

West Point

SPRING 2016

In This Issue:

Cadet Life:
Four Years of
Transformation—
A Lifetime of
Leadership



Mercedes-Benz

Proud sponsor of West Point magazine



A Publication of the West Point Association of Graduates

FRIENDS AND FAMILY PROGRAM



DO YOU KNOW SOMEONE WHO IS MOVING?

Across Town... Across Country...
Anywhere Around the World ...

CENTURY 21 NEW MILLENNIUM CAN HELP

We know the experts in every market.

WWW.C21NM.COM

20 Locations in the DC Metro Area

VESTED IN YOU

Together We're Better!



USMA '85

Todd Hetherington
CEO/Broker-Owner
todd@c21nm.com
(703) 922-4010



USMA '77

Jeff Hetherington
Executive Vice President
jeff.hetherington@c21nm.com
(703) 822-2310

Century 21
NEW MILLENNIUM

#1 CENTURY 21®
Firm in the World



BUY - SELL - LEASE - COMMERCIAL - RELOCATION - TITLE - MORTGAGE **c21nm.com**

VETERAN OWNED VETERAN FOCUSED



“ Becoming a part of the APi Group team is like being welcomed into a family. We are committed to developing and inspiring our people and focused on driving exceptional business results. I am proud and honored to be a part of an organization that recognizes, challenges and rewards talented individuals and veterans. ”

COLLEEN MOSELLE

U.S. Naval Academy graduate, Class of 2002 and APi Group employee

EMAIL

VETERANSFORHIRE@APIGROUPINC.US

Ask about our Veteran's Rotational Program and highly selective Leadership Development Program.

APi Group Owner and West Point Distinguished Graduate, Lee R. Anderson, Sr., meets with veteran employees.

APIGROUPINC.COM

West Point

VOLUME 6, ISSUE 2 • SPRING 2016

The mission of *West Point* magazine is to tell the West Point story and strengthen the grip of the Long Gray Line.

PUBLISHER

West Point Association of Graduates
Robert L. McClure '76, President & CEO

EDITOR IN CHIEF

Elizabeth A. Barrett
editor@wpaog.org

EDITORIAL ADVISORY GROUP

Richard Huh '94 Kim McDermott '87
Jim Johnston '73 Samantha Soper

ADVERTISING

Kim McDermott '87
845.446.1646
ads@wpaog.org

ADDRESS UPDATES

Tammy Talmadge
West Point Association of Graduates
698 Mills Road, West Point, NY 10996-1607
845.446.1642
address@wpaog.org

MEMORIAL ARTICLE MANAGER

Marilee Meyer
845.446.1545
memorials@wpaog.org

CONTENT

Anthony DiNoto
Keith Hamel
Kim McDermott '87

DESIGN

Marguerite Smith

Opinions expressed in this magazine are those of the authors and do not necessarily reflect the opinions, policy, or attitude of the U.S. Army, United States Military Academy, West Point Association of Graduates, its officers, or the editorial staff. The appearance of advertisements in this publication does not necessarily constitute an endorsement by the U.S. Army, United States Military Academy, West Point Association of Graduates, its officers, or the editorial staff for the products or services advertised.

POSTMASTER

West Point is published quarterly in Winter, Spring, Summer and Fall by the West Point Association of Graduates, 698 Mills Road, West Point, NY 10996-1607.

West Point is printed by Dartmouth Printing Company.

SUBSCRIPTIONS

Subscriptions may be ordered for \$35 (domestic mail) online at WestPointAOG.org; by calling 800.BE.A.GRAD; or by sending a check to WPAOG, *West Point* magazine, 698 Mills Road, West Point, NY 10996-1607. (International shipping incurs additional fees; please inquire.)

ON THE COVER

The Corps of Cadets on parade at Homecoming 2015.
Photo: Ted Spiegel

FROM THE PRESIDENT

Dear Fellow Graduates:

The staff and I are proud to share with you this edition of *West Point* magazine, which features glimpses into a typical day at the Military Academy for cadets and instructors. One thing I can assure every graduate, regardless of what year you tossed your hat into the air at graduation, is that West Point is still hard! However, I also hope you'll conclude that the experiences cadets receive today are so much more rich and dynamic than perhaps they were in an "earlier day," to borrow a phrase from a song that all of us should know: "The Corps!"

A major reason that West Point is so dynamic (it ranks as the #1 public college in America according to *Forbes* magazine) is the Margin of Excellence that graduates and friends of the Military Academy provide through their generous philanthropy. Included with this edition of the magazine is a report of the recently completed comprehensive campaign titled: *For Us All: The Campaign for West Point*. The numbers in the accompanying newsletter say it all in terms of the campaign's impact. Over the last seven years, more than 47,000 donors pledged over \$420M to the wonderful national treasure we graduates are fortunate to call our "alma mater." Gifts came from donors across the country and around the globe, not only from graduates who have placed West Point in their estate plans, but also from recent graduates making allotments from their monthly pay; from retired general officers and CEOs to parents of cadets and patriotic American citizens.

On behalf of everyone at West Point, but particularly the cadets who will so richly benefit, thank you ALL. Throughout 2015, the last year of our campaign, our unofficial staff slogan was "Finish Strong!" and you did, so this year's rallying cry is "Continue Strong!"

Some of your gifts came in for our Association of Graduates. They will enable us to operate Herbert Hall and provide the many services for graduates such as Class and Society support, career services, and even this magazine. As the only service academy alumni association without dues, WPAOG, through your support, helps the entire Long Gray Line "Grip Hands" with each other and West Point. On behalf of our Board of Directors and, indeed, all graduates, thank you.

The West Point Association of Graduates is led by a Board of Directors and an Advisory Council that are elected by you, the membership. We're actively seeking candidates for both governing bodies, and I strongly encourage all graduates to consider applying for a volunteer leadership position to help lead this dynamic association. Directors and Advisors populate the many WPAOG committees that recommend policy and strategic direction. They also communicate to all grads on relevant issues. Service in WPAOG governance is extremely rewarding. More information can be found on our website under "governance," or just contact me if you have questions.

Finally, I know I speak for all of you in welcoming the Class of 2016 to the Long Gray Line. Upon graduation, they will join a family of approximately 52,000 living graduates worldwide. Congratulations and, as always—BEAT NAVY!!

West Point, for Thee!

Bob

Robert L. McClure '76
Colonel, U.S. Army (Retired)
President & CEO, WPAOG





IN THIS ISSUE

6 COVER STORY | The Corps' Battle Rhythm: Eight Cadets Detail Four Years at West Point

Every day, West Point challenges cadets with a continuum of developmental experiences on their journey to becoming leaders of character.

14 Department of Physical Education: Developing Physical and Mental Toughness

16 "The Mother of All Swim Tests": Survival Gate #4

18 The New Curriculum: Academic Innovation Fosters a Culture of Excellence

20 Saturday Morning Inspections

24 Q&A with the New Commandant: BG Diana Holland '90

26 Good to Great: How Margin of Excellence Programs Enrich a Top-Ranked Cadet Education

28 Cadet Summer Training

32 You Can Go Back Again: Rotating Faculty Return to West Point to Teach the Next Generation

36 TAC Officers: The Hub of West Point Leader Development

38 50-Year Class Affiliation Program Connects Cadets to the Long Gray Line

42 The Cadet Uniform Factory: Outfitting the Long Gray Line since 1878

In 1816, the color gray was approved for West Point cadet uniforms. The design, with "three rows of yellow gilt bullet buttons in front" remains the pattern for today's full dress uniform.

DEPARTMENTS

- 2 From the President
- 4 From the Superintendent
- 30 Poster: Cadet Summer Training
- 40 RD=FC Cadet Column
- 46 By the Numbers
- 48 Pop Off!
- 50 Mailbox
- 52 Gripping Hands
- 53 WPAOG News
- 57 Start the Days!
- 58 Be Thou at Peace
- 59 Past in Review

ADVERTISERS

A Club	23
API Group	1
Balfour	41
Boeing	13
Century 21	C2
Class of 1967	54
Class of 1972	55
Daughters of the American Revolution	41
Eisenhower Hall Theater	57
Herff Jones	35
Johnson & Johnson	35
L-3	51
Mercedes-Benz	5
National Museum of the United States Army	27
USAA	9, 56, C3
West Point Museum	41

NEW ONLINE

To access web pages and videos, scan the codes at right with your phone's camera using a QR code reader app.



Watch a video about the 16th Annual Ring Memorial Program for the USMA Class of 2017 held on February 22, 2016.



Follow the construction of the Foley Enners Nathe Lacrosse Center.



In this video series, cadets explain the impact of gifts made to the For Us All campaign in support of their West Point experience.

From Your West Point
Association of Graduates

Send your thoughts about *West Point* magazine to editor@wpaog.org or @WPAOG on Twitter. View the online version of this magazine at WestPointAOG.org/wpmag

It was great to see so many of you recently at Founders Day events throughout the country.



It's always a pleasure to get out and share the great things taking place at West Point with all of you. Thank you for getting out and supporting your local West Point Societies!

As I've spoken with our graduates about the state of our Academy and some of the recent initiatives taking place here, I'm sure many have been impressed by just how much has changed over the years. Although much has not changed, as a 1975 graduate, I'm also continually amazed at how cadet life has changed since I walked these hallowed grounds as a cadet.

Today's world and complex operating environments are vastly different than when I first reported for R-Day in 1971. Today's generation faces different challenges than we did. They will join an Army very different than the one we joined. So change is indeed warranted and necessary.

One reason change is necessary is because the quality of today's cadet is better than ever. Part of the "9/11 Generation," they volunteer to come to West Point knowing full well they will join an Army at war. They come with a desire to serve and as a result, they have already internalized the ethic of Duty and service to the nation even before they report for R-Day.

Our academic program has seen significant change over the years. When I was a cadet, there were no academic majors and the curriculum was heavy on STEM. Classes were held six days a week, including plebe math, which was an hour and twenty minutes per class. Of course, having class six days a week meant that, if you were on the football team, you were in class the mornings of home games. As a former football player, I remember waking up on Saturdays, going off to class, and then trekking up the hill to the stadium to suit up for the game.

We were graded daily, which forced us to be prepared for class. Since I was not gifted academically, the daily grading forced me to memorize what was important for the day's class and then "data dump" the material when class was over. At least that's how I was able to get through the academic requirements back then (I'm sure no one else used this technique to get by each day!). Today, our academic program focuses on more in-depth study and critical thinking in order to create intellectually agile and adaptive leaders.

Character development was driven by a motivation to abide by the Honor Code, and I obeyed the code more out of fear of being separated. Comparatively, today's cadets are motivated to abide by the Honor Code out of a desire to aspire to live according to a set of ethics and principles.

Technology has certainly had an effect on cadet life over the years. You may recall carrying large MilArt books (I'm sure many of you still have them in your home libraries) and using slide rules for math. Today, the MilArt textbook has been converted to an interactive e-book that cadets can access on their iPads and other portable devices. Slide rules

have given way to smartphone apps that can compute thousands of times faster. Technology also lets cadets stay in touch with friends and family back home much more easily (many of us probably remember standing in line in the barracks basement to use the pay phone to call home "collect"), and connects them instantly to more information and capability than we ever dreamed possible years ago.

But these technology advances also offer a myriad of distractions for today's cadets. The same electronic devices that make schoolwork easier also allow cadets to text, email, post social media messages, or watch movies. These distractions require cadets to discipline themselves to focus on the task at hand as well as to develop good time management skills.

But for as much that has changed over the years, much has stayed the same. For example many components of the physical program have stood the test of time. Cadets still take boxing, gymnastics (now called "military movement"), and the IOCT (Indoor Obstacle Course Test). Remember the old Hayes Gym cough and High Zeroes? They're still around today.

Most important, what hasn't changed is our product, leaders of character, committed to the values of Duty, Honor, Country who will serve our nation as officers in our Army. Since our founding, developing leaders has been at the heart of what we do here. Having seen these amazing graduates in action throughout the past 15 years in Iraq, Afghanistan, and throughout the globe, I can tell you the incredible worth they give to our nation. You all can and should feel proud and confident of the product produced here at your alma mater.

Our soldiers expect leaders who are compassionate, tough, share hardships, and lead from the front with tremendous character. That has never changed. Whether you led a platoon of veterans just returning from Vietnam back in 1975 or a platoon returning today from Afghanistan, these soldiers couldn't care less whether their platoon leader has a right shoulder patch or not. They want leaders who will train, develop, and lead them through the toughest of circumstances and situations. And that is what West Point continues to provide our Army and our nation: young men and women who know how to lead.

Finally, let me highlight the *For Us All* campaign that recently wrapped up here at West Point. Thanks to thousands of generous donors, \$420 million was committed to West Point and the Long Gray Line, well above our goal of \$350 million. Your contributions will ensure the long-term health of our Academy and support a wide range of projects and programs for the Corps of Cadets. You all are incredible! I am personally overwhelmed with your support and generosity, and the impact you will have on our academic, military, physical, and character development is insurmountable. Thank you! We would never have achieved such an impact without you!

As always, thank you for your support and for the example you continue to set for our next generation of Army leaders. Yours are the shoulders on which our cadets of today now stand.

Beat Navy!

Robert L. Caslen Jr. '75
Lieutenant General, U.S. Army
59th Superintendent, U.S. Military Academy



Proud of all you have done.

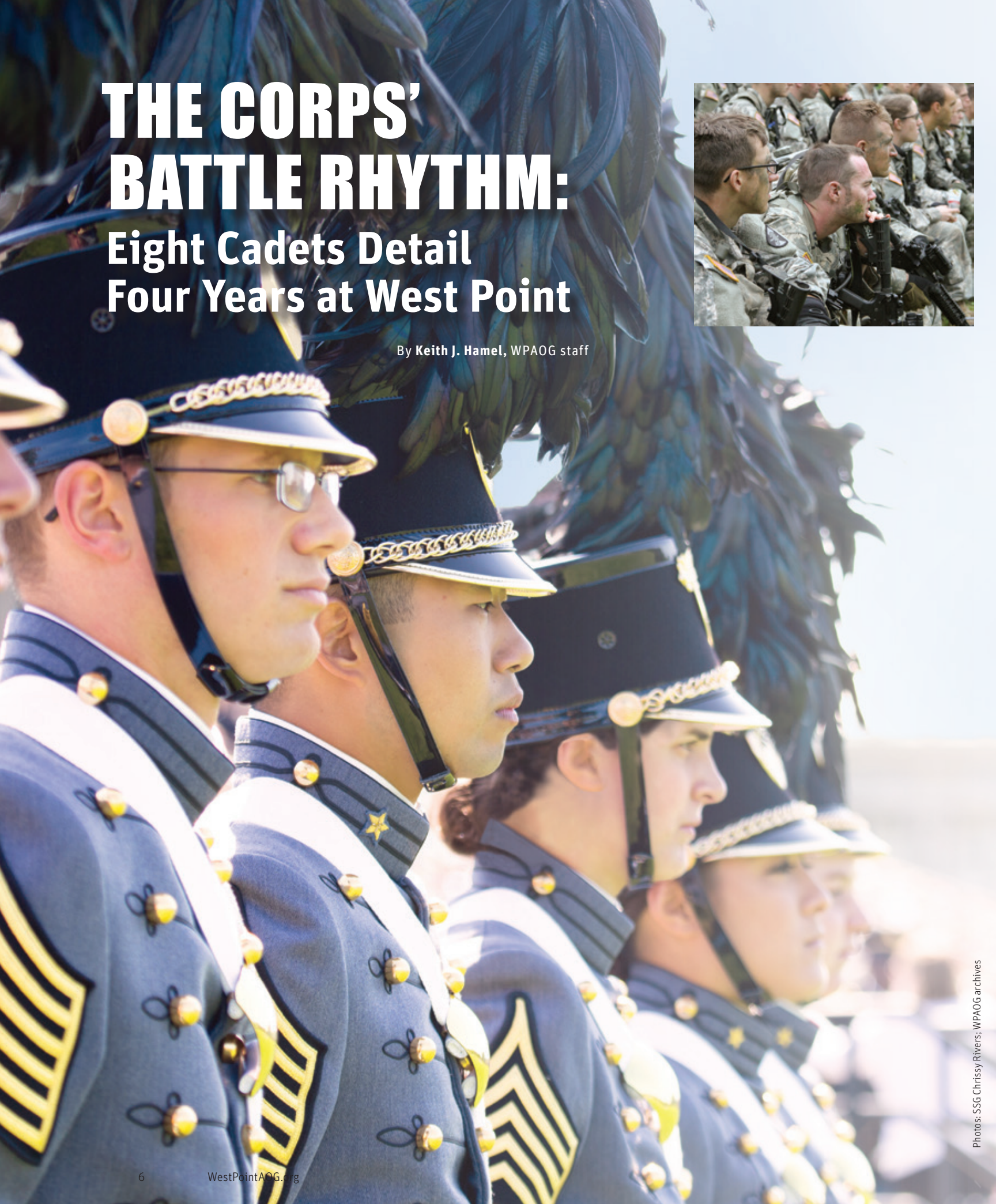
The all-new C-Class Coupe. Reaching the highest levels of achievement takes dedication and focus. An innate desire fueled by unyielding passion. It's this same commitment that has culminated in the all-new C-Class Coupe. A Mercedes-Benz sports coupe that revels in athleticism, beauty and unrelenting power. Every detail masterfully crafted until it is nothing short of our proudest accomplishment. The 2017 C-Class Coupe. MBUSA.com/C-Coupe

Mercedes-Benz
The best or nothing.



THE CORPS' BATTLE RHYTHM: Eight Cadets Detail Four Years at West Point

By Keith J. Hamel, WPAOG staff





Daily life is a mix of military training (top left), duties (top right), academics (above) and more.

The mission of the United States Military Academy at West Point boils down to producing competent and committed leaders of character.

The mission of the United States Military Academy at West Point boils down to producing competent and committed leaders of character. Everyone at the Academy, from faculty members and tactical officers, to athletic coaches and garrison staff, recognizes the importance of this mission, but just how does West Point transform a new cadet arriving on R-Day into a leader of character at graduation in 47 months? To better understand this transformation, the Department of Behavioral Sciences and Leadership and the Simon Center for the Professional Military Ethic at USMA have recently teamed up with researchers at Tufts University to conduct a five-year longitudinal study of the effectiveness of the Academy's programs, working to identify which components have the greatest impact on building leaders of character.

One thing that these researchers know from the start: transformation does not happen as the result of a single event. It is a complex, iterative, and continuous process. Every day, West Point challenges cadets with a continuum of developmental experiences, because the next generation of Army leaders needs to be ready to respond to an ever-changing global environment. Still, amidst the change, there are constant challenges built into the daily West Point transformation equation that are designed to instill a culture of excellence, including rigorous academics, military development, cadet responsibilities, time management and extracurricular activities. Furthermore, as cadets progress through four "turns" on the West Point cycle, they gain a different perspective from each year, eventually becoming leaders who have internalized the values of West Point by Graduation Day. That moment of internalization could happen on any given day, but it also could fade on any day, which is why the values of West Point are reinforced every day in every cadet, from the first-year plebe to the ready-to-graduate firstie, making the daily experiences at the Academy the key to the transformation.

R-Day: Plebe Year Transformation Begins

Day one of the transformation is R-Day, on which 1,000-plus new cadets join the already 3,000-plus cadets undergoing leader development at West Point. R-Day marks the beginning of Cadet Basic Training, which introduces new cadets to what they can expect daily from West Point. "I won't lie, the summer was hard," says Cadet Natasha Chick '19. "I was not prepared for the big change West Point puts you through in going from civilian to new cadet." Chick says academic life is easier and a lot like what



R-Day for the Class of 2019.

she envisioned college to be, but she admits that she does feel stress every time she is required to “take boards.” Another plebe, Cadet Stuart Core ’19, says that development at West Point for him comes as much from fulfilling his duties as from classes. Core’s day begins at 5:45am with taking out the trash for H-3, his company. “At first this schedule was hard, but I have gotten used to it over the course of the semester,” he says. “We are always busy here,” says Chick—but there is time in each cadet’s schedule for a modicum of fun. Core’s personal or free time comes mostly during the evening hours. “I’ll usually spend it reading, texting my girlfriend, or playing cribbage with my roommates,” he says. Chick also spends a lot of time with her roommates. “We’ve become a tight circle of friends who rely on each other to get through daily life at the Academy,” she says. Chick and her roommates often find themselves griping about the Mess Hall food and the various pitfalls of plebe life (i.e., getting lost on post, who and when to salute, the recurrent drill, etc.). One thing they don’t complain about are the upperclassmen. “They aren’t as hard on us as I thought they would be,” Chick says. Core says that he was expecting the upperclassmen to be tough on plebes, but in fact found that they are very supportive. “My team leader is constantly making sure that I’m squared away by asking questions about my activities and major assignments for the day,” he says. And Chick says that her team leader (a yearling assigned to work with a plebe)

helped her survive Military Movement, a core course in the Department of Physical Education that has tripped up many cadets. Speaking of “military,” Chick and Core say it is constantly part of a cadet’s daily existence. “Maintaining constant military discipline is tough,” says Core. Chick’s strategy has been to turn holding her military bearing into a game. “I get in trouble for smiling,” she says. “I’ve learned not to take this or anything personally.” Despite the demands placed on them by the military side of West Point, these plebes say they can’t wait for more experiences of this kind over the next three years. “I am looking forward to all the military training opportunities, such as Georgian Mountain School, offered through West Point,” says Core. And Chick, demonstrating one of the first lessons of leadership—confidence in oneself—says, “I am excited to become a mentor and team leader next year, and I hope to create a positive experience for my plebe.”

Yearling Year: Becoming Team Leaders

Staying positive is essential for yearlings when they become team leaders. “You are promoted to cadet corporal, but it’s kind of a ‘limbo’ rank,” says Cadet April Martinez ’18: “you are no longer taking orders like a plebe, but at the same time you still don’t have any authority within the chain of command.” She sees this as one of the many daily trials that West Point throws at cadets. “It tests our



CDT April Martinez '18 (left) poses with teammates on the Army West Point Women's Boxing Team, a competitive club sport offered through the Directorate of Cadet Activities.



Save a bundle.

**USAA members can save when they
bundle USAA home and auto insurance.¹**

Find out how to get your savings.

Get a quote.

➤ [USAA.COM/WPAOG](https://www.usaa.com/WPAOG) • 877-584-9724



¹Multiple product savings do not apply in all states or to all situations. Savings subject to change. Restrictions apply.

Use of the term "member" or "membership" does not convey any eligibility rights for auto and property insurance products, or legal or ownership rights in USAA. Membership eligibility and product restrictions apply and are subject to change. Property and casualty insurance provided by United Services Automobile Association, USAA Casualty Insurance Company, USAA General Indemnity Company, and Garrison Property and Casualty Insurance Company, San Antonio, TX, and USAA Ltd. (Europe), and is available only to persons eligible for P&C group membership. Each company has sole financial responsibility for its own products. West Point Association of Graduates receives financial support for their sponsorship. © 2016 USAA. 227156-0316

“Ever since Beast, I’ve experienced something each week that I wouldn’t have been able to experience if I had gone somewhere else...” — CDT Theresa Konecni ’17

patience,” she says, “but I use support from friends to maintain my composure amid the many tests here.” Friends, according to Martinez, become like one’s “second family” and are big motivators at West Point. “Yeah, the friendships formed here are everlasting,” says Cadet Matthew Perdomo ’18, who notes that bonds are formed through the common experiences cadets endure day in and day out. One of those experiences during yearling year is Cadet Field Training (CFT) in the summer. “Even though it was shorter in duration, I found CFT to be a lot harder than Cadet Basic Training,” says Perdomo, citing the reality to the training provided by CFT’s “big Army” task force trainers. That increased level of challenge continues into the academic year, as yearlings begin to understand how their overall GPA will affect their future at the Academy and the Army. Perdomo says, “Every test, every assignment, basically every graded event—physical, military, or otherwise—will affect the position you get in the chain of command, what you branch, where you post, and more.” But there is one perk to being a yearling when it comes to academics: unlike plebes, who are assigned which core courses to take, yearlings have declared a major and can begin thinking about which courses for it fit into their schedule. Martinez, who completed three years in Medical Services as an enlisted soldier before becoming a cadet, is pursuing a kinesiology major, and Perdomo is working toward an operations research major through the Department of Mathematics (with a minor in Eurasian studies). “I can’t wait to move beyond pre-requisite courses and dive into the material for my major,” Perdomo says, noting that he receives a lot of encouragement in his major from the math faculty.

As yearlings, Martinez and Perdomo have one year of the West Point annual cycle under their belts and now look forward to yearly

events. “I really enjoy Ring Poop, Christmas Dinner, and Branch Night,” says Martinez. “Traditions such as these give cadets pause in order to celebrate their achievements or those of their company mates.” She tells the story of decorating the room of a firstie in her company who branched Infantry on Branch Night with a tent, a tree, and leaves on the floor as a way of congratulating him for getting his first choice of branch. “Infan-tree, get it?” she says, suggesting that good-natured pranks are as much a part of cadet life as marching in parades or eating in the Mess Hall. In late April, the yearlings get their own annual event to recognize how far they have come and to give them time to reflect before their final two years at West Point: the “Inspiration to Serve” West Point Cemetery Tour. This event, now in its 12th year, takes yearlings to the graves of fallen grads, where they hear inspiring stories about the deceased from family members or classmates, so that cadets understand what it means to serve in the Profession of Arms before taking their Affirmation Oath.

Cow Year: Affirmation and Affirming Leadership

Occurring on the evening before the first day of classes, the Affirmation Ceremony, during which Second Class cadets affirm a commitment to complete their final two years at West Point and pledge to serve a minimum of five years of active-duty military service, is a major event for second class cadets. Cow year is the year that many cadets say they start “getting” West Point, and the point at which leadership skills become manifest. As they do, cadets develop a sense of how much simpler life was as a plebe. “We had to do a lot of tedious duties then, but at least they were easy,” says Cadet Theresa Konecni ’17, who currently serves as a squad leader in her company (in charge of three yearlings and three plebes), is

Milestones in the yearling cadet experience include (left) CFT training and (right) the “Inspiration to Serve” tour of West Point Cemetery.





Members of Company A-1, the "Avengers," flash the "A" sign at the Affirmation Ceremony for the Class of 2017.

the company's Respect NCO (focusing on issues dealing with racism, gender inequality, etc.), and is the assistant S1 for the Army West Point Crew Team (managing supplies and organizing training). While extremely busy, Konecni says she would not go back to being a plebe. "Weekend privileges for upperclassmen rule!" she jokes. The opportunities available to upperclassmen are also a plus. Over the summer Konecni went to Israel with the Environmental Science program and met with representatives from the Israeli military. Similarly, Cadet Terrence Thomas '17, a Defense and Strategic Studies (DSS) major, had the opportunity to attend the American Veterans Conference in Washington, DC. "I was able to speak to two Holocaust survivors and Colonel Bruce Crandall of *We Were Soldiers* and the Battle of Ia Drang fame," Thomas says. "Coincidentally, I was writing a paper at the time on Ia Drang for DSS—talk about a primary source!"

Having such unique experiences often helps cows to reflect on their time at West Point. "Ever since Beast, I've experienced something each week that I wouldn't have been able to experience if I had gone somewhere else," Konecni says. "When I ever doubt my decision to attend West Point, the rewards and all the opportunities I've had at the Academy remind me that I made the right choice." Thomas, a platoon sergeant for Company I-4, often finds himself reflecting on the leadership lessons he has learned as a cadet. "One time during my Buckner experience (CFT), I was pulling security detail in this torrential downpour, and my platoon leader came out to personally

relieve cadets on the line," Thomas says. "This made me realize the importance of personal interactions, and that leading is like climbing a ladder: two hands will get you up faster, but you can also get up using one hand while the other helps someone else up to take your spot." Regarding her leadership ability, Konecni has found that her greatest strength is rebounding from adversity. "I've grown adept at assessing a situation and making a decision that is good enough to fix the problem at hand," she says. This helps with academics too, which places a new set of demands on cows versus underclass cadets. For example, even though Konecni has fewer courses (and most of the courses she takes are related to her major), there is a lot more work to do in these courses: papers, research projects, and group work instead of quizzes and homework assignments. "Academic work is such a big part of West Point, day in and day out," says Thomas, "and it moves very fast." "Luckily," Konecni says, "the training that West Point puts you through keeps you calm despite the quick pace of cadet life."

Firstie Year: Modeling USMA Values

Speaking of life moving quickly, before they realize it, cadets have taken three "spins" of the West Point cycle and find themselves as firsties, leading the Corps of Cadets as platoon leaders, company commanders, and regimental or brigade officers. With this responsibility comes great demands on their time. "I have learned organization and time management skills over the past four years,"



Top: CDT Philip Choi '16, the 2015 Collegiate Sprint Football League Co-MVP, is carried off the field after the team's 24-23 victory over Navy to cap off a perfect season.

says Cadet Philip Choi '16, who puts in 18-hour days as a cadet lieutenant. A civil engineering major, Choi's mornings are dominated by classes. He fills his afternoons practicing with Army West Point's Sprint Football Team, for which he is position group leader of the defensive line. Finally, after about an hour of free time, he spends his evenings getting ready for the next day at West Point. "I'm usually nose deep in a problem set or project," Choi says, admitting that he is studying right up to "Lights Out." Cadet Ginny Phillips '16, an academic officer for the First Regiment, concurs with Choi on the importance of time management, citing that life at West Point can get pretty crazy. "How crazy it is depends on certain factors," she says. "As a yearling, it depends on how squared away your plebe is; as a cow or firstie, it depends largely on your leadership position." Phillips says that a plebe can have a lot less on his or her plate and still feel burdened because he or she cannot manage time well. "They either don't know how to study or don't know what's really important," she says. Choi says that, in his years at West Point, he has learned to accomplish great things in a small amount of time. "You accept that there are things you can't do, which forces you to prioritize," he says. The upperclassmen also say plebes need to learn to prioritize their loyalties. One of the issues dominating today's Corps is a focus on creating a cohesive culture and maintaining a hierarchy of loyalty. Many plebes, wanting to be accepted by their peers, try to find a subculture (a team, a club, a group of friends, etc.) that aligns with the values they learned at home. Tactical officers and others in the chain of command stress that any subculture needs to be constructive and not allow a different set of rules inside the group to those practiced at the Academy at large, which applies to everything from the type of language used to the ways that people are treated. "As a co-captain of the Women's Handball Team, this is an important issue for me," says Phillips. "You want your subculture to be one that supports the



CDT Theresa Konecni '17, Assistant S1 for the Crew Team, trains on the rowing simulator at the Caulfield Crew and Sailing Center.



Four cadets celebrate after receiving their diplomas at the 2015 graduation ceremony.

bigger mission of West Point and the Army, not one that lives by its own set of rules as to what is acceptable or not." More than just maintaining the standards, Phillips suggests the various subcultures need to push each other to be even better. And firsties, according to Choi, need to be ones leading the way. "We set the tone for plebes and yearlings," he says. "The institution has identified the values for which we should strive every day, and they should be modeled by upperclassmen."


By the time Graduation rolls around, the exit to the cycle that began 47 months ago, cadets have internalized the values that West Point fosters, and enter the Army as competent and committed leaders of character. And what they realize, now as members of the Long Gray Line, is that it was the daily grind—drills, homework assignments, Corps duties, parades, summer training events, Saturday morning inspections, Army/Navy contests, and more—that made their transformation possible. Furthermore, as the firsties who are only weeks away from Graduation are starting to realize, most graduates actually miss the stress that West Point puts cadets through every day. For example, Choi says, "Looking back, some of the best memories I have of West Point in my four years involves my group of friends dealing with the pressure that is the mad frenzy." ★

ENDURING LEADERSHIP



Boeing is proud to partner with the U.S. Military Academy at West Point, U.S. Naval Academy at Annapolis, and U.S. Air Force Academy at Colorado Springs on a program of leadership development and engineering education. By providing financial support and real-world engineering experience, we're committed to helping shape leaders of character to better serve our nation and the world.





DEPARTMENT
OF PHYSICAL
EDUCATION:

Developing Physical and Mental Toughness

By Kim McDermott '87, WPAOG staff

An integral part of the 47-month cadet experience at West Point is the Physical Education program, and the core of the curriculum is a set of courses which all cadets must take. All are graduation requirements, meaning that sometimes cadets need to repeat a course. They are spread over all four years, and each course is taught across one 19-lesson round.

Beginning with the first year, women take *PE115: Fundamentals of Combatives* and men take *PE116: Boxing*. The former is one of the courses most changed over time. Previously known as “Self-Defense,” the combatives course now includes mixed martial arts, strikes, takedowns, and Brazilian jiu jitsu, which specifically teaches a smaller person how to effectively self-defend against a larger opponent. For Boxing, male cadets are initially grouped by size and body weight. Over time, as they progress, they are further regrouped by skill level. Women may take Boxing with two conditions: successful completion of Combatives, and finding another woman of similar size to enroll with as a partner. By design, both courses build self-efficacy by teaching the “physical and mental courage to accomplish difficult tasks in fearful situations.”

The other course taken during plebe year is *PE117: Military Movement*, which many graduates remember as Gymnastics. According to the Department of Physical Education (DPE) website, it “serves as a basis for many other athletic and military activities that cadets will encounter during their time at USMA, as well as in their Army career.” Cadets learn to perform “a variety of relevant skills from within the general themes of rolling, hanging, climbing, crawling, jumping, vaulting, landing, mounting, supporting and swinging.” The iconic event of the course is the Indoor Obstacle

Course Test (IOCT). An instructional video (<http://bit.ly/learntheIOCT>) shows quite clearly that—as all graduates can testify—it is quite challenging!

In yearling year, cadets take *PE320: Survival Swimming*. This is the only DPE class where cadets are grouped purely by ability level (elementary through advanced). In this course, cadets must pass through each of four stages known as “Survival Gates” in order to proceed to the next level. For Gates One and Two, cadets learn all of the basic skills: stroke work, survival float, etc. and, as they progress, they will perform the skills while incorporating uniforms, combat gear and rifles. These first two gates provide the foundation of the basic skills required by the Army. Gates Three and Four (see a spotlight on Survival Gate Four on page 16) involve more complex skills and actually surpass Army requirements, and—like Combatives and Boxing—they help develop confidence. Note: DPE evaluates the ability level of all cadets during plebe year, and has a 40-lesson course called *Fundamentals of Aquatics* for the most “aquatically challenged cadets in the class.”

Yearlings also take *PE215: Fundamentals of Personal Fitness*, which is a lecture/lab course focusing on all aspects of individual fitness. According to Course Director Mr. Jonathan Liba, it “seeks to inspire cadets to take ownership of their personal fitness training by teaching them how to set specific physical goals and the best ways to plan and train toward those goals.” Nutrition is a key aspect of personal fitness, so cadets also complete a nutrition project, reviewing their personal eating habits and learning how proper nutrition best supports both healthful living and physical training requirements.



Previous page and above, left to right: Practicing an IOCT event in PE117: Military Movement; PE116: Boxing; An instructor teaches proper form in PE115: Fundamentals of Combatives.

Lifetime Physical Activity Courses • Aerobic Fitness • Badminton • Basketball • Cycling • Combat Grappling • Emergency Water Safety • Golf • Ice Skating • Judo • Lifeguarding • Modern Army Combatives Level 1 Certification • Raquetball • Rock Climbing • SCUBA • Skiing • Snowboarding • Soccer • Tennis • Volleyball • Strength Development

One of two third-year courses provides the cadets with a variety of choices. The *Lifetime Physical Activity* course allows each cadet to select from a menu of options (see list above) where they learn the fundamentals of a sport or physical activity they can enjoy, well, for a lifetime.

The second course cadets negotiate in their third year is *PE360: Combat Applications*. This course integrates men and women. Cadets (matched by size and skill level) spar, drill, and participate in graded bouts. This course builds on and reinforces the skills learned during plebe year.

The final mandatory DPE course, taught in firstie year, is *PE450: Army Fitness Development*. This course is very much like the U.S. Army's Master Fitness Trainer Course in that it equips cadets with the skills to plan, implement and assess unit physical readiness training programs in accordance with Army doctrine. The overall

value of this course? Knowledgeable leaders who can increase soldier physical readiness and retention by ensuring their units are trained to standard in an effective way.

In total, these courses address all the finer points of developing "warrior leaders of character who are physically and mentally tough."

Colonel Nick Gist '94, current Master of the Sword (or DPE Department Head), says, "The core program experiences serve as a surrogate for the physically and mentally demanding aspects of soldiering and ground combat. Through tough but realistic education, future leaders learn how to confront physical and emotional obstacles while remaining composed and directing learned and practiced skills toward accomplishment of a task. Developing a winning attitude and pursuing excellence, while confronting and overcoming fear and adversity, contributes to the enhancement of physical and mental toughness." ★



“The Mother of All Swim Tests”:

Survival Gate

By Keith J. Hamel, WPAOG staff

Wearing about 20 pounds of gear and carrying a six-pound M4 rifle, a cadet carefully climbs the 10 steps of the Combat Water Survival Swim Lab’s corkscrew closed-flume slide. At the top, the cadet turns around to get into position to attempt Survival Gate #4, the culminating challenge of the United States Military Academy’s Survival Swimming Program, a 19-lesson course offered through the Department of Physical Education (DPE) that every cadet must take in order to graduate. According to the course syllabus, “the program of instruction is divided into two progressive tracks, basic stroke development and combat survival swimming,” citing for the latter, “the development of theatre-specific watermanship.” With its two-foot waves cresting at various points, with rain spraying from strategically placed nozzles, with gunfire and other battlefield sounds blaring, and with multi-color laser strobe lights piercing the haze dominating the dark room, the “theatre” of the Combat Water Survival Swim Lab is about as “specific” as it can get outside of actual water-related combat, as the cadet at the top of the slide is about to find out. The cadet lies back,

weapon over chest, and careens backwards through the curves of the enclosed slide, splashing head first into the water.

“The 18th lesson of a 19-lesson course, Survival Gate #4 forces cadets to use all the skills they learned in Survival Swimming,” says Captain Benji Marquez, an aquatics instructor with DPE. “They need to put all distractions aside, both psychological and physical, in order to negotiate the course successfully.” There are actually four ways to negotiate the course, based on the methodology of the Army’s PACE plan—Primary, Alternate, Contingency, and Emergency—each offering the cadet a certain number of points for the test. Cadets taking the baseline “emergency” option (20 points) have to complete three mandatory tasks: the slide entry, an equipment ditch (including their boots), and an inflation of their Army Combat Uniform (ACU) pants, which they will use to maintain buoyancy until called out of the pool by the instructor. The next option (30 points) adds a 12-yard surface swim between the slide entry and equipment ditch, which basically means

#4



Splashing into the pool head first is the first of many psychological and physical stressors that are part of Survival Gate #4, a graduation requirement.

swimming the length of the short side of the pool before completing the remaining mandatory tasks. The "alternate" (35 points) and "primary" (45 points) add a 60-yard swim to the mix, the only difference being whether or not that cadet swims the entire perimeter of the pool hand-carrying his or her rifle after ditching the rest of his or her now water-soaked equipment following the 12-yard surface swim portion.

According to Marquez, what separates Survival Gate #4 from the rest of Survival Swimming's challenges, besides the psychological distractions noted above, is that it is the only test in the course that cadets cannot repeat. "Every cadet has to attempt the test; that is, they must go down the slide," Marquez says, "and once they hit the water there is no going back." If something unexpected happens, cadets are instructed to "fix it in the water," which at least helps build their confidence in the skills learned during the course. Marquez notes that even if a cadet scores a zero on Survival Gate #4 (by grabbing the pool wall, touching the bottom of the shallow end [4 feet, 6 inches deep], or failing to inflate his or her ACU pants), it is still possible to pass the

Survival Swimming Program, which is a graduation requirement. Its maximum score (45 points) amounts to slightly less than 20 percent of the total points available in the course.

Cadets who are strong swimmers can complete the "primary" option in about 90 seconds; but, in fact, there is no time element to the test. Of course, the quicker the cadets complete the tasks, the less exhausted they will be, but some cadets just inflate their blouse and take their time completing the requirements of taking off their boots and inflating their pants. "It's all about cadets gaining confidence in their aquatic skills, as opposed to panicking in the water, which is easy to do given all the environmental distractions they face and the physical resistance they get from a wet uniform," says Marquez. Once they have enough air in their pants so that their head is fully out of water and waves aren't hitting them in the mouth, the cadets have mastered survival swimming as far as Marquez is concerned. "They could float for hours using pants inflation, which would be enough time for the Coast Guard to get to them in a real-world situation," he says. "Waiting for the Navy to show up is another matter." ★



The New Curriculum: Academic Innovation Fosters a Culture of Excellence

By Kim McDermott '87, WPAOG staff

West Point implemented a new curriculum this academic year, the result of a three-year review process. In this issue on Cadet Life, we thought it only appropriate to share more information.

In the Fall 1960 issue of *ASSEMBLY*, Brigadier General William W. Bessell, Class of 1920, (then Dean of the Academic Board) wrote: "The age-old problem of the Military Academy is that of every civilian college: how to compress into a four-year program a collegiate education properly proportioned in the arts and science, properly reflecting modern developments therein, and properly covering the many desirable and useful ramifications thereof." He added that the challenge was far more complex for West Point, because it was also necessary to provide the physical, military, and leadership training essential to developing professional military officers. General Bessell's description of a process that was followed in the early 1960s to change the curriculum mirrors the one recently undertaken at West Point.

Over the years, the academic program at USMA has continued to evolve, and Brigadier General Tim Trainor '83, Dean of the Academic Board, says that, like other leading colleges, one of West Point's ongoing challenges is "remaining relevant." Based on changes in the Army, higher education, and the way America's youth now

learn, the USMA leader team decided it was time for another major curriculum change. As with all previous curriculum reviews, the goal of the change was to produce graduates best prepared to succeed as officers in future environments. A deliberate three-year review process ensured that all desired outcomes would be met.

The first step was to conduct an external review of the Academic Program Goals (APGs), which form the foundation of the USMA curriculum. The review team consisted of current and retired general officers, college presidents, and other scholars. Using the results of that external review, and after establishing further benchmarks, there was an iterative internal process of review and revision of the APGs. The Academic Board then made a final recommendation for the Superintendent's approval.

The overarching APG of the new curriculum is "Graduates integrate knowledge and skills from a variety of disciplines to anticipate and respond appropriately to opportunities and challenges in a changing world." There are seven Supporting APGs: Communication; Critical Thinking and Creativity; Lifelong

Learning; Ethical Reasoning; Science, Technology, Engineering and Mathematics; Humanities and Social Science, and Disciplinary Depth.

Another year of effort was devoted to developing and evaluating courses of action to execute changes to the curriculum. This was another part of the process that required multiple iterations and a significant amount of discussion. At the end of 2014, the Superintendent approved a final course of action to phase in the new curriculum with the Class of 2019.

There is no doubt that West Point will continue to deliver a top-ranked liberal arts education that achieves breadth (via the core curriculum), depth (via the major), and more integration of disciplines. The new curriculum strategically targets the challenge of multi-disciplinary thinking, purposefully developing cadets' integration skills. Designing the curriculum to more deliberately inculcate inter-disciplinary and multi-disciplinary skills will better develop open-minded team members who are comfortable when faced with uncertainty and complexity. Cadets will have more choice, which gives them more ownership of the learning process. And together with the military, physical and character development programs, the new curriculum will provide every graduate with the necessary foundational knowledge, skills and attributes required as they begin their career of service to the nation. ★

THE NEW CURRICULUM AT A GLANCE: SUMMARY OF CHANGES

- Reduction of one Core Course in each of Science, Math, History, and English.
- Shift of Military Officership (MX400) to academic curriculum.
- Addition of Complementary Support Courses to enrich and supplement the major, providing broad understanding of the major in a diverse context. Some are prescribed, some are elective, some are more broad (selected with Advisor).
- Addition of Threads to scaffold development and facilitate integration: Culture/Region Thread; Professional Military Thread; West Point Writing Program; Cyber Thread; Core Interdisciplinary Thread; Gender, Sexuality, and Respect Thread.

CORE REQUIREMENTS

(16 courses)

1. Chemistry 1
2. Physics 1
3. Chemistry 2, Physics 2, or Biology
4. Physical Geography
5. Math (Modeling)
6. Math (Statistics)
7. Math (Calculus)
8. IT, Computing, and Cyber 1
9. IT/Cyber 2, Science or Math
10. History 1 (U.S.)
11. Composition
12. Literature
13. Philosophy & Ethical Reasoning
14. Psychology
15. Economics
16. Political Science

CORE CULTURE/REGION THREAD

(4 courses)

17. Foreign Language 1
18. Foreign Language 2
19. History 2 (Region)
20. International Relations

CORE MILITARY PROFESSION THREAD

(4 courses)

21. History 3 (Military Art)
22. Leadership
23. Law
24. Officership (MX400)

ENGINEERING SEQUENCE

(3 courses)

25. Engineering Sequence Course 1
26. Engineering Sequence Course 2
27. Engineering Sequence Course 3

COMPLEMENTARY SUPPORT

(3 courses)

28. Complementary Support Course 1
29. Complementary Support Course 2
30. Complementary Support Course 3

MAJOR

(10 courses)

Nine courses plus one course providing an integrative experience.

OTHER REQUIRED COURSES


Military Science (3 courses)

Physical Education (7 courses)

- Science, Technology, Engineering & Math (STEM) Courses
- Humanities Courses
- Military & Physical Pillars of Cadet Development

REQUIRED COURSES

KEY

 UNITED STATES MILITARY ACADEMY WEST POINT Academic Development			
<i>The Academic Curriculum for Bachelor of Science</i>			
First Year	Second Year	Third Year	Fourth Year
Science x 2	Science x 2	Leadership	Law
History x 2	Philosophy	International Relations	Engineering
Math x 2	Math	Information Technology	Officership
Information Technology	Foreign Language x 2	Engineering x 2	Electives in major x 7
English x 2	Economics	Military History	
Psychology	American Politics	Electives in major x 4	
	Electives in major x 2		
Physical Education x2	Physical Education x2	Physical Education x2	Physical Education
Military Science	Military Science	Military Science	

A typical four-year academic load.



Saturday Morning Inspections

By **Anthony DiNoto**, WPAOG staff

Above: CDT Jonathan McIeroy '16 conducts an inspection for CDT Tranelle Patterson '17, both wearing Dress Gray uniform.



We know what you're thinking: "The Corps has 'Saturday Morning Inspections (SAMIs) are few and far between and the standards are probably lower than North Dock's elevation.'" Yes, SAMIs are not as frequent as they were 30 years ago, but make no mistake—SAMIs are still conducted with the utmost authority at least once per semester; however, if the chain of command sees the need for further inspections, more SAMIs can be ordered. So as Saturday mornings for students at other colleges across the country might consist of trudging through dirty laundry and empty pizza boxes while attempting to recollect the previous night, United States Military Academy cadets are rising with the roosters to prepare for the rigorous and lengthy room check administered by their First Class counterparts. And when the inspectors come a-knocking, cadets must stand at attention and hope they didn't miss one of the following (to name a few):

- ✓ Floors swept and mopped
- ✓ Nametapes properly displayed (door, desk, bookshelf, bed, rifle rack, inside sink cabinet, top right of bureau, and wardrobe)
- ✓ No cooking equipment in the room
- ✓ All-black backpack displayed on the windowsill
- ✓ Windows clean and shades rolled up
- ✓ Overhead storage items stored neatly in box or bag
- ✓ All horizontal surfaces clean and dusted

- ✓ All necessary drawers and storage spaces opened/displayed (overhead, medicine cabinets, laundry bins, wardrobe inspection drawer and bottom drawer, and wardrobe doors)
- ✓ Sink clean and dry, free of smudges on top or underneath faucet
- ✓ No dirt in crevices of sinks with silver trim (do not damage grout)
- ✓ Light fixture above sink dusted
- ✓ Trash can clean, empty, placed on top of sink counter. Inside of the trash can should be facing up with the lid secured on top

As for the cadet closet? All uniforms must be displayed in the proper order: Full Dress, India Whites, Dress Gray, White over Gray, Long Sleeve then Short Sleeve As for Class, Army Combat Uniform (ACU), Cadet Casual, and Civilian Clothes. Hats must be positioned from left to right in White-Gray-Parade order, and must be clean and dusted with the brass shined. Only wood hangers are allowed in the closet, and they must be evenly spaced. Major Cecil Wolberton, USMA Class of 2005 and Company E-4 TAC Officer, remembers SAMIs in his day as being just as rigorous. "I can't speak for real Old Grads, but the main difference between the SAMIs of today and mine is that they are now being conducted primarily by senior cadets rather than the TACs," says Wolberton.

So it seems the Corps has not let up on what's expected of them when it comes to keeping a clean and tidy room, as SAMIs still fit in the "200 years unimpeded by progress" category of West Point traditions. For a detailed list of where and when cadet uniforms are to be worn, see the graphic on the next page.

Left to right: CDT Eric Zenger '17, CDT Austin Roehl '16, and CDT Jonathan Mcleroy '16. All are wearing Dress Gray uniform.



An Insider's Guide to the Cadet Closet



A. White Service Cap: Worn with White over Gray, India Whites, and Full Dress over White (for Graduation).

B. Gray Service Cap: Worn with Dress Gray and As for Class uniforms described below. New Cadets wear this cap with White over Gray during Cadet Basic Training.

C. Parade Hat: Worn with Full Dress under Arms for parades, with plume appropriate to cadet rank.

1. Full Dress: Worn to formal occasions such as hops, banquets, dining-ins, other social occasions, parades, and ceremonies. Worn over gray in the winter and over white all other seasons.

2. India Whites: Formal fall, spring, and summer uniform. Worn to social functions or parades and ceremonies in place of full dress. A chapel belt or red sash, depending on the wearer's rank, and white gloves are always worn with this uniform. White service cap is also required, except for evening formal events.

3. White over Gray: Standard spring, summer and fall dress uniform. Consists of the short-sleeved white shirt over gray trousers/skirt and white service cap (New cadets will wear the gray service cap). It is worn on weekend duties as well as trip sections and when attending athletic events.

4. As for Class (AFC): Standard weekday class uniform. Consists of the short- or long-sleeved black shirt, tie (required with long-sleeved shirt only), gray trousers/skirt and gray service cap. Women may wear a necktab or the issued black tie with the long-sleeved shirt.

5. Army Combat Uniform (ACU): Standard uniform during the summer training period and the fall/winter reorganization periods. During the academic year, the ACU is classified in the same category as the class uniform; it is usually worn one day each week but may be worn for specific class trips, training, or athletic events when authorized.

6. Class Fleece: Black fleece jacket with class crest. One of the outer garments authorized to wear with Cadet Casual.

7-9. Civilian Clothes: Authorized for First Class cadets after 4pm. Second Class cadets receive this privilege during the second semester.

Not shown in closet:

Dress Gray: (Shown on pages 20-21). The standard winter dress uniform, normally worn over gray trousers/skirt. Occasionally worn over white. The gray service cap is always worn with dress gray.

Skirts: There are two skirts available for female cadet wear. The gray skirt may be worn with full dress, dress gray, white over gray, and as for class. The white skirt is authorized for summer wear with full dress and India Whites. Female cadets have the option to wear the gray skirt in lieu of pants unless otherwise prescribed (e.g., for a review).

Cadet Casual: Optional uniform providing a relaxed state of professional dress to cadet corporals and above when specified for certain events and any duty day during the academic year after 4:30pm or completion of last duty, whichever comes later. Consists of a polo shirt and khaki pants/shorts (women may wear khaki capris or skirt), brown or black leather shoes, and specified outer garments. ★



ARMY WEST POINT FOOTBALL

GoArmyWestPoint.com | 1-877-TIX-ARMY

2016 HOME SCHEDULE



Rice | Sep. 10



Lafayette | Oct. 15



North Texas | Oct. 22



Air Force | Nov. 5



Morgan State | Nov. 19

ARMY **A** CLUB

Help Support More Than 1,000 Cadet-Athletes

Benefits Include: Complimentary Parking for Single Game and Season Ticket Members, Opportunity to Purchase Army-Navy Football Tickets, and more!

For more information:

845-938-2322 | ArmyAClub.com | ArmyAClub@usma.edu



Kelsey Minato
CLASS OF 2016



Q&A with the New Commandant: **BG Diana Holland '90**

By **Keith J. Hamel**, WPAOG staff

On January 5, 2016, Brigadier General Diana M. Holland '90 became the first woman to assume the position of Commandant of Cadets at the U.S. Military Academy at West Point (USMA). During her remarks at the change of command ceremony, Holland noted that the historic nature of her appointment had more to do with her height than her gender. "The significance stems from the fact that I'll be the first Commandant who is too short to see over the Poop Deck," Holland joked, "but apparently seeing over the Poop Deck without a stepstool is not a minimum requirement for the position." As her *Howitzer* entry foretold, gender and height have never been obstacles to Holland, who was most recently serving as the Deputy Commanding General (Support), 10th Mountain Division (Light), Fort Drum, NY, before replacing Major General John C. Thompson '86 as Commandant. "We knew Diana was destined for greatness when she won the drill-off in Beast," wrote her roommate of three years, Beth Richards '90. "Look for her 5'1" frame in her pick-up truck back at West Point in a few years as a History 'P' and many years later as Supe." "As her neighbor on Post, I can personally vouch for the pick-up truck," said Lieutenant General Robert Caslen '75, Superintendent, "Furthermore, she did come back to teach History, and there is still time left to fulfill the rest of her *Howitzer* prophecy." For now, Caslen anticipates Holland keeping the "M" in USMA strong: "The Commandant is the 'M,' the 'Military,' in the U.S. Military Academy, responsible for the military, physical, character and social development of more than 4,600 cadets." As a member of "The Proud and Mighty" Class of 1990, the Class that also gave West Point Kristin Baker as USCC's first female First Captain, Holland is no doubt ready for the challenge.

Q Your appointment to Commandant has received national media attention. What does such attention mean for West Point and its graduates?

A I have been very surprised by the reaction to this assignment from the media and people that I meet. Ultimately, I hope that others will see what I have seen for 25 years—that the Army and West Point are special because they take young Americans from all walks of life and offer them amazing opportunities to reach their full potential while serving a greater purpose. Regarding women in the Army: if more talented young girls consider joining the military because they read an article about our three female Ranger School graduates, the first female helicopter pilot, or the first female Commandant of the United States Military Academy, then that's a win.

Q When you were a cadet, Major General Fred Gorden '62 (Retired) was one of your Commandants, the first African-American to hold the position. Given that you are the first female Commandant, have you had a chance to speak with him and ask him what it is like to be a historical “first” in a role? As a former history professor at USMA, why do you think it is important to recognize these historical firsts?

A I have not had the opportunity to speak with him, though I remember his historic appointment. Over the years, however, I have spoken with some “firsts,” and I closely identify with those who prefer to be viewed first and foremost as with the Army. That said, it's also important to recognize that because we may be of a particular demographic, we might be able to inspire some young people to consider or recommit to the military as their chosen profession. I'm often surprised by how many Americans know very little, if anything, about the military. While I would prefer to avoid the title of “first,” recognizing the “firsts” is necessary because it communicates that USMA and the Army can be rewarding and fulfilling for anyone.

Q Looking at the matter from the opposite angle, given all the accolades and accomplishments of females in the military recently and based on your experience with women who serve, should the nation and the Long Gray Line be all that surprised about a female Commandant at USMA at this time? What was your first reaction to receiving this appointment? Did it have to do with gender at all?

A I don't think it's that surprising. It's been a generation since the first class with women graduated (1980), so it was bound to happen soon. I was surprised, not because I'm a woman, but rather because it was me. There are so many talented graduates who would be superb Commandants.

Q How does the view of the West Point battle rhythm—that is, the day-to-day, class-to-class experience in developing leaders of character—change in moving from the perspective of a cadet to that of the Commandant? Which of your priorities as Commandant will affect the West Point battle rhythm the most, and how will you ensure that the cadets are “well led?”

A In his remarks at my Assumption of Command ceremony, Lieutenant General Caslen stated that the Commandant is the “M” in military of the United States Military Academy, so that is where I'm initially focusing my energy, (i.e., training, fitness, leadership, health and welfare and good order and discipline). I don't know that the battle rhythm will change per se, though it might require some modification. Whatever we adjust, it will be in close coordination with my teammates, the Dean and Athletic Director, to ensure we are effectively working together towards accomplishing the Academy's mission.

Q Given that Congresswoman Elise Stefanik invited you to attend the State of the Union address back in January, you've probably considered an answer to the following question: What is the state of the Corps right now? What are its greatest strengths and what must it keep working on? Compare the state of the Corps to when you were a cadet: what's different and what is the same?

A I am very impressed with the Corps of Cadets and the programs through which they develop their leadership skills. Their developmental experiences are more comprehensive and they have more responsibility for leading fellow and subordinate cadets than previous generations. This leadership “laboratory” is a valuable experience toward becoming a junior officer. At this point, I do not see glaring deficiencies. Of course, like the rest of the Army, we'll continue to emphasize developing character, building cohesive teams, and creating positive unit climates.

Q You brought up Lieutenant General Caslen's remarks at your Change of Command ceremony regarding the Commandant's role in putting the “M” in USMA, the “military.” How have you seen the “M” change during your career in the Army, and what do graduates need to know about the “M” at the Academy and in the Army going forward?

A I think we've seen a tremendous shift in scope of responsibilities of our leaders. When I was a junior officer, our wartime scenarios were relatively predictable and therefore, so was the training. Today, the world is far more complex and the Army is asked to perform more diverse missions in an unpredictable environment. USMA's leaders have clearly recognized that shift over the past 15 years and have adjusted the military training to meet the new requirements. The onus is on the present leaders to determine how to prepare cadets for the challenges ahead.

Q When he was Commandant, Major General Thompson '86 was known among cadets for his palpable enthusiasm (rappelling down Washington Hall during the 2015 Sandhurst award ceremony, for example). What will you want the Corps to remember you for after you head off to your next assignment?

A That I cared deeply about each cadet's development in all of the Academy's pillars (academic, military, character and physical) and ultimately, about their ability to lead our Army's soldiers. ★



Good to Great:

How Margin of Excellence Programs Enrich a Top-Ranked Cadet Education

The tradition of graduates giving back to their alma maters has existed since the likes of Harvard and Yale opened their doors centuries ago. But it wasn't until the early 1960s that the West Point Association of Graduates (WPAOG) first organized its fundraising efforts on behalf of West Point and its Superintendent, General William Westmoreland '36. Together, WPAOG and the Academy have coordinated their efforts to ensure that private funding is secured for the Academy's top priorities and always to support the **Margin of Excellence (MoE)**.

Above and Beyond

Federal funding targets the basic core programs required to earn a Bachelor of Science degree and a commission in the United States Army, including tuition, room and board; an accredited academic program; military and physical training; moral-ethical training, and basic facilities in which to conduct these programs. Yet in today's complex geopolitical environment and competitive higher education landscape, federal funding stops short of what is really needed to recruit and educate the very best future officers. Privately funded Margin of Excellence programs augment the core mission of the Academy, and go "above and beyond" to create opportunities for cadets that make a West Point education not just good, but exceptional, and result in a program that is consistently top-ranked in the nation.

Approximately 10 percent of the annual resources available to West Point comes from private funding and supports Margin of Excellence programs. These supplemental programs and activities

build upon the high-quality core officer education provided by federal funds and allow cadets to reach their highest potential. The Margin of Excellence includes a range of programs, facilities, and opportunities that the Superintendent and Academy leaders have identified as most important for preparing future leaders of character. This includes academic programs like Semester Abroad, the Modern War Institute, and West Point's Cyber Initiatives, as well as Cadet Activities, Athletic Teams, and brick-and-mortar projects, such as the new Foley Enners Nathe Lacrosse Center, Visitors Center, and West Point Cemetery expansion.

Academic Opportunities: Experiential Learning Through Immersion, Application and Access

Intellectual training at West Point is underpinned by the belief that the best officers are created from a broad-based education. West Point also believes that cadets should have the chance to engage in learning opportunities outside the classroom, because leadership in today's Army demands this broader training. Off-campus study programs such as the Academy Scholars Program and cadet research projects offer cadets a wide range of experiences, from international cultural immersion to first-hand exploration of historical sites and multi-disciplinary internships with government agencies and organizations. In addition, donor-funded conferences and speaker series bring noted policymakers, academics, and corporate leaders to lecture, teach, and interact with the Corps of Cadets. The Dean of the Academic Board's strategic vision is to expand access to these MoE-supported



Left: Cadets inside a WWII D-Day landing craft mockup at Utah Beach during a Normandy battlefield Staff Ride. **Right:** Cadets visit the Balkans area on a Staff Ride.

educational opportunities. As a result of these experiences, cadets expand their areas of expertise and further enrich their academic education at West Point.

Extra-Curricular Activities: Leadership Through Participation and Competition

Many opportunities outside of a cadet's formal daily structure also allow for personal and professional growth. The Academy takes these opportunities—sports teams and choirs, academic clubs and religious groups, to name a few—just as seriously, in part because cadets are as likely to learn from one another on a practice field or in a debate hall as they are in a classroom. These activities give cadets a chance to put into practice the character and leadership skills instilled through their training and studies. Cadet clubs are vital leadership labs, calling for many of the same abilities expected of our combat leaders: the ability to coordinate logistics, to manage budgets, to maintain equipment, to deploy/redeploy safely, and to win.



Cadets visit Tiananmen Square on an AIAD to China.

Margin of Excellence programs, through generous support from graduates and friends, help ensure that today's West Point cadets receive the best education and training available to talented individuals eager to serve our nation. ★

Sample Margin of Excellence Programs

Superintendent's Priorities

- » Superintendent's Annual Fund
- » Diversity & Inclusion Endowment

Academics

- » Academy Scholars: experiential learning
 - cultural immersion
 - internships
 - capstone research projects
- » Academic Enrichment Programs (13 departments)
- » Semester Abroad
- » Staff Rides (historic battlefield site visits)
- » Dean's Teams (academic competitions)
- » Graduate Scholarship Program
- » Center for the Study of Civil-Military Operations
- » Cadet Cyber Research Center

U.S. Corps of Cadets

- » 137 Cadet Clubs
- » Modern War Institute
- » Character Development Program

Army West Point Athletics

- » Athletic Team Endowments
- » Facility enhancements
- » A Club

HONOR A SOLDIER

Pave the Way for Army History

Become a permanent part of the landscape at the National Museum of the United States Army by honoring your Army service or the Army service of a friend or loved one.

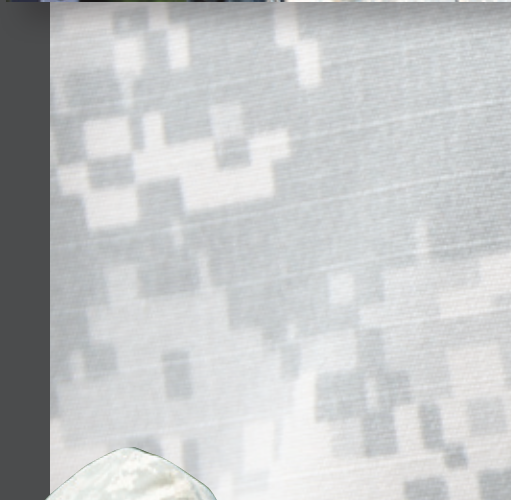


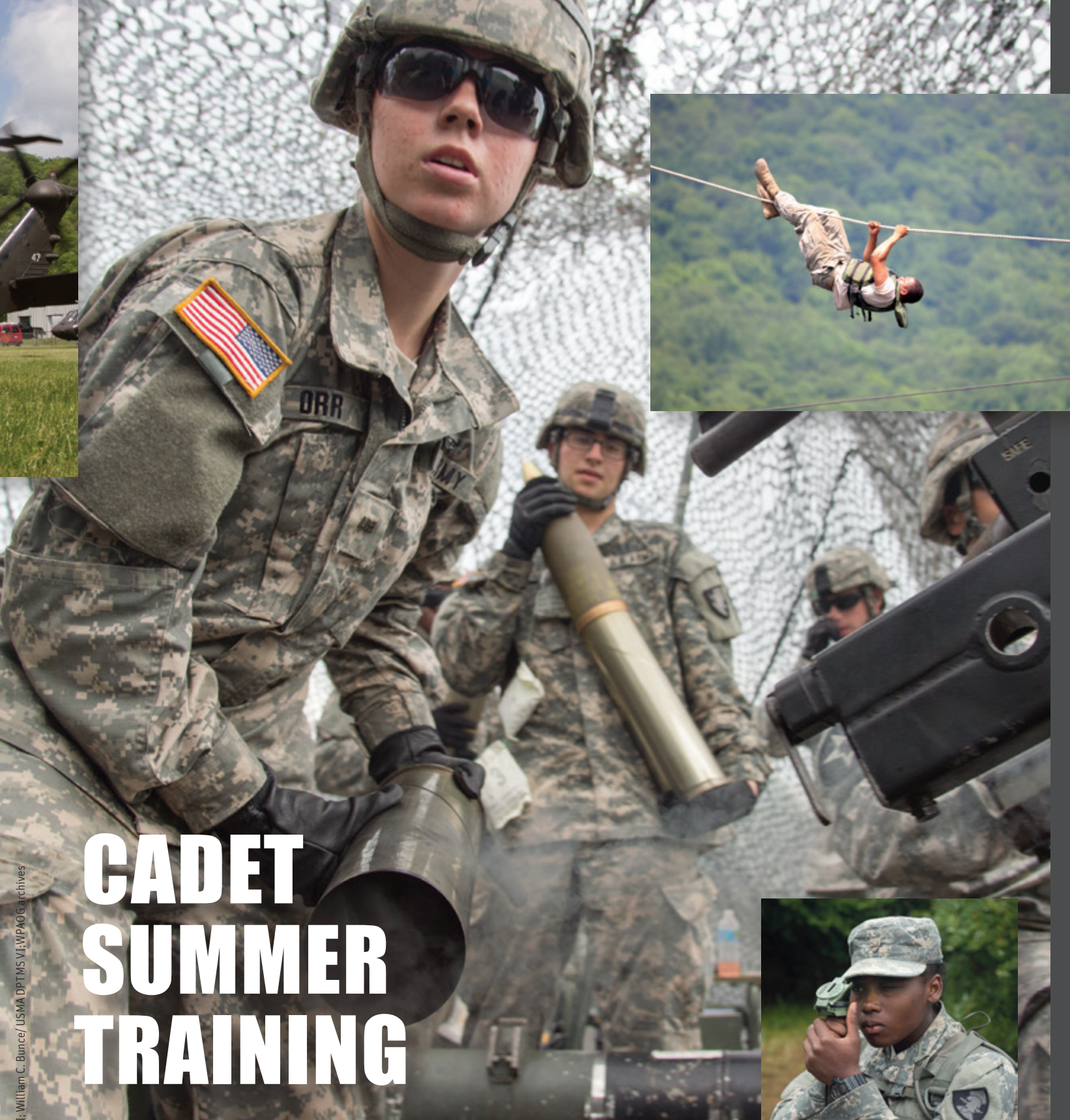
Act Now!

armyhistory.org/bricks
855-ARMY-BRX



BRICK
PROGRAM
Path of Remembrance





CADET SUMMER TRAINING

USMA's Cadet Summer Training (CST) period includes Cadet Basic Training, Cadet Field Training and Cadet Leader Development Training. During this time, cadets build and demonstrate proficiency in military skills, warfighting, leadership and problem solving. CST is a primary means to achieving one of the Military Program goals at West Point: "Demonstrate courage, character, integrity, toughness, and commitment to the army professional ethic." In addition to training conducted at West Point, cadets travel to military bases around the globe for competitive Military Individual Advanced Development programs, where they participate in U.S. or international military training.





Accept the challenges, so that you
may feel the exhilaration of victory.

—GEN George S. Patton Jr., Class of 1909

You Can Go Back Again:

Rotating Faculty Return to West Point to Teach the Next Generation

By Keith J. Hamel, WPAOG staff

The West Point experience is all about transformation. The most visible and most readily known transformation at the Academy is the one that turns civilians into cadets and then cadets into leaders of character. Yet, there is a second transformation that happens at the Academy, one that greatly affects the first. This is the transformation of Army company-grade officers, fresh out of top-tier graduate degree programs, into instructors of West Point cadets.

MAJ Chris Graves '03 describes the difference between a truss and a suspension bridge during his *Fundamentals of Engineering Mechanics and Design* class.



Known as West Point's "second graduating class," these senior captains and junior majors serve two to three years as USMA instructors and return to the Army ready to apply their intellectual development and professional growth experience to their military specialties. General Martin E. Dempsey '74 (Retired), the 18th Chairman of the Joint Chiefs of Staff, who taught English at USMA during the 1980s, is one of the many alumni of this "second graduating class," which includes several non-West Point graduates as well (General Peter W. Chiarelli [Retired], the 32nd Vice Chief of Staff of the Army, for example). According to Lieutenant General Robert L. Caslen Jr. '75, USMA Superintendent, West Point's rotating military instructors, who make up approximately 65 percent of USMA's faculty pool, "serve as excellent role models" and "enjoy a superb opportunity to make significant and lasting contributions to the future of the force," through their influence on the hundreds of soon-to-be second lieutenants they will teach during their USMA assignment.

The influence that USMA's rotating military instructors wield begins with their classroom teaching, where small class sizes ensure plenty of personalized instruction for cadets. They are not eligible to teach as associate instructors during their master's program studies (as Army officers, they are ineligible for positions that offer stipends), so they are introduced to teaching within their department's summer faculty orientation. The Department of Civil and Mechanical Engineering (C&ME), for example, runs the Instructor Summer Workshop, which has won accolades from the American Society of Civil Engineers. "C&ME's Instructor Summer Workshop is outstanding," says Captain Daniel Brown '06, who teaches *MC311: Thermal-Fluid Systems I*. "It taught me how people learn, how to reach different learning personalities, how to grade, and how to be effective with different classroom assessment techniques." What's more, these faculty orientation sessions, some of which run for six weeks, allow the new instructors to practice teaching the lessons they'll be presenting to cadets during the semester. "My teaching orientation covered an entire semester of general chemistry," says Captain Stephen Hummel, who teaches *CH101/102: General Chemistry I and II* in the Department of Chemistry and Life Science, "and I got to refine my teaching techniques over a number of rehearsal lessons with senior faculty playing the role of cadets." According to Major Chris Graves '03, who teaches *MC380: Hydrology & Hydraulics* in C&ME, the senior faculty play their roles very well in these summer workshops. "If a new instructor is spending too much time at the board with his or her back to the class, members of the senior

faculty will fake sending a text message underneath their desk or feign sleeping in class in effort to show the new instructor how actual cadets will respond to his or her teaching," Graves says. The message this sends comes across loud and clear: teaching academic lessons at USMA is less about technical precision (all the instructors know their material inside and out) and more about one's interaction and relationship with cadets.

When it comes to interacting and relating with cadets, the rotating military faculty's Army experience is a definite plus. Cadets are naturally receptive to learning about how their academic studies apply to the profession they will enter upon graduation, and

instructors regularly tailor their lessons to Army topics. In his chemistry class, Hummel refers to the Army "blowing things up" when he presents the "ideal gas law" lesson. Similarly, Brown, an aviator, relates thermo-fluid and thermodynamics lessons to turbine engines, lift and drag, and other matters pertaining to his Army branch. And Major Karl Olson '04, who teaches *CS482: Information Assurance* in the Department of Electrical Engineering and Computer Science, says that he spends a good deal of class time discussing the various Army cyber issues making headlines. Graves



A cadet focuses intently on the visuals provided by MAJ Graves.

sums up the point saying, "Any lesson that emphasizes problem-solving skills will be relevant to the Army."

Sometimes the most relevant Army lesson is one not tied to anything particular in the course material. For example, Major Mike Powell '04, who teaches *MA206: Probability & Statistics* with the Department of Mathematical Sciences, says that if a lesson ends early he will often spend the remaining class time discussing general lessons he has learned during his Army experience thus far. "I often talk to cadets about the importance of integrity and the value of an Army officer's word," he says. Brown says he sometimes uses his Army experience to bring context to questions cadets have regarding the seemingly mundane tasks they might be doing. "I challenge the cadets to reflect on what the leadership might be thinking and tell them what I've seen as a lieutenant and what I'd want as a company commander," he says. "I try to make them see such assignments from a different point of view, namely the Army's." In a related vein, Olson loves having discussions with cadets who complain about something at the Academy. He says, "I see it as a chance to engage with them and develop them as officers."



MAJ Mike Powell '04 covers equations in his Probabilities & Statistics class.



CPT Daniel Brown '06, an aviator, teaches Thermal-Fluid Systems and works with the Cadet Jump Team.

Interacting and relating with cadets goes well beyond regular classroom time for USMA's rotating faculty. "A good quarter of my time is spent providing additional instruction, or 'AI,'" says Hummel, who routinely works from 5am to 5pm, or 12-hour days. For Olson, teaching in the classroom is the easy part. "The bulk of my time is devoted to the design of homework, AI sessions, and grading," he says. "Half of my time is spent grading and providing cadets useful feedback on their assignments." Rotating military faculty also have duties outside teaching. Powell, for example, is an officer representative for the West Point golf team and works collaboratively with the Army Research Lab. "I'm their stats guy for neuroscience projects," he says. Graves and Brown serve as the head academic counselors for their academic programs, which means dealing with significant administrative duties such as schedule changes, advising cadets on which classes to take and when, and signing up plebes for either the civil or mechanical engineering major. Rotating faculty members also get involved with cadet clubs. Brown works with the cadet jump team, and Olson is the officer in charge with the SIGSAC club (Special Interest Group for Security Audit and Control). "Informally known as the 'cadet hacking club,' SIGSAC sees 50-60 cadets gather weekly to prepare themselves for an Army career involving cyber," Olson says.

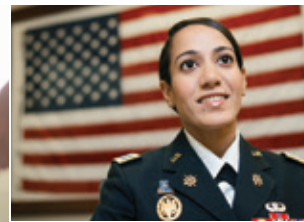
"I often talk to cadets about the importance of integrity and the value of an Army officer's word."

—MAJ Mike Powell '04

As one can see, being a rotating military faculty member at USMA is a very demanding assignment. "It's the hardest one I've ever had," says Olson, "but it is also very rewarding." Hummel says that his reward comes when he sees his lessons "click" for a cadet. "I had one cadet last year for both CH101 and CH102 who struggled both semesters, but he worked really hard and progressed greatly in chemistry by the end of the year," he says. Similarly, Powell finds being a rotating faculty member very rewarding. "Everything about this job and lifestyle is what I hoped it would be and then some," Powell says. "The things I am supposed to be doing as a rotating faculty member are the things that I would be wanting to do anyway." For those who graduated from USMA, coming back as a rotating faculty member can also give a sense of *déjà vu*. "I get to show the senior members of my department, who were captains and majors when I was a cadet and are now colonels, what became of the yearling they signed up for the major 10 years ago," says Brown, "and I can get a chance to influence the cadets who will be vying for my job in 8 to 10 years." As most rotating faculty members teach their department's curriculum core courses, the classes that every West Point cadet must take, in addition to their extracurricular assignments, the number of cadets they can influence is quite high. "Through teaching, supporting cadet activities outside of the classroom, and serving as an individual mentor or sponsor in a wide variety of programs, an officer may work with as many as 500 future lieutenants," Caslen says. ★



MEDICAL DEVICES



CONSUMER



**CAREER OPPORTUNITIES
AS LIMITLESS AS THE
LIVES YOU'LL TOUCH**



PHARMACEUTICALS

It's more than a job. It's a calling. To those who are driven to do something remarkable. Rare. These are the people we want on our team. People that bring talent and compassion to their work. And these are the ones we empower every day to drive their dynamic careers forward across more than 275 leading businesses in consumer products, pharmaceuticals and medical technology. The world's waiting. Let's get started.

Johnson & Johnson
FAMILY OF COMPANIES

Johnson & Johnson Services, Inc. is a member of the Johnson & Johnson Family of Companies. © Johnson & Johnson Services, Inc. 2016. Johnson & Johnson companies are equal opportunity employers.

HERFF JONES, LLC

**UNITED STATES MILITARY ACADEMY
BACK-DATED RINGS & JEWELRY**

*If you didn't purchase a Miniature ring
or Class Jewelry for graduation,
or if your class ring has been lost or damaged,
or if you're looking for a special gift . . .*

**HERFF JONES can provide you with a new ring
and class jewelry for the following graduation classes:**



CLASS RINGS
Male Ring,
Female Ring,
Miniature Ring
& Wedding Bands

**1954
1957
1959
1967**

**1974
1978
1980
1983**

**1987
1990
1991
1992
1993**

**1994
1998
2001
2002
2008**



CLASS JEWELRY
Pendants,
Tie Tacs,
Ring Base Charms
& Cuff Links

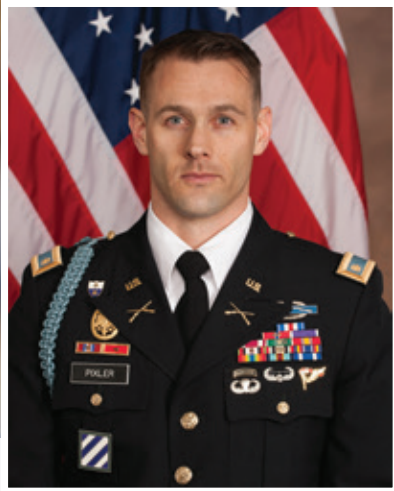


We are your Official Supplier!

Contact Don Swanson
800-451-3304, ext. 401205
djswanson@herffjones.com

TAC OFFICERS: The Hub of West Point Leader Development

By Keith J. Hamel, WPAOG staff



Left: MAJ Ross Pixler '05, I-2 TAC.

Right: MAJ Cecil Wolbertson '05, E-4 TAC.

Life for a Tactical Officer (TAC) at the United States Military Academy is anything but ordinary. Charged as the legal commander of 1 of the 36 cadet companies within the United States Corps of Cadets (USCC), each TAC theoretically has more interaction with cadets than any other individual at West Point. Because of this, TACs are the hub of the West Point Leader Development System, tracking each cadet in their company according to the four domains of USMA cadet development (academic, military, physical, and character). This formidable duty means that their lives can literally be pulled in hundreds of different directions based upon the developmental needs of the cadets in their company.

As a combination mentor, coach, role model, collaborator, trainer, and occasional disciplinarian, TACs are responsible for monitoring the leader development of each cadet in their company. Before taking command of their three-year assignment, TACs complete the 12-month, 45-credit Eisenhower Leadership Development Program (ELDP), jointly run by the Department of Behavioral Sciences & Leadership (BS&L) at USMA and the Social-Organizational Psychology Program at Columbia University's Teachers College. Taking courses focusing on leadership development, organizational culture, and organizational change,

the 15 or so officers graduate ELDP with a master's degree in organizational psychology, ready (according to BS&L's website) "to inspire their cadet chain of command to establish high unit standards and behavior essential to a cohesive company environment."

"The Eisenhower Leadership Development Program taught me how to get my company to accomplish x, y, and z, without me having to explicitly say 'do x, y, and z,'" says Major Ross Pixler '05, I-2 TAC and recipient of the 2011 Nininger Award. "Participation breeds commitment, and my job is to get the cadets of I-2 to buy into the lessons and values that the Academy is trying to instill." As today's companies are cadet-led, struggling to find their own solutions to the challenges of West Point, TACs and TAC non-commissioned officers (equivalent to a first sergeant) work together to support them in the best way that fosters leader development. Ross says this is quite different from his time as a cadet. "I didn't feel that my TAC team wanted to develop me in any shape or form," he says. "Going to talk to a TAC meant that you were in trouble." He posits that, as a cadet, he spoke to his TAC five times in four years. "Now, as a TAC myself, I make it a point to have daily interactions with my cadets," Ross says. "Sometimes, I even wonder if I am talking to them too much."

Major Cecil Wolberton '05, E-4 TAC, also acknowledges that a lot has changed about the role of the TAC since he was a cadet. "In my day, the TAC was akin to a company commander and was more of a disciplinarian," he says. "I am more focused on leader development." Part of this new focus means allowing cadets to take ownership of the company and allowing them to "fail" as part of the learning process. "The dividing line between maintaining standard and allowing cadets to fail in the name of development is something with which TACs struggle every day," Wolberton says.

Just as the role of the TAC has changed, Wolberton says that cadets have changed since he graduated. "From an intellectual and maturity standpoint, today's cadets are a lot more impressive than I remember myself and my peers being," he says. "The cadets of E-4 have done an outstanding job integrating the four pillars of West Point." For example, in the military domain, they have challenged themselves to be the best in everything within their control: barracks, formation, uniforms, marching, military bearing, professionalism, military classes, and the annual Sandhurst competition. Each company is also encouraged to do one New York City outreach event each semester, but the cadets of E-4 raise the bar by doing two or three. "This company wants to be best in whatever way it can," says Wolberton.

As a company commander, Wolberton says that he worked with several West Point-commissioned lieutenants and wanted to become a TAC so that he could do this on a bigger scale with West Point cadets. Reflecting on his time as a TAC, he says that he has learned as much as the cadets. "Doing this job is like being a fly on the wall for your own cadet experience," Wolberton jokes, "and it's like going back in time and having a conversation with yourself so that you help today's cadets not make the same mistakes that you or your peers made."

Pixler says that he wanted to be a TAC so that he could inspire cadets "to be better than Major Pixler." "I wanted to influence careers of future officers in terms of their thought processes and actions," Pixler says, "and I knew I could influence a far larger

number as a TAC than as a company commander." Pixler admits that the duties of a TAC have made his life busier than all the other positions he has had in the Army, but that being a TAC puts no stress on his life. "As a TAC I work hard, but I am not answering to a superior breathing down my neck," Pixler says. "My sole purpose is to develop cadets, and I have the trust of USCC and the Academy to do my job."

Of a TAC's three main duties—1) presenting formal and informal instruction to the company, 2) implementing special development programs for individual cadets as needed, and 3) company administration—engaging and developing individual cadets is the most challenging. Wolberton says this is especially true when it comes to reaching the cadets ranked in the middle of his company. "I spend the bulk of my time with the high performers and struggling cadets," he says, "so I really enjoy it when I see cadets from the middle of the pack step up." He cites E-4's academic officer, who recently submitted a detailed trend analysis of the company's academic performance, as an example of a typical, non-celebrated cadet going above and beyond to take ownership of the company and start acting like a junior officer leader.

Pixler also provides cadets with latitude to take ownership of I-2. "TACs should put the onus on cadets to make decisions," he says. "In doing that, I try to guide conversations, provide context, and ask the hard questions in an effort to get cadets to come up with the right answer on their own." It is very rare for Pixler to step in directly and order something to be done his way. "Only on the hard lines," he says. "Instead, I don't tell them to change, but help them identify whether or not change needs to be made, and help them propose solutions to the challenge at hand." Pixler, who is leaving at the end of the academic year, says that he's seen a tremendous amount of growth among the cadets of I-2 in his years as its TAC. "Every year I watched cadets slowly take charge of this company and make decisions, gradually gaining more responsibility and providing more input as they have matured from plebes to upperclassmen," he says. "There will be no greater pride for me than if I have to salute one of these cadets someday." ★

Left: Company E-4 competes at Sandhurst 2014. **Right:** TACS congratulate graduates of the Class of 2015.





50-Year Class Affiliation Program Connects Cadets to the Long Gray Line

By Cathy Kilner '90, WPAOG staff

Each summer on R-Day, the incoming new cadets fall in to the rear of the Long Gray Line. In a very special way, they also become directly linked with those who entered West Point 50 years before them. What began in the mid-1990s with a few joint events between the graduating class and its 50-year affiliate class has evolved into WPAOG's 50-Year Affiliation Program: a series of significant Academy events each year involving all classes, beginning on R-Day and culminating on Graduation Day.

The purpose of the 50-Year Affiliation Program is to strengthen the ties between the graduates of yesterday and the cadets of today. The program has matured to become an inspiring element in the development of cadets as well as a means of strengthening the Long Gray Line. The graduates of the 50-year affiliate class accompany cadets in their linked class at eight "milestone events" at West Point: R-Day, graduation from Cadet Field Training (CFT), A-Day, Cow Affirmation, Ring Weekend, Branch Night, Crest Unveiling, and

Graduation. Together, these events enable cadets and graduates to form a special bond over the course of four years at the Academy.

On R-Day, the 50-year affiliation class holds a Welcome Breakfast for parents, family, and friends of incoming cadet candidates. This breakfast, held at Ike's Café in Eisenhower Hall, takes place immediately following the briefing and "60-second goodbye" in Ike's theater. The 50-year affiliation graduates provide support and reassurance to those left behind in the wake of the cadet candidates' departure.

At the conclusion of CFT in July, up to six members of the yearlings' affiliation class are invited to attend the CFT Graduation and Award Ceremony, where they present the recently promoted Third Class with its official class colors. This flag stays with the class until graduation. (After graduation, the class colors are displayed in the Great Hall of Herbert Alumni Center, where they are available to the class upon request.)

Below: Members of the Class of 1967 join members of their affiliation class, the Class of 2017, after their Affirmation Ceremony. **Above, left:** Class of 2016 Affirmation coin.





Above, left: The Class of 1969 gathers at the ski slope prior to commencing the final two miles of the March Back for the Class of 2019. **Above, right:** At their Branch Night, members of the Class of 2015 pause for a photo with then-Commandant of Cadets, BG Thomson '86, LTG (R) Joseph E. DeFrancisco '65 and GEN (R) Eric Shinseki '65.

In August, at the end of Cadet Basic Training, the Directorate of Academy Advancement invites members of the new cadets' 50-year affiliation class to participate alongside the Beast cadre and new cadets in the March Back from Camp Buckner to the cadet barracks. The Old Grads are given the option of either marching the entire 12-mile route or joining the column at the Victor Constant Ski Slope for the final two miles of the march. Last year, 89 members of the Class of 1969 participated in the Class of 2019 March Back. Although, for logistical reasons, only 50 members of the 50-year affiliation class are invited to march the entire 12 miles, an unlimited number may join at the ski slope.

Before the start of each academic year, one member of each of the four cadet 50-Year affiliation classes is invited to represent his class in the official Reviewing Party of the A-Day Parade. This parade marks the plebe class's transition from new cadets to Fourth Class Cadets.

A significant milestone at the beginning of every cow's life is the Affirmation Ceremony in August. Several affiliation class members attend this ceremony and present a joint class coin (which each affiliation class designs) to each member of the Second Class, symbolizing the commitment each class has made to the profession of arms. The affiliation class also provides a guest speaker for this event, who highlights that commitment. In addition to the main Affirmation Ceremony held at West Point, there are typically other Affirmation ceremonies held in Annapolis, Colorado Springs, and New London for the USMA cadets attending other service academies as part of the annual Service Academy Exchange Program. Last summer, representatives from the Class of 1967 were on hand at each location to present cadets from the Class of 2017 with their Affirmation coin. Dean Risseuw '67, speaking to the cadets attending the Naval Academy, told them, "This oath is more important than the one you took on R-Day because now you understand what lies ahead."

August is also a very special time for the First Class. This is when they receive their much-anticipated class rings. A few members from their affiliation class will join the First Class for Ring Weekend activities such as the Ring Presentation Ceremony and the Ring Banquet. In addition to these events, the 50-year

affiliation class hosts a Ring Donor Reception following the Ring Ceremony Friday evening. The reception is held in honor of the families who donated a class ring to the West Point Class Ring Memorial Program (see pages 46-47).

In November, firsties look forward to Branch Night, when they find out the branch of the Army in which they will serve. The affiliation class gifts the firsties with their branch insignia, which is affixed to each Branch Notification Card. Thus, the soon-to-be officers' "first brass" branch insignia comes to them from those who received their branch assignments 50 years before. It is a memorable night indeed when some members of the 50-year affiliation class are asked to pin new branch insignia onto the cadets. In addition to the branch insignia, the 50-year affiliation class also provides the guest speaker for the evening.

In March, as the upper three classes head off for Spring Break, the plebes celebrate Plebe Parent Weekend. During this special weekend, two members of the affiliation class are invited to attend a banquet and join the plebes and their guests in the Mess Hall for the official unveiling of their Class Crest.

Before members of the First Class prepare to graduate and depart their Rockbound Highland Home, their 50-year affiliation class has the option to host a dinner with cadet class leaders and members of WPAOG senior staff. The purpose of the dinner is for the graduates to impart words of wisdom relating to the responsibilities that class officers will assume after graduation and to discuss how WPAOG can support them as newly graduated class officers.

With May comes the culmination of the First Class's 47-month West Point experience. At Graduation, four members of the affiliation class hand out second lieutenant bars and congratulatory cards to the newly graduated cadets, now the youngest "Old Grads." And come June, a new 50-year affiliation class is standing on deck, ready to grip hands with their corresponding cadet class, and the four-year battle rhythm begins all over again. ★

Cathy Kilner '90 is Associate Director of Class Services at the West Point Association of Graduates. She oversees the 50-Year Affiliation Program.



RD=FC*

On any day, at any time, a cadet can experience something at West Point that helps him or her develop as a leader of character. It can be in the classroom, during a military exercise, on the fields of friendly strife, or even after lights out one weekend night. Such was the case in this installment of RD=FC, a new feature of *West Point* magazine that is entirely cadet-written.

“What a Stomach Flu Says about Leadership”

By **CDT Care Kehn '18**, Guest Writer

Recently, I received a knock on my barracks room door close to midnight. Thinking it was an early check to ensure I was in bed, I was thoroughly surprised to find what waited on the other side. My plebe stood there panicked, sweaty, and looking miserable. He said, “Corporal, I don’t know what to do. I’ve been throwing up all afternoon and nothing I do helps.” He addressed me as “corporal” because I am his team leader. Every Third Class cadet, or yearling, is responsible for one or two plebes.

Although I had been trained to lead a subordinate like my plebe into battle using small unit tactics, I had no formal training to handle what resembled to be more of a sick child than an independent warrior. I reverted to the basics. I told him to change out of his cadet bathrobe into street clothes. I also assured him that I would take care of him and that everything would be okay.

That night was my first visit to Keller Army Community Hospital. It also provided a rare need to call the duty driver, a cadet assigned to drive other cadets to various places on the outreaches of post. At this moment, the responsibility of being a team leader seemed overbearing. After only one year, a yearling is expected to be the first line supervisor for another cadet. We are expected to know their goals, strengths, and weaknesses. Our role includes challenging, supporting, protecting, and encouraging them in every aspect of plebe life.

What left me feeling overwhelmed was that less than eight months ago, I had been the plebe in that relationship! Overwhelming may be an understatement in situations like that night. Suddenly another person is depending on you, relying on your advice to guide him through the numerous twists and turns of his first year at West Point.

That night I had more responsibility than I ever had in my life. For example, every night at West Point we must be in our rooms by a certain time period. Although we had a legitimate excuse to be at the hospital instead of in our rooms, it took several phone calls while my plebe was being seen by ER doctors to make sure that neither he nor I were mistaken as absent. West Point includes many other complicating factors. That night, however, my plebe trusted me.

After a few hours in the emergency room receiving an IV bag of fluids and some prescribed antibiotics, my plebe was cleared to head back to the barracks. He received the treatment he needed for what turned out to be a severe stomach flu, but I walked away with so much more than that. The experience taught me that, despite being at a school with rules and standards for almost everything, I need to be ready to step up to the plate and assume responsibility for those in my charge even when confronted with a problem without a clearly predefined solution. The sincere and open trust my plebe demonstrated in me also reminded me that I do not have to be self-sufficient either. The Army is hierarchical, or run by a chain of command. I did not realize the importance of this until I was a link in that connected chain. Last year, as a plebe, I was only responsible for myself and learning to follow.

Bit by bit, West Point is giving me influence over others. For example, if I was unsure where to take my plebe that night, I could have easily called my superiors, my squad leader or platoon sergeant for advice. Right now, I treasure the opportunity to be a leader within my team of two and to test out my leadership style and priorities within this safety net. That late night in a hospital helped me remember why I came to West Point and, more important, why I enjoy leading others.

.....
*According to *Bugle Notes*: “RD=FC ‘Rough Draft Equals Final Copy.’ The art of completing a paper or project in one sitting.”

balfour
balfour.com

**OFFICIAL SUPPLIER OF
UNITED STATES MILITARY ACADEMY
FOR THE FOLLOWING CLASSES**

1943	1961	1982
1944	1962	1984
1945	1963	1985
1946	1964	1986
1947	1965	1988
1948	1966	1999
1950	1968	2003
1951	1969	2004
1952	1970	2005
1953	1971	2006
1954	1975	2010
1955	1976	2011
1956	1977	2012
1958	1979	2013
1960	1981	2014



Balfour can replace Class Rings, miniatures, and wedding bands for the above listed back dated classes. Contact Jayne Roland at Balfour.

**PHONE: 201-262-8800
OR
EMAIL: BALFOURNA@OPTONLINE.NET**

©Balfour 1970-2015, all rights reserved.

24842 1115

West Point Museum

Preserving America's Military Heritage
UNITED STATES MILITARY ACADEMY



Open Daily

10:30 am - 4:15 pm

(Closed Thanksgiving,
Christmas and New Year's Day)

845.938.3590

Located on Route 218
adjacent to the Thayer Gate
entrance to West Point

Free Admission

The Daughters of the American Revolution is a proud sponsor of the Athena's Arena: Women Strong Conference



DAR is a women's service organization dedicated to historic preservation, education and patriotism. The DAR was founded in 1890 to preserve the memory and spirit of the Revolutionary patriots who fought for America's independence. Today, the DAR continues to passionately support military servicemembers and veterans. DAR is particularly honored to support women who serve our country and annually presents the Margaret Cochran Corbin Award to women for exemplary military service.

For more information about DAR and how to become a member, visit www.dar.org.

The Cadet Uniform Factory: Outfitting the Long Gray Line since 1878

By Ted Spiegel, Guest Writer



Left and below: The Cadet Uniform Factory has a rotating stock of Full Dress coats in sizes from Women's 2 to Men's 55. By R-Day, 1800 men's and 430 women's garments will be ready for fitting during Beast Barracks.



Photos: Ted Spiegel



How did The Long Line of West Point graduates become “Gray?” Various explanations follow, but one thing is sure—the Long Gray Line stays elegant through unique, customized tailoring from the on-post Cadet Uniform Factory.

Thousands of West Pointers have passed through Army offices decorated with the “U.S. Army in Action” DA Poster 21-39 “The Battle of Chippewa.” The caption describing the vivid image of white-belted American soldiers charging abreast at Chippewa, Upper Canada on 5 July 1814 reads “The British commander watched the advancing American line contemptuously, for its men wore the rough gray coats issued those untrained levies he had easily whipped before. As the ranks advanced steadily through murderous grapeshot he realized his mistake: ‘Those are regulars, by God!’ It was Winfield Scott’s brigade of infantry, drilled through the previous winter into a crack outfit. It drove the British from the battlefield; better still, after two years of seemingly endless failures, it renewed the American soldier’s faith in himself.” Gray surely became a color associated with American valor, but many historians cite the memoirs of Winfield Scott, Chief of Staff of the Army from 1841 to 1861, as the source of the “regulars” quote as well as the claim that West Point’s gray honors the Chippewa encounter. In some scholars’ view, pricey indigo blue simply lost out to cheaper gray.

But up north the tale is told just a bit differently. Canada’s Niagara Parks website affirms that the British were forced to withdraw and the Americans won the day. “Many historians cite Chippewa as the birthplace of the modern American Army. Due to a shortage of cloth, the American force wore gray uniforms instead of the usual blue. To this day, tradition says that West Point cadets wear grey uniforms to honour those who fought in this battle.” Note the British spelling of gray and honor, the Canadian spelling of Chippewa, and the confusing voices of tradition. Proceed!

On November 28, 1815, The Long Line of West Point Graduates was set on its way to permanently becoming ‘Gray’ as the Academy’s Inspector (and first graduate), Brigadier General J.G. Swift, Class of 1802, made the following request of W.H. Crawford, Secretary of War: “I have the honor to enclose a description of the Uniform and undress for the Cadets, which has been grey for the last fifteen months,—cloth of this colour looks military... As the price of this Uniform, \$18 to \$20, better suits the finances of Cadets then one of Blue would—I recommend that the uniform be confirmed.” Washington’s “approbation” was received on September 4, 1816, and the garb, designed during the superintendency of Alden Partridge, Class of 1806 (with “three rows of eight yellow gilt bullet buttons in front”), became the parent pattern for today’s USMA Full Dress uniform. The cadets’ monthly salary (currently \$1,040) has been tapped for uniform costs since 1805. By graduation cadets will have paid out \$5,903.77 for uniforms and equipment, \$2,602.74 of which will go to the Cadet Uniform Factory.



“The Battle of Chippewa” by H. Charles McBarron. Legend says that West Point cadets wear gray uniforms to honor those “regulars” who fought in the battle wearing gray instead of indigo.



Above, Left: Cadet uniforms circa 1913/14. The long overcoat (center, standing), Dress Gray, India Whites and Full Dress uniforms (all seated) remain remarkably similar to today's cadet equivalents. The parade hat is the same, but gray and white service caps have evolved. The Field Service Uniform (gray shirt with leggings and tie, shown on cadets standing right and left) was worn until at least 1938. The campaign hat of the type worn since the 19th century (on standing cadets left and right) was replaced with the WWI "Montana peak" style sometime in 1914. **Above:** Cadet Uniform Factory manager Joe Weikel describes garments made at West Point.



On R-Day, 1300 pairs of pants are fitted on each cadet for proper hip, waist and inseam measurements. Four hundred trousers need to be altered that day so that the entering class emerges onto The Plain in proper uniform at the end of the day.

West Point's Cadet Uniform Factory (CUF) is responsible for maintaining the traditional look of the Long Gray Line. The factory, brought formally into existence by an act of Congress in 1878, operates under regulation 10 USC 4340. CUF Manager Joe Weikel describes its mission: "to manufacture and supply uniforms and services to the Corps of Cadets at cost. The cadets purchase these uniforms. We cut, sew, alter, and repair these garments and provide those services to the cadets at cost. They are paying for the Full Dress Coat's 44 gold-plated buttons, the 16-ounce wool used in all of the gray uniforms, the 32-ounce

wool in the black parka, the zippers, shoulder pads, the sleeve heads, and all 300 or so other raw materials that go into our product lines: as well as my salary, and the salaries of the 45 employees, as well as the government's share of the benefits paid to the employees of the uniform factory. All of that gets wrapped up into our garment pricing. Each year we calculate how many minutes we spent and whose minutes they were, because there are different salary rates on each garment, and allocate those minutes and dollars towards that garment, then add in the employee benefits and the amount of raw materials we used to make, for instance, the full dress coat. Divide that by the number that were produced, and you come out with the cost per unit made. Average that cost out after subtracting the remaining inventory, and you have the new price for a full dress coat—\$676.01 this year."

Over Plebe Parent Weekend in March, 1,200 visitors streamed through the CUF, originally built in 1934 to house mess hall employees. Joe Weikel shared a flood of facts in support of the facility's reputation for versatility. Before coming to West Point in 1996, he managed a Hart, Shaffner and Marx coat manufacturing factory in Buffalo, New York—1,200 employees and two product lines: single-breasted and double-breasted men's suit coats. In his former life "there were no overcoats, no trousers, no women's wear, nothing but men's coats. We put out 3,600 units a day. I had groups of people doing one operation. It might have been the underseam on the sleeve, and the next person would do the elbow seam. We had perhaps 80 operations to make those suitcoats. I've got 60 product lines here—counting men's and women's as the different products they are. And we also do the West Point Band's uniforms. Here, we have 1,047 different sewing operations, utilizing 254 different raw material items. Last year we used 47.1 miles of fabric. And we have just 45 people to do

all of that work. The best operators take 90 minutes to do the braiding on just one full dress coat—sleeves, collars, fronts and tails. Any one operator will know how to use a dozen of the 40 different classes of sewing machines in the factory. We have a full-time mechanic keeping all of them humming at up to 8,900 stitches a minute, compared to the 200-300 per minute on a home machine. Nowhere in the U.S. can one find a house manufacturing 60 product lines as diverse as the output of our Cadet Uniform Factory: trousers to bathrobes to parkas to fitted full dress uniforms with 44 gold-plated brass buttons. Dry cleaning, uniform size adjustments, application of chevrons, service stripes and emblems, are all part of a monthly personal services fee paid out of the cadet's salary. Over the four years here the cadets pay \$2,602.74 to the CUF for uniforms and support."

The Cadet Uniform Factory Mission: "To manufacture and supply uniforms and services to the Corps of Cadets at cost."

—CUF Manager Joe Weikel

Augmenting the CUF contribution, the Cadet Supply Division provides over 100 line items produced by off-post contractors. Their warehouses issue shirts, shoes, socks, underwear, Army Combat Uniforms and sleeping bags, sheets and blankets, trunk lockers and backpacks. The "etcetera" extends to head gear, from crushable patrol caps and stiff West Point service caps to "Full Dress Hats" (shakos with underclassmen's wool pom-poms and firsties' plumes—fashioned from 3 to 6 ounces of 4-7 inch long naturally black iridescent rooster feathers, the overall height of the gathered plumage measures 16 inches.)

To fill out your 'knowledge' about the Cadet Uniform Factory, let's look at the modern "Long Gray Wool Production Line" set in motion by that 1815 request. Before the wool gets tailor-fitted to the Corps, it grows out for a year on the back of sheep grazing in the western U.S. After being shorn, it proceeds through a nearly year-long, 40-step preparation process—cleaning, combing, top dying (into the specified shade of gray at the "top" of the textile creation process), spinning into yarn, weaving into cloth, surface finishing and then sponging to prevent shrinkage after tailoring into a garment. It takes a Defense Logistics Agency's request for proposal—i.e., bid for a "three year supply—60,000 yards, 60 inches wide" (price anticipated around \$35 per yard) to get the wool off the sheep's back and onto cadets parading on The Plain. ★

Ted Spiegel is a long-time contributing writer for various WPAOG publications and formerly worked for West Point Admissions.



Top: In the cutting department, a stack of undersleeves for 24 size 40 coats are marked up. **Above:** The traditional braiding for a full dress coat tail is applied by a Cornelly blind stitch embroidery machine.



Tailor Paul Garnett adjusts a cadet's dress uniform collar. Through all four years the CUF adjusts uniforms to fit an ever-growing and/or slimming cadet corps: high schoolers evolving into adults.

CLASS RINGS & WPAOG'S RING MEMORIAL PROGRAM

By the Numbers

USMA is the first school to use class rings as a unified symbol

1st

Bicentennial Class:
First graduates to incorporate gold from donated rings

2002



1835

first USMA class to adopt a class ring

1917

First class whose rings have a class crest on one side and the USMA crest on the other side

Total views of WPAOG Ring Melt videos (on YouTube and VIMEO)



6,650



1

Class Of 2017 Ring Memorial Program



gold ingot created at Ring Memorial Program from donated rings

- 54 rings** donated (highest number ever)
- 10 rings** donated by Class of 1967, the 50-year affiliation class
- 2 rings** from Class of 1917, the 100-year affiliate



Sixteen
years of the
Class Ring Memorial
Program (since 2000)

WEST POINT'S TRADITION OF CLASS RINGS

America's First Class Rings

USMA Cadets were the first American students to wear class rings. Since its introduction in 1835, the West Point class ring has become a powerful symbol. In 1917, it became customary to design the ring with the Academy crest on one side and the class crest on the other. Starting in 1980, class constitutions have regulated how the ring must be worn (when rings are first received, they are worn with the class crest facing the heart, symbolizing a cadet's bond to West Point; upon graduation, the ring is worn with the crest facing outward, to signify emergence into the outside world). Virtually every West Point graduate purchases a class ring.

Ring Memorial Program

Each year since 2001, gold from donated rings worn by past West Point graduates has been melted and mixed into the gold for the rings of the Academy's next graduating class. LTC (R) Ron Turner '58 developed the idea for the "Ring Melt" in 1999, believing such an endeavor would provide a tangible link between members of the Long Gray Line. To date, 410 West Point class rings have been donated to the program.



Historical Display of Class Rings

In 1996, the Class of '86 donated a special case to the Corps of Cadets recognizing the significance of the class ring throughout the Academy's history. Located in Jefferson Library, this exhibit (shown at left) displays rings from 1835-2010.

Ring Poop

Rings are given to First Class cadets each August during Ring Weekend. After senior cadets receive their rings, Fourth Class cadets surround firsties from their company and ask to touch their rings. After reciting a poem known as the "Ring Poop," plebes are usually granted permission to touch the ring.

*Oh my Gosh, Sir/Ma'am, what a beautiful ring!
What a crass mass of brass and glass!
What a bold mold of rolled gold!
What a cool jewel you got from your school!
See how it sparkles and shines!
It must have cost you a fortune.
Please Sir/Ma'am May I touch it,
May I touch it please Sir/Ma'am?*

410 12 rings donated by Generals
5 rings donated by Lieutenant Generals
29 rings donated by Major Generals
29 rings donated by Brigadier Generals
152 rings donated by Colonels

Total rings donated to Ring Memorial Program to date

Class of **1997** Newest ring donated
1896 Oldest ring donated

LTC (R) Ron Turner '58 developed the idea for the Ring Memorial Program

1999



POP OFF!



Some traditions at West Point are as old as the institution itself. Others aren't so old, such as WPAOG's Ring Memorial Program. Every year since 2001, gold from West Point class rings has been donated, melted into a single gold bar and added to the rings of the next year's First Class Cadets, creating a physical and symbolic link between members of the Long Gray Line. We asked our Facebook followers what they thought of this 'new' tradition, commonly known as the "Ring Melt."



Anna Haeffner

My Dad is a proud member of the family that is the class of 67... that ring has been a permanent part of his hand for my entire life... but I know that eventually it will be included in this. This is such an amazing tradition!



Carolyn Kleb

I'm very proud to have donated Jeff's ring. Class of 1964.



Chennel Polhemus

Thoughtful and beautiful tradition.



Christopher Ulffers

2019 Dad: An incredibly poignant tradition.



Elder Steve Heffelfinger

One of the best 'new' traditions!



Grant Goldsmith

My ring will return and be a part of the gold for the future.



Jan Kaanoi

Looking forward to watching my daughter receive her ring in August.



Kelly Morgan Reape

This is profound. Past, present, and future grads forever linked together in a chain of honor, passed down through all the years of service. Their ring is a constant reminder of this.



Laura Kelly

Thank you for teaching me something today! I never knew about this.



Lisa Bayer

My Dad's class ring '48 was one of the donated rings this morning...The Long Gray Line continues...



Mark Rodriguez

Thank you AOG for your continued commitment and support.



Nadia King

Wow! 54?! That must be a record! Such a special program. Wonderful.



Natalie Maria

Such a beautiful tradition and another selfless act for the grads that donate their rings.



Scott Byrnes

Love this program!



Join the conversation on WPAOG's Facebook page!



This year, the Class of 2017 received 54 donated rings, spanning the Classes of 1914 to 1984. Ten rings came from the Class of 1967, 2017's 50-Year Affiliation Class, and two came from the Class of 1917, 2017's 100-Year Affiliation Class. View a video of the Annual Ring Melt here: vimeo.com/158343773

West Point

ASSOCIATION OF GRADUATES



ALL ACADEMY CHALLENGE

5 TEAMS. 7 DAYS. 1 MISSION.

This year's All Academy Challenge will be held June 1-7, and we need your help to knock out the other service academies. A gift of any size, to any fund, during that time period will count.

It's all about participation!

For more information, please contact Annual Giving at 845.446.1657 or email annualgiving@wpaog.org

MAILBOX



Submit comments or questions to Editor@wpaog.org, or chat with us on one of our WPAOG social media channels!



Actor George C. Scott (who famously refused the 1970 Oscar for his portrayal of GEN George S. Patton, USMA Class of 1909), actress Brooke Shields, entertainer Bob Hope (center, dressed as a cadet), actor Robert Urich, singer Glen Campbell and actor Mickey Rooney perform in the NBC Television Special 'Bob Hope's All-Star Comedy Birthday Party from West Point' in May 1981.

FROM: John Antanies '81

Just read my copy of the 2016 winter issue of *West Point* magazine. It's very good, but there is one error: In the article "Lights, Camera, Action for Duty, Honor, Country," the author indicates that Bob Hope filmed his 78th birthday special in 1970, but it was actually in 1981. It was my firstie year, and I was there.

RESPONSE:

Right you are. Keith J. Hamel, the author, took the 1970 date from the 2006 document "Film, Television Productions & Videos with a West Point Theme," which was prepared by Alan Aimone, a former Head Reference librarian who later worked in Special Collections at the USMA Library. Still, Keith should have done the math. Bob Hope was born on May 29, 1903, so he would have only been turning 67 in 1970, not 78. But get this...when that special aired on May 25, 1981, Mr. Hope was still 77 years old. So this one was problematic from the start!

FROM: Various readers

Congratulations on the absolutely superb 2016 winter issue of *West Point* magazine...The winter 2016 issue was the best one yet...I really enjoyed the articles on West Pointers in the arts in the 2016 winter issue...**But you should have also included:**

Seth Eastman 1829: Before photographs, it was important for the military to have the capability to produce an accurate drawing of the battlefield, and he was one of the best at this task.

James A. McNeill Whistler ex-1855: He seems to be particularly deserving given that, unlike Poe, his departure from West Point came about without subterfuge. He at least tried to stay the course, and if silicon had been a gas, he might have made it!

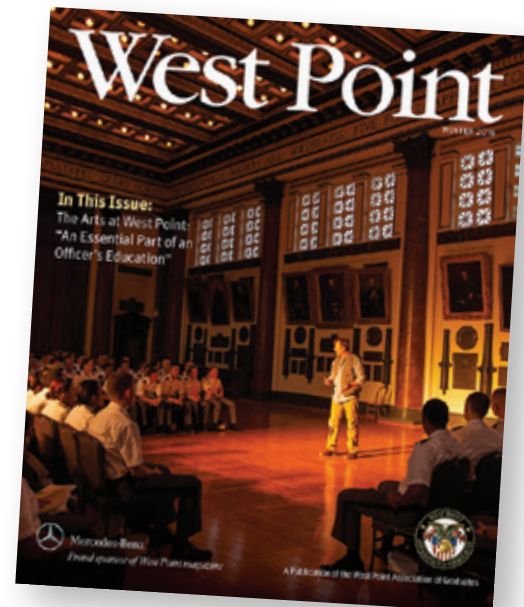
John H. Saxon Jr. '49: He had a cameo in the promotional trailer for the 1948 film *Beyond Glory*, starring Alan Ladd, which was partially filmed at West Point during the 1947-48 academic year.

Robert J. 'Bob' Mayer '81: With more than 65 books published, several of which have appeared on the various "Bestseller" lists (*New York Times*, *USA Today*, *Wall Street Journal*, *Publishers Weekly*, etc.), he might have the distinction of being the most published graduate, selling some 4 million or so books.

Rod Lurie '84: Likely the most prominent West Point graduate in Hollywood, he has written, directed, and/or produced a number of significant films, including *The Contender* (2000), starring Gary Oldman, Joan Allen, Jeff Bridges, and Christian Slater; *The Last Castle* (2001), starring Robert Redford, James Gandolfini, and Mark Ruffalo; and *Straw Dogs* (2011), starring James Marsden, Kate Bosworth, and Alexander Skarsgård. He has also worked on TV shows (e.g., "Line of Fire" [ABC], "Commander in Chief" [ABC], and "Hell on Wheels" [AMC]).

RESPONSE:

So much talent; so few pages! Who would have believed the number of artists that the Long Gray Line has in its ranks? And, as the 2016 winter issue demonstrated, the Academy is cultivating artistic talent in today's cadets in several different ways. Imagine how many pages *West Point* magazine will need should it decide to revisit this theme in five or ten years!



SALUTING THE BEST OF WEST POINT... WHERE DUTY, HONOR, COUNTRY LIVE



Use of U.S. DoD visual information does not imply or constitute DoD endorsement.



Congratulations to the 2016 Distinguished Graduate Award (DGA) recipients.

At L-3, nothing inspires us more than the men and women of the United States military who sacrifice daily to protect our freedom.

We pay tribute to this year's West Point DGA honorees and congratulate our own GEN (R) Richard A. Cody, West Point Class of 1972, on a lifetime of service that exemplifies the West Point tradition of Duty, Honor, Country. His legacy of leadership and ongoing commitment to our men and women in uniform continue to inspire the next generation of our nation's leaders.

Gripping Hands

2016 Distinguished Graduate Award Recipients



Louis Gross '54

Referring to the impact of Louis Gross on West Point, LTG Robert L. Caslen Jr. '75, the 59th Superintendent, wrote, "What he has done is literally etched in stone and bronze." Caslen was speaking of the buildings on post that Gross participated in building: the Jewish Chapel, the Gross Center (gymnastics facility), and 18

residences for athletic coaches. But as LTG (R) William Lennox '71, West Point's 56th Superintendent, said, "Mr. Gross is more than a donor of buildings; he plays a part in the lives of cadets and faculty." For example, Gross hosts a football tailgate, which Director of Athletics Boo Corrigan called "an institution on game days," for approximately 600 cadets and West Point guests. He has also supported cadet religious activities through the renovation of Building 147 into the Multi-Faith Religious Center, repair of the floor of the Catholic Chapel, and serving as President—and then Chairman—of the Jewish Chapel Fund. Regarding all of his contributions to West Point, the West Point Society of New York said, "His record will never be replicated."



John C. Bahnsen Jr. '56

Warrior, staff officer, mentor, author, motivational speaker, and West Point supporter, BG (R) John C. "Doc" Bahnsen Jr. has played many roles in his six decades since graduating, but each has been accomplished adhering to the ideals of West Point. The most highly decorated member of his Class and a member of the Army

Aviation Hall of Fame, Bahnsen served two tours in Vietnam and commanded a platoon, a troop, and a squadron. He received 18 decorations for valor and two Purple Hearts. As a General Officer, he served as the Assistant Division Commander of the 2nd Armored Division and as the Chief of Staff for U.S. Combined Forces Command (Korea) and III Corps (Fort Hood, TX). A loyal fan of Army West Point Rugby, Bahnsen has presented a pistol to every team captain for going on 20 years. For just as long, he was a mainstay at the Academy giving pro bono lectures to cadets on the topics of duty, history, and leadership. According to LTG (R) Dave Palmer '56, the 53rd Superintendent, "Our Army is still today liberally sprinkled with graduates who were inspired by him to a lifetime of service."



Joseph B. Anderson Jr. '65

As an Army officer, business leader, and WPAOG volunteer, Joseph B. "Joe" Anderson has inculcated, personified, and radiated West Point's values. Anderson first came to "fame" as a platoon leader in Vietnam when he was featured in the 1967 documentary *The Anderson Platoon*, which won an Emmy and the Oscar for

Best Documentary Film. Then, after stints in the Department of Social Sciences at USMA and as a White House Fellow, he started a 13-year business career at General Motors, rising to become General Director of its Body Hardware Business Unit. In 1992, he became an entrepreneur, eventually becoming the Chairman and CEO of TAG Holdings, LLC, which for several years was among the top five largest black-owned businesses in the United States according to *Black Enterprise* magazine. As a volunteer, Anderson has served WPAOG in various capacities since 1974, and is now a Diversity Strategic Advisor to the Superintendent at USMA, helping to establish the West Point Office of Diversity, Inclusion, and Equal Opportunity. According to USMA Admissions, his efforts have contributed to a 23 percent increase in applications from African-American students over the past five years.



William P. Foley II '67

A successful entrepreneur and businessman in several industries (real estate, specialty finance, and even vineyards and wine), William P. "Bill" Foley credits West Point for giving him the education and military skills to lead, make decisions, prioritize and multitask. He used his West Point experience to eventually become Chairman, CEO and President of Fidelity National

Financial, Inc., one of *Forbes* magazine's "26 Best Managed Companies in the U.S." His commitment to West Point's core principles has also encouraged him to give back in numerous ways: the Foley Family Foundation supports after-school programs for underprivileged children, the Folded Flag Foundation assists with the educational needs of family members of deceased service members, and the Rock Creek Cattle Company hosts disabled veterans on its 30,000-acre Montana ranch. Furthermore, Foley's philanthropy has revolutionized USMA athletics with the Foley Indoor Athletic Complex and the Foley-Enners-Nathe Lacrosse Center (now under construction). "I know of no other graduate who has done so much for so long in so many different areas to support West Point," says Jodie Glore '69, former Chairman of WPAOG.

2016 Distinguished Graduate Award Recipients



Richard A. Cody '72

A member of the Army Aviation Hall of Fame whose 'Gathering of Eagles' portrait is in the Hall of Heroes at Air Force Education Command at Maxwell Air Force Base, GEN (R) Richard A. Cody logged more than 5,000 hours of flight time during his 36-year Army career, 70 percent of it spent with troop units. He led the effort to stand

up the 160th Special Operations Aviation Regiment ("The Night Stalkers") in 1981, he commanded the AH-64 Apache Battalion that fired the first shots by American Forces in Operation Desert Storm, and he was the first Army Aviator to serve as the 31st Vice Chief of Staff of the Army (2004-08). Kenneth O. Preston, the 13th Sergeant Major of the Army, called Cody "a great commander, leader, and soldier's soldier." After retiring, Cody continues to support those he once led. He is Chairman of the Board for Homes for Our Troops, a charity that has built over 200 custom houses for severely wounded veterans, and runs Operation Flying Heroes, which has flown more than 300 wounded warriors in his privately owned OH-6A helicopter and Cessna 206 fixed-wing aircraft.



Keith B. Alexander '74

GEN (R) Keith B. Alexander had a long and distinguished Army career focused on technology and intelligence. As a captain, he completed analysis work that led to the first-ever Army Intelligence Plan, which was used to deter the Soviet threat during the Cold War. As a colonel, he played a crucial role in improving battlefield visualization

through intelligence. After assignments with U.S. Army Intelligence and Security Command and as the Army's G2, he became the first Intelligence officer to achieve the rank of general. In 2005, he was named Director of the National Security Agency, where, according to GEN (R) David Petraeus '74, "...his initiatives were path-breaking and truly critical to Operation Iraqi Freedom." He was also the founding commander of U.S. Cyber Command. According to GEN (R) Martin Dempsey '74, the 18th Chairman of the Joint Chiefs of Staff, Alexander "has been our true north in developing our Armed Forces and Nation's cyber security and intelligence capabilities," and former Vice President Dick Cheney said, "General Alexander was one of the very best officers I worked with in my 44 years in government." ★



General Officer Promotions

The U.S. Senate has confirmed the following General Officer nominations:

To the rank of General:

Lieutenant General Raymond A. Thomas III '80

Lieutenant General John W. Nicholson Jr. '82

1997

Alvarez Named Geneva Foundation Researcher of the Year

LTC Luis Alvarez was recently awarded the 2015 Researcher of the Year award by The Geneva Foundation. This award recognizes one outstanding researcher who exemplifies Geneva's mission of advancing innovative medical research within the U.S. military, for the benefit of U.S. service members and veterans, their families, and the global community. Alvarez is an Academy Professor and Director of the Center for Molecular Science in the Department of Chemistry and Life Science at USMA.



WPAOG News

Nominations Requested for Director and Advisor-at-Large

Nominations for USMA graduates to serve on the WPAOG Board of Directors and the WPAOG Advisory Council must be submitted to the Secretary of the 2016 Nominating Committee not later than July 1, 2016. All graduates are encouraged to consider serving as a Director or Advisor-at-Large. Requirements for these positions, as well as details on the nominating packets and process, are posted at:

westpointaog.org/nominationpolicy

1978

Scaparrotti Nominated SACEUR



On March 11, 2016, U.S. Secretary of Defense Ash Carter congratulated GEN Curtis Scaparrotti on his nomination by President Obama as Commander of United States European Command (EUCOM) and Supreme Allied Commander Europe (SACEUR). Secretary Carter said, "General Scaparrotti is one of the U.S. military's most accomplished officers and combat leaders, and it is my hope that the Senate will act quickly on his nomination." Scaparrotti, a former Commandant of Cadets, is currently assigned as Commander, U.S. Forces Korea.

Congratulations from your Classmates



Mr. William P. Foley II

2016 Distinguished Graduate Award Recipient



“Unsurpassed”

Order Now to Guarantee Your Copy of the 2016 *TAPS* Magazine!

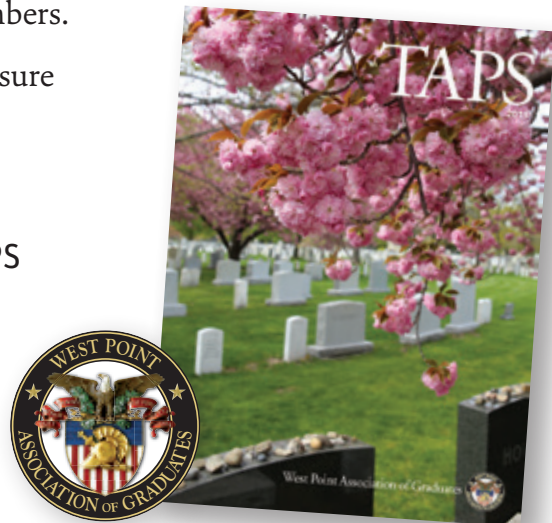
TAPS is the official memorial magazine for graduates of the United States Military Academy. Each year, more than 175 individual articles and photos honor the legacy of the Long Gray Line through the fascinating life stories of its members.

Pre-order the 2016 edition by June 30, 2016 to ensure your copy.*

Three Ways to Order!

- 1. Online:** WestPointAOG.org/purchaseTAPS
- 2. Call:** 845.446.1645
- 3. Mail:** Send check (\$20 per copy) to:
WPAOG TAPS Order
698 Mills Road, West Point, NY 10996

*Limited quantity of extra copies will be available.



In Peace and In War... Our Classmate Served



General Richard A. "Dick" Cody

U.S. Army, Retired

2016 Distinguished Graduate Award Recipient

And He Still Serves Today!



*Congratulations From
Your Classmates!*

Proud and True, '72





West Point
ASSOCIATION OF GRADUATES

Welcomes the Spring
Reunion Classes of
**'41, '46, '51, '56,
'61, & '66**



*Proud sponsor of Athena's Arena:
Women Strong Conference*



SACC

Service Academy Career Conference

**Planning a career transition?
Start here.**

- Get peer advice on managing the challenges of transitioning.
- Learn how to get your foot in the door for your desired civilian career.
- Meet one-on-one with corporate recruiters looking for the unique skills and experience that Academy graduates bring to the job.
- Explore graduate school options.



Washington, DC
San Diego, CA
San Antonio, TX
Savannah, GA

May 5–6, 2016
Aug 18–19, 2016
Nov 17–18, 2016
Feb 23–24, 2017

To register for any SACC as an attendee or exhibitor, go to **sacc-jobfair.com**.



WPAOG Career Services
WestPointAOG.org | 845.446.1618
Email: careers@wpaog.org

WPAOG Career Services can help!
If you would like more information about
WPAOG Career Services visit **WestPointAOG.org/Careers**

START^{the}DAYS!

MAY	JUNE	JULY
6 Last Day of Classes	9-11 Alumni Golf Outing	2 Independence Day Celebration
8-14 Term End Exams	15-21 Warrior Games <i>West Point will host the 2016 DoD Warrior Games—an eight-event adaptive sports competition for wounded, ill and injured service members and veterans.</i>	17 New Cadet Visitation (Ice Cream Social)
14 USMAPS Graduation		24 Yearling Flag Ceremony
17 Alumni Review & Distinguished Graduate Awards		
21 Graduation for the Class of 2016	27 R-Day <i>West Point welcomes the Class of 2020</i>	25 CFT Runback

Upcoming events suggested by West Point staff & faculty.

Events for Aug—Oct 2016 should be sent to editor@wpaog.org by May 15, 2016.

For the entire calendar, go to

WestPointAOG.org/calendar

West Point's Eisenhower Hall Theatre



**Sunday,
February 28th
5 p.m.**

**Saturday,
March 5th
8 p.m.**

**Saturday,
April 2nd
8 p.m.**

**Sunday,
April 17th
3 p.m.**



For Tickets and Information Visit IKEHALL.COM

Eisenhower Hall Theatre, 655 Pitcher Road, West Point, NY 10996

Box Office 845-938-4159

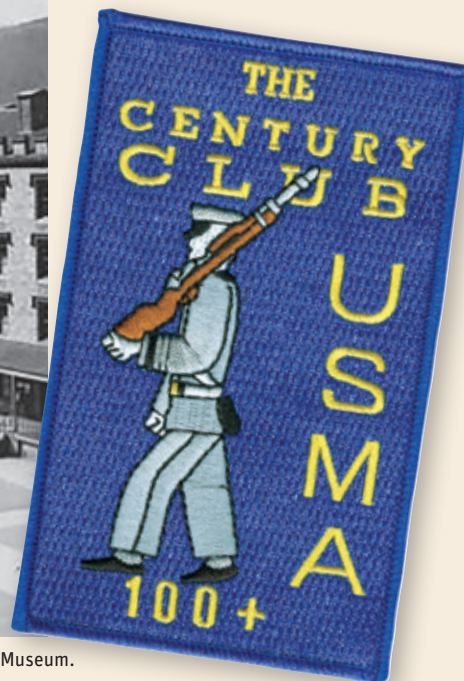


Be Thou at Peace

Deaths reported from January 1–March 31, 2016.

COL Harry W. McClellan, USA, Retired	1939	Brig Gen Irving B. Reed, USAF, Retired	1951	Dr. Gordon S. Livingston	1960
LTC Alfred L. Toth, USA, Retired	1943JAN	Mr. Herbert Roth Jr.	1951	LTC Michael D. Mierau, USA, Retired	1960
Lt Col William H. Milnor, USAF, Retired	1944	LTC Francis A. St. Mary, USA, Retired	1951	LTC Charles P. Burns, USA, Retired	1961
Col Robert M. Shoemaker, USAF, Retired	1944	COL Richard S. Bullock, USA, Retired	1952	Dr. Frank L. Heikkila	1961
LTC Walter J. Cain, USA, Retired	1945	Maj Richard J. Hall, USAF, Retired	1952	Dr. Robert R. Protzman	1961
COL Bernard E. Johnsrud, USA, Retired	1945	COL John F. C. Kenney Jr., USA, Retired	1952	LTC Walter G. Robertson, USA, Retired	1961
Col Edwin G. Kellum, USAF, Retired	1945	Mr. Richard B. Ray	1952	Mr. James V. Kimsey	1962
Col Harry R. Patrick, USAF, Retired	1945	LTC Gilbert T. Scott, USA, Retired	1952	Mr. Michael R. N. McDonnell	1962
Maj Gen Edmund A. Rafalko, USAF, Retired	1945	Mr. Robert G. Bartlett	1953	Mr. Wiley W. McCrary	1963
Lt Col James A. Reints, USAF, Retired	1945	Mr. Richard L. Durham	1953	Mr. John W. Lang III	1964
Mr. John W. Reynolds	1945	LTC Howard Hazlett III, USA, Retired	1953	COL Herbert D. Raymond III, USMC, Retired	1964
Col Russell E. Taliaferro, USAF, Retired	1945	LTC David D. Horner, USA, Retired	1953	LTC Edgardo Q. Abesamis, Philippine Army, Retired	1965
Mr. Joseph C. Clark	1946	Mr. Thomas O. Pickett	1953	COL Richard D. Kline, USA, Retired	1966
Col Robert C. Clemenson, USAF, Retired	1946	LTC William T. Archer, USA, Retired	1954	LTC Stephen A. May, USA, Retired	1967
LTC Walter L. Frankland Jr., USA, Retired	1946	Col William D. Bathurst, USAF, Retired	1954	COL Manolo N. Diamante, Philippine Army, Retired	1968
LTG Charles M. Hall, USA, Retired	1946	LTC James L. Chapman III, USA, Retired	1954	Dr. William J. Peplinski	1968
COL David N. Hutchison, USA, Retired	1946	COL Charles A. Debelius, USA, Retired	1954	LTC Thomas H. Simmons USA, Retired	1968
BG Wilbur F. Joffrion, USA, Retired	1946	Brig Gen Duane H. Erickson, USAF, Retired	1954	Dr. Jack W. Swaney	1968
COL E. L. Powers, USA, Retired	1946	Mr. David F. Harris	1954	MAJ John M. Forbes Jr., USA, Retired	1970
Mr. John D. Whitmore	1946	LTC James R. Henry, USA, Retired	1954	Mr. Maximiliano B. Kelly	1970
Lt Col Harold J. Eberle, USAF, Retired	1947	Lt Col Thomas R. Shukay, USAF, Retired	1954	COL Thomas Lainis Jr., USA, Retired	1971
Lt Col Edson L. Garrabrants, USAF, Retired	1947	Lt Col John K. Stephenson, USAF, Retired	1954	Mr. Leonel X. Munoz	1971
Col King D. Simon, USAF, Retired	1947	LTC John E. Martling, USA, Retired	1955	Mr. Ronald D. Keenan	1972
LTC William M. Sullivan, USA, Retired	1947	Mr. Richard A. Regnier	1955	LTC Dallas F. Britton, USA	1973
Gen William Y. Smith, USAF, Retired	1948	LTC Robert C. H. Schmidt, USA, Retired	1955	Mr. Craig V. Landrith	1973
Mr. Arthur Snyder Jr.	1948	COL Jon C. Vanden Bosch, USA, Retired	1955	MAJ Ronny E. Reid, USA, Retired	1974
Dr. William A. Gardner Jr.	1949	LTC Roger R. Redhair, USA, Retired	1956	Mr. John S. Walker	1974
Mr. John A. Hammack	1949	LTC Herrol J. Skidmore Jr., USA, Retired	1956	Mr. Clayton R. Wheeler	1974
Mr. Stanley A. Meyerhoff	1949	Mr. James L. Stroope	1956	MAJ Jean-Luc M. Nash, USA, Retired	1975
Mr. James F. Schmidt	1949	LTC Peter J. Chittick, USA, Retired	1957	Lt Col Robert C. Allgood Jr., USAF, Retired	1976
COL Edward K. Yellman, USA, Retired	1949	Mr. William D. Deegan	1957	COL Stanley C. Plummer, USA, Retired	1976
LTC Andy J. Byers, USA, Retired	1950	MG James D. Smith, USA, Retired	1957	COL Christopher F. Kurek, USA, Retired	1977
Col Ernest C. Dunning Jr., USAF, Retired	1950	Mr. Donald R. Stackhouse	1957	Mr. Rory J. Howard	1984
COL George H. Hubbard II, USA, Retired	1950	LTC Michael K. Stein, USA, Retired	1957	Ms. Maureen E. Linehan	1984
COL Lawrence W. Jackley, USA, Retired	1950	Mr. James B. Morgan	1958	MAJ Jeffrey B. Dallas, USAR	1985
COL Malcolm D. Johnson, USA, Retired	1950	LTC Peter Shunk, USA, Retired	1958	Mr. Kelly D. Ouderkirk	1989
COL Francis King, USA, Retired	1950	COL James H. Weis, USA, Retired	1958	CPT Ross L. Brigger, USA, Retired	1990
Lt Gen Lloyd R. Leavitt Jr., USAF, Retired	1950	COL Ronald C. Baldwin, USA, Retired	1959	Mr. Edward C. Henrichson	1995
Mr. Edward B. Quinn	1950	LTC Albert V. Goodpasture III, USA, Retired	1959	Mr. Timothy J. O'Connor	1998
Mr. Pedro I. Schira	1950	Lt Col Harold S. Hughes, USAF, Retired	1959	MAJ Benjamin J. Recla, USA	2004
LTC Robert W. Flanagan, USA, Retired	1951	COL John S. Wilson, USA, Retired	1959	Mr. Taylor A. Force	2009
COL John P. Haumersen, USA, Retired	1951	LTC Lee Allen, USA, Retired	1960	1LT Michael T. Ziegler, USA	2013
Mr. Paul E. Niedringhaus	1951	LTC Joseph G. Felber, USA, Retired	1960		

Past in Review



Left: Cadets walking area tours in 1933. **Right:** This novelty patch is available only at the West Point Museum.

Demerits and Area Tours: The Heart of a Timeless Disciplinary System

By **Kim McDermott '87**, WPAOG staff

The 1867 publication *Guide to West Point and the United States Military Academy* says, “A person must carry to the Academy...a disposition to conform to discipline.” It seems an obvious conclusion, yet it wasn’t always so. In the earliest years of the Academy, there was no formal disciplinary system. But one legacy left by “Father of the Academy” Sylvanus Thayer—demerits and area tours—has been the centerpiece of the disciplinary system that all graduates are familiar with. A very select few make it through West Point with absolutely zero demerits or area tours (also known as “hours”).

When Brevet Major Thayer, Class of 1808, became the Superintendent of the Military Academy in 1817, true discipline was lacking in the Corps. As members of the service, cadets were tried by court-martial for all violations of regulations, inefficient at best. Soon realizing that he needed the authority to deal quickly with minor issues, Thayer sought—and received—approval from Secretary of War John Calhoun to restrict the

use of courts martial to serious offenses and handle lesser infractions locally.

A year into his command, he appointed Captain John Bliss, Class of 1811, to institute and oversee good order and discipline. Bliss may have been an effective disciplinarian, but his methods—he treated cadets less like the officers they were to become and more like regular soldiers—caused dissension in the ranks. After one particular protest, Thayer summoned the five ringleaders and ordered them off the installation. The five then attempted to leverage their parents’ political connections and took their case as far as the Capitol. Even though some of their complaints reached President James Monroe, he had no sympathy for them—ultimately siding with Thayer.

Early forms of punishment included extra tours of guard duty, restriction to room, and confinement in the light or dark prison rooms in the old North Barracks. The light prison rooms had windows, lanterns and candles; the dark had no light whatsoever. “Area tours,” as

they are now known, developed as a result of the first known punishment, tours of extra guard duty. It became apparent rather quickly that cadets were equating legitimate tours of guard duty with punishment—and this was not good for morale.

Thus the extra tours evolved into police duty, work details, and eventually just marching back and forth in the common areas. Of course, a proper uniform and inspection has always been part of the experience. Over the years, the uniform (to include carriage of a rifle) and location of tours varied. While serving punishment tours, cadets walk silently. They do not talk amongst themselves or to passersby, and other cadets may not loiter and watch. And while occasionally work tours replaced walking tours, the latter is most common.

Thayer instituted the demerit system in 1825. Demerits were so named because originally, demerits counted against class rank (or order of merit) at graduation. Accumulating over 200 demerits could, and did, result in

Past in Review

dismissal prior to graduation. As the disciplinary system evolved, different combinations of demerits and area tours would be “awarded” (a classic USMA oxymoron: awarding punishment) for violating regulations. At some point demerits became less menacing as they did not have a direct effect on class rank, but an abundance on one’s record could certainly count against one’s military grade.

As mentioned, walking area tours proved to be an effective deterrent to those inclined to break the rules. So effective, in fact, that the practice still works after almost 200 years. And it’s quite simple to explain why: walking the area is a supreme waste of time. And not just any time—free time. Cadets have a finite amount of true recreation time, and walking area tours consumes those “hours which would otherwise be given to sweet leisure.” The punishment never interferes with normal duties such as classes or training, and is only in effect when a cadet is on off-duty status.

Furthermore, because the punishment must be supervised by a cadet guard, walking tours are of a limited duration. Currently, that is seven hours per weekend—two on Friday, five on Saturday. (On long weekends, they can walk an extra eight hours on Monday.) Corps Squad athletes and cadets with either a physical profile or academic probation typically “sit” their hours, but have to sit two hours for every one hour awarded.

Nonetheless, being an “area bird” isn’t always miserable. In *WEST POINT Moulder of Men*, William H. Baumer Jr. ’33 pointed out, “Cadets who walk many punishment tours seem to become either cynics or rather cheerful philosophers. While walking in silence they have ample time to be alone with their thoughts and have an opportunity to contemplate objectively their life at the Academy.” Apparently, even classics are borne of the experience. Paul Reinecke, Class of 1911, is said to have written the lyrics to the “Alma Mater” while walking tours in

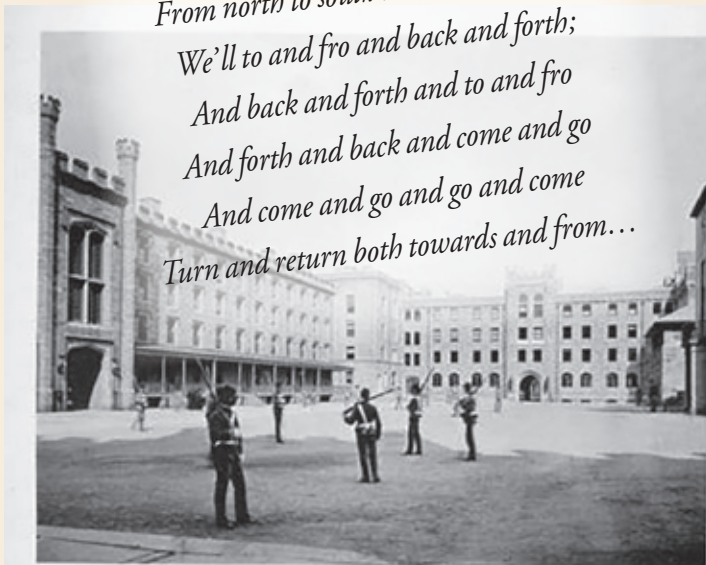
1908. And it would be a sin of omission to not mention those who are proud members of the “Century Club,” who have walked one hundred hours or more.

In 1911, Brigadier General John J. Pershing, Class of 1886, was in the Philippines and unable to attend his 25th class reunion. He penned a letter to his classmates wishing them a grand time and recollecting various stories of their cadet youth. One such remembrance about some plebe year late-night studies included, “I paid the penalty by walking six tours of extra duty.”

Baumer also said, “The theme of West Point is that duty be well performed and that means discipline, respect for authority and a desire to live up to the regulations.” Thanks to Sylvanus Thayer, and his understanding of that concept over a century before, West Point cadets generally live up to those principles. And when they do not, they walk. Back and forth. ★

This excerpt from *The Ten Extras* by Williston Fish, Class of 1881, is an apt description of walking the area:

20 March 1915
From barracks to the guard house line
All back and forth we’ll peregrine,
From north to south and south to north
We’ll to and fro and back and forth;
And back and forth and to and fro
And forth and back and come and go
And come and go and go and come
Turn and return both towards and from...



Above: Walking punishment tours in 1896. **Right:** A 1995 cadet spoof of the famous Absolut Vodka advertisements, first popularized in the 1980s.



USAA is proud to be the
Preferred Provider
of Financial Services for the
West Point Association of Graduates

A GUARANTEED RETIREMENT SOLUTION. NOW WITH A **3%** GUARANTEED BOOST¹



Give your portfolio a boost with our Flexible Retirement Annuity.

For a limited time, earn an extra 3% bonus match on money you contribute for the first year. That's on top of the guaranteed growth², tax-deferred earnings and minimal economic risk that come standard.



LEARN MORE ABOUT OUR GUARANTEED FIXED SAVINGS ANNUITIES.

USAA.COM/ANNUITIES OR 877-584-9724

Investments/Insurance: Not FDIC Insured • Not Bank Issued, Guaranteed or Underwritten • May Lose Value

¹ **Not available in New York.** Premium bonus (boost) offer is limited to the purchase of a new USAA Flexible Retirement Annuity only. The advertised rate shown is the rate currently in effect and is subject to change without notice. Premium bonus amount will never be less than 1% of your first-year premiums. Rate/Bonus lock time periods and premium bonus are subject to change. Bonus match percentage is fixed and will not change after the contract is issued. Premium bonus (when offered) is locked for 45 days after it is quoted. If contract is not funded within 45 days, bonus rate could change. ² The fixed annuity guarantee is against principal loss and depends on the claims-paying ability of the issuer.

Purchase of a product other than USAA auto or property insurance, or purchase of an insurance policy offered through the USAA Insurance Agency, does not establish eligibility for or membership in USAA property and casualty insurance companies. An annuity is a long-term insurance contract sold by an insurance company and designed to provide an income, usually after retirement, that cannot be outlived. There are fees, expenses and surrender charges that may apply. Money not previously taxed is taxed as income when withdrawn. Withdrawals before age 59½ may be subject to a 10% federal tax penalty. Annuities are suitable for long-term investing, particularly retirement savings. You may wish to seek independent legal or financial advice before selling or liquidating any assets and prior to the purchase of any life or annuity products.

No Department of Defense or government agency endorsement.

Flexible Retirement Annuity: ARA33846ST 03-99 (varies by state); in NY, NRA36171NY 05-00. Call for details on specific costs, benefits, limitations and availability in your state.

Annuities provided by USAA Life Insurance Company, San Antonio, TX, and in New York by USAA Life Insurance Company of New York, Highland Falls, NY. All insurance products are subject to state availability, issue limitations, and contractual terms and conditions. Each company has sole financial responsibility for its own products.

WPAOG receives financial support from USAA for this sponsorship. © 2016 USAA. 226779-0216



West Point Association of Graduates

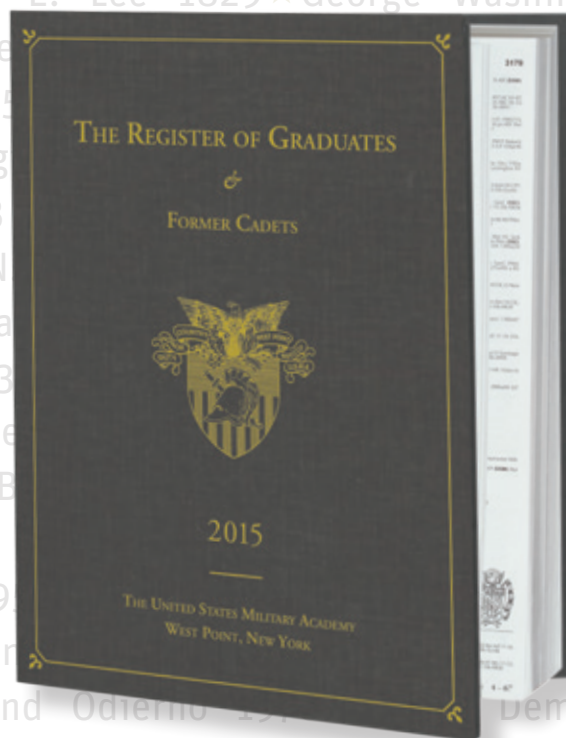
698 Mills Road
West Point, NY 10996-1607

WestPointAOG.org
845.446.1500

LIMITED EDITION—Order Your Copy Today!

The New West Point Register of Graduates A Treasury of Academy History at your Fingertips

- Every graduate 1802–2015
- Class crests, mottos, graduation speakers
- Award recipients: Medal of Honor, Thayer, Nininger, Distinguished Graduates
- Ancestry Listing of West Point Graduates, First Captains, International Graduates and more!



WPAOGGiftShop.com | 800.426.4725 | FAX: 845.446.1694

Update your contact information at WestPointAOG.org/profile to ensure you continue to receive *West Point* magazine and other WPAOG information.

Questions? 1.800.BE.A.GRAD or RedSash@wpaog.org

FIND WPAOG 24/7 ON:

