate hurdles (52.47) and Dalton registered a personal best where he captured second in the college-level high jump competition (6' 11 1/2").

Army placed fifth at the Heptagonal Championships, but Orrange won the 400-meter intermediate hurdles and Mike Eggleston was runner-up in the discus. At the prestigious IC4A Championships, Carter was third in the 3,000-meter steeplechase and Young was sixth in the javelin.

Women's Outdoor Track -- For the second-straight year, the women's spring track team was undefeated, posting a 3-0 mark in dual-meet competition. Their 90-64 victory over Navy was the third-straight sweep for the women's indoor and outdoor track teams.

At the Heptagonals, where Army took sixth with a partial contingent, Diana Wills and Kim Seminiano again set the pace. Wills set meet records in defending her long and triple jump titles en route to garnering MVP honors. A three-time champion in both, Wills cleared 20' 1/2" in the long jump to tie her Academy mark and set a new meet record. She then broke her meet record in winning the triple jump and ran a leg on the 4x100-meter relay which took fifth. Seminiano successfully defended her title in the high jump with a meet and Academy mark of 5' 10 1/2", taking fifth place in the 100-meter hurdles. At the Penn Relays, Wills' winning leap of 43' 4 1/2" in the triple jump established Franklin Field and meet records. She placed fifth in the long jump while Lynn Yagiela set a school record in placing first in the college-level shot put with a toss of 46' 1/4".



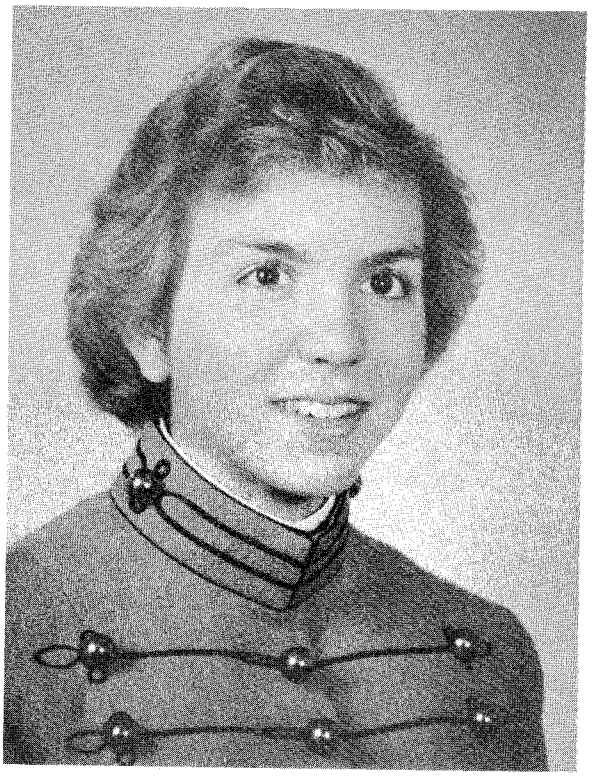
Kim Seminiano
Heptagonal "Outstanding Female Competitor"

Seminiano capped her senior year with a fine performance at the NCAA Division II meet when she won runner-up honors in the high jump with a leap of 5' 10 3/4".

At the NCAA Division II Championships, Wills successfully defended her national title in the triple jump and walked off with all-America honors with a fourth-place in the long jump (19' 6 1/2"). She subsequently collected her seventh career all-America certificate at the NCAA Division I meet with a fourth-place finish in the triple jump.

Men's Cross Country -- The cadets captured their first five meets of the season and extended a victory string to ten-straight dating back to the Fall of 1987. Navy nipped the cadets in the final dual meet, but Army bounced back with a third-place showing to the Middies' fifth-place finish at the Heptagonals. Army also finished seventh at the IC4As competition and fourth in District II. Senior co-captain Tyno Carter set the pace for the harriers all season and qualified for the NCAA meet on the strength of his fifth-place finish at the District II Regional Championships. Carter was 61st in his second trip in three years to the NCAA Division I Cross Country Championships.

Women's Cross Country -- The women's cross country team, led by Teresa Sobiesk, qualified for the NCAA Division II Championships for the second-straight year. The Army harriers received an at-large bid following a third-place finish at the East Coast Regional Meet. The Lady Knights finished sixth nationally following their performance at the NCAAs.



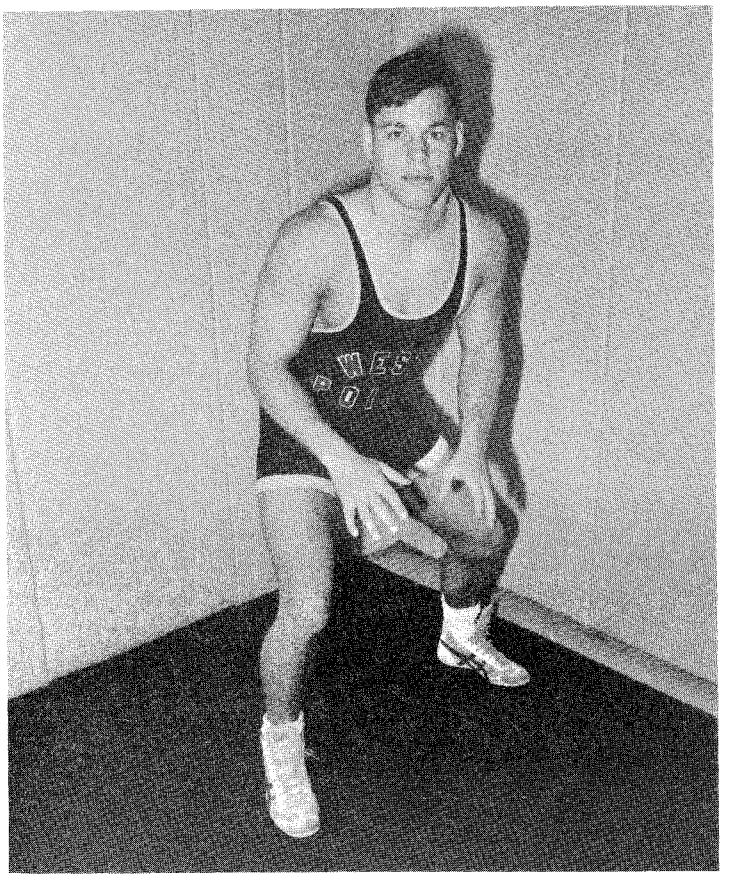
All-America Teresa Sobiesk

Sobiesk, who defended her regional title for the third-straight year, placed third at the nationals, her highest ever, while copping all-America honors for the third-straight year. Army's lone defeat of the season was to Navy (23-33), which snapped an 11-meet winning streak dating back to 1986.

Wrestling -- The grapplers posted a 12-6 mark, placed second at the New York State Championships after surrendering their three-year domination, took fourth at the Eastern Intercollegiate Wrestling Association (EIWA) Championships (just 1/4 of a point behind Navy), and qualified two for the NCAAs.

John Rippley won the Eastern title in the 167-pound class and was voted the tournament's "Outstanding Wrestler" by the 16 head coaches, the first time any cadet was so honored since the award was established in 1936. He also won that same award at the New York State tournament. Seeded Number 5 at the NCAAs, Rippley bowed in second-round action to snap a 27-match winning streak in closing at 36-5.

E. J. Pasteur qualified for the nationals after winning the heavyweight title at the Easterns, but bowed in the opening round of the NCAAs to finish at 24-11-1. Pasteur also won the heavyweight title at the New York State Tournament, while Eric Zeeman won the 158-pound title.



John Rippley
EIWA tournament "Champion Wrestler"

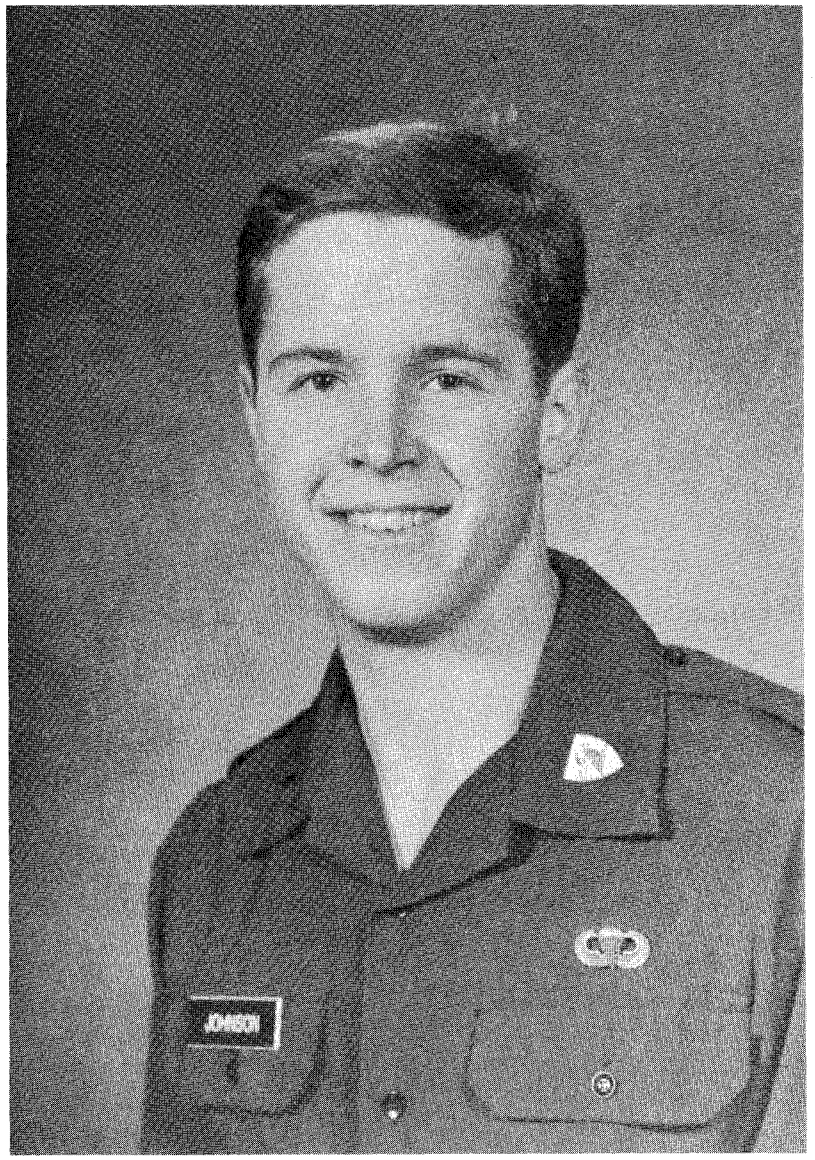
Baseball -- The diamondmen closed out 100 years of baseball in rolling to a 22-18 mark. The 22 victories were just one game shy of equaling the USMA record for season wins set in 1986. The cadets tied the school mark for victories in Eastern league play in closing at 10-8 in finishing in a three-way tie for runner-up honors with Columbia and Princeton. It was the best finish for Army since 1967 when the team finished second to Dartmouth.

The cadets, however, dominated the Eastern Intercollegiate Baseball League (EIBL) all-star team in placing four players on the first team (second baseman Mike Young, shortstop Glenn Donelin, outfielder Reggie Moore, and relief pitcher Shane Kimbrough); two to the second unit (first baseman Shannon Smith and designated hitter Eric Wolf); and two others were honorable mention (Smith as a pitcher and Darren Lynn as catcher). The four players named to the first team were twice as many as any other school.

Young ranked 11th in the final EIBL batting with his .387 average, hitting safely in 10 of the last 12 games. His 24 hits tied for first in the league. Donelin batted at a .355 clip in the league and led the league in runs scored with 18. In overall competition, Donelin led the cadets in batting with a .368 average and broke the Academy record for hits in a season with 56. Smith, who was next at .365, led the team in runs batted in (RBIs) with 41 and set season records for triples (6) and runs scored (40). On the mound, Smith finished at 6-1 while Gregg Softy was 6-3. Mike Tripp posted a 2.07 earned run average (ERA) while Smith showed a 2.64 mark.

Golf -- The linksmen rallied in the final dual meet of the season to defeat Navy and finish at 2-1. It was the fifth time in six years that the cadets were victorious over the Middies. Army qualified for the NCAA Division I meet after placing third at the Easterns and capturing their eighth-straight MAAC Championship.

The cadets, who went on to finish 19th at the NCAA East Regional meet, had several team members gain postseason honors. Tim Ertmer, Pat Mullin, Jay DeGeare, Chris Aune, Paul Landt, and Tim Johnson were all named to the all-MAAC team. It was the fourth-consecutive year for Johnson who wrapped up his collegiate career by being selected an Academic all-America for the second-straight year. Ertmer earned medalist honors at the MAAC and finished third at the Black Knight Invitational. Johnson, Ertmer, Mullin, DeGeare, and Robb Craddock were among Army's NCAA contingent.



Tim Johnson
Twice named Academic All-America

Lacrosse -- The stickmen posted a 5-9 mark during the 1989 season in Army's first losing record since 1974.

Tim deLoe led the team in scoring with 18 goals and 15 assists for 33 points. Scott Frank followed with 22 and Mike Dieroff, who finished with 21 points, led the cadets in goals with 19. Rob Salter made 142 stops and registered a 58.3 saves percentage. Co-captain Gary Giglio and Dieroff were chosen to represent Army at the North-South all-star game played in Baltimore in June.

Men's Tennis -- The cadets posted their first winning campaign since 1984 in registering a 14-12 record during the combined fall and spring seasons.

During the fall, the cadets captured the MAAC Championship, the fourth time they've won the crown. Kevin Lemke successfully defended his MAAC title at Number 2 singles and joined Mark McMullen to capture the Number 1 doubles. Also winning titles in singles were McMullen at Number 3; Mike Haight at Number 4; Ivan Brown at Number 5; and O. J. Tatsuta at Number 6. The cadets captured all three doubles in straight sets.

In the combined seasons, Haight led the team with a 17-9 mark while Brown, who was unbeaten in the fall (4-0), was 16-9.

Women's Tennis -- The lady netters compiled a 7-4 mark during the fall season and tied the school mark for wins (11-3) in the spring for a combined mark of 18-7. The Lady Knights were also ranked Number 2 in the East and three times during the season defeated a nationally-ranked team.

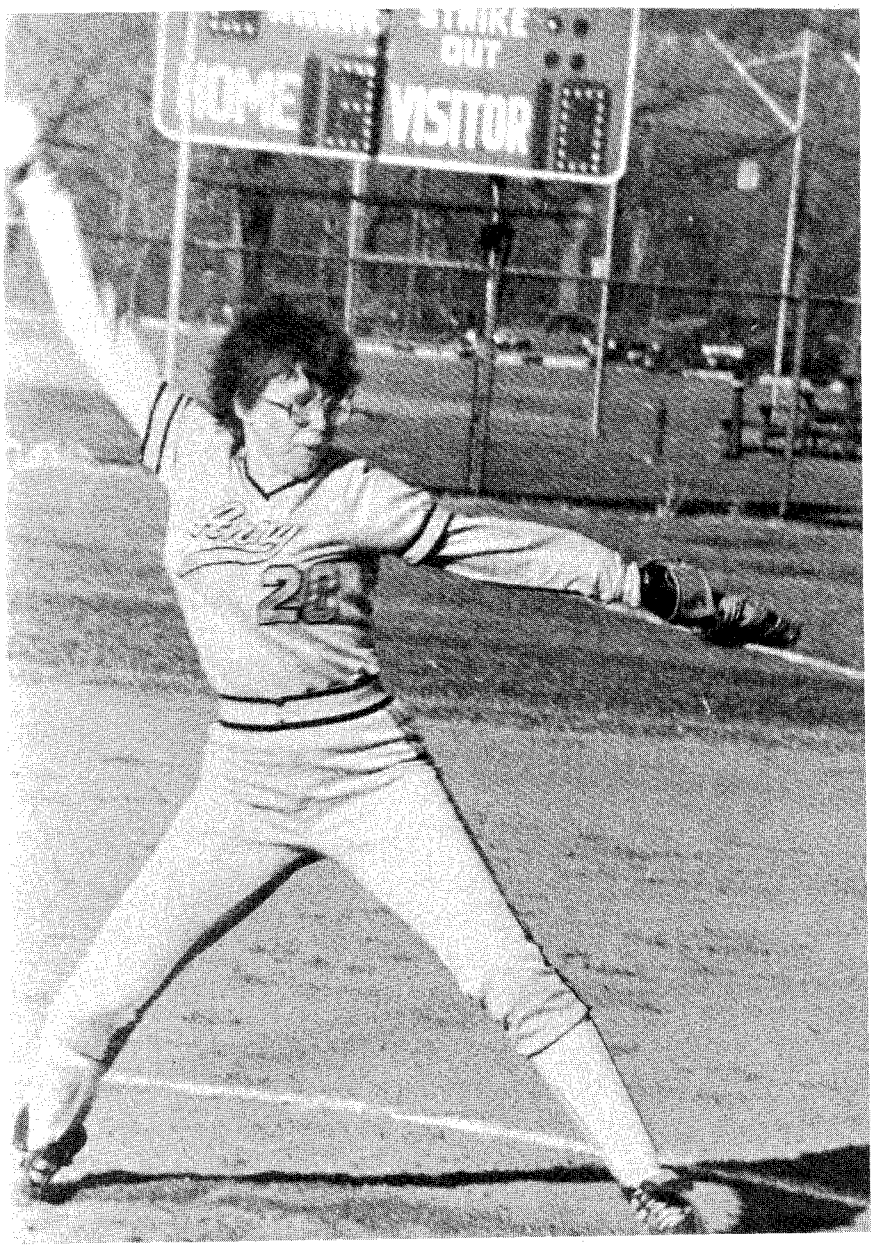
In the fall, Army posted its highest finish with a second-place at the annual MAAC Championships. Amy Bratton and Shannon Barry captured the Number 2 doubles title, while Julie Hiebert and Debra Smith reached the semifinals at Number 2 doubles. At Number 1, Lisa Haylett and Casey Soules were consolation winners.[2] Reaching the consolation finals in singles were Soules at Number 3, Barry at Number 5, and Jennifer Ames at Number 6. Hiebert tied Barry for the second most wins (17) in the combined seasons.

Bratton at Number 1 singles and Haylett at Number 2 were ranked second and seventh in the East, respectively, by the NCAA. They both finished the spring with identical 10-4 marks. In the combined seasons, Bratton led the netters with 18 wins.

Barry, alternating between Number 3 and 4 in the spring, posted the top mark on the team in winning 11 of her 14 matches and Soules, who split between 4 and 5, finished with a 9-5 mark. In doubles play, Haylett and Hiebert, the team captain, posted a perfect 6-0 mark at the Number 2 spot.

Women's Softball -- The Lady Knights got off to their best start ever in winning their first nine games en route to posting a 24-11 record and their fourth-straight, 20-win season. At one point during the season, the team was tied with Mankato State (Minnesota) for fifth nationally in Division II and was ranked first in the Northeast Division, neither of which had been achieved by Army women's softball teams in the past. Coach Al Arceo recorded his 100th career win in just his fourth season at the helm.

Pitching ace Colleen McCabe broke her own school mark for most strikeouts in a game and fanned 13 twice during the season. Fanning 210 batters during the season, she boosted her career total to 446, easily shattering the former record of 246 set by Jill Schurtz (1983-86). McCabe closed out the year with a 19-5 mark (raising her career victories to 48) and recorded a 0.58 ERA. LeeAnne Craft led the team in batting with a solid .340 average, in RBIs (18), doubles (9), and triples (4). Team captain Sandy Petrin led the team in hits (33) and runs scored (13).



Pitching ace Colleen McCabe in action

Superintendent Elected to NCAA President's Commission

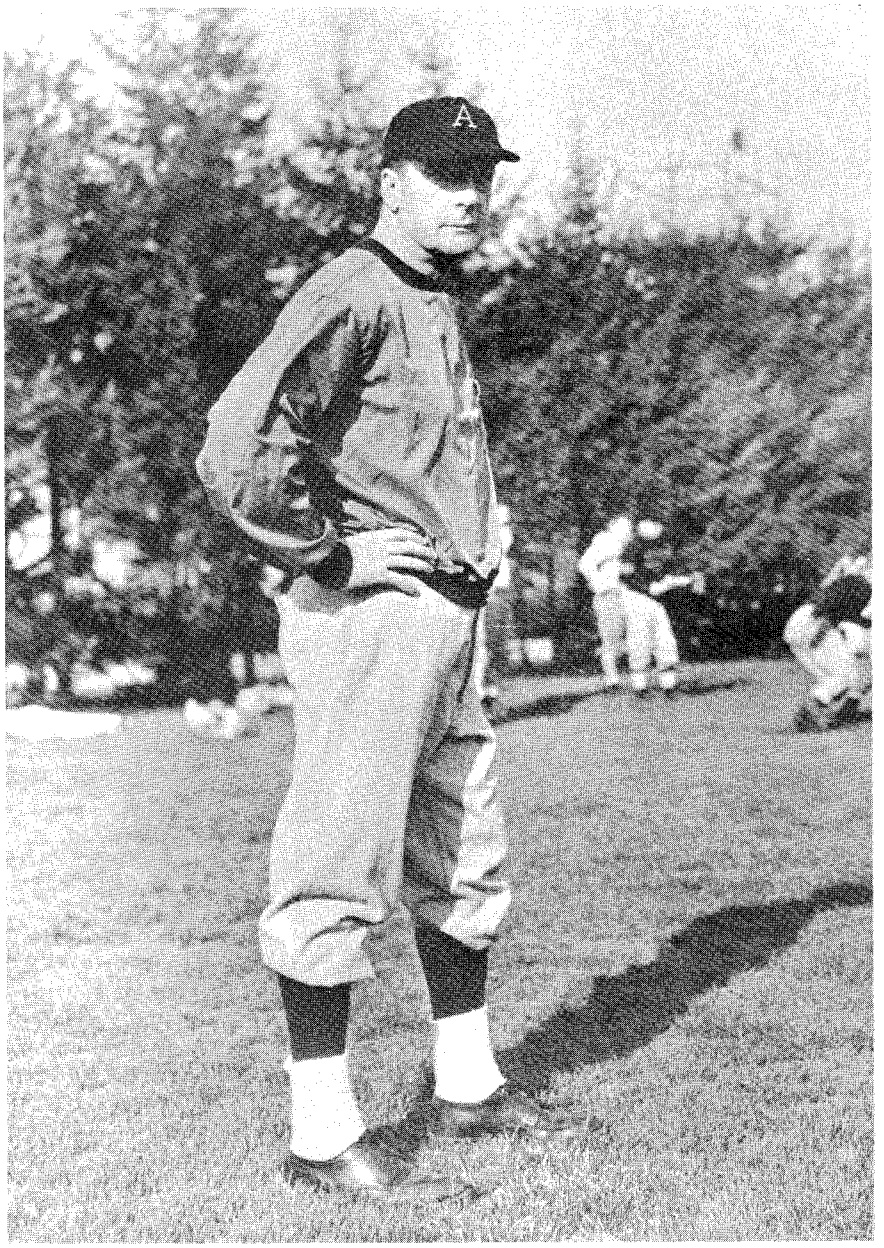
In January 1989, USMA Superintendent Lieutenant General Dave R. Palmer was nominated and elected by a majority vote at the NCAA National Convention in San Francisco, California, to become a member of the NCAA President's Commission. This was the first time in NCAA history that a service academy superintendent was elected to be a member of this major intercollegiate athletic decision-making body. Established in 1984, the President's Commission was established to serve as a forum for college and university presidents to work hand-in-hand with NCAA's policy board to propose legislation concerning major policy considerations in intercollegiate athletics. Dr. Martin A. Massengale, chancellor of the University of Nebraska and chairman of the committee, commented at the time, "We feel that General Palmer's perspective on student-athlete matters will be highly valued, especially representing a service academy like West Point that is known for its high standards of excellence and integrity." The Superintendent indicated that his three major areas of concern as he joined the board would be "recruiting legislation, academic standards for athletes, and strict penalties for violations."[3]

The Passing of Colonel Earl H. "Red" Blaik

Finally, the year was marked by the death of one of the legendary figures in Army football, Colonel Earl H. "Red" Blaik (USMA '20) on 6 May 1989 in Colorado Springs, Colorado. Blaik was the head football coach from 1941 to 1958 and athletic director from 1948 to 1959. During his tenure, the longest of any Army football coach, Army won the national championship three times (in 1944, 1945, and 1946), won the Lambert Trophy seven times, and compiled an overall record of 121 wins, 33 loses, and 10 ties. Twenty-seven of his players went on to gain all-America recognition, six of whom gained the recognition in more than one year and three (Glenn Davis, Doc Blanchard, and Pete Dawkins) went on to win the Heisman Trophy. Fifteen of his assistant coaches went on to become head coaches.

Blaik was named Coach of the Year by the Football Coaches Association of America and in 1964 was elected to the National Football Foundation Hall of Fame. In 1986, President Ronald Reagan awarded him the Presidential Medal of Freedom. In Colonel Blaik's last visit to the Academy on 11 September 1987, he dedicated the Monument to the Army Athlete, which stands at the entrance to the Holleder Center and was made possible through his generous donation. A Blaik Gallery in Michie Stadium was also dedicated during that visit.

On 13 May, following his death, a memorial service was held at West Point and he was buried in the West Point Cemetery by a football-shaped tombstone previously erected.[4]



Army's legendary Coach Earl "Red" Blaik

Other Notes

Several former Army athletes received hall of fame recognitions during the past year. Retired Brigadier General Peter M. Dawkins (USMA '59, Heisman Trophy winner, Rhodes Scholar, First Captain, and class president) was one of six inducted into the General Telephone Electronics (GTE) Academic Hall of Fame in 1988. The hall of fame program is administered by the College Sports Information Directors of America (CoSIDA).

The Lacrosse Foundation inducted Thomas R. Cafaro (USMA '71) into the Lacrosse Hall of Fame in 1989. Cafaro was a two-time first team all-America, a member of the USMA National Champion team of 1969, and a 1971 recipient of the Enners Award as the nation's outstanding collegiate lacrosse player.

Army Head Football Coach Jim Young, a 1957 Bowling Green State University alumnus, was inducted into his alma mater's athletic hall of fame in 1989.

The National Football Foundation and Hall of Fame, Inc., inducted the late John Green (USMA '46) to the Foundation's College Football Hall of Fame for 1989. A two-time all-America, who captained the undefeated and national champion Army team of 1945, is the 23rd Army football player or coach so honored.

Monuments and Memorials

During the past academic year, several athletic facilities were formally dedicated in accordance with the Superintendent's directive in May 1988 to recognize distinguished graduates who were leaders in the Corps of Cadets, who were prominent Army athletes, and who fell in battle in "full vigor of youth."

The first of these facilities to be dedicated was The Army Multi-Purpose Complex. On the morning of 1 October 1988, the complex was dedicated Holleder Center in memory of Donald W. Holleder (USMA '56) who was killed in Vietnam in October 1967. Holleder was an all-America in football and later was enshrined in the NCAA Football Hall of Fame.

On 27 January 1989, the ice rink in Holleder Center was dedicated Tate Rink in honor of Joseph S. Tate, Jr., and Frederick H. S. Tate. Joseph Tate (USMA '41) was declared missing in action over Germany in December 1943. His brother, Frederick Tate (USMA '42), had been killed in France three months earlier. Both had played hockey during their cadetship and Frederick had been captain of the team during his senior year.

On 11 February 1989, the Army Field House was dedicated the Gillis Field House in memory of William G. Gillis, Jr., (USMA '41) who lost his life in October 1944 in France. Gillis had been captain of the football team and lettered in both football and track while a cadet.

On 25 February 1989, the Cadet Gymnasium was renamed the Arvin Gymnasium in honor of Carl R. Arvin (USMA '65), who lost his life in Vietnam in October 1967. He was the cadet first captain and lettered in wrestling three years, serving as captain during his senior year.

On 12 March 1989, the East Gym (previously designated the Central Gym) of the Arvin Gymnasium was dedicated the Hayes Gym in honor of Thomas J. Hayes IV (USMA '66) who lost his life in Vietnam in April 1968. Hayes had served as the Chairman of the Cadet Honor Committee as well as participating in both the soccer team and ski club during his four years at West Point.

On 22 April 1989, the new Lacrosse Center, next to the Holleder Center, was dedicated the Truxtun Lacrosse Center in honor of Thomas Truxtun (USMA '37) who lost his life in Luzon, the Philippines, in June 1945. Truxtun had lettered in both soccer and lacrosse, was a three time lacrosse all-America, and had captained the lacrosse team his senior year.

On 19 May 1989, the cadet olympic-size swimming pool in Arvin Gymnasium was dedicated in honor of Robert W. Crandall (USMA '39) who lost his life in Italy in April 1945. Crandall was captain of the swimming team during his senior year.

Footnotes

[1]Squash was reduced from a Corps squad to a club sport this year because of a series of poor seasons and the departure of the coach.

[2]During the initial competition, the schools competing are placed in either winners bracket or a consolation bracket depending on their performance. The "consolation" competitors then play each other until a winner of the consolation round is determined.

[3]"Superintendent Selected for Committee," by SFC Leathers, Pointer View, 10 Feb 89, p. 7. See also "Superintendent Selected to Serve on NCAA Presidents Commission," Assembly, Apr 89, p. 18.

[4]Blaik Obituary, Assembly, Jul 89, p. 192.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) operating budget for Fiscal Year (FY) 1989 of $291.9 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.[1]

This was a $22.2 million (or eight percent increase) over FY 88.[2] More than three-fourths of the increase came from three categories. The largest single increase, $7.3 million, was in military pay and allowances, another $5.8 million was in the "supplies, equipment, and other" category of Operations and Maintenance, Army (OMA) funding, and another $4.2 million in the "reimbursements from outside USMA" category.

The initial FY 89 Operations/Maintenance, Army (OMA) funding level for the Military Academy was set at $115 million. Although this was nearly $3 million more than was ultimately made available in FY 88, it did not begin to cover some $5 million must-budget "fact-of-life" costs, most notable of which were absorption of half (2 percent) of the 4.1 percent pay raise; additional costs coming from the on-going military to civilian conversions; and covering increased costs of above-normal inflation in Commercial Activities (CA) contracts. Consequently, this directorate spent most of the first quarter reprogramming funds to try and lessen the impact of this immediate shortfall.

During the year, DA came to appreciate our inability to fund adequately some $11 million for laboratory modernization and infrastructure repairs. These recognized unfinanced requirements (UFRs) became the basis for some $6.5 million ultimately provided to USMA in the fourth quarter.

Other additional support during the year came in the form of nearly $1.3 million FY 89 Other Procurement Army (OPA)/Base-Level Commercial Equipment (BCE) and Productivity Capital Investment Program (QR1P/PECIP) funding to replace outdated equipment in the Cadet Mess and Directorate of Engineering and Housing (DEH). In addition, USMA received another one-half million dollars for Army Family Housing (AFH) maintenance and repair projects. USMA closed out FY 89 obligating $121.6 million of OMA funds and $10.1 million of AFH funds.

Our Resource Management Update (RMU) for the 1990 and 1991 FYs to Headquarters, DA reflected concern that a myth persisted at Headquarters that "West Point is well taken care of" and is being "looked out for."[3] The myth helps account for why, at a time when the Army enjoyed steady funding growth during most of the 1980s, USMA had only one year of funding - FY 87 - during which strides were made in correcting deficiencies in the academic arena and in the repair of real property. Consequently, our RMU focused on attacking four underfunded programs:

a. Health, safety, and environmental issues associated with compliance with existing laws involving, for example, wastewater treatment and emissions control.

b. Repair and maintenance of real property on an installation that is also a college and a national historic site, and one in which aged buildings and infrastructure now require complete rehabilitation.

c. Sustaining the progress made in meeting USMA's basic mission requirements--admitting, educating, training, and support of the cadets--so that West Point's accreditation can be maintained and the needs and expectations of the Army and nation may be realized.

d. Projects associated with the Bicentennial Plan which is designed to make better use of our limited land and structures through the application of land use concepts.

In our ongoing effort to dispel the "myth," this directorate hosted the fourth Annual Resource Management Conference at West Point in October 1988 for resource liaison personnel from HQDA staff. During the conference, the eight attendees, representing budget, program, and personnel offices at Headquarters, became better acquainted with the operations and resource requirements of the Military Academy.

Specifically, the attendees received briefings on USMA's Bicentennial Plan and received tours and briefings on the Cadet Mess, Cadet Uniform Factory, Cadet Barracks, academic laboratories, new classrooms, training facilities at Camp Buckner, and the computer facility at South Post. Areas requiring repair and upgrade were identified as were the state-of-the-art computers and laboratory equipment which had been made possible through previous HQDA financial support.

In October 1988, the Superintendent approved the Academy's participation in the Standard Installation Accounting Organization Test program. This Army-wide program implements a computerized network integrating the various accounting systems. The program reduces the mere bookkeeping element in the accounting process and shifts some accountants from staff work to become action officers. The overall intent is to improve the professional accounting support of resource management objectives by placing more professional accountants within the finance and accounting arena.

In August 1989, the Finance and Accounting Office fielded and provided training for the Database Commitment Accounting System. This system automated commitment accounting, enabling staffers to match obligations to commitments in a more efficient environment.

Manpower resources, authorized USMA by HQDA as of 30 September 1989, totaled 3,264. This was a net decrease of 18 spaces from the total authorized one year earlier.

	30 Sep 88	30 Sep 89	Net Changes
Officer (and Warrant Officer)	750	755	+ 5
Enlisted	514	506	- 8
Civilian Full-Time Permanent	2,018	2,003	-15
TOTAL	3,282	3,264	-18

The increases for officers and warrant officers came from increases of 11 officers for photonics (six) and artificial intelligence (five) cells, a reduction of one Staff Judge Advocate position, and a loss of five warrant officers from the implementation of an Army congressionally-imposed officer reduction and Army structure change originally set forth in 1987. The decline in enlisted spaces occurred as a result of a DA-directed reduction of nine spaces and two morale, welfare, and recreation reductions, which were partially offset by an increase of two chaplain's assistants and one Artificial Intelligence Cell enlisted slot. The civilian reductions included 10 spaces in the Child Development Services, four in Army Community Services (ACS), and one Jewish chaplain slot which all resulted from civilian adjustments required to implement the amended FY 88/89 DOD budget.

A new, on-line computerized TDA (OLTDA) system, originally created by TRADOC, was introduced during the last quarter of FY 89, significantly improving DRM's data management capability. This computer program facilitates the work required to comply with the two management of change (MOC) windows which are prepared annually (during July-September and January-March) for DA.[4] The OLDTA system generates reports and permits files and data to be gathered and analyzed more expeditiously and efficiently than in the past.

Due to efforts which originated during the 1988 USMA Structure Review, a rank and density review was initiated in June 1989 that will focus on military grades and strength. This review is scheduled for completion by the end of the year.

The Military Academy continued to participate in the CA Program, required by AR 5-20 and OMB Circular A-76 (revised) of August 1983. Actions occurring during the past fiscal year increased command oversight of the CA Program. The CA Steering Committee, chaired by the Chief of Staff, was established to strengthen managerial oversight by conducting quarterly reviews of all program actions. The committee also streamlined the review process since it has approval authority for all Acquisition Plans, Performance Work Statements, Quality Assurance Plans, Transition Plans, and Most Effective Organization (MEO) structures related to cost comparison studies. Finally, the Committee reviewed some resolicitations of major service contracts.

Three cost comparison studies that affect 555 positions were conducted during the past year. These studies include Base Real Property Maintenance and Fixed Plants Operations at West Point (ie., water sewage, and boiler)--377 positions; Logistics Support (supply, warehousing, property management, and

traffic management)--88 positions; and custodial services (cadet barracks)--90 positions.[5]

The DEH custodial services function was returned from Harris Systems International, Inc., of San Antonio, Texas, to in-house performance in April 1989 due to the contractor's default for non-performance. Transfer to in-house performance was permitted (1) because the "termination by default" for failure to provide services as specified in the $5.27 million contract occurred during the first year of contract and (2) because the government had been the second-lowest bidder. As a result, the implementation of the MEO resulted in the establishment of 67 civilian positions. This was the first cancellation of a CA contract at West Point.[6]

During FY 89, we continued to focus attention on productivity programs. The Productivity Capital Investment Program (PCIP) received OPA funds of $408,500 to replace or purchase several significant pieces of equipment. These included the replacement of a dough rounding/dividing machine for the Cadet Mess; the purchase of a navigation system for the 2nd Aviation Detachment's C-12 aircraft (upgrading the aircraft to modern standards); and the purchase of a "state-of-the-art" Printed Circuit Board Design Center for the Department of Electrical Engineering (allowing students to create more complete design projects using technology that is much easier, faster, and error free than the present proto-board method). During December 1988, USMA received an additional $291,000 FY 88 OPA dollars which were used to help replace the Academy's PRIME computer system at the Directorate of Information Management (DOIM).

In addition, the USMA staff reorganization, completed in October 1988, impacted upon both the Model Installation and Army Suggestion Programs (MIP/ASP) Steering Committee composition and program procedures. The size of the Steering Committee was reduced and program policies and procedures were simplified and streamlined to compensate for the reduced staff. The changes resulted in a reduced administrative workload and a more efficient operation.

This directorate hosted the Service Academy Comptrollers' Conference in August 1989. The purpose of the conference, which rotates annually among the five academies, is to exchange ideas and coordinate actions which are of mutual interest. In addition to a presentation by Colonel Thomas N. Cunningham, Commandant of the U.S. Military Academy Preparatory School, on the relationship of the Prep School to USMA, presentations were also made by USMA personnel on topics which included the Cost per Graduate, Funding Challenges of the 90s, CA, Long-Term Planning Facilities Modernization, Pay and Accounts for Cadets, and Managing the Civilian Workforce to Budget (MCB).

The testing of the MCB concept continued at USMA for a second year. Managers generally welcomed their newly assigned budget and classification authority and actively worked toward better position management. Administratively, however, we continue to struggle with our need to be flexible in our approach to test implementation, and the requirement of the Army Staff MCB test coordinators to evaluate our implementation of the test plan.

The Military Academy was one of five Army installations to participate in the study of the family cooperative housing concept known as SHARE (Soldier Housing and Retirement Equity). The directorate was responsible for developing the information that was related to family housing requirements, associated costs for on-post housing, and the local community housing market.

If enacted at USMA, SHARE would allow a private developer to build housing on West Point through a cooperative. The cooperative would be run by its residents, active duty service members, who also would own the homes. SHARE not only reduces the Army cost of family housing, it provides service members an opportunity to own quality, affordable housing. At the present time, reduced construction budgets delay or extend required housing construction; the cost to maintain aging quarters is becoming an increasing burden; and Basic Allowance for Quarters (BAQ) and Variable Housing Allowance (VHA) do not cover the cost of housing on the economy. SHARE is the latest in a series of attempts to enable the Army to meet the housing needs of soldier's family more effectively.[7]

A random survey of USMA officers and enlisted personnel was conducted to determine the degree of interest in the SHARE concept and to obtain additional information on housing issues. Of the seven hundred individuals responding to the survey, 47 percent expressed an interest in participating in SHARE.

The SHARE Project Evaluation Team visited the Military Academy in March 1989. The team was provided detailed information books related to housing at the Academy and in the local community. The team was briefed by staff representatives, and met with representatives of the local community and the Orange County Executive. The Military Academy stands ready to participate in the program whenever it is implemented.

Footnotes

[1]The total appropriated and nonappropriated fund (NAF) budget for FY 88 had totaled $269.7 million, a decline of $6.1 million (or 2.3 percent) from FY 87. The greatest share of the decline ($11.3 million) came from "supplies, equipment, etc., category of OMA funding which had shown a major increase in FY 87. In a constrained environment when last minute funds become available that may be utilized only if done so promptly, contracts, supplies, and equipment are frequently the only items which may be acquired. On the other hand, the largest increase in the FY 88 budget had been an eight percent increase ($5.7 million) in total military pay and allowances and a five percent increase ($2.4 million) in total civilian pay.

[2]The FY 89 appropriation, however, was less than six percent over the FY 87 figure.

[3]RMUs are budget updates forwarded to HQDA in alternate years. Initially, a detailed Command Budget Estimate (previously designated a Command Operating Budget) is prepared for a two-year period. In the second year of the budget cycle, a condensed RMU is prepared based on updated program budget guidance from DA.

[4]The MOC-window concept, updating and restructuring the TDA twice a year instead of annually, had been done manually in a very time-consuming process. The new computerized system is a major step forward in DRM's ability to manage and process data.

[5]The first two cost comparisons were long-standing efforts, the third was added as a result of a command decision this year to look into the subject.

[6]The decision is discussed in "Academy Officials Terminate $5.27 Million Contract," Pointer View, 7 Apr 89, p. 4.

[7]See "Leaders Look at SHARE Program," Pointer View, 12 Dec 88, pp. 3-4.

OPERATION, PLANS, AND SECURITY

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 31 foreign nations during the 1989 Fiscal Year. Costa Rica, Saudi Arabia, and Uruguay did not participate either because of lack of funds or scheduling problems. In addition, cadets did not visit El Salvador, Paraguay, and Venezuela because of internal/security problems or concerns and did not receive visitors from Belgium, Great Britain, Paraguay, and Saudi Arabia due to internal budget, organizational, or scheduling difficulties. 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.

During FY 89, 66 cadets and 10 officers from 25 foreign military academies were hosted by USMA and 68 USMA cadets and 5 officers visited 23 foreign countries. West Point hosted cadets from 14 Latin American countries, France, West Germany, Greece, Netherlands, Spain, Portugal, Japan, Jordan, Korea, Morocco, and Australia. West Point cadets visited 11 Latin American countries, Austria, Belgium, France, West Germany, Greece, Spain, Portugal, Japan, Jordan, Korea, Morocco, and Australia.

This marked the second year that the Military Academy hosted all foreign cadets during one 14-day block during the second detail of summer training.[1] Highlights of the foreign academies' visit to the Military Academy include tours of Camp Buckner, an overflight of West Point, and trips to Hyde Park, New York City, and Washington, D.C. Visits to other military installations included Fort Dix, New Jersey, the U.S. Coast Guard Academy in New London, Connecticut, and the U.S. Navy Submarine Base in Groton, Connecticut.

RANGE AND TRAINING

The 3rd Battalion, 187th Infantry, 101st Airborne Division, from Ft. Campbell, Kentucky, was the main unit providing support to Cadet Field Training and Cadet Basic Training in the Summer of 1988. Other significant contributions to cadet training were made by the 39th Engineer Battalion from Ft. Devens, Massachusetts, and the 3/320th Field Artillery, the 494th Transportation Company, the 801st Maintenance Battalion, and the 426th Supply & Transportation Battalion from Ft. Campbell, Kentucky.

At an April 1988 In Process Review (IPR), the Superintendent recommended to the Structure Review Committee that "oversight for...staff functions dealing with installation support should be transferred from the Chief of Staff to a Garrison Commander to allow for proper span of control and increased focus on installation support."[2] The Committee felt that the Directorate of Operations, Plans, and Security (DOPS) should continue to report to the Chief of Staff in the new organizational structure because of its extensive coordination and scheduling responsibilities. However, the Committee contended that there were several installation support functions assigned to the DOPS that belonged under the Garrison Commander. As a result of the Committee recommendations approved by the Superintendent during the past

academic year, DOPS gave up control of the range control soldiers and maintenance of the Range and Training Complex to the 1st Battalion, 1st Infantry under the Garrison Commander. However, the range scheduling responsibilities were retained within DOPS because they "involved significant post-wide and external coordination."[3] In March 1989, the DOPS used the loss of the range control responsibility as an opportunity to reorganize the workload in the Directorate and gave the range scheduling function to the Coordinator of Reserve Component Support (CRCS). This occurred because U.S. Army Reserve, National Guard, and Reserve Officer Training Corps (ROTC) units are the main users of the range and training complex. Since the CRCS was more familiar with these unit training requirements, he could provide better service to these organizations.

Two battalions from the 10th Mountain Division (Light) performed two-week Field Training Exercises (FTXs) at West Point during the period. The 2nd Battalion, 22nd Infantry trained in the Fall of 1988 and the 3rd Battalion, 14th Infantry trained in the Spring of 1989. A significant element in their training was the unprecedented use of Stewart Airport as a main supply point and their helicoptering into West Point as part of their training.

In concert with desires of the Commander of the 1st Battalion, 1st Infantry to expand West Point troop training capabilities, these units performed live fire exercise (M16, Squad Automatic Weapon (SAW), and M60 machine gun) in a training area using portable pop-up targets. Previous training had been conducted on the more restrictive adjoining Range 2A. The training experience, which included the rapid movement of troops and equipment over hilly terrain and lakes, provided challenging land navigation opportunities. It demonstrated that the West Point military reservation offers the most diversified training environment in the northeast.

In May 1989, the 306th Engineer Company (U.S. Army Reserves), Amityville, New York, performed annual training at West Point. They built a range tower on Range 4A and provided maintenance to fire breaks on several ranges.

The two major range construction projects were delayed. The conversion of the 20-lane, record-fire Range 5 into a Remote Engagement Target System (RETS) modified fire range was delayed to FY 90 and the Range 3A upgrade from an M60 machine gun firing range to a SAW/M60 range was postponed again to FY 93. No major construction occurred in the Range and Training Complex during this period.

Training on the ranges and training areas continued at a high level during the period and attracted members of the active duty and reserve forces as well as civilians in the area. Almost every member of the Corps of Cadets used the range and training areas during the year. Cadet use, spread over 139 days, was heaviest in the spring and lowest in the fall. Over 1,600 other West Point personnel utilized the training areas on 22 days, mainly in the spring. Over 4,000 active duty military personnel trained on the facility over a period of 130 days, again most frequently in the spring. The heaviest single use of the facility came from 15,000 reservists whose participation was spread over 99 days throughout the period. Although most reservists trained in the spring, more than one-fourth trained in the fall where they represented 80 percent of the total use during that period. Finally, over 6,000 civilians used the complex

during the period; over half of this use was with the Scoutmaster's Camporee in the spring.

USMA MUSEUM

The overall operation of the West Point Museum during the past year reflected more change than at any other time in its recent history. Progress on the Olmsted Hall site, plans for the move of the collections, installation of displays, and major staff additions combined to mark an unusually demanding period for the Museum staff.

Following the July 4 weekend, the West Point Museum closed its public galleries for the remainder of the 1988-89 Academic Year to permit the movement of the entire collection and the installation of six new exhibition galleries in Olmsted Hall at New South Post.[4]

By 1 July 1988, "beneficial occupancy" of Olmsted Hall was completed under the supervision of the New York District Corps of Engineers. However, numerous climate control, fire suppression, and potentially hazardous water problems remained unresolved at that time.[5] Although corrective actions and studies of alternative methods to attain ideal museum environmental conditions were undertaken, many remained unresolved at the end of the reporting period.

Renovations to Olmsted Hall were funded jointly by Military Construction, Army (MCA), USMA Academic Expansion (Phase 1A) and by gift monies from the George Olmsted Foundation.

The Olmsted Foundation funded the nearly $2 million contract for the design and fabrication of all six exhibition galleries in the Museum. DA appropriated $329,000 for the installation of the security system for all 125 exhibit cases, motion detection for the galleries, and perimeter alarms for the building.[6] The exhibit design and security program were jointly administered by DEH and by the New York District Corps of Engineers, which earlier had issued the request for proposal (RFP) in 1987.

Planning for the construction of an attached annex at the north end of the Museum continued during this period. The firm of Arthur L. Spaeth & Associates of New York was selected to develop the annex which will serve as both a heavy object (artillery) storage facility and a temporary exhibition gallery. It is anticipated that the annex will consist of 5,000 to 6,000 square feet with a ground breaking anticipated for the Summer of 1990 and completion anticipated during the following year.

The Museum augmented its support of classroom instruction in the Department of History by instituting a scheduled exchange of "teaching weapons" with the Department. Necessitated by the move of the Museum, temporary loans of these weapons reflects one of several methods used to sustain Museum support of academic instruction.[7] During the 1988-89 Academic Year, over 35 loans were coordinated by the West Point Museum, which permitted the Department to use some 300 guns to teach cadets.

The loan of artifacts (primarily art objects) continued without cessation during this period. Over 75 different loans consisting of 1,000 individual works of art were either loaned or renewed to other West Point agencies for use and display during the year. Ten museums and universities also borrowed artifacts from the Museum for special exhibitions/displays.

The substantial authorization of an additional ten museum laborer/guards to the staff of the Museum was approved in late June 1989 to assure security and maintenance of the new facility. This major staff addition, as well as the authorization of a Museum Armorer to work with the Department of History in support of Departmental programs, reflects a level of command support which must be sustained to effectively operate the new Museum at South Post.

During the past academic year, 25 donations were accepted by the West Point Museum which strengthened our holdings in arms and uniforms as well as military art.

Fort Putnam remained open during this period and was visited by some 47,000 individuals between 1 May and the end of November 1988 when the fort closed for the season.

USMA BAND

The United States Military Academy Band provided musical support to meet 1,549 on and off post commitments during the past academic year. Through our activities and efforts in direct cadet support, other military support, recruiting command support, and public relations support, the band performed before approximately 700,000 people, enhancing long-established traditions and attributes of the Military Academy and the U.S. Army.

In addition to regular Academy support in such diverse capacities as cadet meal formations, reviews and parades, athletic events, and retreat formations, the band also participated at dedication ceremonies for numerous sports facilities, the new West Point commissary, Thayer Gate, and Lincoln Hall. The band also conducted an extensive concert schedule to include the summer and winter concert series and the chamber music series at West Point. These concerts featured the Concert Band, Jazz Knights, and Field Music Detachment and highlighted the musical skills of soloists, combos, and chamber ensembles within the unit. Off-post commitments took the band throughout the Northeastern United States for community concerts, school assembly concerts and clinics, and parades.

Performances of special note during the period include several activities. The USMA Band supported Independence Day activities by marching in the Highland Falls, New York, 4th of July Parade and performing the annual Cadet Basic Training concert. The annual "1812" concert at Trophy Point attracted an estimated 10,000 people in September. The Eisenhower Hall Theater was the location for both the annual Christmas Concert which drew an audience of 2,000 and an "All-Sousa" concert in January which drew 3,000. In February, the West Point Tuba/Euphonium Quartet participated in the U.S. Army Band's Tuba/Euphonium conference at Fort Myer, Virginia, and the Concert Band performed for the New Jersey State Music Educator's Conference in Parsippany, New Jersey. In April, Sergeant Rachel Bose gave a series of

lectures and clinics in Indiana, supporting the Indianapolis Recruiting Command's efforts to recruit candidates for the Army's special bands. The USMA Band was proud to lead the parade honoring the Bicentennial of George Washington's Inauguration held in New York City on 30 April. In May, 41 members of the band participated in the 1989 Armed Forces Day Parade at Picatinney Arsenal, New Jersey, in May. Finally, in June, the Band participated in the 10th Annual Retiree/Alumni Concert, which provides a significant opportunity for past and present band personnel to maintain ties with one another, ensuring the historical link is maintained between past and present traditions and accomplishments of the USMA Band.

Footnotes

[1]The reason for this change is discussed in the Superintendent's Annual Historical Review, 1988, p. 128. The earlier recommendation for a four-week block hosting period was not adopted and a 14-day block was implemented instead beginning in 1988.

[2]Superintendent's Annual Historical Review, 1988, pp. 81-82.

[3]MEMO, MAPP, COL Gross, Ch, Structure Review Committee, for SUPT, 25 May 88, sub: "Report of the Structure Review Committee," p. 12.

[4]As a result, only 5,400 visitors came to the USMA Museum during the academic year, a number which is the lowest recorded attendance in decades.

[5]The term "beneficial occupancy" refers to a stage of the occupancy process during which a new resident may enter and gain some functional benefit from the facility. After modifications and improvements are made enabling the facility to satisfy all design and building code standards, a certificate of occupancy will be provided designating the completion of the project.

[6]The project was funded by the Army Security and Law Enforcement Division of the Office of the Deputy Chief of Staff for Operations and Plans.

[7]In the past, because of the close proximity of the Museum and the Department of History in Thayer Hall, weapons were signed out from and returned to the Museum on the day they were required for classroom instruction. Now, since the Museum and Department are in separate buildings more than a mile apart, groups of weapons required for instruction over several weeks were transferred to a weapons storage room in the Thayer Hall. Weapons were rotated in and out of the storage room during the course of the academic year as required by the Department.

STAFF JUDGE ADVOCATE

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

The OSJA provided more than 2,200 administrative law opinions on diverse legal issues of interest to the command. Additionally, it provided classes on copyright law relating to computer software; taught "Law of War" classes to various military units at West Point; and presented a class on the Federal Magistrate Court program to the Military Police Company.

The OSJA provided litigation support to the various U.S. Attorney's Offices, and to the Litigation Division, Office of The Judge Advocate General (OTJAG), in approximately 30 civil cases pending before different Federal Courts.

The OSJA represented USMA's interests in three adverse action appeals before the Merit Systems Protection Board (MSPB); two complaints of discrimination brought before the U.S. Army Civilian Appellate Review Agency (USACARA), one of which was ultimately litigated before the U.S. Equal Employment Opportunity Commission. Additionally, the OSJA provided review and legal opinions in over 75 disciplinary cases which did not reach the hearing stage; rendered several legal opinions in labor-related matters; and provided legal counsel in renegotiating portions of the collective bargaining agreement between West Point and the West Point Elementary School Teachers' Association.

The OSJA reviewed over 475 proposed contract actions for legal sufficiency and successfully defended four bid protests. In addition, the OSJA advised the command on more than 40 contract claims, totaling more than $1 million; and provided field attorney services for the Army Chief Trial Attorney of Falls Church, Virginia, on three claims totaling $250,000 before the Armed Services Board of Contract Appeals.

The Legal Assistance/Defense Section completed 8,590 legal assistance actions and advised 172 cadets and 196 soldiers requiring defense counsel services. The office staff was augmented on weekends and annual training periods by Reserve JAG officers assigned to the 4th JAG Detachment Military Law Center, Bronx, New York.

The Claims Section of the OSJA settled 459 individual claims totaling over $290,000 and recovered $74,500 for damage done to government property or for medical care provided. Currently, the office has 27 cases pending claims processing or litigation, amounting to $20 million.

The OSJA processed 16 court-martial cases, including eight cadets for drug use, four cadets for larceny and forgery, and four soldiers for various offenses.

The OSJA processed and provided legal advice to the command in 44 honor cases, 28 disciplinary cases, and 10 misconduct cases which went forward to cadet investigative boards. Legal advice and administrative assistance was provided on some 269 cadet resignations, 24 medical boards, and eight requests for administrative leave without pay. In addition, administrative

support was provided for eight Article 32 (non-judicial disciplinary) investigations, three administrative separation boards, one Article 15-6 (fact finding) investigation, and the Hotel Thayer expansion bidders meeting.

Posvar Commission

The OSJA was an active participant in the Posvar Commission review of the Cadet Honor System. Representatives of this office attended several hearings, both at West Point and other locations, furnished necessary legal documents, and provided advice regarding the legal implications of proposed changes to the honor system. Assistance to the Office of the Superintendent concerning the implementation of several changes was ongoing at the end of the reporting period. Among the recommendations the office was particularly involved with are those to clarify the definition of a "self-reported" honor violation and to devise some method for cadets who are self-reported to be separated with the offer of readmission.

Environmental Issues

The OSJA finalized negotiations with the New York State Department of Environmental Conservation (NYSDEC) on Federal Facilities Compliance Agreements (FFCAs) for both West Point and Stewart Army Subpost, thus avoiding litigation on disputed environmental violations.

The OSJA also finalized an agreement with the NYSDEC relative to the "red bag" waste (medical infectious wastes that have a potential to contaminate the environment) found in landfills owned and operated by the Military Academy. This agreement saved thousands of dollars in fines and penalties which New York State would otherwise have assessed against USMA.

In the past few years, New York State has assessed environmental program fees totaling several thousand dollars per year without any apparent rendering of services or benefit to USMA. The OSJA and DA determined that the fees bore no reasonable relationship to services rendered and appeared to be an impermissible state tax on the federal government. The Directorate of Engineering and Housing was advised to make no payments. In 1989, the State of New York filed a lawsuit against all military installations in the State of New York, including USMA for nonpayment of these fees. Litigation was pending at the end of the reporting period.

The U.S. Federal Magistrate Court continues to include a U.S. Magistrate who exclusively handles cases at West Point. The total number of cases disposed of last year by the Magistrate Court of West Point last year was approximately 1,080.

Special Activities

The OSJA continued to monitor the legislative initiative to obtain authorization to change the present proprietary legislative (state) jurisdiction at South Post to concurrent (federal and state) jurisdiction to enable USMA to provide a variety of functions at the site including police and fire protection. At the end of the reporting period, the request was being considered by the Office of the Chief of Engineers and the Army General Counsel; after their concurrence, it will be forwarded to the New York State Governor for his consideration.

The OSJA continued to provide legal advice to the USMA staff on the complex effort to permit the privatization of the Hotel Thayer. The effort will consist of providing a long-term license to a private organization to enter, demolish portions of a government structure, and to operate the new facility.

ACADEMY RELATIONS

The Public Affairs Office was redesignated the Directorate of Academy Relations effective 25 August 1988 as part of the changes resulting from the Superintendent's approval of recommendations of the Structures Review Committee. That designation was in recognition of the myriad of responsibilities including support of all visitor services, which is not usually recognized in the title of Public Affairs Office.

Press coverage of the Military Academy was extensive during the past academic year. National coverage provided by the Columbia Broadcasting System (CBS) program "60 Minutes" featured Reception Day (R-Day) and Cadet Basic Training. That show, aired Christmas evening, gave an accurate, if brief, presentation on new cadet training. CBS granted USMA permission to show the program to West Point Parents Clubs and West Point Societies. The West Point Honor Code and Honor System were covered in such national publications as USA Today, The New York Times, Washington Post, Time, U.S. News and World Report, and in other newspapers and broadcast outlets. The Superintendent and Commandant were interviewed or had meetings with the editorial boards of the Cleveland Plain Dealer, the Christian Science Monitor, the Dallas Morning News, the Detroit Free Press, the Sacramento Bee, and The New York Times. In addition, the New Yorker magazine spent several months interviewing Brigadier General Fred A. Gorden, Commandant of Cadets, for a personality feature.

Several national publications, to include the Army magazine and Army Times, published stories of Chief Justice Warren E. Burger's receipt of the Thayer Award in 1988, as part of our efforts to raise public awareness of the award. During the commencement address to the Class of 1989, Vice President Dan Quayle announced that former President Ronald Reagan would be the 1989 recipient of the prestigious award. This was reported by the Associated Press, the United Press International, and The New York Times.

West Point's Pointer View newspaper was converted to a commercial enterprise publication. By arrangement with a private printer, the newspaper is now printed at no cost to the government--profits for the printing company come from the sale of advertising. The Military Academy also gained a larger weekly newspaper of from 24 to 52 pages with spot color in each issue.

The first West Point Parents Club conference was conducted in March 1989 with 65 Parents Clubs' representatives coming to West Point. Briefings and presentations helped the representatives to understand more of the mission and purpose of the Military Academy and to gain insights into other areas of concern. It also served to promote communication and cooperation among the clubs and between the clubs and the Academy.

In the Fall of 1988, the position of Manager of the Visitors Center and Chief of Visitor Services was established to enhance West Point's visitor programs. Special tours were arranged for visiting dignitaries, including the Polish ambassador to the United States, several Latin American general officers, and underprivileged youths from New York City. Tours of West Point were also provided for newly assigned personnel and parents of new cadets on R-Day, 1989. Parents of the new cadets were also offered special tours of Constitution

Island. Plans for the building and design of the new Visitors Center at West Point's South Post continued throughout the year, with close coordination between this directorate, the Directorate of Engineering and Housing (DEH), Howard Mont Associates of New York City for interior design, and Lindros Associates of Harriman, New York, for fabrication and installation of exhibits.

Finally, West Point's closed-circuit television system continued to carry monthly "On the Air" programs, providing information to the community on such subjects of concern as health, housing, and parking and traffic flow policy changes. The phone-in format provided West Point residents increased opportunity for feedback to members of the Academy leadership.

INSTITUTIONAL RESEARCH

During the 1988-89 Academic Year, the Office of Institutional Research (OIR) continued its mission of conducting analysis and research in support of planning, decision-making, and policy formulation at USMA. Significant contributions were made in the area of leader development and to a variety of activities across the spectrum of operations at West Point.

LEADER DEVELOPMENT

Under the aegis of the Leader Development Project, progress was achieved in three areas: enhanced understanding of candidate leader potential; measurement of cadet performance and development; and graduate contribution to the common defense.

Candidate Leader Potential

No differences in cadet performance were found between cadets who entered the Academy on medical waivers and those who did not. A statistical analysis demonstrated that General Test Battery scores do not predict academic performance more effectively than current models. An equation which estimates the academic performance of candidates based on their performance on the recently revised American College Test (ACT) was developed for use with the Class of 1994. The Admissions Committee was provided a databook showing the relationship among candidate application measures (Whole Candidate Score, CEER[1], Leadership Potential Score, and Physical Aptitude Exam) and cadet performance measures (General Quality Point Average, Academic Quality Point Average, Military Development Index, and Physical Education Grades). Again this year, OIR published its annual report examining ten-year trends in the variables used to evaluate candidate qualifications. Ongoing research is attempting to answer what adjustments in the CEER equation should be made when a candidate submits multiple test scores. We are also reviewing whether high school rank should be adjusted for the quality of the high school or the high school transcript. Preliminary arrangements were made with the Army Research Institute (ARI) to field test a biographical questionnaire in an effort to assess the potential for leadership of USMA applicants.

Cadet Performance and Development

Studies were prepared during the past year which addressed the usefulness of the Sequential Leader Development System (SLDS), the selectivity of the Superintendent's Unit Award, the value of various cadet duty positions, the reasons for the attrition of women cadets, the development of cadet values, and innovations in instructional methods. An analysis, based on input from cadets and officers, demonstrated that SLDS is a valid indicator of cadet leader development. Assessment of the Superintendent's Unit Award demonstrated that some factors were having an inappropriate influence on the designation of distinguished units. The study resulted in the formulation of a new scoring system and a thorough revision of Commandant's Training Memorandum No. 3 which governs the administration of the competition and the award. A study was conducted which measured the value and potential for enhancing leader

development of 80 cadet duty positions. Based on this analysis, the Commandant may revise or replace positions which are not meaningful. Several data assessments were completed to gain a better understanding of attrition by women cadets. It was found that men and women have similar motivations for both entering and leaving USMA; that recruited women athletes are less likely to leave the Academy than are women who are not recruited athletes; and that Third Class Year is the period of the greatest difference in the attrition of women and men. Continuation of the four-year cadet values development study has shown that the Classes of 1991 and 1992 were very similar in their initial value profiles. The results also demonstrated that there is persistent and substantive conflict between the toleration clause of the honor code and loyalty to a friend. There appears to be a decline in the value cadets place on academic achievement, honesty, and self-control during their initial years at the Military Academy. In support of the USMA Accreditation Committee Self-Study effort, OIR studied the proposition that USMA produces graduates who are leaders of character. Analysis confirmed that USMA selects a group of individuals of good character, molds and develops them over four years, and produces officers with appropriate character as demonstrated by their performance in the Army.

The Academy Schedule Study continued into its second year. Surveys indicated that the schedule functions well but is not perceived by cadets to impact on their pursuit of excellence. Next year, the study will continue to look for the schedule's predicted impact on the pursuit of excellence and for initial data on the effect of optional supper.

As part of a special 47-lesson chemistry course evaluation, OIR developed a model for use in predicting chemistry grades based on Scholastic Aptitude Tests (SAT) and various achievement test results.

Graduate Contributions to the Common Defense

Arrangements were made with the U.S. Army Personnel Command (PERSCOM) to obtain DA selection board results and analyses were completed of the 1988 Board results. Results showed that USMA graduates were being selected for promotion at greater rates than the Army average. Because the rank of captain is the first to significantly discriminate between officers, OIR is currently looking for performance indicators which influenced selection decisions of the 1988 Captains' Board. An analysis of misconduct among graduates in the Classes of 1983-87 indicated that cadet conduct did not predict the likelihood of an individual committing misconduct in the service. The misconduct rate of USMA graduates was found to be below the Army average. OIR continues to devise measures and to develop criteria to assess the contributions of USMA graduates to the common defense in the civilian sector as well.

ACADEMY AGENCY SUPPORT

Research designed to improve the functioning of Academy agencies was conducted in a number of areas. A survey of parents concluded that Graduation Week activities in 1988 were well-received, but that some adjustments in traffic control, parking, and advance information about the week's events were needed. Consequently, changes in these areas were implemented for Graduation Week 1989.

One study, surveying organizational effectiveness within the Department of Behavioral Sciences and Leadership, was used to develop Department policy and activities for the next academic year. OIR provided the Director of Intercollegiate Athletics an analysis of (1) entering cadet use of and attitude towards anabolic steroids and (2) the Academic Index for recruited athletes.[2] Surveys were conducted that dealt with officer summer details, Graduation Week activities, parking and traffic control, and the "60 Minutes" TV special. Annual surveys were issued to the new and graduating classes, and reports were prepared on new cadet characteristics, trends in cadet attitudes and admission scores, graduating cadet program evaluations, and retention of cadets and officers. Extensive consultation was provided to the Board of Visitors (including a comparison of the values of graduating cadets with the values of other groups), and to cadets and members of the staff and faculty regarding research design and completed studies. Members of OIR presented papers at professional conferences, served on several national professional committees,and reviewed articles for professional journals. In June 1988, OIR hosted an Institutional Research Conference attended by representatives from the Naval, Air Force, Merchant Marine, and Coast Guard Academies held to facilitate communication and cooperation among service academy research agencies.

OIR gave computer programming and optical scanning support to many USMA activities and continued to maintain candidate, cadet, and graduate class historical files for use by USMA policy makers. In addition, OIR provided data support services to senators, congressmen, DA, and other service academies and institutions of higher learning.

Footnotes

[1]CEER is a composite score based on a candidate's College Board scores and high school rank.

[2]This index, developed by athletic conferences, measures the college aptitude of entering athletes. It seeks to ensure that the academic potential of athletes is roughly comparable to that of an institution's general student body.

ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute Real Property Maintenance ($45 million), Family Housing Management ($10 million), facilities utilization at West Point and Stewart Army Subpost (STAS), and to develop and manage the Academy's Military Construction, Army (MCA) Program.

COMMERCIAL ACTIVITIES (CA)

DEH is involved in several Commercial Activities (CA) studies and actions. The largest CA under contract is the Burns and Roe Real Property Maintenance Activity (RPMA) function contract at STAS. Trash collection and disposal remain contracted-out both at West Point and STAS. The West Point custodial services contract, originally awarded in March 1988 to Harris System International, Inc., has been terminated, and custodial services are now being accomplished by DEH civilian employees.[1] The RPMA-West Point study remains under review.

MASTER PLAN

The USMA Bicentennial Plan Concept was approved in principle by the Superintendent on 9 December 1988 and adopted by the Installation Planning Board on 16 December 1988. The Army Chief of Staff approved the plan concept in April and the Hillier Group published the report in August 1989 as the Master Plan Report Plan for the Year 2002.[2] When completed, this document will form the basis for all space utilization, new facilities requirements, and MCA Construction Programming.

The committee structure for planning was reorganized to support the implementation of the Bicentennial Plan Concept, reducing the number of committees and simplifying the procedures required to implement and/or modify the plan. The Space Utilization Board (SUB), Command Operations and Maintenance Advisory (COMAR) Board, and the Facility Modernization Committee (FMC) have been replaced by a Working Installation Planning Board (WIPB) chaired by the USMA Master Planning Executive Officer.

The FY 92 MCA Program was presented to the Construction Requirements Review Committee (CRRC) and three of the four submitted projects were approved for design.[3] The Garrison Commander's Headquarters Building Conversion, a One Stop In-Processing Center, and Phase One of the Lee Housing Renovation Project have been forwarded to the New York District Corps of Engineers for the start of a design. The fourth proposal, the Cemetery Expansion project, was deferred and will probably be dropped from further consideration.

ENERGY PROGRAM

Total energy consumption in FY 89 was 1.342 trillion British Thermal Units (BTUs). This was almost identical to the FY 1988 level but 4.9 percent over the program goal. Total energy cost for FY 89 was $8.05 million.

During FY 89, USMA electricity use was 81.1 million kilowatt hours (kwh). This is an increase of 5.8 million kwh (nearly eight percent) and is 21 percent over DA program goals. This increase over the previous year is attributable to the complete shutdown of the old Energy Management Control System (EMCS), increased use of facilities, additional computer use by cadets and academy personnel, and ongoing construction projects. Failure of public building and family housing occupants to abide by energy restrictions on temperature controls and USMA Regulation 420-6 "Utilities: The Energy Management Program" (i.e., lights and equipment left on when not needed) also contributed to the increase.

Although the total USMA electrical consumption went up slightly there was a larger increase in the amount of energy which had to be purchased from commercial suppliers. The Military Academy normally produces between four and five million kilowatt hours of electricity annually. In FY 89 only three million was produced due to an explosion at the number four generator. This disaster, in late 1988, was caused by the entry of a water hammer in the low pressure steam generator, which also caused additional damage to two other generators and significantly reduced our in-house energy production.

Fuel oil consumption totaled over 5 million gallons in FY 89. This included 946,000 gallons of number two fuel oil (six percent below DA program goals) and 4.1 million gallons of number 5 and 6 fuel oils (five percent above DA program goals).

The number six fuel oil was utilized until the Summer of 1989 when it was completely replaced by number five fuel oil. The consumption of both number five and six fuel oils was higher for the year because a new "boiler front" was tested for three months near the end of the fiscal year without generating any energy for consumption by the community. (The steam was merely vented into the atmosphere during the test.) The new, computer-operated electronic boiler burner (or boiler front) assembly was installed in the existing boiler to provide a more efficient operation and to remain within EPA requirements which call for the use of lower sulfur fuels (such as number five rather than number six fuel oil).

Natural gas consumption in FY 89 totalled 318,000 mills/cubic foot (mcuf) or a seven percent increase over FY 88 but one percent under program goal. This increase was due to the conversion of 164 single occupancy quarters from number two fuel oil to natural gas.

Two Energy Conservation Improvement Program (ECIP) projects were continued at USMA. The first was the replacement of the existing Energy Management Control System (EMCS) with a state-of-the-art EMCS. The new EMCS will include 43 buildings, two substations, 12,000 points and fiber-optic communication cables.[4] This project is ahead of schedule, with 11 buildings presently on line. The entire EMCS is scheduled to be operational by the end of FY 1989. The second was the completion of a project, begun last year, for

the removal of asbestos and conversion from number two fuel to natural gas for 110 single occupancy quarters.[5]

ENVIRONMENTAL MANAGEMENT

The Environmental Management Office continues to coordinate construction, repair, and maintenance projects with the New York State Historic Preservation Office (SHPO) and the President's Advisory Council on Historic Preservation. Because the Military Academy is a National Landmark, coordination with federal and state agencies is required under the National Historic Preservation Act and its implementing regulations. Under the provisions of the current Memorandum of Agreement covering historic preservation, prior to commencing work, the Historic American Buildings Survey (HABS) of the National Park Service may require that photographic and narrative documentation of architectural features and construction be submitted to the National Archives if the project has significant historic impact. In addition, archaeological surveys may be required for certain new construction projects.

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. The design for the new plant was completed and approved in June 1988 and the construction of the new facility has begun.

In early 1987 the Environmental Health Section of the Preventive Medicine Service of Keller Army Community Hospital conducted a preliminary four-day 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. The U.S. Army Environmental Hygiene Agency (USAEHA) from Aberdeen Proving Ground, Maryland, provided the test materials and the laboratory to evaluate the West Point results.

The preliminary findings of the post survey identified 42 buildings with elevated radon concentrations worthy of further study. These buildings were resampled for a full year to determine the average concentration of radon using alpha track detectors which measure exposure to radon over time. During the Summer of 1988, it was revealed that only five sets of quarters at West Point and none at Stewart had radon levels in excess of Environmental Protection Agency (EPA) standards.[6] These findings require that DEH make engineering modifications within the next five years.

Asbestos removal or repair projects in various buildings have been undertaken by DEH using both in-house and contract employees. The Environmental Management Office personnel, working with the Preventive Medicine Service personnel, assess asbestos conditions in various buildings and family quarters and initiate projects to correct problem areas. The asbestos abatement program will continue for a number of years. Over $1 million was spent during the past academic year, more than one-third of the total devoted to work in the family housing areas.

Many activities use hazardous material 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. Some 33 tons of hazardous waste was disposed of in Calendar Year 1987, but the level increased dramatically to 82 tons in 1988 and 115 tons in 1989. (The 1988 and 1989 totals are high because several steel electrical transformers had to be replaced because they used polychlorinated biphenyl (PCB) along with mineral oil in the dielectrical fluid.) Architectural plans had been prepared for the construction of a central hazardous waste storage facility. This project was reassessed and found to be unnecessary due to the small amount of hazardous waste that is managed at West Point.[7] Approximately 60 percent of the hazardous waste total is due to dry cleaner and mechanical automotive maintenance activities which have been sub-contracted to Safety-Kleen of Congers, New York, for the removal of waste. This firm removes waste from the site at least monthly and, in some cases, on a weekly basis.

HOUSING DIVISION

In February 1989, DEH completed installation of the Housing Operations Management System (HOMES) database. The system, developed for DA by Electronic Data Systems (EDS), provides rapid, accurate, and complete information for housing assignment, termination, and referral. The HOMES also includes a rental listing for personnel seeking off-post housing. By the end of the academic year, the system had proven of great assistance to the DEH Housing Office which annually oversees the inspection, assignment, maintenance, repair, and care of more than 1600 sets of quarters at West Point and STAS.[8]

UTILITIES SERVICES DIVISION

Several major in-house projects to repair/upgrade the USMA Utilities Systems were performed during FY 1989. A steam hookup to accommodate a temporary boiler to supply Keller Army Community Hospital's needs in the event of a Laundry Boiler Plant shutdown was completed. The Laundry Boiler Plant's feedwater system is in the process of being upgraded/repaired to provide better boiler tube corrosion control and to reduce fuel consumption. A new feedwater softening system, which will prevent excessive corrosion of the boiler tubes, is anticipated to be installed in the Central Boiler Plant in FY 91.

An electrical program to replace aging and deteriorating underground high voltage cables has begun. This long-term program, which will take many years to complete, will ultimately provide more reliable electrical service to all of West Point. Projects were initiated in the Wastewater Treatment Plant to upgrade existing system components. These projects, which will be spread over several years, will allow the overall wastewater system to operate more efficiently and prevent West Point from violating existing environmental permits. Utilities Services Division projects using in-house labor and expertise are integrated to save the government more than $1.5 million annually.

ENGINEERING PLANS AND SERVICES DIVISION

During the past academic year, this division's Construction Design Program has completed a substantial number of projects. With the cooperation of the New York District Army Corps of Engineers, 36 projects, valued at $16.6 million, were awarded with Operation and Maintenance Army (OMA), Family Housing, and Nonappropriated Funds.

Cullum Bridge Closing

In May, at the end of the 1988-89 Academic Year, Cullum Bridge was closed to vehicular traffic. Cullum Bridge is the elevated road portion of Cullum Road located directly east of the Headquarters Building (Building 600). The bridge had been deteriorating for many years because of the combination of the elements and salt until the bridge was limited to vehicles weighing less than five tons. Funds to repair the bridge were not available and the decision was made to close the bridge. Until the bridge is repaired, plans were made for a pedestrian mall with bike racks and benches.[9]

FIRE DEPARTMENT

The USMA Fire Department has expanded its rescue capabilities with the addition of four new vehicles to its fleet. The first, obtained in October 1988, was a vehicle identified as a military adoption of a commercial item (MACI). The MACI is a 1,000-gallon per minute (GPM) structural/brush/aircraft firefighting vehicle which can do the work of a 500 GPM tactical truck, 750 GPM pumper and 750 GPM aircraft foam truck.[10]

In the Spring of 1989, the Department received two-1,000 GPM Structural Pumpers which can project greater amounts of water and can pump water while in transit.

The fourth addition was the new Hazardous Material Response Vehicle which allows the Fire Department to contain hazardous gas leaks and chemical spills.[11] The vehicle was made available as a result of modifications to an existing Department van. This markedly increases the capability of the Fire Department to respond to emergencies of this type. Previously, personnel had neither the training nor the equipment to handle these situations and had to rely on outside contractors. With the new equipment and proper training, these emergencies can be handled more appropriately by Fire Department personnel in concert with the new guidance.

SUPPLY DIVISION

Because of cutbacks in the DEH staff and the ever-increasing demand for services, many "quality of life" projects at USMA are delayed or never completed because high priority, mission-related requirements take precedence. To deal with this problem, which is repeated at many other Army posts around the world, efforts were made to expand the existing self-help program. In the past, self-help was limited to providing tools to residents to permit them to do simple construction projects. During the past year, DEH took action to implement the "Expanded Self-Help Program," a DA-wide initiative, for family housing

residents, troop units, building commandants, and employees of other facilities at West Point and STAS. Not only can residents receive tools but they can gain instruction in the tool's use and how to maintain and inspect their property. The program is intended to meet the Army's goals to improve the quality of its facilities, save money, and create a sense of pride and ownership throughout the military community.

In May 1989, DEH sponsored a "free flower" issue for the housing residents of West Point and STAS, which was the first step in implementing the Expanded Self-Help Program. Enough plants were ordered so that participating residents received twenty plants of their choice. Comments were positive and the event was a success.

ENGINEER PLATOON

The engineer platoon performed many improvement activities for the cadets of USMA, as well as the visiting public during the past year. The renovation of Goethal's Trail (between the commissary and golf course) was completed to provide additional parking on football Saturdays and better access for fire and military training vehicles. The job included constructing additional drainage ditches, widening the trail to provide additional parking, and hauling and compacting fill to improve the road surface for vehicles.

The renovation of the Confidence Course, an obstacle course for Cadet Field Training, was initiated at the request of the Safety Office. Work included replacing boards and bolts on the "Weaver," replacing a stop on the balancing log, replacing platforms and handrails on the log walk, replacing all ropes, and replacing broken wire on the "Tough Nut." All areas were tilled, sawdust and sand were added, and sandbags were placed for improved safety.

The Engineer Platoon Cannon Salute Team provided cannon support for West Point special events such as the Fifty State-Gun Salute on the Fourth of July, the 21-Gun Salute on Memorial Day, and the 1812 Overture with the USMA Band. The Salute Team also provided support for the Army-Air Force and the Army-Navy games.

FORESTRY

Efforts to reduce the high deer densities on the reservation began to show some signs of success during the past year. The number of deer killed continued to decline although the level of hunter pressure remained constant. The decline from the record high of 400 deer in 1986 to 285 in 1987 was continued as only 196 were taken in the Fall of 1988. It will take several years to determine if this reduction in deer kills is related to the reduction in the deer population on the reservation although this appears to be the case.

Footnotes

[1]See the Resource Management chapter for additional information on this termination.

[2]A thorough discussion of the preparation of this report is included in the Facilities Modernization Committee portion of the "Academy Committee Highlights" chapter of this report.

[3]The CRRC is a group chaired by the Assistant Chief of Engineers that annually reviews all MCA proposals submitted by MACOMs and selects those it deems worthy of design. More than three-fourths of those approved for design by CRRC are later funded.

[4]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. Two additional buildings were added to the 41 originally included in the system.

[5]This project completed the entire 164 single occupancy project mentioned in the previous paragraph.

[6]The EPA standard is 4 picocuries per liter (pc/l). The five sets of USMA quarters had concentrations ranging from 5.75 pc/l to 7.05 pc/l. For additional information on the study, see "USMA Radon Survey Results Compiled," Pointer View, 10 Oct 88, p. 4.

[7]The waste is managed administratively and stored for up to 90 days by USMA. The waste is then disposed of by one of several commercial firms which have been subcontracted to perform that function.

[8]For additional information note "New Home System Simplifies Housing Operation," by Aileen R. Wenzel, Pointer View, 14 Feb 89, p. 5.

[9]For additional discussion on this subject, note the "Ad-hoc Working Group on Parking" section of the Academy Committee Highlights Chapter of this report.

[10]The Academy did not have a 500 GPM truck or a 750 GPM pumper at the time of the arrival of the MACI and decided to retain its two 750 GPM aircraft foam trucks in reserve. These two trucks will be maintained as long as they are functioning or economically repairable.

[11]The mission of handling hazardous material was assigned to installation fire departments as a result of the revised DOD Instruction 6055.6 (Fire Protection Program) 1 Aug 88, which later amended DA Reg 420-90, "Facilities Engineering Fire Protection."

DENTAL ACTIVITIES

During the reporting period, Army Reserve and National Guard personnel greatly expanded the dental care provided to family members and retired personnel. The 1204th Dental Service Detachment continued its support of our community the third weekend of each month. An agreement was made with the 824th Dental Service Detachment, New York National Guard, for them to provide dental coverage another weekend each month beginning in October 1988. This is a very important milestone, considering the limited space available dental care provided by the USMA Dental Activity (DENTAC) at West Point. The 329th Dental Detachment and the 2287th Dental Detachment conducted their annual two-week training at West Point again this year. West Point is very fortunate to have such outstanding Reserve support. DENTAC will continue to encourage Reserve units to do their annual training here.

In May 1989, the DENTAC Commander, along with the USMA Medical Department Activities Command (MEDDAC) Commander and key staff members, attended the Walter Reed Service Region Mobilization Seminar. The seminar was led by the Commander of the U.S. Army Health Services Command (HSC) and provided a complete overview of HSC's mobilization responsibilities. This not only provided an opportunity to alert regional medical and dental facilities about the new HSC mobilization plan, but also gave individual facilities guidance which will be useful when they devise their own plans.

During Children's Dental Health Month in February, the kindergarten through second grade children watched films, observed demonstrations, and had fun touring the Saunders Dental Clinic.[1] A program was also given to children from the West Point Child Development Center.

As part of the Month of the Military Child activities, the DENTAC participated in the first annual "IDENT-A-KID" Program in April 1989.

Footnote

[1]The USMA Dental Clinic was officially named the William Saunders Dental Clinic at ceremonies held on 5 June 1985.

MEDICAL ACTIVITIES

The mission of the USMA Medical Department Activities Command (MEDDAC) is to provide 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 DA. The benefits of veterinary food inspection, animal care, zoonotic control, and preventive medicine services are also offered by this command. The emphasis, however, is upon the health care provided to the Corps of Cadets.

TRAINING

The USMA MEDDAC benefitted greatly from the services provided by several Reserve and National Guard groups during the past year. Seven Army Nurse Corps (ANC) officers trained here during the year in the operating room, anesthesia department, pediatric clinic, emergency room (ER), and in nursing education. The 320th Evacuation Hospital, Newburgh, trained on several weekends. The 102nd Engineer (Army National Guard), New York City, sent two 91A (medical specialists) for 45 days annual training (AT), providing invaluable assistance in the clinics, and, in October 1988, began regular weekend training for these specialists in the ER and medical/surgical unit (MSU). The 819th Station Hospital from Hartford, Connecticut, sent some 33 nursing personnel on four two-week AT cycles during the Summer of 1988. The 382nd Mobile Army Surgical Hospital (MASH) from Erie, Pennsylvania, sent 70 nursing personnel for a two-week AT during July 1988. The Naval Reserve unit from New Rochelle, New York, trained another weekend. Finally, nine individuals from separate units completed two-week AT, and two others completed weekend drills.

Keller Army Community Hospital (KACH) was designated 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 Cardiac Life Support (BCLS) courses necessary to keep nurses knowledgeable of the latest developments in the field.[1] Certification and recertification classes were offered to the public and to health care providers on a monthly basis. The hospital also supports family child care providers and West Point/Stewart Army Subpost (STAS) Day Care workers.

BCLS Instructor Courses were conducted in August 1988 and March 1989. These two courses produced 16 instructors for MEDDAC/ DENTAC, and 15 instructors for the West Point community. KACH now has one American Heart Association (AHA) Affiliate faculty member and three instructor/trainers. We continue to utilize the "Train the Trainer" concept for BCLS training in support of community needs.

KACH has recently applied to be a sponsor in the Military Training Network/AHA BCLS Program. If approved, this sponsorship would reduce training costs as much as 50 percent by permitting the hospital to obtain supplies more economically through the military system, while continuing to focus on serving the West Point and STAS communities.

Two Advanced Cardiac Life Support (ACLS) courses were conducted in the Fall of 1988 and Spring of 1989. Priority was given to emergency personnel and those staffing the Intensive Care Unit.

DA has mandated that all enlisted personnel working in ER/Ambulance Sections must be nationally certified Emergency Medical Technicians (EMTs) by 18 September 1989. National certification helps to establish a consistent standard on which to base quality patient care in the pre-hospital arena. To fill this requirement, KACH conducted biannual New York State EMT Courses. Our EMT course is accredited through the State University of New York at New Paltz, giving four semester hours of college credit. To date, all of our hospital ER personnel are EMT certified. In view of the numbers of EMT-certified personnel at West Point, in April 1989, KACH applied for and was approved to be a National Registry of EMT testing site.

The Optometry Clinic successfully continued its externship program with the State University of New York (SUNY) College of Optometry of New York City during the past year. In this program, one fourth-year optometry student rotates through the KACH optometry clinic every three months when the university is in session, working under the guidance of clinic doctors.

In June 1989, we successfully completed our first year of a residency program which is also affiliated with SUNY.[2] The resident, Dr. Dawn G. Gutwein, proved to be very popular with the patients and staff and provided needed patient care. Dr. Gutwein received the Vision Education Foundation Outstanding Achievement Award in Ocular Disease for 1988.[3] In July, another resident was chosen to begin the second year of the residency program. This is the only optometry residency program in the U.S. Army at the present time. This program provides additional optometric manpower at a time when there is a critical shortage of optometrists in the Army.

Five Health Professional Scholarship Program (HPSP) students completed a 45-day summer rotation through various KACH clinics. This training is a mandatory part of the HPSP which occurs after the students' second year of medical school. This program provides future Army doctors an opportunity to work at military hospitals on a professional basis with Army physicians.

There are 41 personnel assigned to the MEDDAC Professional Officer Filler System (PROFIS) program which identifies active duty medical personnel who will constitute Army Field Hospitals during national emergencies. Twenty-three personnel attended the Field Sanitation class, 40 performed the Army Physical Fitness Test (APFT), and 33 qualified with the .45 caliber pistol. The remainder of the administrative training will be conducted within the last quarter of FY 89.

The Expert Field Medical Badge (EFMB) training program was conducted for the third year. This extensive training program, first offered at West Point in April 1987, is described in last year's report. Two training sessions were conducted in preparation for the test which, because of funding, transportation, and scheduling problems, were coordinated this year at Forts Dix and Meade. Fifteen personnel were trained and took the test, and nine passed all requirements and received the badge during the reporting period.

PATIENT CARE

The Cadet Health Inpatient Unit (CHIPU), an 18-bed minimal care ward for cadets, was opened in Building 606 for seven weeks (28 June - 12 August 1988) during Cadet Basic Training (CBT). It was located in the cadet area to conserve cadet time and to provide a more accessible interactive environment for new cadets and their companies. Registered Nurse (RN) and enlisted paraprofessional personnel were detailed from KACH's MSU to run the inpatient unit. Some 255 patients were admitted to the unit which functioned seven days/week, 24-hours/day, with around-the-clock RN staffing. The new ward met the requirements for infirmary care set by the Joint Commission for Accreditation of Health Care Organizations.

One of the worst summers on record in the area took its toll in the CBT 12-mile road return march from Lake Frederick to West Point on 12 August 1988. On a day of searing heat and humidity, 93 cadets were treated for dehydration and other heat-related injuries and 33 cadets were admitted to the hospital out of the class of 1,200. All cadets admitted to the hospital were treated and released with no sign of any long-term health problems.

The operating room caseload went from a total of 1,466 cases in 1987 to 1,586 cases in 1988, an increase of nearly 8 percent and an increase of 23 percent from 1986. The increase is believed to be due primarily to the addition of several surgeons and orthopedists, in particular, who attracted greater numbers of the non-West Point community to use KACH.

On 1 March 1989, a separate Ambulatory Care Unit (ACU) was established to facilitate one-day hospitalization for patients having selected surgical or medical procedures. Patients are admitted to the ACU at 0630 and discharged by 1500 Monday through Friday. The unit was established as an effort to reduce hospital costs by permitting some individuals to avoid remaining in the hospital overnight when they are entering for minor procedures that can be accomplished on one day. The unit is located on the fourth floor and is staffed by one registered nurse and one licensed practical nurse.

In January 1989, KACH began using a new patient appointment system called the Automated Quality of Care Evaluation System (AQCESS). This system is being implemented throughout the Army to enhance patient services. Because AQCESS permits a more efficient utilization of the appointment system, standby lists for appointments may be generated and appointments may be scheduled further in advance than was possible under the previous manual system. The automation enables MEDDAC personnel to forward medical records more expeditiously to specific clinics prior to each patient's appointment and improves the ability of the staff to contact individual patients at their home or business site. Same day appointments will still be available and acute illnesses or injuries are still treated in the emergency room.[4]

Due to the absence of a second obstetric-gynecology (OB-GYN) physician at KACH, a rationing of obstetrical care was instituted by early 1989. The rationing differed based on whether or not patients had been previously enrolled in the KACH Family Practice Clinic.[5] Patients enrolled for primary care within the KACH's Family Practice Clinic continued to receive initial prenatal care unaffected by the physician shortage. For patients not enrolled in the Family Practice Clinic, priority was given to active duty members and

their family members in the first 24 weeks of pregnancy. Rationing was instituted for all patients after 24 weeks of pregnancy depending on the availability of physicians at their due date. Although the hospital commander tried to delay turning away patients as late into their pregnancy as possible, some patients were required to seek cost shared prenatal care, or CHAMPUS, in the civilian community after the 24th week. The rationing is expected to be temporary pending the location of an OB-GYN physician to assume half of the obstetrical responsibility.[6]

The bio-medical maintenance section of the hospital won an award for excellence from the Health Service Command (HSC). This is the first year the award was made available to smaller medical facilities. The KACH facility beat out 17 other units to win the award.

The laboratory at KACH was awarded a two-year accreditation by the Commission on Laboratory Accreditation of the College of American Pathologists (CAP), following an on-site inspection. Keller is one of the 3,600 CAP-accredited laboratories nationwide.[7]

NURSING SERVICES

Reserve units in Massachusetts, New York, and Pennsylvania provided significant assistance during a period of extreme shortages of intensive care-trained RNs. For 18-weeks, from January to June 1989, these units sent highly skilled, intensive care-trained Army Nurse Corps officers in two-week AT cycles.

On 5 February 1989, the Department of Nursing established an admissions coordinator position to provide a more orderly admission process for both patients and the hospital staff. Most scheduled admissions and cadet sick call admissions are managed by this RN staff member. The new position has made a significant contribution, benefiting both hospital personnel and patients by (1) decreasing the long delays experienced by patients waiting for an RN to initiate the admission; (2) regulating the influx of patients who rotate through the MSU by using the coordinator as a "gatekeeper"; and, finally, (3) organizing the entire admission process to provide the patient with a pre-operative resource point of contact and thereby decreasing the numbers of patients returning to clinic areas.

PHARMACY SERVICES

In May 1989, the Central Processing and Distribution (CPD) System was implemented by the Pharmacy Service. This logistics system gives the Pharmacy Service much greater control over inventory and offers management information which has been needed, but unavailable in the past. However, the CPD system is much more labor intensive than the former manual system and was designed with logistics in mind, not the Pharmacy Service.

In July 1988, the Pharmacy Service began a refill mail-in program. Because of strong support from the command, the program expanded rapidly during its initial year. By the Summer of 1989, more than 50 percent of all refills prepared by KACH Pharmacy Service were mailed in.

In addition, in March 1989, a new prescription policy went into effect taking advantage of the refill mail-in program and giving priority to patients with new prescriptions. This new policy reduced the waiting time for new outpatient prescriptions by having refill requests completed during slower periods. This resulted in a redistribution of the workload, fewer errors, and a less stressful environment for employees.

The Pharmacy Service hosted the annual Ralph D. Arnold Pharmacy Management Conference in May 1989 which was attended by more than 200 people. Representation at this meeting consisted of officers, senior NCOs, and civilians from the Army, representatives from the Navy, Coast Guard, Veteran's Administration, and an Australian Army officer. The Surgeon General, Lieutenant General Frank F. Ledford, Jr., was the keynote speaker and attendees also were addressed by the Chief of the Medical Service Corps, Brigadier General Bruce E. Miketinac.

VETERINARY AND PREVENTIVE MEDICINE SERVICES

The West Point Veterinary and Preventive Medicine Facility was named the Johnson Veterinary Facility in February in honor of Sergeant First Class Robert P. Johnson. The facility is the first at West Point to be named after an enlisted soldier. Sergeant First Class Johnson, a third-generation "Buffalo Soldier," served as an equestrian instructor and cavalry escort at West Point. When the West Point Cavalry was disbanded in 1946, Johnson was assigned to the veterinary detachment until his retirement in 1963.[8]

Preventive Medicine Services provided approximately 2,700 hours of training to cadets, military, retired military and civilian personnel at West Point and STAS in such diverse areas as: CBT, Cadet Field Training, Crossroads Africa, basic food service sanitation, child abuse, child care, human sexuality, asbestos training, wellness/injury prevention, prevention and control of communicable diseases, infection control, Female and Male Anatomy (Part I and II), administering medicine to children in child development centers, prenatal education and counseling, contraception, feminine hygiene, breast and testicular self-examination, HIV/AIDS, heat and cold injury, Wet Bulb Globe Temperature (WBGT) Index Training, supervision orientation, new employee orientation, and rabies prevention.

The Veterinary and Preventive Medicine Services continued the Lyme Disease Vector Surveillance begun in 1985. The collection is conducted during the autumn deer hunting season at the West Point Hunt Control Station where a timed tick pull is conducted to determine the prevalence of the primary Lyme Disease Vector Ixodes dammini (ticks that can carry Lyme disease). Other collection efforts were also employed. These include small mammal trapping, bird trapping, tick drags, and sampling the blood of domesticated animals displaying symptoms. The ticks that can carry the disease comprised less than one percent of the ticks collected in the period from 1985 through 1987. In 1988, however, the prevalence of the ticks that could carry the disease rose to nearly five percent of the more than 1,100 ticks collected. Nevertheless, through the end of 1988, no ticks had been found which were actually infected with the disease. Awareness and prevention seminars were conducted for the

Corps of Cadets and both the STAS and West Point communities to alert them to a rising Lyme Disease threat.

With the departure of Lieutenant Colonel Linda K. Linker, Community Health Nurse, the children's health fair was not held this past year.

Footnotes

[1]These were previously designated Basic Life Support (BLS) courses.

[2]The initial residency, which began in September 1987, was ended prematurely when the participant was dismissed from the program. Dr. Gutwein began in September 1988 and successfully completed the program in the Summer of 1989.

[3]She received the recognition for her paper titled "Radiation Retinopathy Secondary to External Beam Radiation Therapy for Multiple Squamous Cell Carcinomas," Pointer View, 2 Sep 88, p. 5.

[4]"KACH Begins New Appointment System," Pointer View, 3 Feb 89, p. 5.

[5]The Family Practice Clinic is one type of medical care available to families who may use KACH. Under this program, an entire family is placed under the care of one physician in this clinic. All health needs of the family are then addressed by this individual. Those not enrolled in the system would see a variety of physicians over the course of a year.

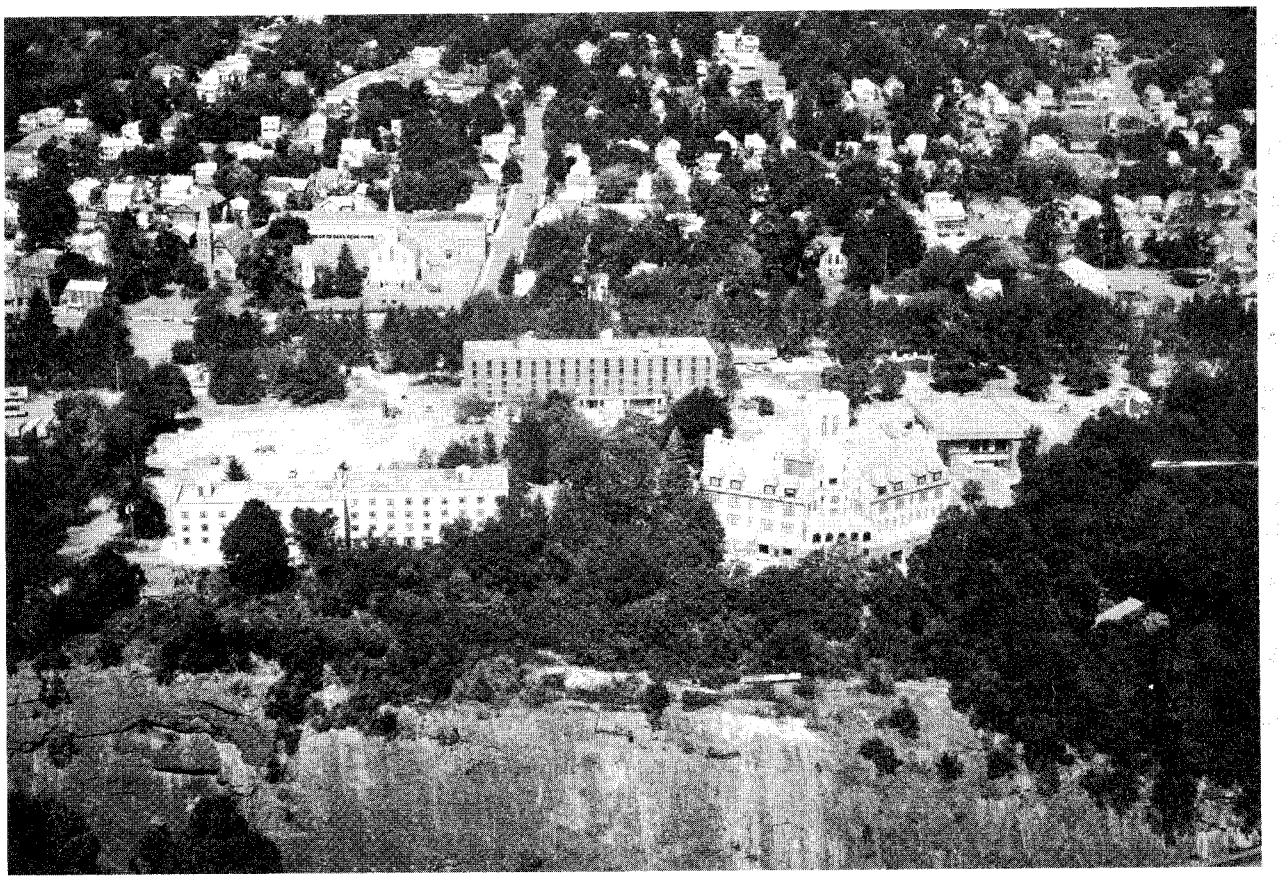
[6]"Obstetrical Care Rationing Begins," Pointer View, 6 Jan 89, p. 9.

[7]"KACH Gets Accreditation," Pointer View, 10 Nov 88, p. 4.

[8]"Vet Clinic Named in Honor of Buffalo Soldier," Pointer View, 3 Feb 89, p. 4.

INFORMATION MANAGEMENT

As part of West Point's Academic Modernization Program, approximately 75 percent of the Directorate of Information Management (DOIM) was relocated from Thayer Hall, Building 600, and various other sites to Spellman Hall (Building 2101) located at South Post during the past academic year. The portions which remained on West Point's main post were those with extensive interface with the user community, or those linked with specific facilities and/or items of equipment.



South Post

View from Hudson River looking west over South Post and a portion of the neighboring community of Highland Falls. Spellman Hall is the low, multi-story structure in the center of the photograph. Olmsted Hall, future site of the New Museum and discussed in the Operations chapter of this report, is to the right and closer to the river. The new Visitors Center, discussed in the Academic Relations chapter and Athletic Committee section of the Academy Committee Highlights chapter, is the small, square-shaped building to the right of Olmsted Hall in this photograph. The building to the left of Olmsted Hall is a multi-story Single Officers Quarters.

The relocation and consolidation of DOIM functions and assets were in concert with the Information Systems Command's (ISC) Information Systems Facility (ISF) program. This program encourages the integration of all Information Mission Area (IMA) resources into a single facility.

Agencies moving into Spellman Hall during the Fall of 1988 included: the DOIM Headquarters, the Administration and Logistics Office, and the Audiovisual Instructional Technology (AVIT) Division Headquarters from Thayer Hall; the Graphics Section from Building 606; the entire Computer Systems Division (CSD) from various locations; and the Information Management Support Division (IMSD) Headquarters and the Records Management Branch (less Mail and Distribution and Publications and Forms Sections) from Building 600.

The DOIM's move to South Post, in addition to consolidating most of the Directorate into a single facility, also had a significant impact upon the design and structure of the West Point Local Area Network (LAN). The West Point LAN was restructured to ensure a smooth and orderly transition with minimal disruptions in support to users during the move from the Central Post Area to Spellman Hall. The relocation was completed prior to the heavy use period of the Fall 1988 academic semester.

COMPUTER SYSTEMS DIVISION

Non-academic computer operations at the Military Academy have historically been supported by two separate computer centers. The first, the Post Computer Operations Branch (PCOB), operated West Point's Army Standard Information Management System (ASIMS), which handled standard installation administrative, financial and logistical data processing; the second, the Thayer Computer Operations Branch (TCOB), operated West Point's Academy Management System (AMS) in support of the academic administrative needs (such as Academy master planning, scheduling, and mail). The PCOB was subordinate to the Information Systems Command (ISC) of Fort Huachuca, Arizona, and received its personnel and budget from that command. TCOB was unique to West Point and received its personnel and budget from the Academy.

The Computer Systems Division's TCOB and PCOB were merged into the Computer Operations Branch (COB). This consolidation and reorganization occurred at the new computer center in Spellman Hall as part of DOIM's relocation to South Post.

The consolidation and reorganization of the two computer centers significantly changes the way automated data processing is accomplished at West Point. The consolidation resulted in personnel and budgetary saving without reduced services. Standard operation procedures and policies are still evolving. Formal acceptance from ISC of the personnel reorganization was still pending at the end of the reporting period.

The cost of the movement of three-fourths of the DOIM's assets totaled $1.4 million by the Summer of 1989.[1] Costs included the expansion of the fiber-optic system from the center of main post to South Post ($858,000), the movement of the academic and ASIMS computer facilities to one main,

integrated facility at South Post ($457,000), and the first portion of the movement of administrative offices ($106,000). By the end of Fiscal Year 1989, Phase 1B of the West Point Academic Modernization Program was completed.

The CSD secured approval to install a Defense Data Network (DDN) Packet Switching Node (PSN) at West Point in December 1987. A site survey for the new node was performed in February 1988, installation began in July 1988, and dial-in access to the node became available in September 1988. The node was integrated into the existing DDN system by means of a very small aperture terminal (VSAT) satellite dish located on the roof of the Academy Administration Building (Building 600). Given the historical nature of the building, and the large number of tourists that visit the Academy, a wooden mock-up of the satellite dish was installed on the roof to determine if the antenna detracted from campus aesthetics. The antenna could not easily be seen and approval subsequently was given for installation.

A DDN gateway was connected to the PSN in February 1989 and X.25 concentrator was added later in the spring. After the system is checked out to ensure that equipment and circuits are reliable, the four host computers (two from DOIM and two from the Dean's area) will be connected to the concentrator. This will enable the computers to be plugged into the DDN gateway and to have the gateway connected to the PSN; this is more economical than having multiple computers connected to the PSN. The entire DDN node is expected to be operational by the Summer of 1990.

The DDN gateway and X.25 concentrator will enable West Point LAN users to directly access the DDN. Many faculty members maintain valuable contacts with other government agencies and universities for research projects through MILNET and ARPANET; the gateway connecting West Point networks to the DDN will enhance their research efforts.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY (AVIT) DIVISION

The AVIT Division's Headquarters, Graphics, Fabrications, and Photography sections were originally scheduled to relocate from the Central Post Area to South Post during the past academic year. Although the Headquarters and Graphics Sections were relocated in the Fall of 1988, the Photography and Fabrications sections were delayed pending completion of a new facility at South Post. Moving the Headquarters and the Graphics Section freed space which is being renovated for the Academic Modernization Program.

In support of Phase II of the West Point Academic Modernization Program, the installation of telecommunications for two buildings was begun. A contract was awarded to Trans-Tel of Oklahoma City, Oklahoma, to install telecommunications facilities for the remodeled Lincoln Hall (Building 149) and the north end of Thayer Hall (Building 601). The work is scheduled for completion by August 1989.

As part of the Scott Barracks (Building 735) Renovation Project, installation of barracks telecommunications was scheduled during the period. A contract was awarded to Rochester Telephone Company of Rochester, New York, with work scheduled to begin in July 1989 and be completed by the end of December 1989.

In support of Phase III of the West Point Academic Modernization Program, a contract for the installation of telecommunications to the 4th floor of Building 606; Mahan Hall (Building 752); and the south end of Thayer Hall (Building 601) has been advertised. Site visits were conducted in May, initial responses from bidders are due in July, and an anticipated award date is by the end of August 1989.

Through the generosity of the Association of Graduates (AOG), AVIT procured a portable television microwave system. For its first mission, the system permitted the successful transmission of the 1989 graduation ceremony from Michie Stadium to the television studio and then over the Academic Cable System and the command's channel (Channel 8), to the West Point community. Because the graduation was marked by heavy rain, the successful transmission was an auspicious start to the system, which enables AVIT to provide live television coverage from virtually any location on West Point proper.

Footnote

[1]Some $401,000 was spent in Fiscal Year 1988, and $1,018,000 was spent in Fiscal Year 1989.

ADJUTANT GENERAL

The Adjutant General became a separate Activity Director under the Garrison Commander on 1 August 1988. It was removed from the Directorate of Community and Family Activities (DCFA) to reduce the later's span of control. The Garrison Commander organization was created as a result of the West Point Structure Review Committee (SRC) discussed in the 1988 Annual Historical Review.

The Data Base Management Section, previously known in the Army as the SIDPERS Interface Branch (SIP), was activated at West Point on 1 November 1988. USMA now exchanges information directly with the Regional Data Center (RDC) in Washington instead of going though Indiantown Gap, Pennsylvania. This action established a self-contained operation at the Military Academy which provides better agency and personnel support by permitting a more rapid turn-around of personnel action processing.

A centralized in-processing station was developed this year in coordination with the 1st Battalion, 1st Infantry. Although initial responses from the new arrivals was positive, the Directorate of Community and Family Activities (DCFA) sponsored a formal survey of the new arrivals and their gaining agencies to determine if the new method should be continued.

The Military Academy's Fifteenth Annual Retiree Open House was conducted in conjunction with the celebration of Armed Forces Day on 29 April 1989. Some 1,500 area retirees, family members, and guests attended the scheduled events held in recognition of their dedicated service to the country. Retired Lieutenant Colonel Edward Gryczynski, director of Personal Affairs, The Retired Officers Association (TROA), was the guest speaker. In his remarks he commented that West Point's Retiree Open House is the best that he has seen. The day's activities included a cadet review, a luncheon in the cadet mess, a static display of weapons, equipment and uniforms items dating back to World War I put on by the Duffel Bag Military Surplus Store of Carmel, New York, and several helicopters provided by the First Battalion, 142nd Aviation Regiment, Army National Guard from Latham, New York.

In the Spring of 1989, for the thirteenth year in-a-row, the Military Academy received the Fiscal Year (FY) 1988 Headquarters Department of the Army (HQDA) Major Command Reenlistment Award for surpassing all HQDA reenlistment objectives, reenlisting 42 percent more individuals than the objective. In addition, the quality of the West Point reenlistments also exceeded DA goals. West Point's reenlistment averaged 78 points on the Initial Term Quality Point Average (a composite rating based on education, Skills Qualification Testing (SQT) scores, Armed Services Vocational Aptitude Batteries (ASVAB) scores, General Technical (GT) scores, and grade), notably higher than the DA objective of 70 points (which was changed this year from the previous year's objective of 66 points).

During the 1988-89 Academic Year, the Military Academy further defined and implemented the previously established policy which ensures that our rotating staff and faculty satisfy both institutional requirements and meet individual developmental needs with respect to the DA 48-month time-on-station policy.[1]

In conjunction with the Director of Officer Professional Management, Total Army Personnel Agency (TAPA), the 1987 understanding was continued in which officers attending advanced civil schooling for 18 months or more immediately prior to their West Point tour serve three years on station, while those attending a shorter period in graduate school serve a four-year USMA tour. This has ensured that our officers return to the mainstream Army in a timely manner to continue their professional military development.

Footnote

[1]This policy was discussed in detail in the 1987 Superintendent's Annual Historical Review. The USMA Policy Memorandum No. 14-88 of 6 Oct 88 detailed the specifics of the policy for the 1988-89 Academic Year.

COMMUNITY AND FAMILY ACTIVITIES

COMMUNITY OPERATIONS DIVISION

During the past academic year, at the direction of the Superintendent, a number of changes were implemented in the West Point Club System. The Superintendent made these changes to improve services at the club, to open additional services for the West Point community, and to expand the number of individuals who could benefit from the Club System.[1]

The most significant change was the conversion of the West Point NCO/Enlisted Club to the West Point Community Club. The upper floor of the Community Club is now open to all military and civilians assigned or working at West Point and the lower floor serves as an NCO/Enlisted Club Lounge. At the same time, dinners are now available as well as lunches and parties. This change, implemented in the late Summer of 1988, also specified that NCOs and enlisted personnel, who previously enjoyed a free membership, now are required to pay to become Club System members and be permitted to hold private parties at the different clubs. Due to the more diversified array of services (particularly the requirement to offer dinners), the costs of operation at the club increased. The net income for the West Point and STAS Community/NCO/Enlisted Clubs fell accordingly from a net loss in FY 88 of $8,600 to a $43,000 loss in FY 89.

At the West Point Officers Club, the evening dining environment was modified to provide a community-type operation with a "relaxed dining menu" for Tuesday through Thursday and more formal dining on Friday and Saturday. (The club is not open for dinner on Sundays and Mondays.) The enlisted ranks of Sergeant First Class and above now are permitted to use the Officers' Club as are First Class cadets, who previously were permitted only to dine in the facility. The opportunity for cadets to have full club membership was made as part of the Superintendent's desire to have cadets treated as if they were officers with the privileges and responsibilities that this would entail. This action is in concert with the expanding opportunities of First Class cadets in the barracks environment. A more active STAS Officers' Club helped the combined net income of the Officers' Clubs grow from $112,000 in FY 88 to $132,000 in FY 89.

Changes at Stewart Army Subpost (STAS) clubs were less dramatic, although there, too, the membership was expanded in the Officers' Club and enlisted personnel had to pay to join the NCO/Enlisted Club.

The STAS NCO/Enlisted Club, located in Building 900, a 46-year old structure, was destroyed by a grease fire on 5 July 1988. The club was temporarily relocated into Building 1210 until a more adequate site was opened at the end of 1988.

The dining area of the Stewart Officers Club was under renovation during the period with a completion date scheduled for the end of 1989. Plans were underway during the period for expansions at the Officers Club which would ultimately result in the closure of the NCO Club and conversion of the remaining facility as the STAS Community Club.

Finally, due to a Congressional directive, the West Point and STAS Package Stores were transferred to the Army and Air Force Exchange Service (AAFES) management on 26 March 1989.[2] In May, the AAFES presented a check for $11,000 to the West Point Installation Morale Welfare Recreation Fund representing the initial installment of funds provided to West Point.[3] During the half-year when the beverage branch was still under Academy control, the combined West Point and STAS branches net income came to $85,500, a slightly higher rate than the $152,300 net income for the previous fiscal year.

The West Point Deli, opened in October 1987 adjacent to the Package Store, continued to operate at a loss. In December of 1988, after a loss of nearly $1,200 already for FY 89, the Deli was closed due to lack of community participation.

COMMUNITY RECREATION

The Community Recreation Division continued to provide recreational opportunities for the Military Academy's morale, welfare, and recreation patrons by broadening its scope of operation, expanding programs, and acquiring new equipment. Many Division facilities at both West Point and STAS were renovated during the past year .

Youth Services added a miniature golf facility and a new Outdoor Recreation Adventure Program to its wide variety of activities.

The Information, Ticket, and Registration (ITR) section continues to expand its extensive low-cost excursions. It presently offers three condominiums at Myrtle Beach (South Carolina) and one ski condominium at Okemo Mountain (Vermont).

The ski lodge was doubled in size in time for the 1988-89 ski season through the combined efforts of the Class of 1948 and this Division.

Morgan Farms added a petting zoo at its facility and Round Pond opened two new picnic pavilions and a country store.

HUMAN RESOURCE DIVISION

Army Community Service

Army Community Service helped coordinate the Annual Community Volunteer Recognition and Parade Review Programs held in April 1989. Of special note was the development of a new pin symbolizing volunteer services and contributions to our community. The one-inch diameter pin with an antique gold finish displays a volunteer "V", supporting the West Point Crest. The pin is a small token of the community's high regard for volunteers who are the core of our human service structure.[4]

The 1989 West Point Army Emergency Relief (AER) Campaign held in April 1989, collected $50,200 from nearly 2,000 contributors, including active duty personnel, retirees, cadets, and civilians in the West Point area. This was an

increase of $5,000 above the previous year, but comparable to normal collection levels at West Point.

The Division, in conjunction with Hudson Valley Blood Services, conducted two post-wide blood drives. The August 1988 and March 1989 drives gathered 5,297 units of blood for the Hudson Valley community, making this again one of the largest contributions in the Northeast. The Walter Reed Army Medical Center blood drive was conducted in January and collected an additional 2,125 pints.

Army Education Center

This year a record three individuals applied for the Army ROTC Green to Gold Active Duty Scholarship Program.[5] All three applicants successfully received the scholarships, an unprecedented accomplishment at West Point. The recipients were Sergeant Lisa Toven and Specialist Robert Sharpes, Medical Department Activities Command, and Sergeant John Ambrosano, Military Police Company. The 100 percent selection is a tribute to both the quality of the enlisted personnel assigned to the Military Academy and to the efforts of Ms. Judy Parr, who served as transition management coordinator and shepherded the candidates through admissions and scholarship procedures.

In April, the Education Center administered Graduate Record Examinations (GRE) to 553 First Class cadets (or more than 50 percent of the graduating class). Although this was 14 percent below the level the year before, it was still higher than the level in recent years. The recent increase in the number of cadets taking the GRE resulted from the Department of Defense (DOD) decision to make one free GRE test available to each college-educated service member beginning in 1987.

Child Development Services

In June 1988, a DA-directive that all Morale, Welfare, and Recreation (MWR) activities must be self-supporting resulted in the price of child care increasing an average of 21 percent at West Point. The new rates are on a sliding scale based on the combined family income, but still represent an increase for most families.[6] Although the change was unpopular, there was only a slight reduction in total enrollment because of the convenience of the West Point facility and the comparable cost of off-post child care. Even with the decline in participation, total proceeds from user fees still increased by five percent.

At the same time, the number of homes involved in the Family Child Care (FCC) Provider Program increased from 22 at the end of the FY 88 to 30 at the end of FY 89. Similarly, the peak enrollment throughout the year rose from 55 homes in FY 88 to 61 homes in FY 89. Although the increase in rates at the Center may be a contributing factor in the increase of the FCC, it is assumed that greater publicity about the program and stronger efforts to bring all quarters-based child care under Army regulations are the more likely causes of the increase.

PROVOST MARSHAL

The Provost Marshal's Office completed a variety of special commitments during the period including security for the visit of Vice President Dan Quayle during the 1989 Graduation. The Provost Marshal supported the entire spectrum of cadet activities, from Army football and other athletic events to Eisenhower Hall productions, Reception Day, Cadet Basic Training, and Cadet Field Training activities. The Provost Marshal worked with the West Point Community and the communities of Highland Falls, Fort Montgomery, and New Windsor to promote crime prevention with two bicycle rodeos. It also planned and executed an "Iden-Ti-Kid" program.

The USMA Military Police (MP) Company sponsored the Seventh Annual Toy Bowl during which it raised over $400 in cash and collected toys, clothing, and canned foods. These monies and other items were divided between Army Community Service (ACS) and the McQuade Children's Home of New Windsor, New York.

The USMA MP Company was awarded both the Superintendent's Reenlistment Trophy for 1988 and the Soldier Appreciation Day Sports Competition trophy. It also had two soldiers selected as USMA Soldier's of the Quarter.

SAFETY

USMA was inspected by the Occupational Safety and Health Administration (OSHA) during the last half of 1988 because of higher than average on-the-job accident rates for FYs 1986 and 1987.[7] The inspection was limited to civilian work areas, mainly in the Directorate of Engineering and Housing (DEH), the Directorate of Logistics (DOL), and the Directorate of Information Management (DOIM). Over 200 violations were identified. During the inspection period, one-third of the violations were corrected and an additional one-third were being corrected by the end of 1988. USMA worked with OSHA in early 1989 on several safety issues such as training, assessing hazards, and the use of hazardous chemicals in the work place to address all identified deficiencies.

WEST POINT ELEMENTARY SCHOOL

Due to a DCSPER Directive, at the end of the 1988-89 school year, all personal service contract employees were recategorized as excepted civil service employees.[8] Regular civil service employees remained unaffected by this change.

This redesignation precipitated the renegotiation of aspects of the teacher's union agreement signed in April 1988. Different laws apply to excepted civil service employees and some procedures permitted under contract law are not permissible under civil service law.

A position of Coordinator of Pupil Personnel Services was authorized for the next school year to specifically address special education needs. This action, in concert with actions taken across the nation in many school districts, is due to changes in the law and to recent court decisions.

Peak student enrollment rose by 34 students to 716 during the 1988-89 school year. This is a six percent increase over the recent record low of 676 in the 1986-87 school year, but is still 27 percent below the record 907 in the 1979-80 school year. This increase is in line with national demographic trends and also reflects the decline in senior officers at the Academy.

In-service training in children's written composition work was provided to teachers during the past academic year. The training, provided by an outside consultant specialist, consisted of workshops and hands-on classroom instruction. This is in line with a long-range school goal to improve student communication skills.

The computer instruction program for students was revised during the past year. Seventh and eighth grade students attended a computer lab four days a week for one semester. Lower elementary grade students also gained more access to computers.

In concert with the New York State Regent's Action Plan, the Board of Education continued its five day a week instruction in Spanish and reaffirmed its previous decision to not offer French instruction.

Footnotes

[1]A discussion of the changes is included in the Pointer View, "West Point Club System Undergoes Changes," by SSG Claude Dixon, 9 Sep 88, p. 3

[2]The action was taken as a result of Congressional passage of the FY 89 DOD Authorization Bill. It was implemented through the following document: "Transfer of Function Agreement between the Departments of the Army and Air Force and the Army and Air Force Exchange Service (AAFES) for the Management and Operation of Army and Air Force Class VI (Package and Beverage) Stores," 1 Nov 88, signed by BG Jeffery D. Kahlka, Cdr, AAFES; MG Billy J. Boles, Air Force Assistant DCS Personnel; and MG Thomas G. Rhame, Cdr, USA Community and Family Support Center.

[3]See Pointer View, 19 May 89, "AAFES Presents Check," p. 12.

[4]See Pointer View, 31 Mar 89, "Pin Symbolizes Volunteer Service," p. 5.

[5]The scholarship program specifies that service members selected resign from the Army and enter a college with an ROTC scholarship. The scholarship covers tuition and books and includes a small stipend which may be supplemented by GI bill or veterans' benefits if the service member is eligible.

[6]See "New Army Directives Dictate Price Increases at Child Center," Pointer View, 2 Sep 88, p. 3.

[7]USMA had a 3.85 accident rate for the two fiscal years compared with a federal average of 2.4 and a private sector average of 4.2. The rate is computed by multiplying the number of lost time claims by 100 and dividing it by the population of the total work force. Lifting accidents represented two-thirds of the injuries reported at West Point. See Pointer View, "OSHA Team Looks Over

USMA," 2 Sep 88, p. 3, and "OSHA Releases Report on West Point," 20 Jan 89, p. 4.

[8]This action resulted from the following cited memorandum from DCSPER to USMA: MEMO, DAPE-CPE, Mr. Raymond J. Sumser for USMA Supt, 7 Jun 89, sub: "Section 6 Schools' Personnel."

LOGISTICS

Three significant organizational changes occurred in the Directorate of Logistics (DLOG) during the past academic year as a result of recommendations of the Structure Review Committee (SRC) which were approved by the Superintendent in May 1988.[1] These include the transfer of Cadet Supply from the U.S. Corps of Cadets (USCC) to this Directorate, the transfer of Hotel Thayer from this Directorate to the Chief of Staff, and the transfer of the Purchasing and Contracting Division from this Directorate into a new Directorate of Contracting.

The Cadet Supply Branch was formally transferred from S4, USCC to this Directorate on 18 August 1988 without being physically relocated. The transfer was made to focus all logistics support for USCC under DLOG and to reduce a duplication of effort (property book accountability, storage, and issue facility). DLOG already was performing these functions for the rest of USMA and all USMA property books were scheduled to be brought under DLOG Property Branch control in the near future. It was argued that an economy of operation and perhaps personnel could result from the consolidation and that, during peak periods, greater flexibility for supporting DLOG would be more easily obtained.[2]

The transfer of Hotel Thayer to the Chief of Staff was formally made on 1 March 1989. There had been a number of proposals concerning the most appropriate organizational placement for the Hotel. Indeed, considerable discussion was held about the appropriateness of placing it under Directorate of Personnel and Community Activities (DPCA) where this key non-appropriated fund (NAF) business activity would be placed with the installation NAF business manager. The Hotel had most recently been managed by the USMA Treasurer. However, the Treasurer position was deleted as a separate entity within DLOG as a result of the "Structure Review Committee Report."[3] Ultimately, because the Hotel was going to be renovated substantially in the near future and close command scrutiny over the project was required, it was deemed most appropriate for the moment to place it under the USMA Chief of Staff.

The Purchasing and Contracting (P&C) Division was transferred from this Directorate and established as a Directorate of Contracting on 1 June 1989. This Division had been handled within DLOG as an approved exception to Army Regulation 5-3 "Installation Management and Organization." Although this arrangement enabled the DLOG to serve as the Director of Contracting and permitted the Chief of P&C to be the senior contracting agent for USMA, this situation presented a problem. The most significant deficiency was that the contracting function was not separated from one of the principal "using organizations." It was anticipated that increased contracting of commercial functions would require dedicated procurement oversight.[4] It was resolved that a Director of Contracting should be established in accordance with AR 5-3 and that sufficient assets should be given the new Directorate to incorporate all NAF purchasing and contracting.

Commissary Opening

On 8 May 1989, the Military Academy's new $10.5 million commissary opened its doors to the West Point community following a ribbon-cutting ceremony attended by Brigadier General James S. Hayes, commander of the Army Troop Support Command, who commented, "This facility is an energy efficient, beautifully designed building and one of the most innovative that we have in the fleet today."

The 72,000 square foot commissary replaced an outdated Stewart Army Subpost (STAS) commissary and an antiquated 54-year old USMA commissary which had been utilized by the West Point community since before the start of the Second World War. (Over a quarter of a century ago both commissaries were found to be inadequate for the needs of the West Point and STAS communities.) The new facility, with state-of-the-art equipment, was constructed under a design/build contract which had been awarded to Hoffman Construction Company of Oregon in December 1987. Unlike most government contracts in which a firm merely constructs a previously designed structure, this contract called for the winning firm to design as well as construct a facility. The ground-breaking ceremony was held in January 1988. In addition to carrying 50 percent more line items at the start, it will be open seven days a week rather than the previous five.[5]

Laundry and Dry Cleaning Facility

In 1983, a consultant was hired to study the modernization of the USMA laundry facility. Following his report, the Academy began to seek funding for the recommended equipment. Because of the high price and industrial nature of the equipment, funding was ultimately obtained from the Base Commercial Equipment (BCE) account, a separate DA allocation. Over the past two years, some $450,000 was made available to pay for new dry cleaning and laundry equipment which was installed in June 1988. This upgrade was the first major facility improvement in 23 years. An additional $650,000 is scheduled to be spent on new laundry equipment in FY 89.

On 1 October 1988, the first price increase in five years went into effect at the West Point Laundry and Dry Cleaning Plant. Part of the increase was incurred because of additional costs of using material and electricity required by the new equipment. Most of the increase, however, was due to the impact of Army Regulation 210-130 "Laundry and Dry Cleaning Operations" in 1984 which required installations to set prices based upon local operating cost factors rather than a standard price established throughout the Army. Since the previous laundry contract was awarded the year before, the new regulation did not go into effect until the award of a new contract in 1988. The increase in 1988 was rather significant for laundering many items because the last major price increase at West Point had occurred over a decade before. Since that time, the cost of labor, materials, and utilities had gone up substantially but the laundry and dry cleaning prices at West Point had been kept artificially low.[6]

Footnotes

[1]MFR, MAPP, COL Gross, Ch, Structure Review Committee, 20 May 88, sub: "Superintendent's Decisions Resulting from SRC Recommendations, 12 May 88."

[2]Memo, MAPP, COL Gross, Ch, Structure Review Committee, for LTG Palmer, USMA Supt, 25 May 88, sub: "Report of the Structure Review Committee," p. 13.

[3]Ibid.

[4]Ibid., p. 15.

[5]See Pointer View articles "Commissary Opens Door to Community," by SSG Claude Dixon, 12 May 89, p. 5; "Construction Still on Schedule," 21 Oct 88, p. 3; and "Ribbon-cutting Ceremony Set for Commissary," 5 May 89, p. 4.

[6]See SSG Claude Dixon's Pointer View articles "WP Laundry Receives New Equipment," 8 Jul 88, p. 3, and "West Point Laundry Prices Increase," 9 Sep 88, p. 4.

CIVILIAN PERSONNEL

REORGANIZATION

In October 1988, the Civilian Personnel Office was reorganized into three Human Resource Teams to provide more efficient and effective service to the various agencies and activities of the Military Academy.

Each team consists of a leader who also serves as a chief of a personnel functional area, e.g., position management & classification, external recruitment, and internal placement. Specialists from the functional areas and the required support staff are on each team. The new concept has enabled this office to approach serviced activities as a team, addressing not only current vacancies and actions, but working with managers to develop long-term planning for their entire personnel program as well. This organization has been well-received by managers and supervisors, as well as by employees. Instead of transferring a manager or employee inquiry from branch to branch to address different issues, each team can provide comprehensive, one-stop service.

The training and development function remained independent and separate from the teams since training is a non-specific installation-wide activity which cannot be broken down like other personnel functions. However, each team does have a training specialist who serves as the team's resident expert in this area.

The reorganization will be reviewed after one year of operation to ensure that the revisions are meeting initial expectations.

MANAGE THE CIVILIAN WORK FORCE TO BUDGET (MCB)

This year marked the second year of the MCB test program. The first year was successful in terms of the payroll gainsharing aspects of MCB -- 368 USMA employees shared approximately $195,000 in FY 88. The test is expected to be implemented Army-wide in the near future.

An MCB Steering Committee, comprised of key officials, has been organized to monitor MCB at the Military Academy. Since the Office of the Deputy Chief of Staff for Personnel (ODCSPER) recently has devised DA instructions for MCB, one of the major tasks for the committee will be determining whether to replace the current USMA Memorandum of Understanding (MOU) with DCSPER with these new DA instructions.[1]

As part of the MCB test, periodic reviews are conducted by the U.S. Army Audit Agency and the Total Army Personnel Agency (TAPA). Our review by these two agencies occurred in February 1989, and the results have been forwarded to the Secretary of the Army. Forty positions were classified by managers/supervisors exercising their classification and budget authority during the year and a half in the test program. No action was required or requested by DA following their review of these actions.[2]

TRAINING

USMA civilian employees participated in 75 different courses offered through the on-site program. By the end of the academic year, 93 percent of the first-line supervisors of civilian personnel had completed the mandated Basic Supervisory Development training, and many had taken additional training in the Front Line Leadership courses, the Professional Excellence Seminars series, and the newly introduced Managing for Productivity training. The Personnel Management for Executives Program, administered locally for the DA civilian and military managers in the Northeast Region, held three conferences this year.

SPECIAL APPLICANT REFERRAL PROGRAM

On October 7, 1988, the Civilian Personnel Office sponsored a Federal Career Orientation Day at the Thayer Hotel. The event was attended by area schools' guidance counselors and representatives of governmental and community advocacy groups. The purpose of the program was to provide attendees a general overview of our mission, to disseminate information regarding civilian employment opportunities in support of that mission, and to appeal to attendees to become active recruiters for USMA.

As a result of the program, the Special Applicant Referral Program (SARP) was instituted. The goal of SARP is to provide high school, college, and advocacy group placement officials with continuous information about civilian job opportunities at USMA. A unique aspect of the program is that a single staffing specialist acts as the sole point of contact for a school or organization publicizing job openings, assisting students/clients with the application process, and, after processing, providing feedback to the agency. Additionally, the staffing specialist is available to the SARP participant on career days, at job fairs, and at other placement-related activities. The CPO SARP representative for the New York State Job Service in Newburgh was available every Thursday at that office.

The civilian recruitment program has been enhanced by the SARP program. The surrounding community has become aware of the fact that USMA has numerous, continual job openings and is a good place to work. That reputation allowed us to fill the new custodial positions in the Directorate of Engineering and Housing in record time.[3]

Footnotes

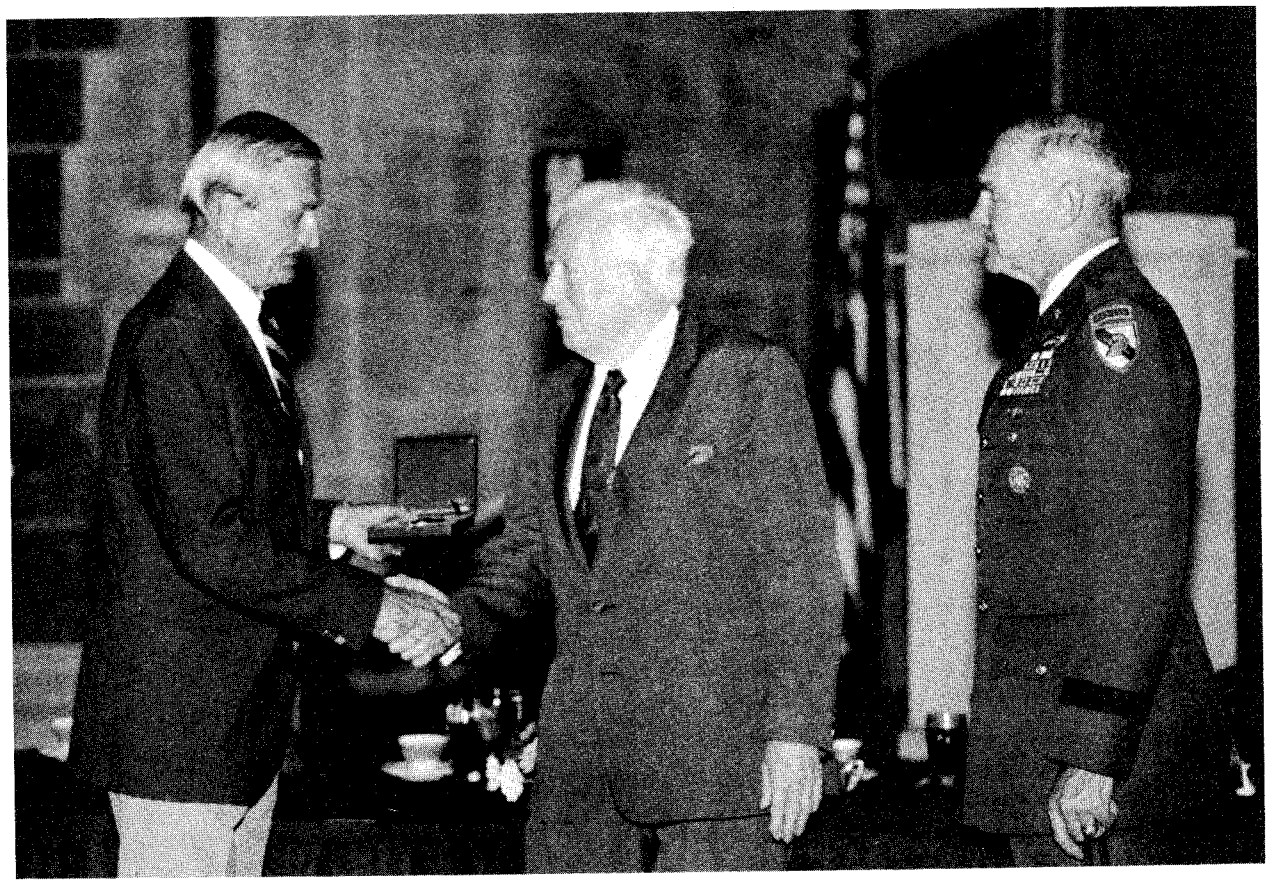
[1]The DA instructions are contained in: Memo, HQDA, sub: "HQDA Instructions for Implementation, Management, and Evaluation of the Test of Managing the Civilian Work Force to Budget," 3 Apr 89, Raymond J. Sumser, Director of Civilian Personnel, ODCSPER. The current MOU is LTG Palmer, USMA Supt, and LTG ONO, DCSPER, 9 Oct 87, sub: "Managing the Civilian Workforce to Budget Test as Part of the Civilian Personnel Modernization Program."

[2]There had been an earlier review of positions in Mar 88. The MCB Program is discussed in the Pointer View, "Gainsharing Continues Into 1990," 7 Oct 88, p. 4.

[3]The decision to withdraw the CA contract for DEH custodial services had been under review for some time. As it became apparent that the contract might be withdrawn, the CPO conducted a discrete but thorough effort to identify potential employees for these positions. When the final decision was made on a Friday to withdraw the contract, enough advance preparation had been completed so that many custodians were on the job by the middle of the following week.

ALUMNI AFFAIRS

In September, the Association of Graduates conferred its most prestigious award when General (Retired) Michael S. Davison presented the Honorable Warren E. Burger with the Sylvanus Thayer Award. The ceremony, attended by the Corps of Cadets and many distinguished guests, marked the 30th time the gold medal has been awarded by the Association. This award is presented annually by the Association to an outstanding citizen of the United States whose service and accomplishments in the national interest exemplify personal devotion to the ideals expressed in the West Point motto, "Duty, Honor, Country." In his acceptance remarks, Burger stated that "the Sylvanus Thayer Award is not intended simply to honor individuals, but rather, as Douglas MacArthur said, 'to honor a great moral code.'" Burger served as a distinguished federal jurist for more than a decade, as Chief Justice of the Supreme Court of the United States for 17 additional years, and as Chairman of the Commission on the Bicentennial of the United States Constitution.



Warren E. Burger receiving the Thayer Award from Michael S. Davison, President of the Association of Graduates, as the Superintendent looks on.

The 1989 Founders Day speakers program sponsored by the Military Academy enjoyed one of its finest years. The Superintendent, Commandant of Cadets, Dean of the Academic Board, Director of Intercollegiate Athletics, and Professors at the Military Academy appeared at over 60 Founders Day events throughout the United States, including Alaska, Hawaii, and Europe. The appearance of these speakers at events celebrating the anniversary of the founding of the Military Academy was instrumental in continuing to seal bonds with graduates and friends of the Academy.

The service of the late Frank Pace, Jr., former Secretary of the Army and 28th recipient of the Sylvanus Thayer Award, was commemorated in April with the dedication of the Pace Memorial Leadership Display at the north end of Crest Hall in Eisenhower Hall. The display consists of memorabilia of Pace's remarkable career in public service which spanned more than 40 years. Mr. Pace called West Point his "adoptive alma mater." Lieutenant General Dave R. Palmer, USMA Superintendent, noted that the display will assist the Academy in fulfilling the third of three requirements of its mission statement--"to inspire the Corps of Cadets to a lifetime of service."

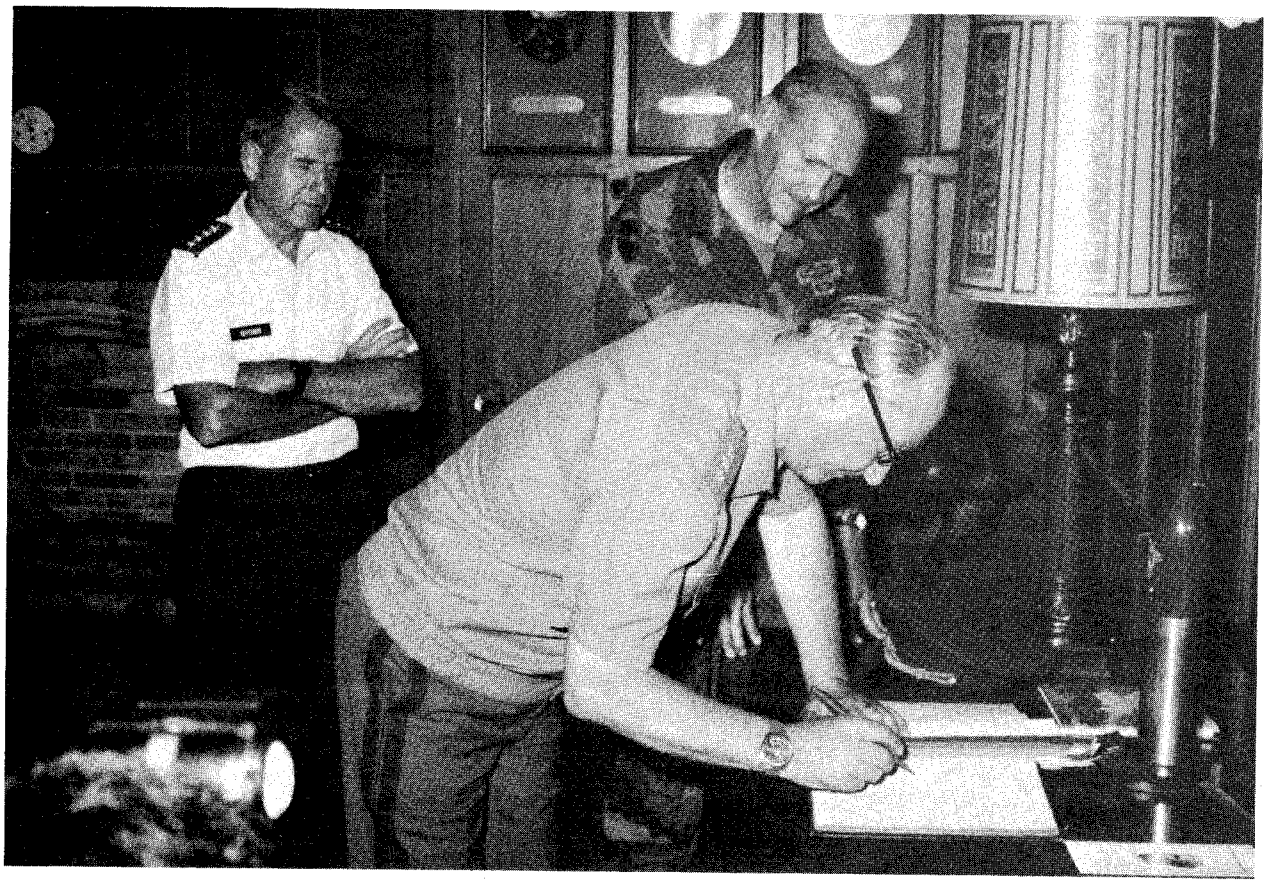
SPECIAL EVENTS

Perhaps the most historic event of the year at West Point occurred in July 1988 when the Soviet Army Chief of Staff visited the Military Academy. On 11 July, Colonel General Dmitriy A. Grinkevich, chief of staff of Soviet ground forces came to West Point to observe Cadet Basic Training and Cadet Field Training. Colonel General Grinkevich, Marshal Sergei F. Akhromeyev, Chief of the Soviet Armed Forces, and key members of the Soviet Joint Staff were visiting the United States as part of the Soviet Union's "glasnost."

U.S. Army Vice Chief of Staff General Arthur E. Brown, Jr., accompanied the visitors on the first visit by a senior Soviet official to the Military Academy in decades. During the tour, the Russians received briefings on the Academy's mission, ate in the Cadet Mess, and observed field training. While there, Grinkevich proposed a cadet exchange program be established, and General Brown accepted the proposal.[1]

Colonel General Grinkevich and GEN Brown shake hands in an informal agreement to establish a Soviet-American exchange as COL Costa, Head of the Department of Foreign Languages, looks on.

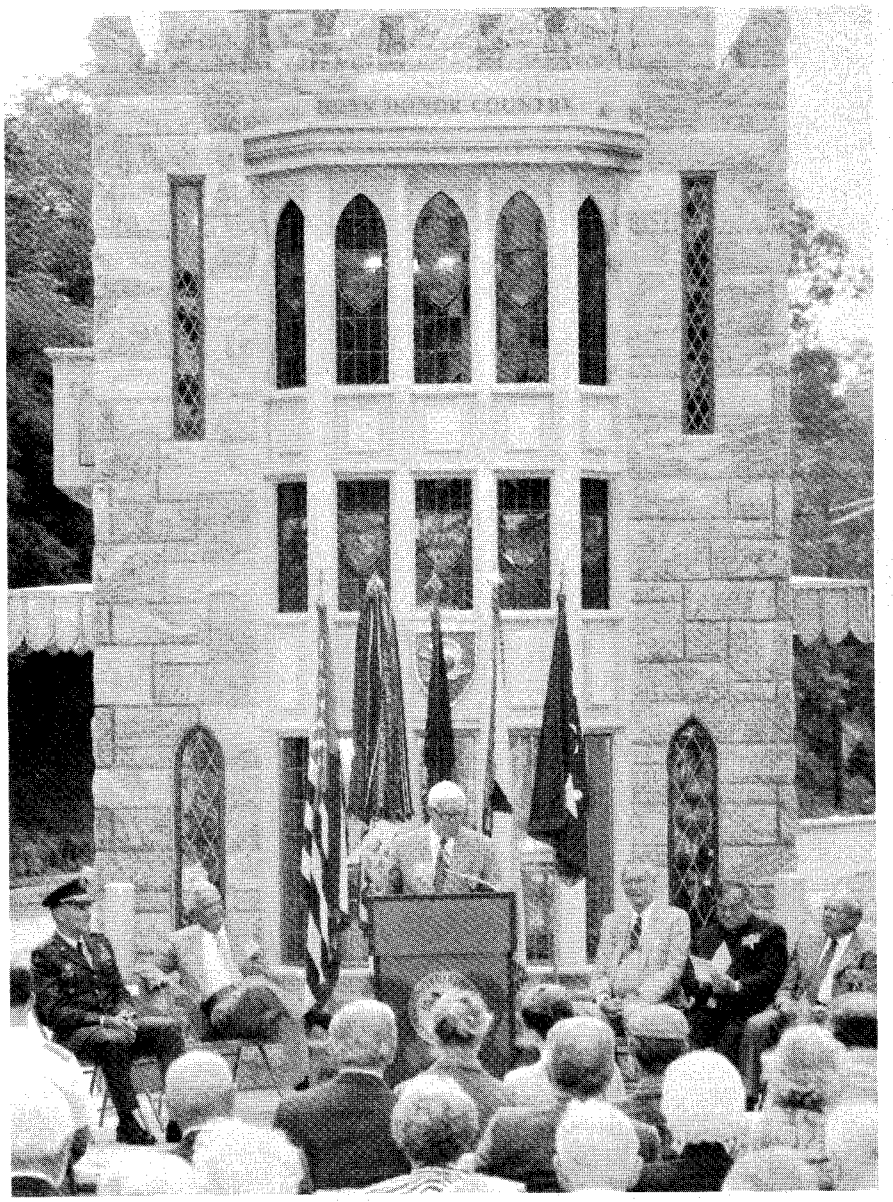
Just before his departure, Grinkevich was invited to sign the Superintendent's guest log in Quarters 100. Noting that he could not do so because he did not have his glasses, Lieutenant General Palmer offered his own which enabled the Colonel General to write a short inscription. The Colonel General commented at the time, "We Russians and you Americans should always try to look at the world through the same glasses."[2]



Colonel General Grinkevich signs the Superintendent's guest log as the Superintendent and Vice Chief of Staff look on.

In addition to the dedications of athletic facilities noted in the chapter on Intercollegiate Athletics, a number of significant, historic commemorations were held which drew special attention. On August 15, 1988, retired Chief Justice of the U.S. Supreme Court Warren E. Burger, who had been most recently serving as chairman of the Commission on the Bicentennial of the Constitution, unveiled a Thayer Award exhibit inside the Pentagon Mall entrance in Washington, D.C. Some 60 members of the Academy leadership attended the brief dedication ceremonies which were held to highlight the exhibit. One month later at West Point, Burger became the 31st recipient of the Thayer Award.[3]

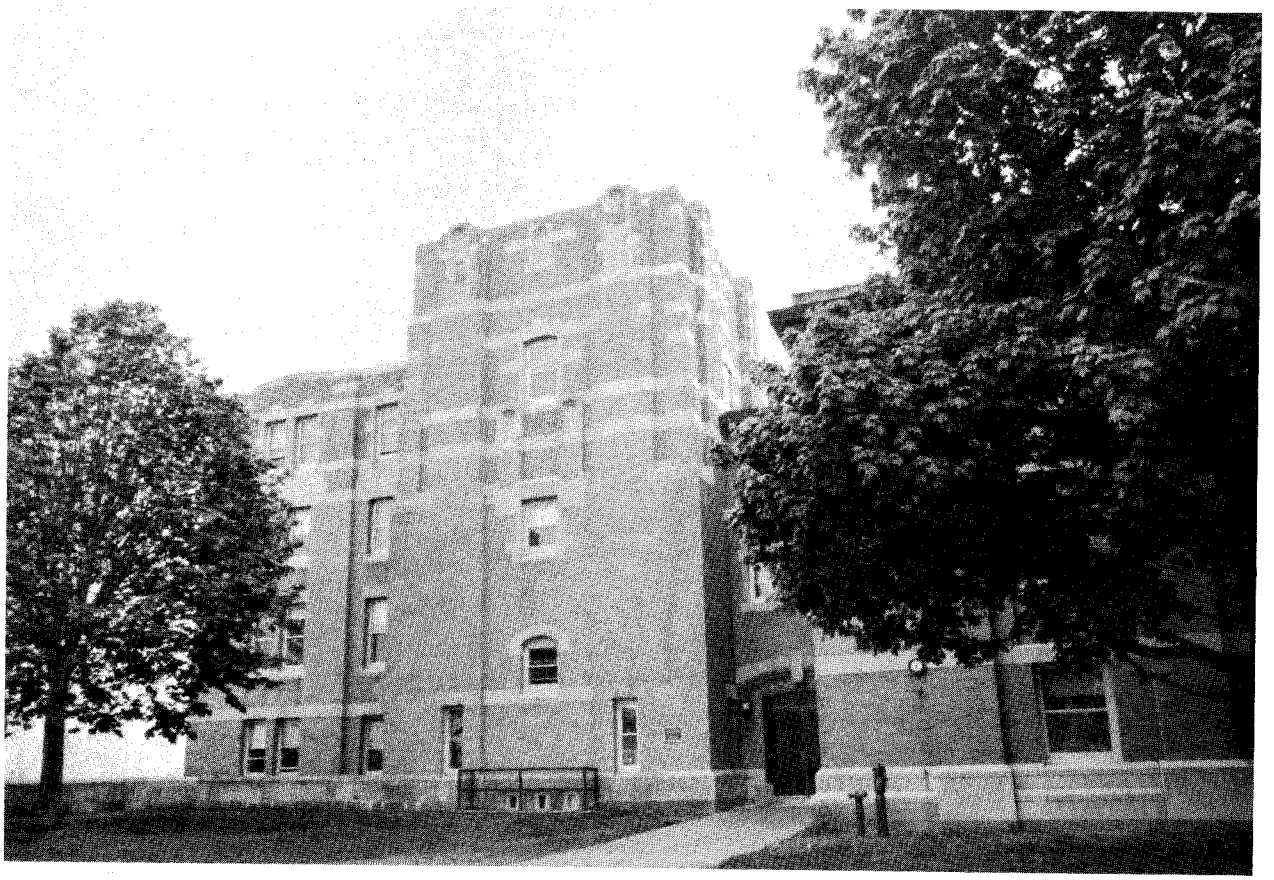
On September 23, the new Thayer Gate was dedicated. The new gate consisted of a gray-stone granite guard tower in the military Gothic style of architecture which is typical at the Military Academy. The gate is a gift of the Military Academy's Class of June 1943 which donated the gate at their 45th reunion. All funding for the gift was provided by members of the class and their families, plus friends of West Point in business and industry. The Superintendent accepted the gate as a gift from the Class President, retired U.S. Air Force Major General H. L. Hogan III.[4]



Thayer Gate Dedication
Dias attendees (from the left to right in photograph): Superintendent; Class President Hogan; LTG (Ret) John W. Morris, chairman of the gift committee (at podium); COL (Ret) Ronan Calistus Grady, Jr.; Rt. Rev. Monsignor J. W. ("Tony") Hartman; and MG (Ret) A. R. ("Bud") Bolling, program coordinator and master of ceremonies.

On November 4, on the eve of the annual Army-Air Force football game, the auditorium in Mahan Hall was dedicated in honor of Henry H. (Hap) Arnold, one of the aviation pioneers of the U.S. Air Force. Arnold (USMA '07) served as a commanding general of the Army Air Force in World War II and subsequently as General of the Air Force in 1949 following the establishment of that branch as a distinct service in 1947. Lieutenant General Palmer and Lieutenant General Charles R. Hamm, Superintendent of the U.S. Air Force Academy, presided at the dedication of the auditorium in memory of the U.S. Air Force's first and, thus far, only five-star general. An exhibit honoring Academy graduates' contributions to aviation will be established in Mahan Hall in future years.

On 18 May 1989, the late George "Abe" Lincoln (USMA '29), Professor and Head of the Department of Social Sciences from 1954 to 1969, was honored when Lincoln Hall was dedicated. Lincoln Hall, the former Bachelor Officer's Quarters, located just north of Cullum Hall, was remodeled to house the Departments of Social Sciences and English. Lincoln is the first twentieth-century scholar to be honored in this way at the Military Academy.[5]



Lincoln Hall

The U.S. Corps of Cadets was honored to be asked to participate in the bicentennial commemoration of the inauguration of President George Washington on April 30, 1989. Some 79 cadets and the USMA Band traveled to participate in the festivities which were centered around Federal Hall where Washington had been inaugurated two centuries before. The cadets participation was patterned after a similar role of cadets in the centennial observance in 1889. Actors reenacted the historic event and President George Bush took the opportunity to address the nation from the site where his predecessor stood two centuries before.[6]

Finally, the year was marked by the commemoration of some of the most distinguished graduates of the Military Academy. At the 50th reunion of the Class of 1939, the class donated bronze plaques in memory of the 74 Academy graduates who received the Medal of Honor. In concert with the Class's wishes the plaques are displayed in areas not normally open to the public but rather placed where they can be readily viewed by cadets. Academy graduates have received the Medal of Honor in every conflict in which they have been awarded.[7]

Footnotes

[1]This proposal would remain bogged down in bureaucracy and no exchange would occur before 1990. For further information on the visit, see Pointer View, "Soviet Chief of Staff Visits Point," by Rick Hunter, 29 Jul 88, p. 5.

[2]Ibid. See also Pointer View, "Supe's Guest Book: A Page From History," by Jason Viers, 26 Jul 91, p. 4.

[3]For further information on the Thayer Award, see the Alumni Affairs chapter of this report.

[4]For additional information see Pointer View, "Thayer Gate Dedication Held," by SSG Claude Dixon, 30 Sep 88, p. 3.

[5]For further information on the dedication and on the criteria used to select Lincoln note two articles in the Assembly: "Naming of Lincoln Hall," Feb 89, p. 34; and "The Lincoln Fund Endowment of Conferences and Cadet Activities in the Social Sciences," Oct 89, pp. 49-50.

[6]For additional information see Pointer View, "Cadets March at Inaugural Gala," by SPC David Patton, 5 May 89, p. 5.

[7]For additional information see Pointer View, "Plaques Recognize Medal of Honor Recipients," by MAJ Ed Evans, 19 May 89, p. 7.

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

June 26, 1989

General Carl E. Vuono
Chief of Staff
United States Army
Washington, D.C. 20310-0200

Dear General Vuono:

This letter is written to recapitulate the major leader development initiatives taken at the Academy over the past couple of years, and to inform you of the final pieces being put in place this summer. Little will be new -- your tenure as Chief of Staff began as the initial steps were being taken, and you have been kept abreast of developments all along the way. Indeed, you have personally approved several of them, and have helped obtain Secretarial, Presidential, or Congressional action where required on others.

The guidance and support given our efforts, initially by General Wickham, then by you, and throughout by Secretary Marsh, have made it possible for us to move the Academy well along toward meeting the 21st century needs of our Army. In particular, the several occasions you personally took to spend time in creative sessions with us here were more valuable than you might imagine.

Let me also, at the outset, give due credit to the host of others outside USMA who contributed time and wisdom to add to the progress. We deliberately spread a wide net, looking for all the insight and experience we could gather, and were continually gratified by the positive and eager responses to our requests. Even the busiest of people dropped what they were doing to participate. The list of contributors includes past Army Chiefs of Staff, former Superintendents and Commandants, senior officers retired and active, the Association of Graduates, the last three Boards of Visitors, and a wide array of other distinguished Americans. The new program of leader development has many godfathers.

Background. The keystone of the entire edifice is recognition by the Department of the Army that the Military Academy's very reason for being is to develop leaders.

All initiatives flowed from the first step: formulating and formalizing a statement of purpose which was then combined with other fundamental concepts in a statement of strategic guidance, embodied in the pamphlet, "2002: A Road Map to our Third Century." In that pamphlet are documented: the Academy's purpose and mission statements; descriptions of the West Point experience and environment; a vision of what leaders in the 21st Century must be, know, and do; and concept statements of the imperatives of intellectual, military, and physical development. The bulk of all subsequent initiatives falls under one of those three imperatives.

Intellectual development. It is important to note that a major conclusion reached in the academic area was that the Academy possesses many strengths which must be protected and perpetuated. Some examples: a core curriculum balanced between humanities and sciences; a faculty focused on teaching; a small number of students per instructor in the classroom; a predominantly military faculty comprised of a mix of permanent and rotating members; the understanding that excellence in academic work is a duty of cadets; the use of coordinated elective programs to enable students to experience the intellectual demands of learning one field in depth.

You are aware of the adjustments to department alignments and of the changes made to strengthen engineering programs. Those are now in place.

As I briefed you this spring, our institutional self-study (accomplished in preparation for the decennial accreditation visit later this year) reconfirmed a major problem that has plagued West Point for more than a quarter of a century. It is that we have typically expected cadets to undertake such a high number of developmental tasks that, as a result, most of them have been unable to achieve the high level of learning of which they were capable. Excellence has been sacrificed to numbers. (See the sampling of quotations at enclosure 1.) To restore the balance between quality and quantity, we built upon ground work laid during the past decade, culminating in our decision, at the end of the self-study, that we would undertake an institution-wide effort to fix the problem. We spent much of the winter and spring exploring ways to enrich the cadet experience, and we finally agreed unanimously--a rare feat here at any time on any subject--to adopt the balanced program that emerged. Only time will tell whether these enrichment steps will provide a lasting solution to this decades-old problem. I am cautiously optimistic.

Enrichment initiatives will be found in all three of the developmental areas -- intellectual, military, physical -- and I will address them at appropriate points in this letter. In general, though, the overall concept is to provide a clear baseline of requirements that all cadets must meet, with a high degree of excellence, in each of the three developmental areas. That provides the common four-year experience for all cadets, and lays out unmistakable tasks, conditions, and standards to guide staff and faculty as well as cadets. Beyond that baseline -- and every cadet will be required to go beyond it -- each cadet will pursue enhanced development in an area most suitable to his or her strengths and preferences. One might decide to become, say, the best infantry officer he can be. He might then take additional electives in military science, spend much of a summer with a regular infantry battalion, go through the Ranger course, and select sports that emphasize combativeness. Another might want to seek enrichment in a scientific field, which could prepare her to become a future leader in R&D. Her additional electives would be shaped accordingly to permit her to graduate with an ABET-accredited engineering degree, while she might spend much of one summer working at a cooperating element in Army Materiel Command and another summer serving with a regular Army unit where her particular area of expertise has practical field application.

Some of the enrichment considerations specifically related to academic development are: the retention intact of the core curriculum; flexibility in augmenting the academic program with other activities, such as DLI and Army laboratories; summer courses for selected outstanding students rather than just as ways for cadets to retake failed coursework; adjustment of the four-year schedule to emphasize that the priority of effort during academic semesters is on academic duties; and a more flexible approach in the choice of electives. (While we will require three fewer electives in the depth of study component for cadets choosing a field of study, we have retained the extended depth experience for cadets choosing to major; in certain disciplinary majors an even deeper experience involving additional courses is now possible.)

Moving to another subject, you are familiar with the initiative to prepare tactical officers by giving them a Master's Degree program in leader development. We are now at full load, and are most pleased with the results. This program actually impacts on the military development area, but it can be considered as an intellectual development initiative, too.

Let me conclude the recap of initiatives in the area of intellectual development with mention of a start to a program to gain endowed chairs for the teaching departments. This initiative will permit the Dean to seek out persons, to include retired officers, to add a special dimension to our faculty, and to be able to do so freed from the year-to-year uncertainties of appropriated monies. Although it will be years before this program matures fully, we are experimenting with the idea next year by bringing Admiral (Ret) Stansfield Turner on board to work with the Social Sciences Department.

Military development. Almost all of the new parts of this program are in place or have been tested. You have been briefed on all of them. I will add here that the benefits, expected to be synergistic, are emerging now -- and they seem to be having an unusually rewarding payoff. For instance, we have reports of a clear difference between the performance in the basic course of the Class of 1988 with that of 1986 and 1987. School commandants noted a remarkable improvement of '88 over the previous two classes in attitude, behavior, and attainment of excellence. The only difference in their experience at West Point? The Class of 1988 was the first to benefit from the military development initiatives. But that is just the beginning -- improvements will continue year by year until the Class of 1992 graduates, when the full payoff will be seen.

Those initiatives include: toughened standards in military training; holding cadets more strictly accountable for their behavior; improvements in the honor system; a revamped cadet rank structure; a leader development role for all three upperclasses; reorienting tactical officers to conceive of their role as developers of leaders rather than as commanders of companies; the Master's program for new tactical officers (mentioned earlier); treating First Class cadets as much like lieutenants as common sense dictates; putting Second and First Class cadets in most of the trainer positions in Cadet Basic and Cadet Field Training; tightening control on cadet time; the certification process; the 3 and 1/2 year model of development; giving real responsibility to the First Class in drill and spirit activities; placing practical leadership experiences in a sequential mode.

Some enrichment considerations specifically related to military development are: adding military science electives to the choices available to cadets during the academic semesters; creating a two-week intersession in early January when the focus will be on military science; granting enhanced credit for military training programs; involving academic

instructors more in military training; validation of some requirements for cadets with prior service; the expansion of opportunities to gain military experiences; incorporating appropriate military science subjects into existing academic courses; placing cadet pass and leave policies more in tune with similar Army policies; streamlining mentoring and counselling requirements.

Finally, we are well into a year-long look at the Fourth Class System, with an ultimate goal of assuring that it helps us meet leader development goals -- for upperclass cadets as well as plebes -- and that it helps mold the attributes of leadership expected in today's Army.

Physical development. Again, I think you are aware of most initiatives in this area. They include: the requirement that a cadet be on a competitive team every semester; addition of the Master Fitness Trainer program; the concept that each cadet must play on a team-contact sport; placing club sports under the Department of Physical Education; a realignment of sports offered (intramural, club, intercollegiate) so that there is a relevance with future service in the Army; holding First Class cadets strictly accountable (at the price of not graduating with their class if they fail) for demonstrating the ability expected of Army officers to keep themselves fit; making summer training periods much more demanding physically; holding cadets to much firmer standards of development; strict adherence to weight and body fat standards; entry into an intercollegiate league comprised only of schools with standards of scholarship for athletes similar to ours.

You may not be aware that we are beginning a formal performance enhancement program. The office to run the program has been established. It will start this fall working with athletes on intercollegiate teams. Eventually we will branch out to other developmental areas. (You will recall the impact this program had on our championship CAT tankers in USAREUR a couple of years ago.) When you are here later this year, we will give you an update on this initiative.

Enrichment considerations related to physical development include: choices of electives for cadets who want to pursue greater development in this area; increased credit for work done in physical development; opportunities for cadets to gain experiences in Army programs beyond West Point, such as at the U.S. Army Physical Fitness School; opportunities for athletes to perform to an enhanced level of excellence, especially in intercollegiate sports.

West Point environment. The cadets live and develop in the environment we establish here. It must be supportive of our purpose and mission; it must help us develop leaders.

The Bicentennial Plan for facility development gives us a strategic view well into the next century. It establishes what the buildings and fields and infrastructure must be. This plan is of landmark significance.

Our organizational structure has been revamped, and is working very well. We made the changes within the same end strength and with a reduced rank structure. We intend to examine our manning over the next year to see if there aren't ways to streamline it.

One change to the structure of the Office of the Superintendent is especially significant. I have established a small group of officers, working directly for me, called the Office of Leader Development Integration. It provides me direct staff assistance in fulfilling my responsibilities for coordinating the academic, military, and physical programs of leader development. Prior to this, there was no person or office, other than the Superintendent himself, charged with making the three programs fit together coherently and consistently.

The Academy Schedule will be entering its third year of use. It remains a key tool in synchronizing all the hundreds of activities and individuals who do things to, for, or with cadets. Two years ago we made breakfast mandatory; this year we will try a flexible supper, while breakfast and lunch will remain required formations. There are many pros and cons to this step, which we have been debating for nearly three years. We will carefully gather data, and I'll let you know next year whether we should continue or not. Although the midnight lights out policy remains a source of irritation to cadets, it will remain a fixture in the schedule. They have to learn to meet their requirements and still get adequate sleep -- that is a carry-over skill that will pay dividends to them in the Army.

The Admissions program contributes to the environment in that the caliber of the Corps of Cadets is itself perhaps the single most shaping part of being here. It is the part that touches every cadet almost every moment of every day. Living among 4400 high quality young people simply has to have a

lasting impact. The two major developments in this area would be the growth of parents clubs and the results of a Blue Ribbon Panel we commissioned last year to look at us. We have linked up with the parents clubs, and we have made a big leap forward as a result of the recommendations of the Panel.

Moral-ethical development remains central to all we do. You are aware of our efforts over the past couple of years to strengthen the Honor Code and System. The results of those efforts bode well.

Finally, but not at all of least importance, is our staff and faculty. If we really intend to produce high quality young leaders for our Army, the price the Army must be willing to pay is a high-quality staff and faculty. We have taken several initiatives to assure that we continue to get top officers (modification to the 4-year PCS rule; the Master's Degree program for tactical officers; opening channels of communication with PERSCOM; getting all our people to CAS3; use of non-resident courses; OPD programs; placement of our senior people on boards; etc.) Still, recent trends give me cause for concern. Serious concern. Accordingly, we will be devoting a good bit of effort over this next year to try to prepare for you a clear and unvarnished picture of our status and prognosis -- and to provide you some suggested solutions to shortcomings we see.

Next steps. At this point, we are shifting gears -- from deciding what ought to be done to getting it done. The period of searching for the shape of the Academy as it enters its third century is concluding. We are now proceeding apace with implementation. As we get into the details of some of the most recent projects it may well be that we will find a requirement to seek assistance or approval for some aspect at your level or higher. We will do so through the normal staffing process. In the meantime, I will use this letter as a vehicle to inform several interested individuals and offices of our current status, and to elicit their support where appropriate.

In reading back over this report, I realize that we have been able to come a long way in a short time. That is so because of the supportive climate in the Pentagon, the absence of any recent crises to divert our energies, and the superb spade work done by lots of people ever since the rude

awakening of 1976. All the efforts of the past dozen years are coming to fruition as we start the 1989-90 academic year. It is an exciting time to be at West Point.

Sincerely,

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

Enclosure

UNITED STATES MILITARY ACADEMY STAFF DIRECTORY

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Research Branch
Dr RP Butler 4328
Data Support Branch
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Administrative Branch
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Mr DA Sundby 3110
ACCOUNTING POLICY & SYSTEMS OFC (MARM-AP)
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Manpower Equip & Doc Br (MARM-ME)
Vacant 3141
Management Studies Br (MARM-MS)
Ms BW Arnott 4277
Commercial Activ Br (MARM-CA)
Mr DR Kennedy 3517
PROGRAM & BUDGET DIV (MARM-PB)
Mr JH Stahl 3102
Prog & Bud Formulation Br (MARM-PE)
Ms SE Elsworth 3616
Budget Operations & Spt Br
Mr DE Cullison 3102

FINANCE & ACCOUNTING DIV BLDG 602 (MARM-FA)
LTC PR McDowell (PAX 7244) 2607
Accounting Br
Mr DJ Wilcox 2962
Pay & Examination Br
Ms KM White 3215
Disbursing Br
Ms V Lewis 3409
CENTRAL ACCOUNTING BR BLDG 664 (MARM-NA)
Mr JJ Smith 3621
Accounting Services Sec
Mr D Sedorsky 446-4973
Pay & Examination Sec
Ms S Digregorio 446-4976
Disbursing Sec
Mr J McLaughlin 446-4975
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Ms E Hirsch 446-4976

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Mrs M McIntyre (Admin) 3024
Alumni Activities
EG Fishburne (Dep) 3024
Mrs F Kelly (Reunions) 3024
Gift Programs MA/CC Gift Fund
Mrs E Mead 3700

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COL(Ret) MJ Herbert 446-5860
COL(Ret) RA Strati 446-5773
COL(Ret)PW Child 446-5800
COL(Ret)WL Harrison 446-2527

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MR RA Salvatore (Sp Asst-SJA) 2767
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SFC RE Phillips (ChLegal NCO) 4570
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CPT AW Charters 2016
Legal Asst-Def Counsel (MAJA-LA-DC)
CPT EE Beauchamp 4541
Special Actions (MAJA-SA)
MAJ PF Koch 3724

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LTC RC Ashley Jr (IG) (PAX 7228) 2910
Inspection & Follow-up Br
MAJ SR Furr (Dep IG) 2728
Mrs JC Turner (Inspector) 3669
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LTC BK Bell (Deputy DAR) 3614
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Mr AR Hamburger 2006
Command Information Br
MAJ EA Evans 2006
Pointer View
SSG CA Dixon 2015
WKDT
Mr JR Oyr 4567
Community Relations Br
CPT S Sayre 3507
Visitors Information Center
Ms S MacKlin 2638
Sports Information Br
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CHAPLAIN, USMA
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Ch(MAJ) A Hagen Jr 2754
Ch(MAJ) K Leinwand 2710/2766
Rev ER Geehan 4106
Rev DR Pitt 2754
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Ch (MAJ) HW Dugan 2003/3504
Ch (MAJ) D Westbury 2003/3504
SFC WH Kline 2003
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Rev PF Healey OMI 446-5575
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Mrs Kay Heppes (DRE) 446-2656
Stewart Army Subpost Bldg 1700
Ch (LTC) K Davis 563-3310
Rev F Niedfeld 563-3310

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MAJ LR Magnand 2517
Scheduling and Range Operations
Vacant 2517/4206
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Administrative Telephone Mgr
Mr R Thornton 2211
Operations Br Bldg 600
Mr R Huslinger 5213
Records Mgt Sec (MAIM-SR)
Mr C Melick Jr 2491
Ms M Bryant (Mail/Corr/Distr) 2858
Ms K Wenner (Micrographics) 2920
Ms J Kehl (Files Maint) 2945
Central Records Sec (MAIM-SC)
Mrs DM Donnery 4134
Post Staff Ref Library 4429
Mail & Distr Sec Bldg 600 (MAIM-SM)
Mr R Gambino 4412
Pubs & Blank Forms Bldg 667A (MAIM-SP) 304
Mrs M Livengood
Printing Plant Bldg 646 (MAIM-SPP)
Mr C McCormick 3760

OFFICE OF THE ADJUTANT GENERAL
Bldg 600 Rm 15 (MAAG)

LTC HE Wilcox Jr (PAX 7221) 3500
PERSONNEL MANAGEMENT BR
MAJ DL Mohnsen (Chief) 3402
Strength Management Bldg 622 (MAAG-PM)
CW3 JL Harrison Sr 3125
Officer Management
Ms J Williamson 2118
Enlisted Management
Mrs D Hooks 3125
ADMIN SRVCS BR
Ms K Arklam 3404
PERSONNEL SRVC CNTR (MAAG-P)
MAJ DR Berger (PAX 7248) 3910
Actions and Records (MAAG-PS)
CW2 S Hutter 3212
Customer Service (MAAG-CS)
SFC Monroe 3786
Personnel Actions (MAAG-PA)
SFC F Garcia 3877
Personnel Records (MAAG-PR)
SFC S Lewis 2035
Data Base Management (MAAG-DB)
Ms P Lozell 3811
Retirement Services (MAAG-RS)
Mrs G Reynolds 4217
TOTAL ARMY CAREER COUNSELOR Bldg 622 (MAAG-E)
MSG DA Mays 3023

CIVILIAN PERSONNEL OFFICE
BLDG 622(MACP)

Mr MS Heller(CPO) (PAX 7255) 2703
Admin Svcs Unit
Mrs SE Thomas 2328
Human Resource Team I
Ms J Frierson 3704
Human Resource Team II
Mr JR Yarbrough 2212
Human Resource Team III
Mr AP Ferraiuolo 3428
Human Resource Team IV
Mrs K Ridgeway 2642
Training & Performance Br
Mrs JH Thomas 4715
NAF Personnel Br
Mr A Knipp 2822

SAFETY OFFICE
Bldg 620 (MAPAS)

Mr JA Ciabotti (PAX 7207) 3717
Mrs M Kowaleski 3730
Mr P Decker 3730

Bldg 602

EQUAL EMPLOYMENT OPPOR (MAPA-CE) 4478
Mr J Cruz (EEO Officer)
MILITARY EQUAL OPPOR (MAPA-ME)
SFC R Shandren 2581

PROVOST MARSHAL OFFICE
Bldg 681 (MAPM)

LTC M L Kimel (PAX 7245) 2403
MAJ T Sahagian 2609
MP Operations Br (MAPM-O) 2208/3119
CPT J Leephart 3119/2208
SFC J Meister 3333/3312/446-5555
MP Desk
Traffic-Reg Sec 4765
SSG J Appleby
Physical Security Br 4585
CPT D Boyd 4585
SSG S Fiol
Physical Security Sec 4585
SSG P Mahan
Crime Prevention Sec 4585
SGT D Jones
MP Investigations Sec 3914
SSG L Vega
PM Operations STAS 563-3540
SFC R Miller 563-3540
STAS MP Desk 564-0590/568-3300

DIRECTORATE OF HEALTH SERVICES
Bldg 900 (HSUD)

COL B Wolcott (CdrSurg) (PAX 7231) 3305
COL W Inazu (Dep Cdr Admin) 3305
COL F Fuseller (Dep Cdr Cl Svcs) 4806
1LT J Gaylord (Adj) 4300

DIRECTORATE OF DENTAL SERVICES
Bldg 606 (HSHD)

COL RB Bersano (Cdr) (PAX 7287) 4212
COL R Madden 4212
COL A Burnham 4212
SFC PJ Cruz (Ch Dental NCO) 2449

1ST BATTALION, 1ST INFANTRY
Bldg 662 (MABB)

LTC DW Shive Jr (Cdr) (PAX 7247) 2971
CPT LT Whitfield Jr (XO/Opns Ofcr) 2216
CPT LJ Detweiler (S1) 4509/2216
SFC J Hefner (S2/3/Opns Sgt) 3007/4406
SFC M Deets (Range Cntl) 3930
CPT MC Pope (S4) 2928/2625
CSM HT Vogel (CSM) 2516
Ch(MAJ) HW Dugan (Chaplain) 2003

HEADQUARTERS COMPANY Bldg 620 (MABB-O)
CPT JD Griner (Cdr) 2506/4518
1SG RC Oberlender (1SG) 2506/4518
CQ (After Duty) 2506/4518
USMA ENGINEER PLATOON Bldg 679 (MAEN-Z)
CPT MJ Franks (Plt Ldr) 3814/2149
SFC F Bevolden (Plt Sgt) 3814/2149
Opns Center (Snow Removal) 4707
USMA MILITARY POLICE COMPANY Bldg 681 (MABB-P)
CPT JT Fowler (Cdr) 3308/2829
1SG DA Henricks (1SG) 3308/2829
SFC TA Vinson (Opns Sgt) 3308/2829
AIRBORNE DETACHMENT Bldg 2425 (MABB-A)
CPT LT Whitfield Jr (Cdr) 2216
SFC M Lewis (NCOIC) 2765
2ND AVIATION DETACHMENT Bldg 106, STAS (MABB-H)
MAJ JP Wilcox (Cdr) 563-3298/3478
CPT PJ Boettcher (Opns Ofcr) 563-3298/3478
MSG MB Boros (1SG) 563-3298/3478
USMA BAND Bldg 685 (MABB-B)
LTC LB Shelburne (Cdr) (PAX 7216) 2309
MAJ VA Allen(XO) 2445/2309
SGM RD Moon (Enl Band Ldr) 2445/2309

TENANT UNITS AND ACTIVITIES STEWART ARMY SUBPOST AUTOVON 247-XXXX

AMSA No 4(G) 564-6040/563-3538
Federal Bureau of Investigation 564-0277
Readiness Group Stewart
COL RT Hackett (Cdr) 563-3464
Recruiting Battalion Newburgh
LTC S Cheney (Cdr) 564-5941
Stewart USAR ASF 10 563-3321
Stewart USAR Trng Ctr 563-3229
105th MAG NY ANG
COL PA Weaver (Cdr) 563-3547
146th Ord Det (EOD)
CPT RW Coleman Jr (Cdr) 563-3232
MSG TA McLaren Jr(Detachmt NCO) 563-3233
SFC DB Leone (Operations NCO) 563-3233
320th Evac Hosp
LTC JM Clifford (Sr Ops Off) 563-3229/3437
HQ 854th Engr Bn (C)(H) USAR
Mr JR Scolopio 564-5786
1LT JK D'Arienzo 563-3241
42d Inf Div MMC, NY ARNG
MAJ FR Flater 564-2278
3514th USAF Recruiting Sqdn
MAJ CA Johnson (Cdr) 563-3394
CPT B Hohorst (Ops Off) 563-3394

TENANT UNITS AND ACTIVITIES WEST POINT AUTOVON 688-XXXX

DENTAL ACTIVITY Bldg 606 (HSHD)
COL RB Bersano (Cdr) (PAX 7287) 4212
SFC PJ Cruz (Ch Dental NCO) 2449
MEDICAL DEPT ACTIVITY Bldg 900 (HSUD)
COL B Wolcott 3305
Keller Army Hosp
MEDICAL COMPANY Bldg 624 (HSUD-C)
CPT M Grossman (Cdr) 2603
USAISC - WEST POINT Bldg 2101 (ASQM-UMA)
COL DE Bartholomew Cdr (PAX 7292) 3270
CPT MA Mendoza III Dep Cdr(PAX 7288) 2220
WP RESIDENT AGENCY, USACIDC
Mr RE Flanders SAC 3513/3169
AMERICAN RED CROSS Bldg 622
BG(Ret) SO Fuqua Jr 4100/4365
Vol Sta Mgr 4100/4365
COMMISSARY Bldg 1200 (DALO-TAN-WE)
Mr N Tocolini 2512
MOST HOLY TRINITY CHAPEL Bldg 986
MSGR JJ Cunniffe 446-5575
NY DISTRICT ENGINEER OFFICE WP AREA OFFICE Bldg 667A (CENAN-CO-MA)
LTC S Vonasek (Area Engr) (PAX 7268) 4701
Mr JT Cohane (Asst Area Engr) 2812
STAS Proj Engr 563-3359
POST EXCHANGE ACTIVITIES Bldg 601 (MAOX)
Mr Dale S Bryan (PAX 7212) 446-5446
Military Clothing Store
Bldg 683 2126

STAFF DIRECTORY PREPARED BY DOIM PUBLICATIONS SECTION AS OF 1 JUNE 1989

Mrs NR Lewit (POC) 3015

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

894701

APPENDIX B

1988 SPECIALTY SELECTIONS

SPECIALTY/	QUOTA				SELECTIONS	
	MALE		FEMALE		TOTAL ASSIGNED	
BRANCH	MAX	MIN	MAX	MIN	MALE	FEMALE
11 (IN)	236	265	N/A	N/A	236	N/A
12 (AR)	131	148	N/A	N/A	131	N/A
13 (FA)	189	212	N/A	14	189	0
14 (AD)	72	81	N/A	28	72	2
15 (AV)	85	96	N/A	23	85	6
21 (EN)	90	101	N/A	35	100	15
25 (SC)	0	20	0	25	18	7
31 (MP)	0	5	1	9	5	9
35 (MI)	0	18	0	15	18	15
42 (AG)	0	6	0	7	2	2
44 (FI)	0	2	0	2	0	0
67 (MS)	0	4	0	3	4	3
74 (CM)	0	11	0	4	3	4
91 (OD)	0	15	0	16	11	16
92 (QM)	0	14	0	10	4	10
95 (TC)	0	7	0	8	5	8
TOTAL					883	97

KEY USMA PERSONNEL
1988-1989 Academic Year

SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTG Dave R. Palmer	7/28/86-
Chief of Staff	COL Michael B. Allen	5/25/88-
Director of Office of Leader Development Integration*	COL H. Steven Hammond	6/21/89-
	COL William L. Wilson	9/19/88-6/21/89
Special Assistant for Strategic Planning	COL Larry R. Donnithorne	6/30/87-
Secretary of the General Staff	LTC Robert M. Currey	6/15/87-
USMA Command Sergeant Major	CSM Timothy D. Hanna	6/1/89-
	CSM Leo A. Dobmeier	8/29/83-6/1/89
Garrison Commander*	COL Ronald F. Massey	11/7/88-
Director of Operations, Plans, and Security	LTC F. Edward Schwabe, Jr.	7/25/88-
	COL Thomas N. Cunningham	7/13/86-7/25/88
Director of Community and Family Activities	LTC James H. Flowers	12/5/88-
	LTC Michael J. Shestok	8/1/88-12/5/88
	COL Billie L. Hughes	7/20/87-7/29/88
Director of Logistics	LTC Ernest F. Poland**	6/2/89-
	COL William J. Liepis	7/1/87-6/2/89
Director of Resource Management	COL George F. Mergner	7/17/88-
Acting Head	Mr. David A. Sundby	6/27/88-7/17/88

SPECIAL STAFF

Adjutant General	LTC Howard E. Wilcox, Jr.	7/30/88-
	COL Lawrence T. Daly	6/15/85-7/29/88
Director of Alumni Affairs	COL Charles K. Flint III	10/1/86-
Bandmaster	LTC L. Bryan Shelburne	8/1/87-
Chaplain, USMA	Rev Richard P. Camp	12/20/79-
Civilian Personnel Officer	Mr. Michael S. Heller	8/14/83-

Commander, USA Dental	COL Raymond B. Bersano	7/15/88-
	COL Terry H. Hake	7/8/84-7/7/88
Contracting Officer	MAJ Randolph C. Barta	5/31/88-
	MAJ James D. Babington	7/1/86-5/25/88
Director of Admissions	COL Pierce A. Rushton, Jr.	7/8/85-
Director of Information Research	COL Thomas J. Cawley	8/1/89-
	COL Daniel E. Bartholemew	9/2/85-7/31/89
Director of Institutional Research	COL Patrick A. Toffler	8/24/87-
Director of Engineering and Housing	COL Richard M. Ely	7/9/88-
Acting Head	LTC James E. Stevens, Jr.	2/2/88-7/8/88
Finance & Accounting Officer	LTC Paul R. McDowell	7/1/86-
Inspector General	LTC Richard C. Ashley, Jr.	8/17/88-
	LTC William F. Hausman, Jr.	9/4/84-7/22/88
Provost Marshal	LTC Michael L. Kimel	6/30/88-
Directorate of Academy Relations***	COL James N. Hawthorne	1/4/88-
Staff Judge Advocate	COL William P. Greene, Jr.	7/9/86-
Surgeon	COL Barry W. Wolcott	8/23/85-
Treasurer	LTC Ernest F. Poland	6/27/88-
Director of Intercollegiate Athletics	Mr. Carl Ullrich	9/29/80-

ACADEMIC DEPARTMENTS

Dean	BG Roy K. Flint	8/1/85-
Associate Dean	COL Edward G. Tezak	1/1/89-
	COL David J. Phillips	6/84-10/31/88
Operations Division	COL James H. McEliece	8/6/86-
Plans and Programs Division	LTC Michael F. Fisher	7/1/88-
Science Research Laboratory	COL Thomas H. Johnson	12/22/80-
Academic Automation Division	COL 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 James H. Ramsden COL Wilford J. Hoff, Jr.	7/29/88- 7/9/79-7/29/88
Electrical Engineering Dept. Head	COL Stanley E. Reinhart, Jr.	4/2/79-
Engineering**** Dept. Head (Acting)	COL Gordon W. Arbogast	1/1/87-5/31/89
English Dept. Head	COL Peter L. Stromberg	7/1/88-
Foreign Languages Dept. Head	COL Edward J. F. Thomas COL John J. Costa	6/1/89- 8/1/80-5/31/89
Geography & Computer Science Dept. Head	COL Gerald E. Galloway, Jr. COL Gilbert W. Kirby, Jr.	1/27/89- 3/1/72-1/27/89
History Dept. Head	COL Robert A. Doughty	8/1/85-
Law Dept. Head	COL Dennis R. Hunt	1/88-
Mathematics Dept. Head	COL Frank R. Giordano	6/30/88-
Mechanics Dept. Head	COL Peter D. Heimdahl	7/1/85-
Physics Dept. Head	COL Raymond J. Winkel, Jr.	4/1/87-
Social Sciences Dept. Head	COL James R. Golden COL Lee D. Olvey	7/1/89- 9/1/72-6/30/89
USMA Librarian	Mr. Kenneth W. Hedman	5/31/87-

HEADQUARTERS, U.S. CORPS OF CADETS

Commandant of Cadets	BG Fred A. Gorden	8/10/87-
Brigade Tactical Officer	COL Joseph E. Gross	6/13/88-
USCC Chief of Staff	COL Seth F. Hudgins	6/13/88-
Special Asst to Commandant for Systems and Planning	MAJ William J. Pokorny	7/1/88-
Command Sergeant Major	CSM Timothy D. Hanna	7/1/87-

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 Morgan G. Roseborough, Jr.	1/3/89-
Acting	MAJ Gary P. Melton	10/21/88-1/3/89
	COL Charles E. Johnson	10/1/83-10/21/88
1st Regimental Tactical Officer	COL James M. Hayes	8/3/87-
2nd Regimental Tactical Officer	LTC Marvin E. Fuller	8/19/87-
3rd Regimental Tactical Officer	LTC James R. Siket	7/6/87-
4th Regimental Tactical Officer	LTC Gregory K. Wade	7/8/88-
	LTC Stephen K. Cook	11/23/87-7/8/88

HEADQUARTERS, 1ST BATTALION, 1ST INFANTRY

Commander	LTC Donald W. Shive, Jr.	7/8/87-

*Created following recommendations of the Structure Review Committee.

**Effective with the departure of COL Liepis, LTC Poland assumed this position in addition to his duties as USMA Treasurer.

***The Public Affairs Division was redesignated the Directorate of Academy Relations on 25 August 1988.

****This Department ceased to exist as a separate entity at the end of the academic year. See Departmental section for a discussion.

ACADEMIC CALENDAR

(Academic Year 1989-90)

Reorganization Week Begins	10 Aug 89
First Term Begins	17 Aug 89
Labor Day (No classes)	4 Sep 89
Columbus Day (No classes)	9 Oct 89
Homecoming (No classes)	14 Oct 89
Veteran's Day (No classes)	11 Nov 89
Thanksgiving Recess (No classes)	23-26 Nov 89
Navy Game (No classes)	9 Dec 89
Final Class Day, First Term	12 Dec 89
Term End Examinations Begin	13 Dec 89
Term End Examinations End/Christmas Leave Begins	19 Dec 89
December Graduation	19 Dec 89
Christmas Leave Ends	2 Jan 90
Begin Intersession	3 Jan 90
King's Birthday (No classes)	15 Jan 90
End Intersession	16 Jan 90
Second Term Begins	17 Jan 90
President's Weekend (No classes)	17-19 Feb 90
Spring Leave	10-18 Mar 90
Final Class Day, Second Term	16 May 90
Term End Examinations Begin	17 May 90
Term End Examinations End	
First Class	22 May 90
Other Classes	23 May 90
Graduation Day	31 May 90
Summer Academic Term	24 May-22 Jun 90
Late Graduation	23 Jun 90

APPENDIX E

SUPERINTENDENT'S LECTURES

LTG Sir David Ramsbatham, Commander, United Kingdom Field Army, The Kermit Roosevelt Lecture, "Low Intensity Operations--How Relevant Is the British Experience."

Mr. A. Bartlett Giamatti, Commissioner of Baseball, Sol Feinstone Lecture, "The Meaning of Freedom."

A. Bartlett Giamatti receives a gift from Cadet Mark Clouse, President of the Class of 1990, following the lecture

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

Dr. Warren Bennis, University of Southern California, "Leadership in a Changing World."

Dr. Fred Fiedler, University of Washington, Seattle, "Leadership: Cognitive Resource Theory."

CW3 John L. Harrison, Sr., USMA Military Personnel Office, "Army Career Management."

Mr. Ray Jenkins, Baltimore Evening Sun, "The Press-Military Relationship."

Mr. Brian McLaughlin, New York City Central Labor Council, "Labor Relations."

DEPARTMENT OF CHEMISTRY

Dr. Anne Burkhart, National Institute of Health, "Aids Vaccine Development."

Dr. Salvatore Forenza, Bristol Myers, "Novel Anti-Cancer Drugs: Discovery and Development."

Dr. Kelly Jackson, Bethesda Naval Hospital, "AIDS - Immunobiology."

Dr. Arthur Keston, United Technologies, Inc., "Catalyzing Propulsion."

Dr. Stanley Lin, Schering-Plough, "Anti-Tumor Compounds."

Dr. James P. Lodge, Jr., Consultant, "Fire and Brimstone."

Dr. Edward Poziomek, Sigma Xi, "Interdisciplinary Research."

Dr. B. Richard Siebring, Visiting Professor, "Eminent Chemists."

DEPARTMENT OF ELECTRICAL ENGINEERING

Dr. Dick Culver, State University of New York at Binghamton, "Rational Curriculum Design."

DEPARTMENT OF ENGINEERING

LT Richard Benfer, Army Materials Technology Laboratory, "Advances and Uses of Ceramic Materials in the Army."

CPT James N. Marino, Coastal Engineering Research Center, Waterways Experiment Station, "The Army's Role in Coastal Engineering and Logistics-Over-The-Shore Operations."

Mr. Dino Papetti, Army Materials Technology Laboratory, "Development and Processing of Armor Steels."

Dr. Sam Parry, Associate Professor of Operations Research at the Naval Postgraduate School, "Modeling Combat as a Renewal Process."

CPT Gary Sullivan, Environmental Laboratory, U.S. Army Engineering Waterways Experiment Station, "Dam - Double Dam: A Dam Break Study for the 8th Army, Korea."

GEN Maxwell R. Thurman, Commanding General, U.S. Army TRADOC, "Harnessing the Emerging Technologies of the 21st Century."

Dr. Donovan Young, School of Industrial and Systems Engineering, Georgia Institute of Technology, "Hyperbolic Resource Estimation" and "R-PERT, a New Dynamic Simulation Model using Program Evaluation and Review Technique (PERT) for Project Implementation with Resource Constraints."

DEPARTMENT OF ENGLISH

Dr. Christopher Armitage, University of North Carolina, "The Poems of World War I."

Dr. Nicholas Capaldi, City University of New York, "The Path from War to Peace: A Kantian Journey."

Mr. Thomas Clancy, novelist, "Creative Writing."

Dr. John Fraser, Dalhousie University, Nova Scotia, "Chivalric Values and Modern Values."

Mr. Paul Fussell, essayist, "Creative Writing."

Dr. Philip Hallie, Wesleyan University, "Nazis and Huguenots, Good and Evil."

Dr. R. M. Hare, University of Florida, "Loyalty and Obedience."

Dr. Trudier Harris, University of North Carolina, "African-American Literature."

Mr. Samuel Hynes, critic and memoir writer, "Creative Writing."

Dr. Fred Kaplan, City University of New York, "Charles Dickens: A Life."

Dr. John Ladd, Brown University, "The Idea of Collective Violence."

Dr. William V. O'Brien, Georgetown University, "Modern Just War Theory and American National Security."

Dr. Nicholas Rescher, University of Pittsburgh, "Ethical Relativism."

Mr. Peter Shaw, writer and essayist, "Derrida's Wake: The Death of Deconstruction."

Mr. Max Steele, short-story writer, "Creative Writing."

Dr. Telford Taylor, Columbia University, "The Laws of War, Past, Present, and Future."

DEPARTMENT OF FOREIGN LANGUAGES

LTG John J. Ballantyne, Chairman of the Inter-American Defense Board, "Democracy and Security in Latin America."

COL Alden M. Cunningham, Director of American Studies, Army War College, "Analysis of the U.S. Position in Central America."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Honorable William J. Bennett, United States Secretary of Education, "Education and Honor."

Dr. Jon Bentley, Bell Laboratories, "Computer Graphics Software Engineering: Tricks of the Trade," and "Program Verification."

Mr. Robert Boyle, New York Times, "The Environmental Viewpoint."

BG Clarke M. Brintnall, U.S. Army, Retired, "Understanding Cultural Differences."

Dr. Tung X. Bui, Naval Postgraduate School, "Software Development."

Dr. Saul B. Cohen, Association of American Geographers, "The Proliferation of States and Prospects for Peace."

Dr. John A. Dallen, McDonnell Douglas, "Telecommunications."

MAJ Terence Fong, Computer Engineering Center, "Computer Engineering Center Briefing."

Mr. Barry Frew, Naval Postgraduate School, "Optical Technology Research."

Dr. Narain Gehani, AT&T Bell Laboratories, "Concurrent C."

Mr. Robert Hargrove, Environmental Protection Agency, "Federal Facilities' Compliance with Environmental Laws."

LTG Henry J. Hatch, Chief of Engineers, "Federal Perspective on Water Resources."

COL John Kelly, Jr., Air Weather Service, "Air Weather Service and the U.S. Army."

Dr. Joshua Lederberg, Rockefeller University, "Progress in AI."

LCDR David Lind, Naval Data Automation Command, "CD-ROM, The Media: Its Capabilities, Its Application, and Its Future."

Dr. Melvin G. Marcus, Arizona State University, "Climatic Change" and "Is Nepal Really Sliding into the Sea."

Dr. John R. Mather, University of Delaware, "Modern Scientific Rain-Making."

Ms. Julia McCreary, Development Branch of Systems Division, 25th Data Processing Unit, "Real-World Considerations in the Development of Army Management Information Systems (MIS)."

Dr. Melinda Meade, University of North Carolina, "Status of Indo-China Today."

Dr. Roger Panetta, Marymount College, "The Hudson River."

Dr. Jerome D. Priscol, Institute for Water Resources, "Alternative Dispute Resolution."

MG Thomas A. Sands, Mississippi River Commission, "River Basin Development."

DEPARTMENT OF HISTORY

Dr. L. Carl Brown, Princeton University, "U.S. Policy in the Middle East."

Dr. Larry Cable, University of North Carolina, "United States Counterinsurgency Doctrine and Vietnam."

Dr. Paul Kennedy, Yale University, "Decline of the Great Powers."

Dr. James McPherson, Princeton University, "America at Mid-Century."

CDR John Norton, editor, Naval Aviation News, "Aviation's Role in Anti-submarine Warfare."

COL Rod Paschall, Director, Military History Institute, "The Challenge of Low Intensity Conflict."

DEPARTMENT OF LAW

MAJ Jeffrey Guilford, The Judge Advocate General's School, "Current Environmental Law Issues for Army Installations."

LTC Laurent Hourcle, Environmental Law Division, Office of The Judge Advocate General of the Air Force, "Federal Compliance with Environmental Law."

LTC Scott Isaacson, Litigation Branch, Environmental Law Division, Office of The Judge Advocate General of the Army, "Lessons Learned in Army Environmental Litigation."

Mr. Al Klaus, Regional Hazardous and Solid Waste Engineering Office, New York Department of Environmental Conservation, "Solid and Hazardous Waste Issues in New York."

LCDR Gary Palmer, Naval Justice School, "Rules of Engagement in Drug Interdiction and Naval Warfare."

Mr. Jean-Jacques Surbeck, Delegate to the United Nations International Committee of the Red Cross, "The Role of the International Committee of the Red Cross in Situations of Armed Conflict."

DEPARTMENT OF MECHANICS

Dr. John Anderson, Jr., University of Maryland, "The Early Pioneers of Aeronautics."

COL Frank Borman, USAF-Retired, former astronaut, "Academic Excellence -- The Development of Leaders."

Mr. A. Scott Crossfield, chief test pilot for the X-15 program, "Research Airplanes: Onward and Upward."

Dr. Kim Vondiver, Massachusetts Institute of Technology, "Mechanical Vibrations."

MAJ James Voss, NASA astronaut, "The Manned Space Program: Present and Future."

DEPARTMENT OF PHYSICS

Dr. Robert C. Block, Rensselaer Polytechnic Institute, "Research at the RPI Linac."

Dr. Harold A. Gersch, Georgia Institute of Technology, "Hot Electrons in Cold Helium."

Dr. Charles Misner, University of Maryland, "Using Spreadsheets in the Teaching of Physics."

MAJ Bruce G. Oldaker, Graduate Student, Massachusetts Institute of Technology, "Mechanical Force of Light on Neutral Atoms."

Dr. Rod K. Quinn, Los Alamos National Laboratory, "High Critical Temperature Superconductivity."

Mr. Thomas Ramos, Lawrence Livermore National Laboratory, "Strategic Defense Initiative Research."

Dr. Carey E. Stronach, Virginia State University, "Muon Spin Rotation Studies on Superconduction."

CPT Michael T. Tobin, Lawrence Livermore National Laboratory, "Inertial Confinement Fusion."

Dr. Raymond Toland, Alabama Supercomputing Center, "The Alabama Supercomputing Center."

LTC Gary C. Vezzoli, U.S. Army Materials Technology Laboratory, "Charge Transfer Excitation Contribution to the Mechanism of High Critical Temperature Superconductivity."

DEPARTMENT OF SOCIAL SCIENCES

Dr. Christopher H. Achen, University of Chicago, "Teaching Political Science."

MG E. H. A. Beckett, British Defense Staff and Defense Attache, "Burdensharing from the British Perspective."

Honorable Danny J. Boggs, U.S. Circuit Judge, "Two Views from the Top: Bureaucratic and Judicial" and "Bureaucratic and Judicial Decision Making."

Ms. Sherry Brown, Office of U.S. Senator Joseph Lieberman, "Campaign Strategies and Media Advertising."

MG (Ret) William F. Burns, former director, Arms Control and Disarmament Agency, "Arms Control after INF."

Dr. Louis J. Cantori, University of Maryland, "Supporting U.S. Strategy for Third World Conflict."

Mr. Peter Davis, author and documentary film maker, "Hearts and Minds--15 Years Later."

Dr. Joseph Douglas, Douglas Associates, "Soviet Negotiating Behavior."

Mr. Gustave Feissel, United Nations Secretariat, "The United Nations and the Cyprus Conflict."

Mr. John Gould, Associated Industries of Massachusetts, "The Press and the Presidency--An Insider's View."

Mr. Hendrik Hertzberg, The New Republic, "The Press and Terrorism--A View From the White House" and "A Journalist Views the Bush Administration and the Post Cold War Era."

Dr. Samuel P. Huntington, Harvard University, "Academic Excellence and the Development of Leaders."

Mr. Ray Jenkins, The Baltimore Sun, and Mr. Bernard E. Trainor, The New York Times, "Military-Media Relations."

MAJ Jeffrey McCausland, Assistant to the U.S. Army Chief of Staff, "Conventional Stability in Europe."

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APPENDIX G

VARSITY SPORTS SUMMARY
Academic Year 1988-89

Team	Games	Won	Lost	Tied	Pct.	Navy	Captains
Pistol	13	13	0	0	1.000	Won	Deron Kaseberg
Men's Indoor Track	6	6	0	0	1.000	Won	Tyno Carter
Men's Outdoor Track	3	3	0	0	1.000	Won	Walt Cole
Women's Outdoor Track	3	3	0	0	1.000	Won	Tonya Cheek/Kim Seminiano
150-lb Football	7	6	1	0	.857	Lost	John Clark/Tony Fletcher
Rifle	19	16	3	0	.842	Lost	Chris Chavez
Women's Swimming	12	10	2	0	.833	Won	Ann Marie Wycoff
Men's Cross Country	6	5	1	0	.833	Lost	Tyno Carter/John Nelson
Women's Cross Country	6	5	1	0	.833	Lost	Teresa Sobiesk/Julie King
Women's Indoor Track	5	4	1	0	.800	Won	Kim Seminiano
Football	12	9	3	0	.750	Won	Chris Destito/Troy Lingley
Women's Tennis	25	18	7	0	.720	---	Julie Hiebert
Men's Soccer	19	13	5	1	.710	Tied	Jeff Perkins
Women's Softball	35	24	11	0	.686	---	Sandy Petrin
Wrestling	18	12	6	0	.677	Lost	Jeff Butler/John Rippley
Golf	3	2	1	0	.667	Won	Tim Johnson
Women's Soccer	20	13	7	0	.650	---	Kate Regan
Gymnastics	17	10	7	0	.588	Lost	James Frezell
Men's Swimming	12	7	5	0	.583	Won	Tad McIntosh
Women's Volleyball	43	24	19	0	.558	Lost	Colleen Lennon
Baseball	40	22	18	0	.550	Won	Shane Kimbrough
Men's Tennis	26	14	12	0	.538	Lost	Tom Robertson
Water Polo	34	16	17	1	.485	Lost	Charles Hartford
Hockey	30	13	16	1	.450	---	Brian Cox
Men's Basketball	28	12	16	0	.429	Lost	Ron Wilson
Women's Basketball	26	11	15	0	.423	Lost	Karen Dunn
Lacrosse	14	5	9	0	.357	Lost	Gary Giglio/Pete Mavoides
TOTAL	**482**	**296**	**183**	**3**	**.614**	**10-12-1**	

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DCFA	8
DOPS	8
DOL	8
DRM	8
DOIM	2
DEH	3
SGS	2
IG	1
SJA	1
AG	1
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