

Innovation in the Military
**THE CHALLENGE
IN A CHANGING SOCIETY**

Information Book

sponsored by

*The Department of Political Science and Philosophy
and The Air Force Academy Interim Education Center*

**3rd ANNUAL
INTER-SERVICE
DEFENSE POLICY
CONFERENCE**

THIRD ANNUAL INTERSERVICE DEFENSE POLICY CONFERENCE

UNITED STATES AIR FORCE ACADEMY

3 - 5 APRIL 1974

*"Innovation in the Military:
The Challenge in a Changing Society"*

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THIRD ANNUAL INTERSERVICE DEFENSE POLICY CONFERENCE

SCHEDULE OF EVENTS

Wednesday, 3 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in Lectinar L-6
0830-0900	Opening remarks, rules of engagement and discussion. Chaired by Colonel Wakin and Lt Colonel Daleski
0900-1130	Plenary Session One Address by AF Secretary John L. McLucas

ISSUE AREA 1: The Concept of Professionalism - A Foundation
for Innovation.

TOPIC 1: The Nature of the Profession

PAPERS:

1. "What We Are To Be And What We Are To Do" by Colonel Mark A. Moore, USMC. Commentator: Capt John H. Garrison, USAF.
2. "The Value Dimension of Professionalism: Some Reflections" by Captain Michael O. Wheeler, USAF. Commentator: Colonel John T. Chain, Jr., USAF.

TOPIC 2: The Careerist Syndrome

PAPER:

"Why Have So Many Critics Accused the Contemporary American Officer Corps of Fostering Careerism?" by Commander L. T. Wright, USN.
Commentator: Colonel Malham M. Wakin, USAF

TOPIC 3: The Public Image of the Profession

PAPER:

"A Century of Fluctuating Popularity: The Military Profession" by Lt Commander Ronald F. Zlatoper, USN. Commentator: Lt Commander Jerry M. Blesch, USN.

Schedule of Events

1135	Bus departs for Officers' Club
1145-1245	Lunch at Officers' Club
1245	Bus returns delegates to Academic area
1300-1600	Plenary Session Two

ISSUE AREA 2 Innovation in National Security Management

PAPERS:

1. "The New Challenges to National Security: One Soldier's View" by Colonel Robert Leider, USA. Commentator: Colonel William E. Albright, Jr., USAF.
2. "Public Opinion and National Security" by Major Shirley J. Bach, USAF. Commentator: To Be Announced
3. "Irrationality, Uncertainty and Tactical Nuclear Weapons: Deterrence or Destruction" by Commander Craig Campbell, USN. Commentator: To Be Announced.
4. "Limited War and American Ground Forces: Toward New Doctrine" by Richard Hart Sinnreich. Presented by Major Stanley W. Russell, USA. Commentator: Major Robert H. Baxter, USAF.

1615	Bus departs for VOQ/Officers' Club
1800	Bus departs VOQ for informal buffet hosted by the Department of Political Science and Philosophy
2200	Bus returns delegates to VOQ

Thursday, 4 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in Lectar L-6
0830-1145	Plenary Session Three

ISSUE AREA 2: Innovation in National Security Management (cont)

PAPERS:

1. "Resource Availability and National Security Policy" by Captain Daniel W. Christman, USA. Commentator: Captain Paul H. Bragaw, USAF.

2. "Adaptive Systems Concepts and Their Application to Strategic Planning" by Lt Colonel John A. Shaud, USAF. Commentator: Colonel Herman L. Gilster, USAF.
3. "Quality vs. Quantity: Designing to Cost" by Lt Commander William C. Miller, USN. Commentator: Lt Colonel Richard Kuiper, USAF
4. "Strategy Management: One Too Many Adversaries in the Process" by Colonel Louis G. Michael, USA. Commentator: Lt Commander Elizabeth G. Wylie, USN.

1155	Group Photograph: Eagle and Fledgling Statue
1215	Lunch with Cadet Wing at Mitchell Hall
1330-1700	Plenary Session Four

ISSUE AREA 3: Innovation in Personnel Management

TOPIC 1: Personnel Management Systems

PAPER:

"Management by Objectives" by Colonel John H. Johns, USA. Commentator: Lt Colonel Donald P. Shaw, USA.

TOPIC 2: Management and the All Volunteer Force

PAPERS:

1. "Thoughts on the All Volunteer Force" by Commander Pauline M. Hartington, USN. Commentator: Lt Col Marion G. Busby, USMC
2. "Recruit Quality in the AVF Environment" by Major John M. Dye, USMC. Commentator: Lt Commander Lee Gunn, USN

TOPIC 3: Education

PAPERS:

1. "Developing an Alternative Approach to Race Relations Education - Identifying Military Middle Management Resistance" by Lt Commander Peter H. Cressy, USN. Commentator: Lt Colonel Richard Daleski. is
2. "Some Reflections on the War Colleges" by Colonel John B. Keeley, USA. Commentator: Major Larry D. Budge, USA.

Schedule of Events

1700	Bus departs for VOQ/Officers' Club
1830-1930	Cocktails, Officers' Club
1930-2145	<u>Speaker: Vice Admiral Stansfield Turner, USN</u> <u>President, Naval War College</u>

Friday, 5 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in H-1
0830-0915	Briefing on USAF Academy Curriculum
0930-1130	Plenary Session 5 (Lectinar L-6)

ISSUE AREA 4: Personnel Management and Costs of Innovation

PAPERS:

1. "Personnel Management in USAREUR" by Lt Colonel Stanley M. Kanarowski, USAF. Commentator: Lt Colonel Michael McCarden, USA.
2. "Evaluation, Inflation and Order of Merit" by Lt Colonel John G. Pappageorge, USA. Commentator: Lt Colonel Jerauld R. Gentry, USAF
3. "Inter-Service Parochialism" by Major Lawrence L. Gooch, USAF. Commentator: Colonel William Rawlinson, Jr., USA.

1135	Bus departs for Officers' Club
1145-1245	Lunch at Officers' Club
1245	Bus returns delegates to Academic Area
1305	Delegates wishing to observe cadet class meet instructors at Lectinar L-6
1315-1405	Attend cadet class or free time
1415-1645	Plenary session 6/Committee discussions
1645-1700	Conference adjourns; closing remarks
1705	Bus departs for VOQ/Officers' Club
Evening	Open



VICE ADMIRAL STANSFIELD TURNER, US NAVY
President, US Naval War College

Vice Admiral Stansfield Turner became the 36th President of the Naval War College on June 30, 1972. He is the youngest flag officer and only Rhodes Scholar ever to assume the presidency of the Navy's senior graduate level educational institution.

A native of Highland Park, Illinois, Vice Admiral Turner entered Amherst College in 1941 and 2 years later transferred to the US Naval Academy at Annapolis. After graduation he served a year at sea before entering Oxford University where his studies as a Rhodes Scholar led to a Master's Degree.

After Oxford, he held a variety of sea assignments, including command of a minesweeper, a destroyer and a guided missile frigate which he placed in commission. His shore duties included the Politico-Military Policy Division in the Office of the Chief of Naval Operations, the Office of the Assistant Secretary of Defense for Systems Analysis, the Advanced Management Program at the Harvard Business School and Executive Assistant and Naval Aide to the Secretary of the Navy.

He was selected for promotion to Rear Admiral in May, 1970 and shortly thereafter assumed command of a Carrier Task Group of the SIXTH Fleet in the Mediterranean aboard the aircraft carrier USS Independence. After that and just prior to his assignment as War College President, he served as Director of the Systems Analysis Division of the Office of the Chief of Naval Operations.

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1974 DELEGATE BIOGRAPHIES

Colonel William E. Albright, Jr., USAF

Colonel William E. Albright, Jr., USAF, graduated from West Point in 1954 and received an M.A. degree from the Graduate Institute of International Studies, Geneva, Switzerland in 1962. Currently serving as Military Assistant to the Secretary of Defense and Deputy Secretary of Defense, Colonel Albright was a member of the Department of State Senior Seminar in Foreign Policy and held Planning and Programming assignments at HQ USAF and HQ MACV. Decorations include the Bronze Star, Meritorious Service Medal and the Air Force Commendation Medal.

Major Shirley J. Bach, USAF

Major Shirley J. Bach, USAF, received a B.S. degree in Education from Clarion College in 1954, an M.S. in Governmental Public Relations from Boston University in 1963 and a Ph.D. in Communication Research from the University of North Carolina in 1972. Her dissertation topic was "Structure Language and Percept Selection: A Study Through Attribute Analysis." Major Bach has presented several research papers to professional organizations. She is currently the Chief of the Projects/Plans Branch of the Office of Information, Office of the Secretary of the Air Force. Major Bach has been awarded the Joint Service Commendation Medal and the Air Force Commendation Medal.

Major Robert H. Baxter, USAF

Major Robert H. Baxter, USAF, graduated from the USAF Academy in 1962 and won a Rhodes Scholarship for advanced study in Politics, Philosophy and Economics at Oxford. Currently assigned to the Air Staff, Plans and Policy, Middle East, Major Baxter was a White House Fellow in 1972-73. An accomplished fighter pilot, Major Baxter was the outstanding graduate of the USAF Fighter Weapons School at Nellis AFB, Nevada and also the outstanding graduate of his pilot training class at Webb AFB, Texas. He flew 300 combat missions in the F-100 in Southeast Asia and his awards include the Distinguished Flying Cross, Bronze Star, and Air Medals.

Lieutenant Commander Jerry M. Blesch, USN

Lieutenant Commander Jerry M. Blesch, USN, is a 1962 graduate of the United States Naval Academy. In 1971 he received an M.S. in Personnel Management from the United States Naval Postgraduate School. Presently serving as Executive Officer of the U.S. Naval Recruiting District, Houston, Texas, Lt Commander Blesch has held assignments as the Executive Officer of the USS VOGE (DE-1047) and as the U.S. Navy's "Ombudsman" at the Bureau of Naval Personnel, Washington, D. C. Lt Commander Blesch has been awarded the Navy Commendation Medal and the Navy Achievement Medal.

Captain Paul H. Bragaw, USAF

Captain Paul H. Bragaw, USAF graduated from the University of Maryland in 1965 with a B.A. degree. Currently assigned as a Missile Operations Staff Officer at Offutt AFB, Nebraska, he has served as a missile combat crew member at Whiteman AFB, Missouri and as SAC Missile Crew Evaluator and Chief, Analysis Division at Vandenberg AFB, California. Captain Bragaw has received the Meritorious Service Medal, Air Force Commendation Medal and the Combat Readiness Medal.

Major Larry D. Budge, USA

Major Larry D. Budge, USA, received his B.A. from West Point in 1961 and an M.A. from Oxford University in 1964. He attended the Army Command and General Staff College in 1971-72. He is currently serving as Civil Schools Action Officer, Infantry Branch at the Officer Personnel Directorate. Previous assignments include Plans Officer and Assistant to the Chief of Delegation, Four Party Joint Military Committee and Evaluation Officer, Pacification Studies Group, MACV. Major Budge's decorations include the Silver Star, Bronze Star, Joint Service Commendation Medal and the Army Commendation Medal.

Lieutenant Colonel Marion Gordon Busby, USMC

Lieutenant Colonel M. G. Busby, USMC, received his undergraduate degree from the University of Michigan in 1957 and an M.B.A. from George Washington University in 1969. He attended the U.S. Marine Corps Command and Staff College in 1968-69 and was subsequently assigned as Battalion Executive Officer with the 3rd Marine Division in Vietnam and Okinawa. Lt Colonel Busby also served as an instructor at West Point and is currently Head, Special Programs Section, Officer Assignment Branch, HQ U.S. Marine Corps, Washington, D. C. His decorations include the Bronze Star Medal for Valor (2), Army Commendation Medal, and the Navy Achievement Medal (2).

Commander Craig Campbell, USN

Commander Craig Campbell, USN, graduated from the University of Utah with a B.S. degree in 1958 and received an M.S. from George Washington University in 1970. Commander Campbell is currently a student at the National War College and served as Naval Aide to the President from January 1971 to February 1973. He is a Naval Aviator and has served as Air Anti-Submarine Warfare Advisor to the Royal Norwegian Air Force. Commander Campbell has been awarded the Joint Service Commendation Medal.

Captain Daniel W. Christman, USA

Captain Daniel W. Christman, USA, graduated from West Point in 1965 and received M.P.A. and M.S.E. degrees from Princeton University in 1969. He has written "The Defense Department-Foreign Energy Sources and Military Power" to be published in Military Review. Currently a student at the Command and General Staff College, Captain Christman was Assistant Professor of Economics at West Point and also served as a Company Commander and Battalion Staff Officer in Vietnam. His decorations include the Bronze Star (2), Air Medal (3) and Army Commendation Medal (2).

Lieutenant Commander Peter H. Cressy, USN

Lieutenant Commander Peter H. Cressy, USN, received his undergraduate degree from Yale University in 1963, an M.S. in International Affairs from George Washington University in 1973 and is currently pursuing an M.B.A. from the University of Rhode Island. Lt Commander Cressy served as an Aide and Flag Lieutenant with the Antilles Defense Command in Puerto Rico and as a Training Officer with Patrol Squadron 49 in Jacksonville, Florida and Iceland. He was subsequently assigned to the Naval War College as a student and is currently on the faculty of the Naval War College.

*May 1971 Staffed
Impressed
USAFA - also apt*

Lieutenant Colonel Richard J. Daleski, USAF

Lieutenant Colonel Richard J. Daleski, USAF, is a 1956 graduate of West Point and received his M.P.A. degree from the Woodrow Wilson School of Public and International Affairs, Princeton University, in 1962. He received an M.A. and Ph.D. from the University of Denver in 1971. Currently assigned to the Department of Political Science and Philosophy, USAFA, Colonel Daleski has served as a MAC Aircraft commander, instructor pilot in C-130 aircraft in the Philippines, and is publishing a study, Promoting Political Development. He has authored "NATO's Nuclear Dilemma," in International Organizations and Military Security Systems. Decorations include the Distinguished Flying Cross, four Air Medals, Air Force Commendation Medal, and the Marine Corps Presidential Unit Citation.

Captain John R. Desiderio, Jr., USAF

Captain John R. Desiderio, Jr., USAF, graduated from the University of Maryland in June 1964 with a B.A. in Government and Politics and attended graduate school at the George Washington University and was awarded a Master's degree in Political Science in February 1970. Currently an instructor in the Department of Political Science and Philosophy teaching Comparative Defense Policy, Captain Desiderio previously served as a current Intelligence briefing officer at the Defense Intelligence Agency, Pentagon. In this capacity he prepared and presented current intelligence briefings to the Chairman and JCS Secretary of the Air Force and other high-level military and civilian officials in DOD. Captain Desiderio's decorations include the Meritorious Service Medal and Air Force Commendation Medal (1 OLC).

Major John M. Dye, USMC

Major John M. Dye, USMC, graduated from the University of West Virginia with a B.S.C.E. degree in 1962 and received an S.M. degree in 1965 from M.I.T. and an M.S. in 1972 from the University of Rochester. He is currently serving as a Budget/Programs Officer at UQ United States Marine Corps, Washington, D. C. Previous assignments included duty as Group S-4, Danang, and as Experimental Test Pilot, Major Dye has published numerous articles on flying and has been awarded the Distinguished Flying Cross, Air Medal and Navy Commendation Medal.

Captain Charles L. Fox, USAF

Captain Charles L. Fox, USAF, received a B.A. degree in Political Science from Seattle University in 1965 and an M.A. in International Affairs from the University of Washington in 1967. Captain Fox has served as an Intelligence Officer in PACAF and USAFE and also was the Assistant Executive Officer to the Vice Commander, USAFE (1972-73). A Distinguished Graduate of Squadron Officers School, Captain Fox is currently an instructor in the Department of Political Science and Philosophy teaching the International Political System. His decorations include the Meritorious Service Medal and the Air Force Commendation Medal (2 OLC).

Captain John H. Garrison, USAF

Captain John H. Garrison, USAF, graduated from Dartmouth College in 1966 with an A.B. in Government and received an M.A. degree in International Relations from Ohio State University in 1967. Captain Garrison was assigned directly from graduate school to the Directorate of Intelligence, HQ 12th Air Force where he served as an Air Targets Officer. After 18 months in Southeast Asia, Capt Garrison was assigned to the Defense Intelligence Agency, Washington, D.C. While there, he served as an Intelligence Staff Officer. Captain Garrison has been an instructor in the Department of Political Science and Philosophy at the Air Force Academy since July of 1972, and is an April 1973 Distinguished Graduate of Squadron Officers School. His decorations include the Bronze Star Medal (1 OLC) and the Meritorious Service Medal.

Lieutenant Colonel Jerauld R. Gentry, USAF

Lieutenant Colonel Jerauld R. Gentry, USAF, graduated from the U.S. Naval Academy in 1957 and received an M.A. in Systems Management from USC in 1969. He is currently assigned at the Pentagon as a staff officer with the Tactical Fighter Requirements Office. Lt Colonel Gentry previously served as a Test Pilot at Edwards AFB, California and with the 8 TFW at Ubon, Thailand. He has published numerous articles including "F-4 Spin Test Results." Lt Colonel Gentry's decorations include the Silver Star, Distinguished Flying Cross (LOLC), Air Medal (15 OLC) and Meritorious Service Medal.

Colonel Herman L. Gilster, USAF

Colonel Herman L. Gilster, USAF, graduated from West Point in 1953 and received an M.B.A. from the University of Denver. In 1967 an M.P.A. from Harvard in 1965 and a Ph.D. in Economics from Harvard in 1968. His publications include "A Dynamic Decision Model for Arms Procurement." Papers in Quantitative Economics, ed. by Quirk and Zarley and several articles in Air University Review and Operations Research, as well as classified studies. Currently assigned to the Operations Evaluation Group, Assistant Chief of Staff for Studies and Analysis, HQ USAF, Colonel Gilster has served as Associate Professor of Economics and Management, USAF Academy and in Operations Analysis positions with HQ Pacific Air Force and 7th Air Force. Also he was a B-47 Aircraft Commander at March AFB, California and Dyess AFB, Texas.

Major Lawrence L. Gooch, USAF

Major Lawrence L. Gooch, USAF, Received his B.S. degree from the USAF Academy in 1962, an M.S. in Astronautics from the U.S. Air Force Institute of Technology in 1964 and a Ph.D. in Operations Research from the University of Texas in 1972. His dissertation was "Policy Capturing Using Local Models: The Application of the Aid Technique in Judgement Modeling" and he has published "Evaluation of Credit Applications with Policy Capturing" Credit and World, April/May 1972. Currently serving at HQ Strategic Air Command, Future Force Structure Directorate, Major Gooch has assignments as Project Engineer and Satellite Test Engineer at SAMSO. His decorations include the Air Force Commendation Medal (1 OLC).

Lieutenant Commander Lee F. Gunn, USN

Lieutenant Commander Lee F. Gunn, USN, graduated from UCLA in 1965 with a B.A. in Psychology and received an M.S. in Operations Research from the Naval Postgraduate School in 1971. Lt Commander Gunn is currently serving as a Promotion/Command Opportunity Analyst with the Bureau of Naval Personnel in Washington, D. C. and has served as Operations Officer on USS O'Brien (DD-725). His Naval Postgraduate school thesis is awaiting publication in shortened form as an article in the Naval Research Logistics Quarterly. He holds the Navy Commendation Medal (combat distinguishing device).

Commander Pauline M. Hartington, USN

Commander Pauline M. Hartington, USN, received her B.Ed degree from the Rhode Island College of Education in 1953 and a B.S. in Management in 1964 from the Navy Postgraduate School. Currently Commander Hartington is a student at the National War College and she holds the distinction of being the first Navy woman officer to attend the NWC. Previous assignments include Director Military Personnel, Staff Comdt/Naval District, Washington, D.C. and Plans Officer, Assistant for Women at Newport, Rhode Island. Commander Hartington has been awarded the Meritorious Service Medal and the Navy Commendation Medal.

Colonel John H. Johns, USA

Colonel John H. Johns, USA, graduated from the University of Alabama with an A.B. degree in Political Science and Economics in 1952 and an M.A. in Psychology from Vanderbilt University in 1960. He is also a Ph.D. candidate at American University and is pursuing an M.S. degree from George Washington University. Presently a student at the National War College, Colonel Johns has served as Deputy Special Assistant for Training in the Office of Chief of Staff Army, a Battalion Commander and as Associate Professor at West Point in the Department of Military Psychology and Leadership. Colonel Johns has been awarded the Legion of Merit (2 OLC), Meritorious Service Medal and Army Commendation Medal.

Lieutenant Colonel Stanley M. Kanarowski, USA

Lieutenant Colonel Stanley M. Kanarowski, USA, graduated from West Point in 1959 and received an M.A. from Oxford in 1962. He has served as a staff member with ODS/System Analysis and the National Security Council. Lieutenant Colonel Kanarowski also attended the Command and General Staff College and served as Executive Officer with 1st Brigade, 2nd Division. He is currently assigned to HQ, USAREUR.

Colonel John B. Keeley, USA

Colonel John B. Keeley, USA, received his B.S. degree from West Point in 1952 and an M.A. in Politics from Princeton University in 1957. Currently a faculty member of the Naval War College he has served as Force Structure and Manpower Analyst in the office of ASA, M&RA, Secretary of the Army and as Battalion Commander and Division G-1 in Vietnam. Colonel Keeley's decorations include the Silver Star, Legion of Merit (1 OLC), Bronze Star, Air Medal (2OLC) and Meritorious Service Medal.

Lieutenant Colonel Richard L. Kuiper, USAF

Lt Colonel Richard L. Kuiper, USAF, received his undergraduate degree from the University of Iowa in 1956. After operational assignments in the F-100 he was assigned to Ft. Benning, Georgia as a forward air controller and liaison officer. As such he served with the Army's experimental Air Mobile concept during its growth from Brigade to Division strength and deployed, in 1965, with its advanced party to Vietnam as the 1st Cavalry Division (Airmobile). Returning from Vietnam in 1966, Lt Colonel Kuiper was an F-4 instructor pilot at Davis-Monthan AFB, Arizona. In 1968, he attended the Air Command and Staff College, Maxwell AFB, Alabama, concurrently earning a Master's degree in Government from Auburn University. Since then Lt Colonel Kuiper has been assigned as an Assoc Prof in the Department of Political Science and Philosophy, USAF Academy. His decorations include the Distinguished Flying Cross with Oak Leaf Cluster, the Bronze Star and the Purple Heart.

Colonel Robert Leider, USA

Colonel Robert Leider, USA, graduated from Columbia University in 1950, received a Master of Arts degree in 1964 from George Washington University. He is currently assigned as the Deputy Director, Policy Planning and NSC Affairs, OSD-ISA. From August 1970 to March 1973, Colonel Leider served as a Senior Research Fellow at the National War College. He has published numerous books, the most recent being The Environmental Crisis: A New Consideration For National Security. His articles have appeared in many of the military periodicals as well as in Orbis. Colonel Leider has been awarded the Legion of Merit (3 OLC), Meritorious Service Medal (1 OLC) GCM (1 OLC) and Air Medal

Colonel Louis G. Michael, USA

Colonel Louis G. Michael graduated from the United States Military Academy in 1951. A 1969 graduate of the US Army War College, Colonel Michael has served as the Assistant Director of Plans, Office of Deputy Chief of Staff for Military Operations, Department of Army and as Brigade Commander, 2nd Infantry Division, Korea. He is currently assigned to the Office of the Secretary of Defense as the Deputy Director, MBFR Task Force. Colonel Michael has been awarded the US Legion of Merit (3OLC), Korean Order of National Security Merit and the Republic of Vietnam Cross of Gallantry.

Lieutenant Commander William C. Miller, USN

A 1962 graduate of the U.S. Naval Academy, Lt. Commander William C. Miller earned his M.S. in 1965 and his PhD in Electrical Engineering from Stanford University. His dissertation topic was "A Modified Mean Square Error Criterion For Use In Unsupervised Learning--Adaptive Systems, Pattern Recognition." Currently serving as the Commanding Officer of the USS McCloy (DE-1038), Lt. Commander Miller has served as the Staff Analyst, CNO Executive Panel and as Weapons Officer on the USS Sampson (DDG-10). He has received the Meritorious Service Medal, Navy Achievement Medal, Meritorious Unit Commendation, National Defense Service Medal, Armed Forces Expeditionary Medal and Vietnam Service Medal.

Colonel Marc A. Moore, USMC

Colonel Marc A. Moore, USMC, graduated from Southern Methodist University in 1951 with a B.A. in English. In 1970, he received an M.A. in Education from George Washington University and in 1972 was a Doctoral Candidate in Higher Education Management. He has written a number of articles for the Marine Corps Gazette, the most recent being "Strategy for a Triangular World." Colonel Moore is currently a student at the National War College. He has served as the Assistant Director, Marine Corps Command and Staff College and Infantry Battalion Commander in South Vietnam. He has been awarded the Legion of Merit, Bronze Star (1 OLC) Air Medal and Vietnamese Cross of Gallantry with silver star.

Major Douglas J. Murray, USAF

Major Douglas J. Murray, USAF, is a 1965 graduate of the Georgetown University School of Foreign Service and received an M.A. from the University of Texas in 1970. Currently assigned to the Department of Political Science and Philosophy, USAFA, he has served as a Titan II missile launch officer, McConnell AFB, Kansas, and Chief of the Operations Intelligence Branch, Division of Intelligence, 432 TRW, Udorn, Thailand. Major Murray has received the Air Force Commendation Medal (1 OLC) and the Air Force Outstanding Unit Citation.

Captain John J. O'Connor, USN

Captain John J. O'Connor, USN, was ordained in 1945 at St. Charles Seminary and has received an M.A. in Advanced Ethics, an M.A. in Clinical Psychology, and a Ph.D. in Political Science from Georgetown University in 1968. Currently serving as Senior Chaplain at the U.S. Naval Academy, Captain O'Connor has been assigned as Chaplain for the U.S. Marines, Fleet Force Chaplain for the Cruiser-Destroyer Force, Atlantic Fleet, and has published, Principles and Problems of Naval Leadership and A Chaplain Looks at Vietnam. Decorations include Legion of Merit, Gold Star (2nd Legion of Merit) with Combat V, and Navy Meritorious Achievement Medal.

Lieutenant Colonel John G. Pappageorge, USA

Lt. Col. John G. Pappageorge is a 1954 graduate of West Point. He has commanded infantry units at the platoon, company and battalion level and has been an instructor in the Ranger Department. He has also served in manpower and personnel staff assignments at West Point; on the Army Staff, in the Office of the DCS for Personnel; and in the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. LTC Pappageorge holds an M.A. in Government and Politics from the University of Maryland and was graduated from the US Army War College in June 1973. He has written on Soviet foreign policy for the Military Review and his article, "Raid and Destroy" in Infantry Magazine, in 1961, won for him Fort Benning's General George C. Marshall Award for Professional Writing. LTC Pappageorge is currently assigned to the Futures Group of the Strategic Studies Institute at the US Army War College. His decorations include the Legion of Merit (20LC), the Bronze Star and the Combat Infantryman's Badge.

Colonel William E. Rawlinson, Jr., USA

Colonel William E. Rawlinson, Jr. is a 1953 graduate of the United States Military Academy. In 1970 he received an MBA from George Washington University where he wrote a study on National Transportation Policy. He is a graduate of the Army Command and General Staff College and the Industrial College of the Armed Forces. Colonel Rawlinson has held a number of positions in Vietnam, most recently serving as the Assistant Chief of Staff G3/Advisor, DRAC from July 1972-March 1973. He is currently serving as the Director, Personnel Management Studies, US Army War College. He has received the Silver Star, Legion of Merit (10LC), Bronze Star Medal (10LC), Meritorious Service Medal, Air Medal (20LC), ARCOM (20LC), PH, PUC (Army), MUC, Republic of Vietnam Cross of Gallantry with Silver Star, Republic of Vietnam Honor Medal 1st Class and the Republic of China Honor Medal.

Major Stanley W. Russell, USA

Major Stanley W. Russell is a 1962 graduate of The Citadel. In 1971 he received an M. A. degree in International Relations from the Ohio State University. He has served with the 4th Infantry Division, South Vietnam as Company Commander and Division Staff, both S-3. Currently Major Russell is serving as an Assistant Professor of Political Science at the United States Military Academy.

Lieutenant Colonel John A. Shaud, USAF

Lieutenant Colonel John A. Shaud is a 1956 graduate of the United States Military Academy. In 1967 he received an M.S. degree from George Washington University and four years later a PhD from Ohio State University. He has served tours as a Flight Commander with the 12th Tactical Reconnaissance Squadron, Tan Son Nhut, Vietnam; Assistant Chief, Communication and Management Division, Air Command and Staff College, and is currently a student at the National War College. Lieutenant Colonel Shaud has received the Distinguished Flying Cross, Meritorious Service Medal, Air Medal (60LC), and the Air Force Commendation Medal (20LC).

Lieutenant Colonel Donald P. Shaw, USA

Lieutenant Colonel Donald P. Shaw, USA graduated from West Point in 1954 and received M.P.A. and M.A. degrees from Harvard University in 1960 and 1961 respectively. He served as Assistant and Associate Professor, Department of Social Sciences, West Point, 1961-1965 and has also been Executive Officer to the Chief of Staff, USAREUR; Chief, Operational Plans Branch J-3, MACV and Deputy Director, Operations Group, US Army War College. Currently Lieutenant Colonel Shaw is a student at the Army War College. He holds the Legion of Merit, Bronze Star (10LC), and the Air Medal.

Major Roy W. Stafford, Jr., USAF

Major Roy W. Stafford received his B.S. degree from the USAF Academy; S.M. (International Relations), Massachusetts Institute of Technology and M.S., M.A.L.D., Fletcher School of Law and Diplomacy. He is currently completing his PhD dissertation: "Signaling and Response: An Investigation of Soviet-American Relations with Respect to the Crisis in Eastern Europe in 1968." Major Stafford is currently an Assistant Professor of Political Science at the USAF Academy and has taught courses in defense policy, American government, and international politics. An intelligence officer, Major Stafford has served in the Far East in photo intelligence and special activities assignments and subsequently as an estimates officer at Hq MACV. He has served as a research consultant to the Director of Concepts, Doctrine and Objectives, Hq, USAF and has contributed to studies on Deterrence and Northeast Asia Security.

Colonel Malham M. Wakin, USAF

Colonel Malham M. Wakin, Professor and Head of the Department of Political Science and Philosophy, USAF Academy, was awarded an AB degree from the University of Notre Dame in 1952 and an AM degree from the State University of New York in 1953. He was the Mudd Memorial Fellow in Philosophy at the University of Southern California from which he received a PhD in Philosophy in 1959. Colonel Wakin is the author of The Viet Cong Political Infrastructure which received considerable use in the pacification program in Vietnam. During his tenure at the USAF Academy he has held various academic ranks ranging from instructor to full professor. He was appointed a Permanent Professor in 1964, and has served as a Department Head since 1967. In addition, Colonel Wakin has served as Assistant Dean for Social Sciences and Humanities and Assistant Dean for Graduate Programs.

Captain Michael O. Wheeler, USAF

Captain Michael O. Wheeler, a distinguished graduate of the United States Air Force Academy (1966) holds an M.A. in Political Science from Georgetown University (1967) and an M. A. and PhD in Philosophy from the University of Arizona (1970,1971). Captain Wheeler joined the faculty of the USAF Academy in January, 1971; he is presently an Associate Professor of Philosophy. His assignments prior to joining the faculty included student status under AFIT, staff intelligence officer at the Directorate of Intelligence, Hq, TAC, and combat intelligence officer at Takhli, Thailand. Captain Wheeler has been awarded the Air Force Commendation Medal and the Bronze Star Medal. Among his publications is "Loyalty, Honor, and the Modern Military", Air University Review, May-June 1973.

Commander Lawrence T. Wright, USN

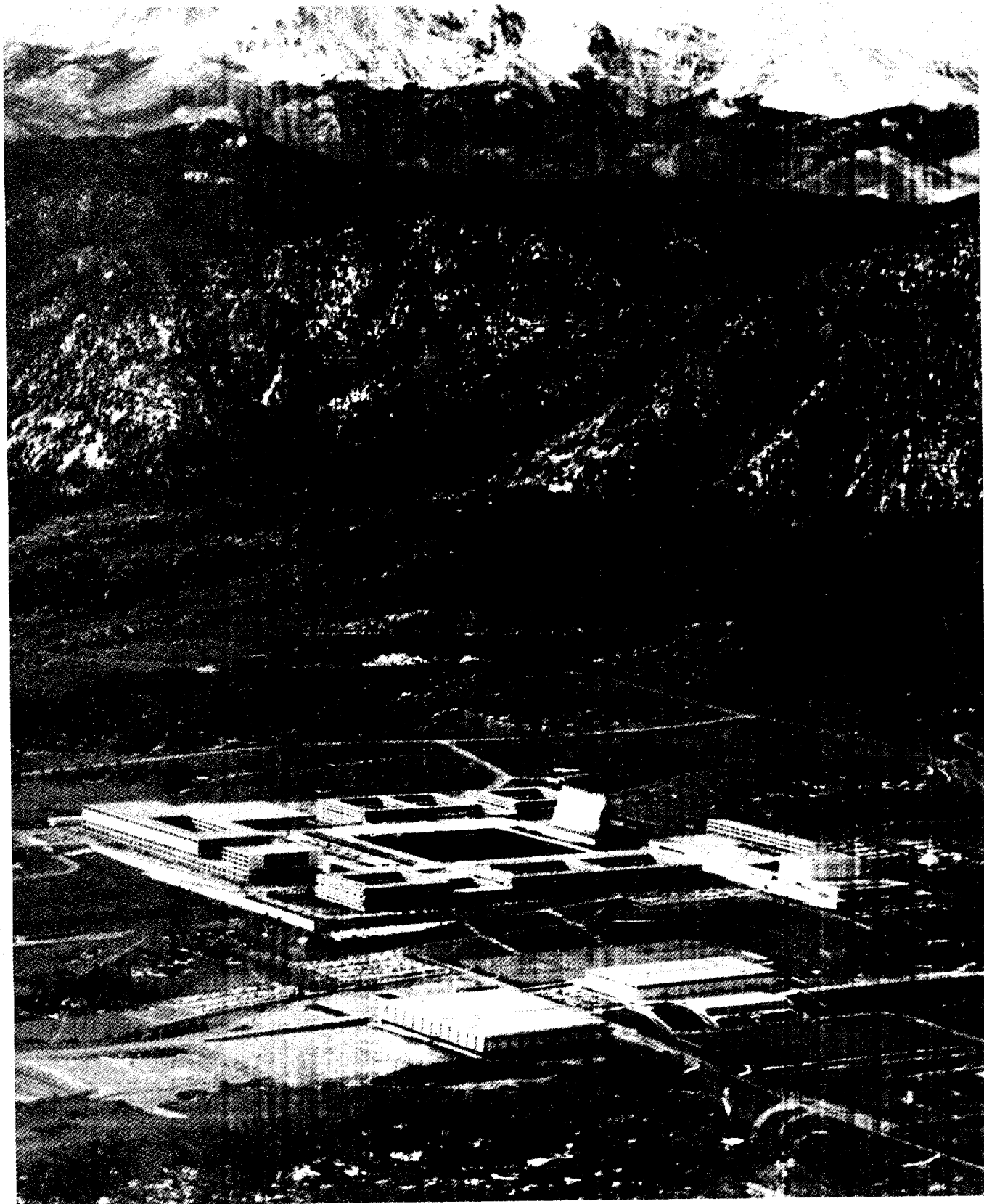
Commander Lawrence T. Wright, USN, graduated from the University of Kansas in 1958 with a B.S. degree. Currently assigned to the Pentagon as the Executive Assistant to OP-00Z, Commander Wright has attended the Naval War College and has served as Assistant Fleet Intelligence Officer to the Commander Sixth Fleet, Staff and as an intelligence officer with Fleet Air Reconnaissance Squadron Two, Rota, Spain. His decorations include the Meritorious Service Medal, Navy Commendation Medal (w/star), and the Navy Achievement Medal.

Lieutenant Commander Elizabeth G. Wylie, USN

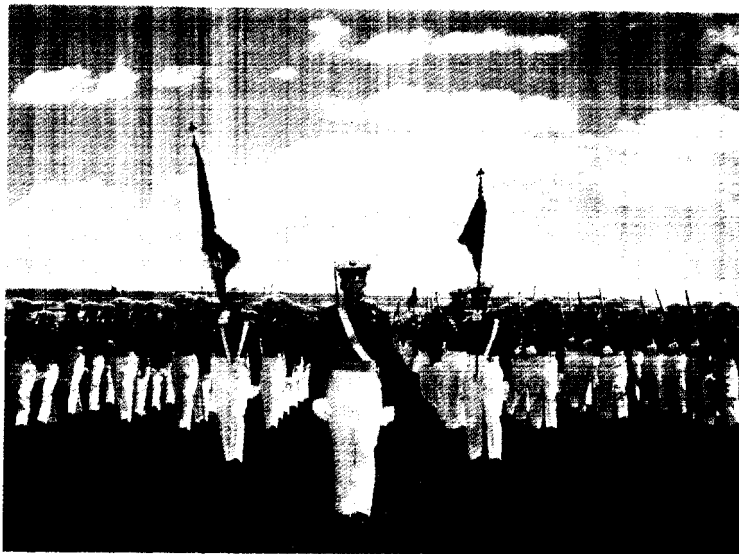
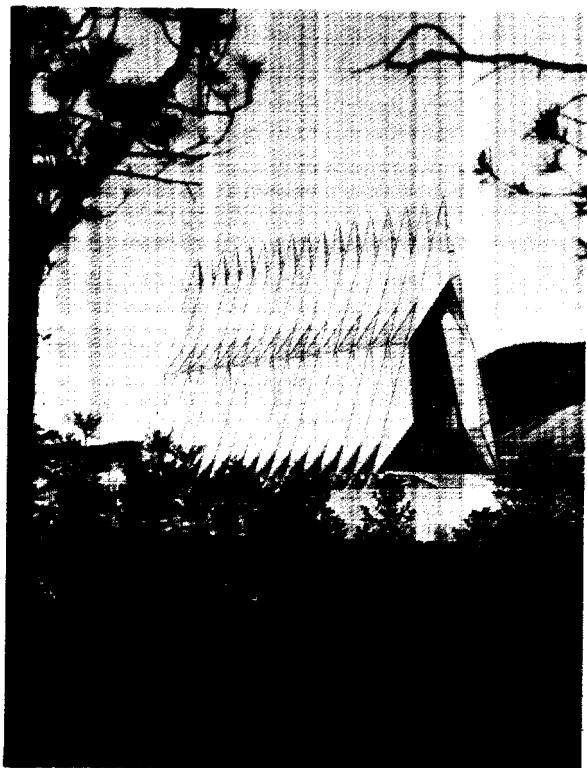
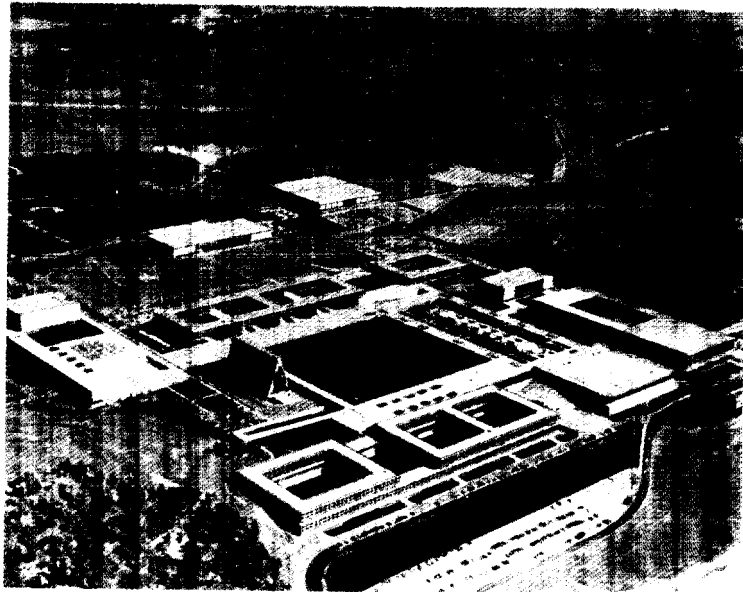
Lieutenant Commander Elizabeth G. Wylie, USN, is a 1961 graduate of Dickinson College. She received her M.A. and M.A.L.D. for the Fletcher School of Law and Diplomacy and is currently a Ph.D. candidate at Fletcher preparing to write her dissertation on some aspect of naval power and NATO with special interest on future arms control limitations. Lt Commander Wylie's previous assignments have been with the Staff Naval Forces, Vietnam as a Data Systems Analyst and most recently as an instructor and military director at the Woman Officers School, Newport, R. I.

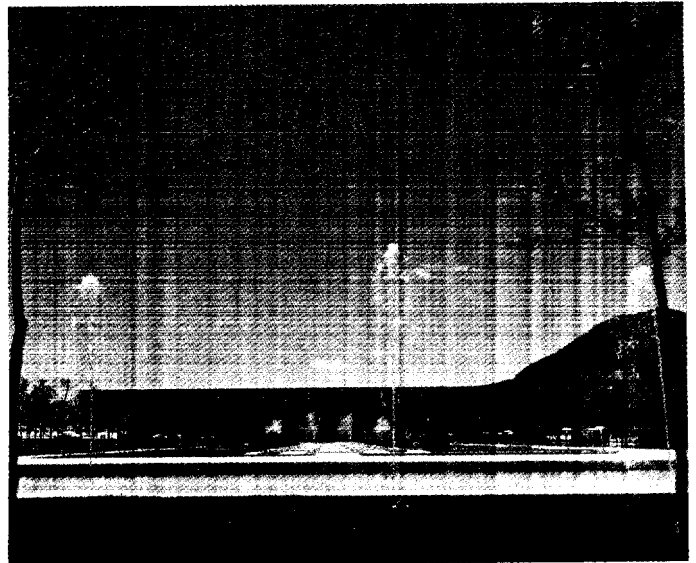
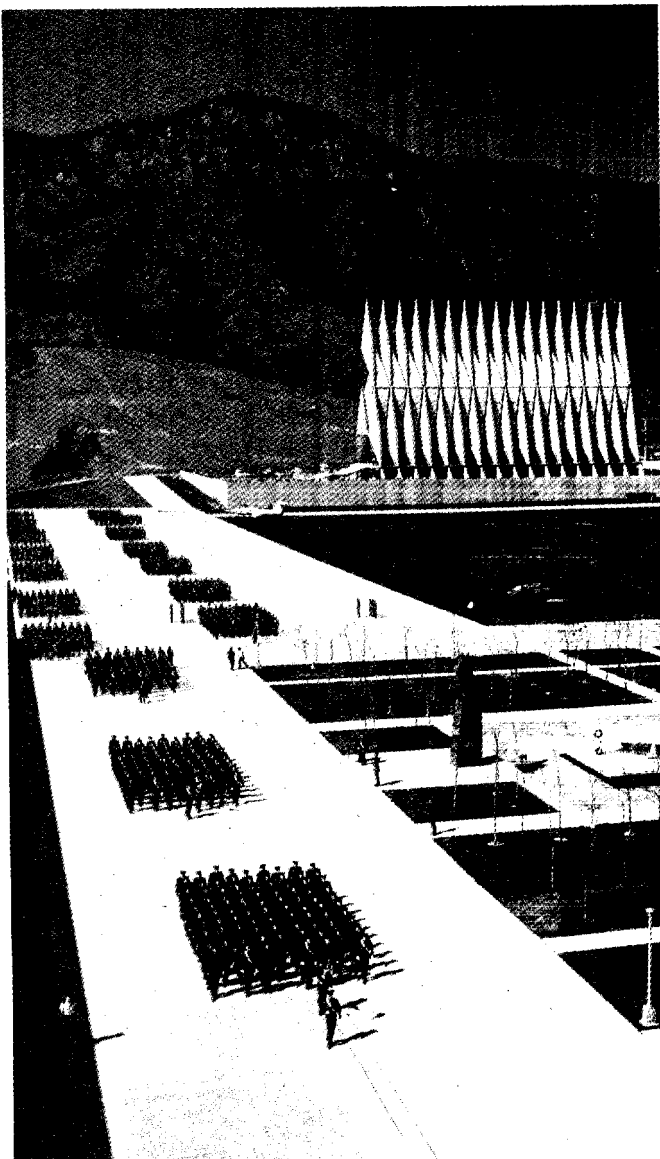
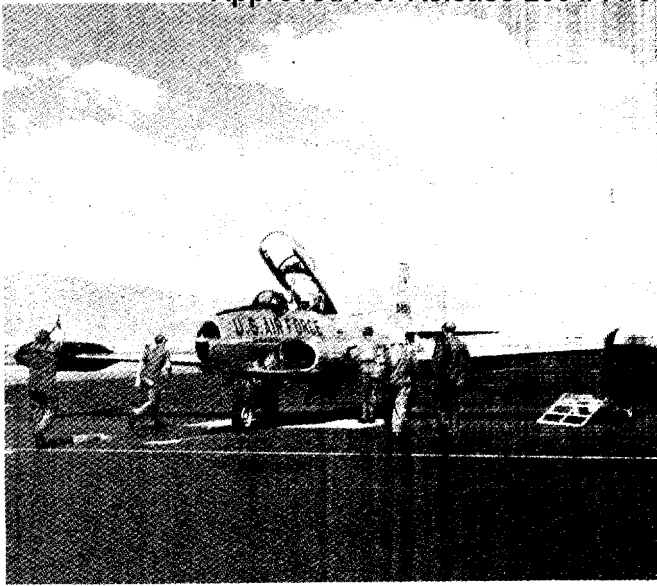
Lieutenant Commander Ronald J. Zlatoper, USN

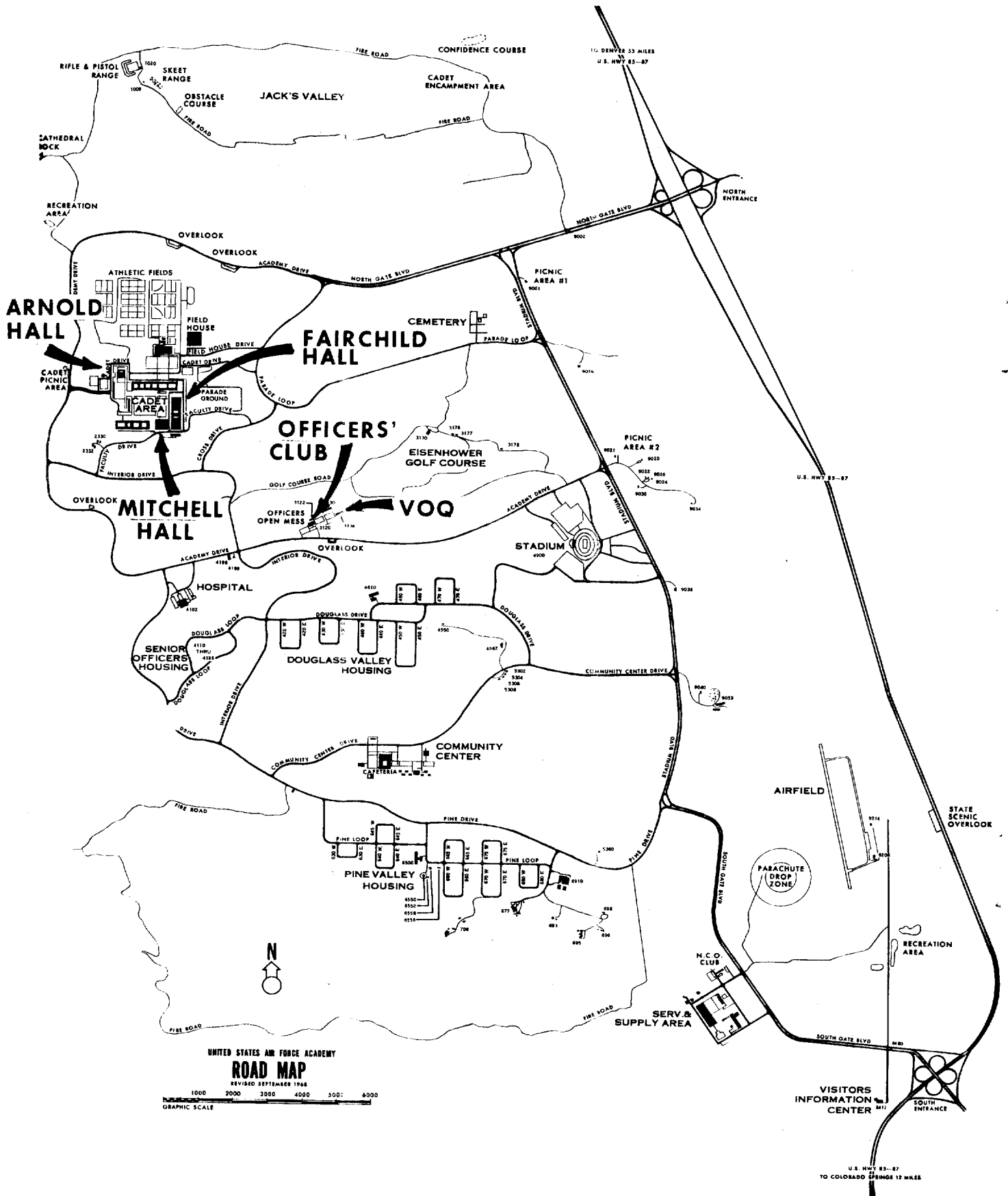
Lieutenant Commander Ronald J. Zlatoper, USN, is currently attending the Sloan School of Management of the Massachusetts Institute of Technology as a CNO Scholar. He is a 1963 graduate of Rensselaer Polytechnical Institute and earned an M.S. in Administration from the George Washington University in 1970. Previous assignments have been with Attack Squadron 34, Sixth Fleet as an attack pilot and Operations Officer and with Attack Squadron 42, serving as a Flight Instructor. Lt Commander Zlatoper has received the Distinguished Flying Cross, 11 Air Medals and four Navy Commendations Medals.



A-1







UNITED STATES AIR FORCE ACADEMY MISSION

*... TO PROVIDE INSTRUCTION AND EXPERIENCE TO EACH CADET SO THAT HE
GRADUATES WITH THE KNOWLEDGE AND CHARACTER ESSENTIAL TO
LEADERSHIP AND THE MOTIVATION TO BECOME A CAREER OFFICER IN THE
UNITED STATES AIR FORCE*

I T I N E R A R Y

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VISIT OF VICE ADMIRAL STANFIELD TURNER, Forum Speaker

(Cadet Forum on Public Affairs)

WEDNESDAY, 3 April 1974

1515 Staff Car proceeds from Base Ops of Peterson Field to Colorado Springs Municipal Airport Terminal accompanied by Officer Escort Captain Donald J. Alberts

1555 Vice Admiral Turner arrives on Continental Flight #17 Met by Officer Escort Captain Donald J. Alberts

1605 Depart for USAFA, Visiting Officer Quarters

1635-1645 Arrive VOQ (Room 156)

1800 Depart via Staff Car for Airman Dining Hall Escorted by Captain Donald J. Alberts

1815 Arrive at Airman Dining Hall (Buffet)

1930 Depart Airman Dining Hall for Fairchild Hall Escorted by Captain Donald J. Alberts

1945 Arrive at South Bridge of Cadet Area Met by Cadet Escort C1C Mark E. Sheprow

1950-1955 Arrive H-1 of Fairchild Hall for Lecture to Cadets

2000 Presentation on "Military Preparedness & Detente" Introduced by: C1C Mark E. Sheprow

2100-2200 Depart H-1 for VOQ via Staff Car escorted by Captain Alberts

THURSDAY, 4 Apr 74

0830-1145 Plenary Session Three, Fairchild Hall - LECTINAR L-6

1155 Group Photograph: Eagle & Fledgling Statue

1215 Lunch with Cadet Wing on Staff Tower of Mitchell Hall

1330-1700 Plenary Session Four

1830-1930 Cocktails, Officers' Club

1930-2145 Speaker

FRIDAY, 5 Apr 74

0800 Depart Continental Flight #2 from Colorado Springs Municipal Airport

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NAVAL WAR COLLEGE
NEWPORT, RHODE ISLAND
02840

PRESIDENT'S SCHEDULE FOR 3 - 6 APRIL 1974

Wednesday, 3 April

(Service Dress Blue)

0600 - Depart by President's car for T. F. Green

0700 - Allegheny Flight 486

0810 - Arrive National Airport - Met by CNO car

0845 - Call on RADM Grojean

0900 - Call on CNO

0915 - Call on SecNav

0945 - CNO car to Arlington Annex

1000 - Call on RADM Bill Read

1050 - CNO car to National Airport

1115 - United Flight 277

1209 - Arrive O'Hare/Chicago

1340 - Continental Flight 17

1555 - Arrive Colorado Springs - Met by USAFA representative

1800 - Informal buffet

2000 - Address to Cadet Defense Policy classes

RON BOQ

Thursday, 4 April

0700-0800 Breakfast

0830 - Conference convenes

(Lunch with Cadet Wing)

1830 - Cocktails

1930 - Dinner followed by Address

Friday, 5 April

0645 - Breakfast

0730 - USAFA car to Airport

0800 - Continental Flight 20

1157 - Arrive O'Hare/Chicago

1305 - American Flight 283

1501 - Arrive Cincinnati. Met by NRTC car (LCDR TRAMMEL)

1600 (1 hr) - Arrive The Springs Motel, 2020 Harrodsburg Road,
Lexington, Kentucky

1745 - Drive to University of Kentucky Faculty-Alumni Club, Spindletop
Hall, Ironworks Pike

1815 - Refreshments in Rathskeller

1900 - Dinner

2000 - 2200 Session #3 "The Military and American Society" : Moskos

RON at The Springs

Saturday, 6 April

0700 - Breakfast at The Springs with local Naval Reservists

0830 - Session #4 - "Issues and Challenges with the U.S. Military: An
Insider's Perspectives" - VADM Turner

Roundtable chaired by COL Brindel, Director, Army ROTC,
University of Kentucky

1000 - Break

1015 - Session #5 - "Trends in U.S. Defense Policy" - Vince Davis

1230 - Depart for Cincinnati by NRTC car

1524^(1 hr) - Allegheny Flight 818

1755 - Arrive Logan/Boston. Met by President's car

1930 - Arrive NavWarCol

PEOPLE

<u>WASHINGTON</u>	<u>Room #</u>	<u>Telephone #</u>
RADM Grojean	4E572	OX-52453
CNO	4E660	OX-56007
Chief Carpenter	4E658	OX-54412
SecNav	4E710	OX-53131
RADM Read (Mr. John Manwell)	BuPers-2711-- 1776 K St. NW	OX-41291 833-8400)
<u>USAFA: Conference</u>		AVN 259-2270
BOQ	Suite	259-3127
MAJ Doug Murray	Home	259-1389

KENTUCKY

The Patterson School	(606) 257-4666/7
The Springs Motel (Qtrs)	277-5751
Spindletop Hall (Friday)	252-3488
Trustees Lounge & Board Room (Sat)	258-8233

Mrs. William Drews - 175 E. Delaware Place, Apt 8803 (312) 664-5342
Chicago

Mr. Richard D. Harza - 150 South Wacker Drive, Chicago- Office:
(312)- 855- 7000

Home:

(312)-446-7280

Mr. C. Keith Shay - 445 Cedar St., Winnetka (312)- 236-4500

Mr. LeRoy F. Nicholson -- 18 Lindenwood Drive, (303) 798-5718
Littleton, Colorado

Mr. Brady Black - Cincinnati Enquirer (513) 721-2700
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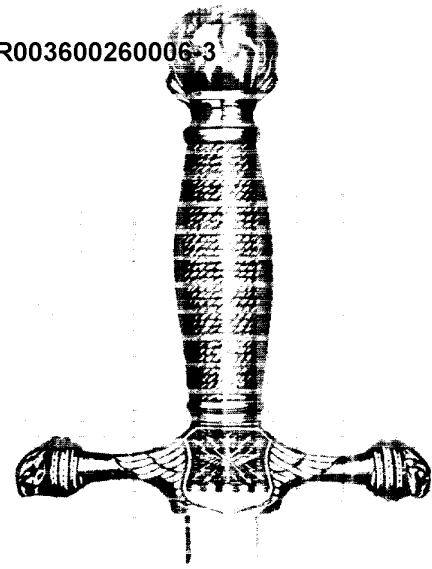
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The Cadet Honor Code is the most important single aspect of life in the Cadet Wing. Therefore, we, the Honor Representatives of the Cadet Wing, believe that it is essential for you to gain a basic understanding of the Code before you make the decision to enter the Air Force Academy.

The statement of the Honor Code is very simple. It says--"We will not lie, steal, or cheat, nor tolerate among us anyone who does." This is the minimum standard of integrity which the Wing has set for itself. We believe that it serves as a foundation upon which each man can build a personal concept of professional ethics and a life-long sense of honesty and integrity.

You should remember that if you become a cadet, you will be entering four years of training to prepare you for a career as a professional officer in the United States Air Force. Naturally, a high sense of honor is important in all professions, but it is absolutely necessary in the character of the military man. As former Secretary of War Newton Baker said ". . . The inexact or untruthful soldier trifles with the lives of his fellow men and the honor of his government . . ." The high standards of integrity which our country expects from its officers must be developed during your cadet years.

We do not attach any special or unusual meanings to any of the words of our Honor Code. It is based on principles which every American has learned from childhood. We could not possibly list here all the ways the Honor Code applies to our daily lives. You will have to become a cadet before you can appreciate the feeling of mutual trust and respect that comes from living with the Code. However, to insure that you have a basic understanding of the Code, we will briefly define its terms.



Lying is making an untrue statement with the intent to deceive or mislead.

Stealing is intentionally depriving someone else of his property. If something does not belong to you, you cannot take it without permission from the owner.

Cheating is taking unfair advantage of others. Certainly the people of the United States cannot be expected to put their trust in an officer who has cheated his way through his training.

Finally, each cadet is morally obligated to uphold the standards set by the Honor Code. To fail in this, to allow other cadets to lower the integrity of the Wing, is to tolerate. The Code belongs to each cadet, and each cadet must be its guardian. Of course we do not require anyone to "spy" on another cadet; however, we do insist that a cadet who becomes aware of a possible honor violation by a fellow cadet take appropriate action. Normally a personal confrontation will either clear up the matter or cause it to be properly reported by the offender. We would not delude you by saying that it is an easy thing to confront another cadet and tell him you suspect him of committing an honor violation. However, we have a loyalty to the Cadet Wing that must come before our loyalty to an individual who would tear down the high standards of the Wing. Remember our profession requires moral courage just as much as it requires physical courage.



Once a possible honor violation is reported, it is thoroughly investigated by the Cadet Honor Committee, the elected representatives of the Wing. If a possible honor violation has occurred, the case is heard by an Honor Board consisting of eight impartial Honor Representatives. Only a unanimous vote of guilty by the Board will result in the accused's being asked to resign. In all of the proceedings, every possible step is taken to protect the rights of the accused.

The Cadet Honor Committee is not a police force; it is only a representative body elected by the Wing to administer the Code. We rely on each cadet's moral courage to support the Code and report violations of it. If honor violations were prosecuted by the Academy administration, the Code would eventually be looked upon as just another set of rules and regulations. Enforcement by cadets assures that our Code remains a cadet institution.

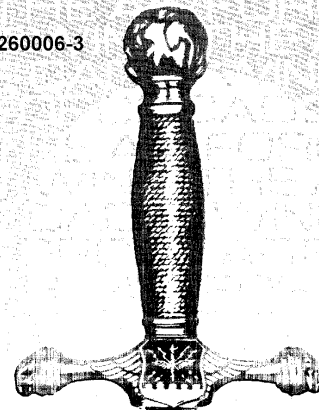
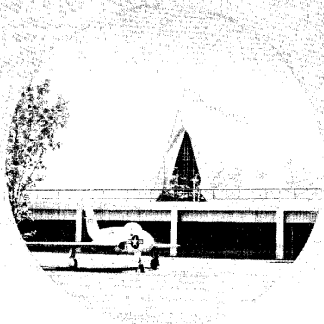
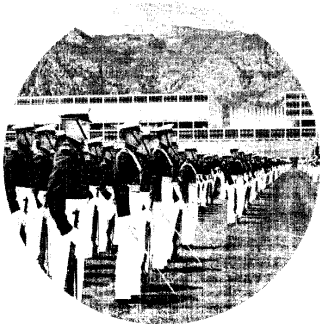
Quite naturally you may be apprehensive about living by our Code. Let us assure you that almost everyone has the same feeling when he first enters the Academy. However, you will be given a complete series of lessons on the Honor Code before you are accepted as a member of the Wing and expected to accept our minimum standards. During this period you will come to appreciate the "spirit of the Code" and see that living under the Code is a privilege. Remember, too, that acts beyond those specified in the simple words of the Code's statement are not regarded as Honor Code violations. For example, no one is put on his honor to obey purely administrative regulations and rules. You will not find it difficult to live by our standards, especially when all those around you are doing it.

In these brief words we have attempted to give you a feeling of our Honor Code. In closing, let us emphasize the simplicity of the Code. All that is expected of you is that you be truthful, compete fairly with others, respect others' property, and be so proud of the Cadet Wing that you will allow no one to detract from his standards.

If you have any further questions regarding the meaning, administration, or function of the Cadet Honor Code, do not hesitate to contact us.



THE HONOR REPRESENTATIVES
THE AIR FORCE CADET WING
USAF ACADEMY, COLORADO 80840



A Message from the Cadet Honor Committee

Of all the traditions which are proudly guarded by the Cadet Wing, the most prized one is the Cadet Honor Code. You cannot agree to become a member of the Cadet Wing without first accepting the responsibility of vigorously supporting the Honor Code. For those who are sincere in considering the Academy, we ask you to pause and reflect on what will be required of you under the Code.

The Honor Code is taught and administered by the Cadet Honor Committee and supported by each member of the Cadet Wing. The Code is our way of life on and off the Academy site. Because of the profession we have chosen to follow, we cannot tolerate people among us who are unwilling to abide by the simple, straight-forward precepts of the Honor Code.

It is not difficult to live up to the standards of the Honor Code. The Code is not based on a series of tricky definitions, but rather on a spirit of mutual respect and trust. There is a feeling of pride which comes from living in an environment based on such principles.

This pamphlet offers a more complete explanation of the Cadet Honor Code. You should read it carefully. We salute you for your interest in the service of your country and wish you the best of luck.

United States Air Force Academy Mission:

To provide instruction, experience, and motivation to each cadet so that he will graduate with the knowledge, character, and qualities of leadership essential to his progressive development as a career officer in the United States Air Force.

CADET HONOR CODE

UNITED STATES AIR FORCE ACADEMY

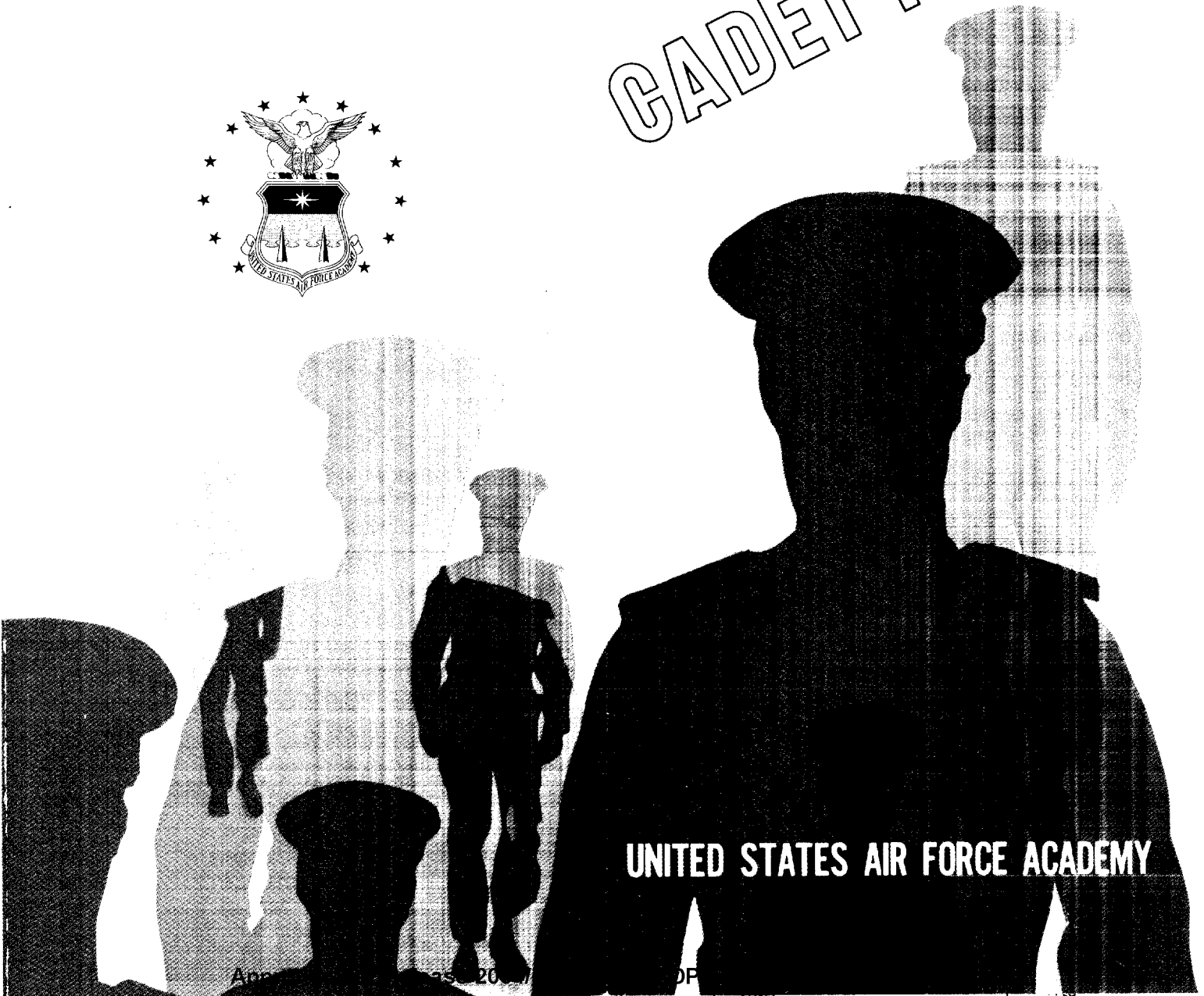
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Air Force Reserve Officers, acting as official Academy liaison officers, are located in all states to assist counselors and students. Name of the closest liaison officer may be obtained by contacting the area coordinator listed in the Academy Catalog. To obtain a copy of the Academy Catalog, write to:

CANDIDATE ADVISORY SERVICE
USAF ACADEMY, COLORADO 80840



GADET PROFILE



UNITED STATES AIR FORCE ACADEMY

A young man must first obtain an official nomination before he can be considered for an appointment to the Air Force Academy. A majority of the nominations are allotted to Members of Congress for residents of their states and districts. The Academy Catalog contains information on how to apply. To enter the Academy upon graduation from high school, a student should make application to a nominating authority during the spring of his junior year.

A young man who applies for a cadet appointment must be:

- A citizen of the United States
- Of good moral character and unmarried
- At least 17 and not have passed his 22nd birthday on July 1 of the year he would enter the Academy
- In good physical condition

A candidate takes the following entrance examinations which indicate his qualifications for a cadet appointment:

- College Entrance Examination Board (CEEB) Tests or American College Testing (ACT) Program
- Qualifying Medical Examination
- Physical Aptitude Examination

PREPARATION

Students who desire to enter the Air Force Academy will benefit by preparing well in advance of applying for a cadet appointment. The proper preparation in the academic, leadership, and physical areas is vitally important.

Academic Preparation . . .

The CEEB or ACT tests measure a candidate's potential for success in the Academy academic program. To prepare for the CEEB tests, an applicant is advised to take the Preliminary

Scholastic Aptitude Tests (PSAT) during his junior year in high school. The ACT program has no test comparable to the PSAT, but an applicant may take the ACT in his junior year since appropriate adjustments are made in scoring the tests for educational level of the student. If a student's score is low in his junior year, he will have time to re-take the tests during his senior year.

A major portion of the Academy curriculum is devoted to academic subjects which cover the basic and engineering sciences, the social sciences, and humanities. In preparation for the academic program, the Academy strongly recommends that a student complete the following courses in high school.

- English — 4 units
- Mathematics — 4 units (to include first-year algebra, intermediate algebra, trigonometry, and plane geometry)

Additional high school level courses that would provide a background for pursuing the Academy curriculum include:

Biology	History
Physics	Economics
Chemistry	Geography
General Science	Government
Mechanical Drawing	Psychology
Advanced Mathematics	Public Speaking

A course in typing is recommended. Study of a foreign language is also advisable. The student should select one language and take all the instruction possible in it. The Academy requires each cadet to take one foreign language—either German, Chinese, Japanese, Spanish, French, or Russian. A background in one of these languages is helpful.

A student should strive for excellent grades. A majority of cadets have ranked in the top tenth of their high school graduating classes. Over 88 percent have ranked in the top quarter. A student should rank in the upper forty percent of his class or he may not qualify for admission to the Academy without additional schooling.

A student who is not prepared to enter the Academy immediately upon graduation from high school, or who is unable to obtain an appointment at that time, is encouraged to attend a preparatory school or college. The Academy does not endorse any specific educational institutions.

College credits may be transferred to the Academy if the courses correspond to those in the cadet curriculum and acceptable grade level has been achieved. Cadets who have successfully completed college level high school courses, or those who have acquired extensive knowledge of a subject without taking a course, may take validation examinations after admission in an effort to obtain credit for comparable Academy courses. Validation examinations are required for each new cadet in the subjects of English, foreign language, history, geography, political science, mathematics, and chemistry.

Cadets who have made high scores on College Board Advancement Placement Tests taken in high school may receive validation credit for comparable Academy courses without taking the validation examinations.

A cadet who receives transfer or validation credit will be allowed to complete the comparable Academy course at an accelerated rate or to omit the course and take an appropriate substitute. No matter how many courses a cadet may validate or transfer, he must enter as a Fourth Classman and spend four years at the Academy.

A cadet with transfer or validation credits will have more time to gain depth in his major and to prepare for post-graduate education. Some Academy graduates will be selected for advanced studies at civilian universities early in their Air Force careers.

Leadership Preparation . . .

The military training phase of the Academy curriculum is devoted to preparing the cadet for leadership in the Air Force. Active participation and achievement in high school extracurricular activities, both athletic and nonathletic, can provide valuable experience in preparing for positions of leadership responsibility.

The Academy evaluates a candidate's leadership potential by his record of extracurricular activities. Distinction in these activities, such as being elected class president or achieving an athletic letter award, is considered more important than joining in a variety of activities without evidence of leadership. In addition to school activities, the Academy recognizes the Scouts, Civil Air Patrol, and ROTC as means for young men to exercise leadership. A candidate who has not participated in some extracurricular activities which demonstrate leadership potential may be disqualified for the Academy, unless circumstances prevented his participation.

Physical Preparation . . .

A Physical Aptitude Examination measures a candidate's coordination, strength, and endurance. A candidate may prepare for this examination by engaging regularly in vigorous physical activities such as distance running, sustained exercises, and individual and team sports. These activities will also prepare him for the strenuous basic training program required during his first two months as a cadet. It is advisable to learn how to swim before entering the Academy.

Medical Standards . . .

The Qualifying Medical Examination determines a candidate's medical qualifications. Approximately 70 percent of the candidates admitted must meet the Air Force pilot training medical qualifications, and the remaining 30 percent must fulfill the non-pilot medical qualifications. The Academy Catalog includes a list of illnesses and injuries which are considered in the medical examination. Before taking the examination, an applicant should review his past and present medical history with the assistance of his parents and family physician.

class of 1977

Total Candidates	8017
Qualified Candidates	1889
Candidates Entered	1461

APPOINTMENT CATEGORIES

Congressional	669
Qualified Alternates	606
Presidential	82
Vice Presidential	2
Canal Zone	1
Puerto Rico	2
American Republics	1
Regular Components	31
Reserve Components	41
Sons of Deceased and Disabled Veterans	5
Sons of Medal of Honor Winners	1
Honor Military Schools	7
AFROTC and AFJROTC	13
Total	1461

Class President or Vice President	16%
Student Government President	10%
Boys State or Boys Nation Delegate	20%
Citizenship Award	19%
Outstanding Student Award	34%
National Merit Scholarship Recognition	24%
Publications Staff	29%
Dramatics Productions	23%
Debate Team	8%
Band or Orchestra	20%
Chorus or Glee Club	12%
Athletic Letter Awards	
Football	34%
Basketball	14%
Baseball	12%
Track	31%
Scouts	49%
ROTC	9%
CAP	6%

MEDICAL QUALIFICATION

Class I (Pilot)	75.7%
Class II (Navigator)	5.1%
Non-Flying Waiver	19.2%

COLLEGE BOARD SCORES

Scholastic Aptitude

Range	Verbal	Math
700-800	2.4%	29.7%
600-699	34.2%	56.8%
500-599	53.0%	13.4%
400-499	10.3%	0.1%
300-399	0.1%	0.0%

RANK IN CLASS

Top Tenth	58.9%
Top Fifth	81.6%
Top Quarter	88.2%
Second Quarter	10.3%
Third Quarter	1.2%
Bottom Quarter	0.3%

Achievement

Range	English	Math
700-800	3.1%	29.8%
600-699	31.6%	54.7%
500-599	52.5%	15.5%
400-499	12.7%	0.0%
300-399	0.1%	0.0%

Innovation in the Military
**THE CHALLENGE
IN A CHANGING SOCIETY**

Information Book

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and The Air Force Academy Interim Education Center*

**3rd ANNUAL
INTER-SERVICE
DEFENSE POLICY
CONFERENCE**

THIRD ANNUAL INTERSERVICE DEFENSE POLICY CONFERENCE

UNITED STATES AIR FORCE ACADEMY

3 - 5 APRIL 1974

*"Innovation in the Military:
The Challenge in a Changing Society"*

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THIRD ANNUAL INTERSERVICE DEFENSE POLICY CONFERENCE

SCHEDULE OF EVENTS

Wednesday, 3 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in Lectar L-6
0830-0900	Opening remarks, rules of engagement and discussion. Chaired by Colonel Wakin and Lt Colonel Daleski
0900-1130	Plenary Session One Address by AF Secretary John L. McLucas

ISSUE AREA 1: The Concept of Professionalism - A Foundation
for Innovation.

TOPIC 1: The Nature of the Profession

PAPERS:

1. "What We Are To Be And What We Are To Do" by Colonel Mark A. Moore, USMC. Commentator: Capt John H. Garrison, USAF.
2. "The Value Dimension of Professionalism: Some Reflections" by Captain Michael O. Wheeler, USAF. Commentator: Colonel John T. Chain, Jr., USAF.

TOPIC 2: The Careerist Syndrome

PAPER:

"Why Have So Many Critics Accused the Contemporary American Officer Corps of Fostering Careerism?" by Commander L. T. Wright, USN. Commentator: Colonel Malham M. Wakin, USAF

TOPIC 3: The Public Image of the Profession

PAPER:

"A Century of Fluctuating Popularity: The Military Profession" by Lt Commander Ronald F. Zlatoper, USN. Commentator: Lt Commander Jerry M. Blesch, USN.

Schedule of Events

1135	Bus departs for Officers' Club
1145-1245	Lunch at Officers' Club
1245	Bus returns delegates to Academic area
1300-1600	Plenary Session Two

ISSUE AREA 2 Innovation in National Security Management

PAPERS:

1. "The New Challenges to National Security: One Soldier's View" by Colonel Robert Leider, USA. Commentator: Colonel William E. Albright, Jr., USAF.
2. "Public Opinion and National Security" by Major Shirley J. Bach, USAF. Commentator: To Be Announced
3. "Irrationality, Uncertainty and Tactical Nuclear Weapons: Deterrence or Destruction" by Commander Craig Campbell, USN. Commentator: To Be Announced.
4. "Limited War and American Ground Forces: Toward New Doctrine" by Richard Hart Sinnreich. Presented by Major Stanley W. Russell, USA. Commentator: Major Robert H. Baxter, USAF.

1615	Bus departs for VOQ/Officers' Club
1800	Bus departs VOQ for informal buffet hosted by the Department of Political Science and Philosophy
2200	Bus returns delegates to VOQ

Thursday, 4 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in Lectar L-6
0830-1145	Plenary Session Three

ISSUE AREA 2: Innovation in National Security Management (cont)

PAPERS:

1. "Resource Availability and National Security Policy" by Captain Daniel W. Christman, USA. Commentator: Captain Paul H. Bragaw, USAF.

Schedule of Events

1700	Bus departs for VOQ/Officers' Club
1830-1930	Cocktails, Officers' Club
1930-2145	Speaker: <u>Vice Admiral Stansfield Turner, USN</u> <u>President, Naval War College</u>

Friday, 5 April 1974

0645-0730	Breakfast, Officers' Club
0800	Bus departs VOQ/Officers' Club
0815-0830	Delegates Assemble in H-1
0830-0915	Briefing on USAF Academy Curriculum
0930-1130	Plenary Session 5 (Lectinar L-6)

ISSUE AREA 4: Personnel Management and Costs of Innovation

PAPERS:

1. "Personnel Management in USAREUR" by Lt Colonel Stanley M. Kanarowski, USAF. Commentator: Lt Colonel Michael McCarden, USA.
2. "Evaluation, Inflation and Order of Merit" by Lt Colonel John G. Pappageorge, USA. Commentator: Lt Colonel Jerauld R. Gentry, USAF
3. "Inter-Service Parochialism" by Major Lawrence L. Gooch, USAF. Commentator: Colonel William Rawlinson, Jr., USA.

1135	Bus departs for Officers' Club
1145-1245	Lunch at Officers' Club
1245	Bus returns delegates to Academic Area
1305	Delegates wishing to observe cadet class meet instructors at Lectinar L-6
1315-1405	Attend cadet class or free time
1415-1645	Plenary session 6/Committee discussions
1645-1700	Conference adjourns; closing remarks
1705	Bus departs for VOQ/Officers' Club
Evening	Open



VICE ADMIRAL STANSFIELD TURNER, US NAVY
President, US Naval War College

Vice Admiral Stansfield Turner became the 36th President of the Naval War College on June 30, 1972. He is the youngest flag officer and only Rhodes Scholar ever to assume the presidency of the Navy's senior graduate level educational institution.

A native of Highland Park, Illinois, Vice Admiral Turner entered Amherst College in 1941 and 2 years later transferred to the US Naval Academy at Annapolis. After graduation he served a year at sea before entering Oxford University where his studies as a Rhodes Scholar led to a Master's Degree.

After Oxford, he held a variety of sea assignments, including command of a minesweeper, a destroyer and a guided missile frigate which he placed in commission. His shore duties included the Politico-Military Policy Division in the Office of the Chief of Naval Operations, the Office of the Assistant Secretary of Defense for Systems Analysis, the Advanced Management Program at the Harvard Business School and Executive Assistant and Naval Aide to the Secretary of the Navy.

He was selected for promotion to Rear Admiral in May, 1970 and shortly thereafter assumed command of a Carrier Task Group of the SIXTH Fleet in the Mediterranean aboard the aircraft carrier USS Independence. After that and just prior to his assignment as War College President, he served as Director of the Systems Analysis Division of the Office of the Chief of Naval Operations.

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1974 DELEGATE BIOGRAPHIES

Colonel William E. Albright, Jr., USAF

Colonel William E. Albright, Jr., USAF, graduated from West Point in 1954 and received an M.A. degree from the Graduate Institute of International Studies, Geneva, Switzerland in 1962. Currently serving as Military Assistant to the Secretary of Defense and Deputy Secretary of Defense, Colonel Albright was a member of the Department of State Senior Seminar in Foreign Policy and held Planning and Programming assignments at HQ USAF and HQ MACV. Decorations include the Bronze Star, Meritorious Service Medal and the Air Force Commendation Medal.

Major Shirley J. Bach, USAF

Major Shirley J. Bach, USAF, received a B.S. degree in Education from Clarion College in 1954, an M.S. in Governmental Public Relations from Boston University in 1963 and a Ph.D. in Communication Research from the University of North Carolina in 1972. Her dissertation topic was "Structure Language and Percept Selection: A Study Through Attribute Analysis." Major Bach has presented several research papers to professional organizations. She is currently the Chief of the Projects/Plans Branch of the Office of Information, Office of the Secretary of the Air Force. Major Bach has been awarded the Joint Service Commendation Medal and the Air Force Commendation Medal.

Major Robert H. Baxter, USAF

Major Robert H. Baxter, USAF, graduated from the USAF Academy in 1962 and won a Rhodes Scholarship for advanced study in Politics, Philosophy and Economics at Oxford. Currently assigned to the Air Staff, Plans and Policy, Middle East, Major Baxter was a White House Fellow in 1972-73. An accomplished fighter pilot, Major Baxter was the outstanding graduate of the USAF Fighter Weapons School at Nellis AFB, Nevada and also the outstanding graduate of his pilot training class at Webb AFB, Texas. He flew 300 combat missions in the F-100 in Southeast Asia and his awards include the Distinguished Flying Cross, Bronze Star, and Air Medals.

Lieutenant Commander Jerry M. Blesch, USN

Lieutenant Commander Jerry M. Blesch, USN, is a 1962 graduate of the United States Naval Academy. In 1971 he received an M.S. in Personnel Management from the United States Naval Postgraduate School. Presently serving as Executive Officer of the U.S. Naval Recruiting District, Houston, Texas, Lt Commander Blesch has held assignments as the Executive Officer of the USS VOGE (DE-1047) and as the U.S. Navy's "Ombudsman" at the Bureau of Naval Personnel, Washington, D. C. Lt Commander Blesch has been awarded the Navy Commendation Medal and the Navy Achievement Medal.

Captain Paul H. Bragaw, USAF

Captain Paul H. Bragaw, USAF graduated from the University of Maryland in 1965 with a B.A. degree. Currently assigned as a Missile Operations Staff Officer at Offutt AFB, Nebraska, he has served as a missile combat crew member at Whiteman AFB, Missouri and as SAC Missile Crew Evaluator and Chief, Analysis Division at Vandenberg AFB, California. Captain Bragaw has received the Meritorious Service Medal, Air Force Commendation Medal and the Combat Readiness Medal.

Major Larry D. Budge, USA

Major Larry D. Budge, USA, received his B.A. from West Point in 1961 and an M.A. from Oxford University in 1964. He attended the Army Command and General Staff College in 1971-72. He is currently serving as Civil Schools Action Officer, Infantry Branch at the Officer Personnel Directorate. Previous assignments include Plans Officer and Assistant to the Chief of Delegation, Four Party Joint Military Committee and Evaluation Officer, Pacification Studies Group, MACV. Major Budge's decorations include the Silver Star, Bronze Star, Joint Service Commendation Medal and the Army Commendation Medal.

Lieutenant Colonel Marion Gordon Busby, USMC

Lieutenant Colonel M. G. Busby, USMC, received his undergraduate degree from the University of Michigan in 1957 and an M.B.A. from George Washington University in 1969. He attended the U.S. Marine Corps Command and Staff College in 1968-69 and was subsequently assigned as Battalion Executive Officer with the 3rd Marine Division in Vietnam and Okinawa. Lt Colonel Busby also served as an instructor at West Point and is currently Head, Special Programs Section, Officer Assignment Branch, HQ U.S. Marine Corps, Washington, D. C. His decorations include the Bronze Star Medal for Valor (2), Army Commendation Medal, and the Navy Achievement Medal (2).

Commander Craig Campbell, USN

Commander Craig Campbell, USN, graduated from the University of Utah with a B.S. degree in 1958 and received an M.S. from George Washington University in 1970. Commander Campbell is currently a student at the National War College and served as Naval Aide to the President from January 1971 to February 1973. He is a Naval Aviator and has served as Air Anti-Submarine Warfare Advisor to the Royal Norwegian Air Force. Commander Campbell has been awarded the Joint Service Commendation Medal.

Captain Daniel W. Christman, USA

Captain Daniel W. Christman, USA, graduated from West Point in 1965 and received M.P.A. and M.S.E. degrees from Princeton University in 1969. He has written "The Defense Department-Foreign Energy Sources and Military Power" to be published in Military Review. Currently a student at the Command and General Staff College, Captain Christman was Assistant Professor of Economics at West Point and also served as a Company Commander and Battalion Staff Officer in Vietnam. His decorations include the Bronze Star (2), Air Medal (3) and Army Commendation Medal (2).

Lieutenant Commander Peter H. Cressy, USN

Lieutenant Commander Peter H. Cressy, USN, received his undergraduate degree from Yale University in 1963, an M.S. in International Affairs from George Washington University in 1973 and is currently pursuing an M.B.A. from the University of Rhode Island. Lt Commander Cressy served as an Aide and Flag Lieutenant with the Antilles Defense Command in Puerto Rico and as a Training Officer with Patrol Squadron 49 in Jacksonville, Florida and Iceland. He was subsequently assigned to the Naval War College as a student and is currently on the faculty of the Naval War College.

Lieutenant Colonel Richard J. Daleski, USAF

Lieutenant Colonel Richard J. Daleski, USAF, is a 1956 graduate of West Point and received his M.P.A. degree from the Woodrow Wilson School of Public and International Affairs, Princeton University, in 1962. He received an M.A. and Ph.D. from the University of Denver in 1971. Currently assigned to the Department of Political Science and Philosophy, USAFA, Colonel Daleski has served as a MAC Aircraft commander, instructor pilot in C-130 aircraft in the Philippines, and is publishing a study, Promoting Political Development. He has authored "NATO's Nuclear Dilemma," in International Organizations and Military Security Systems. Decorations include the Distinguished Flying Cross, four Air Medals, Air Force Commendation Medal, and the Marine Corps Presidential Unit Citation.

Captain John R. Desiderio, Jr., USAF

Captain John R. Desiderio, Jr., USAF, graduated from the University of Maryland in June 1964 with a B.A. in Government and Politics and attended graduate school at the George Washington University and was awarded a Master's degree in Political Science in February 1970. Currently an instructor in the Department of Political Science and Philosophy teaching Comparative Defense Policy, Captain Desiderio previously served as a current Intelligence briefing officer at the Defense Intelligence Agency, Pentagon. In this capacity he prepared and presented current intelligence briefings to the Chairman and JCS Secretary of the Air Force and other high-level military and civilian officials in DOD. Captain Desiderio's decorations include the Meritorious Service Medal and Air Force Commendation Medal (1 OLC).

Major John M. Dye, USMC

Major John M. Dye, USMC, graduated from the University of West Virginia with a B.S.C.E. degree in 1962 and received an S.M. degree in 1965 from M.I.T. and an M.S. in 1972 from the University of Rochester. He is currently serving as a Budget/Programs Officer at UQ United States Marine Corps, Washington, D. C. Previous assignments included duty as Group S-4, Danang, and as Experimental Test Pilot, Major Dye has published numerous articles on flying and has been awarded the Distinguished Flying Cross, Air Medal and Navy Commendation Medal.

Captain Charles L. Fox, USAF

Captain Charles L. Fox, USAF, received a B.A. degree in Political Science from Seattle University in 1965 and an M.A. in International Affairs from the University of Washington in 1967. Captain Fox has served as an Intelligence Officer in PACAF and USAFE and also was the Assistant Executive Officer to the Vice Commander, USAFE (1972-73). A Distinguished Graduate of Squadron Officers School, Captain Fox is currently an instructor in the Department of Political Science and Philosophy teaching the International Political System. His decorations include the Meritorious Service Medal and the Air Force Commendation Medal (2 OLC).

Captain John H. Garrison, USAF

Captain John H. Garrison, USAF, graduated from Dartmouth College in 1966 with an A.B. in Government and received an M.A. degree in International Relations from Ohio State University in 1967. Captain Garrison was assigned directly from graduate school to the Directorate of Intelligence, HQ 12th Air Force where he served as an Air Targets Officer. After 18 months in Southeast Asia, Capt Garrison was assigned to the Defense Intelligence Agency, Washington, D.C. While there, he served as an Intelligence Staff Officer. Captain Garrison has been an instructor in the Department of Political Science and Philosophy at the Air Force Academy since July of 1972, and is an April 1973 Distinguished Graduate of Squadron Officers School. His decorations include the Bronze Star Medal (1 OLC) and the Meritorious Service Medal.

Lieutenant Colonel Jerauld R. Gentry, USAF

Lieutenant Colonel Jerauld R. Gentry, USAF, graduated from the U.S. Naval Academy in 1957 and received an M.A. in Systems Management from USC in 1969. He is currently assigned at the Pentagon as a staff officer with the Tactical Fighter Requirements Office. Lt Colonel Gentry previously served as a Test Pilot at Edwards AFB, California and with the 8 TFW at Ubon, Thailand. He has published numerous articles including "F-4 Spin Test Results." Lt Colonel Gentry's decorations include the Silver Star, Distinguished Flying Cross (LOLC), Air Medal (15 OLC) and Meritorious Service Medal.

Colonel Herman L. Gilster, USAF

Colonel Herman L. Gilster, USAF, graduated from West Point in 1953 and received an M.B.A. from the University of Denver. In 1967 an M.P.A. from Harvard in 1965 and a Ph.D. in Economics from Harvard in 1968. His publications include "A Dynamic Decision Model for Arms Procurement." Papers in Quantitative Economics, ed. by Quirk and Zarley and several articles in Air University Review and Operations Research, as well as classified studies. Currently assigned to the Operations Evaluation Group, Assistant Chief of Staff for Studies and Analysis, HQ USAF, Colonel Gilster has served as Associate Professor of Economics and Management, USAF Academy and in Operations Analysis positions with HQ Pacific Air Force and 7th Air Force. Also he was a B-47 Aircraft Commander at March AFB, California and Dyess AFB, Texas.

Major Lawrence L. Gooch, USAF

Major Lawrence L. Gooch, USAF, Received his B.S. degree from the USAF Academy in 1962, an M.S. in Astronautics from the U.S. Air Force Institute of Technology in 1964 and a Ph.D. in Operations Research from the University of Texas in 1972. His dissertation was "Policy Capturing Using Local Models: The Application of the Aid Technique in Judgement Modeling" and he has published "Evaluation of Credit Applications with Policy Capturing" Credit and World, April/May 1972. Currently serving at HQ Strategic Air Command, Future Force Structure Directorate, Major Gooch has assignments as Project Engineer and Satellite Test Engineer at SAMSO. His decorations include the Air Force Commendation Medal (1 OLC).

Lieutenant Commander Lee F. Gunn, USN

Lieutenant Commander Lee F. Gunn, USN, graduated from UCLA in 1965 with a B.A. in Psychology and received an M.S. in Operations Research from the Naval Postgraduate School in 1971. Lt Commander Gunn is currently serving as a Promotion/Command Opportunity Analyst with the Bureau of Naval Personnel in Washington, D. C. and has served as Operations Officer on USS O'Brien (DD-725). His Naval Postgraduate school thesis is awaiting publication in shortened form as an article in the Naval Research Logistics Quarterly. He holds the Navy Commendation Medal (combat distinguishing device).

Commander Pauline M. Hartington, USN

Commander Pauline M. Hartington, USN, received her B.Ed degree from the Rhode Island College of Education in 1953 and a B.S. in Management in 1964 from the Navy Postgraduate School. Currently Commander Hartington is a student at the National War College and she holds the distinction of being the first Navy woman officer to attend the NWC. Previous assignments include Director Military Personnel, Staff Comdt/Naval District, Washington, D.C. and Plans Officer, Assistant for Women at Newport, Rhode Island. Commander Hartington has been awarded the Meritorious Service Medal and the Navy Commendation Medal.

Colonel John H. Johns, USA

Colonel John H. Johns, USA, graduated from the University of Alabama with an A.B. degree in Political Science and Economics in 1952 and an M.A. in Psychology from Vanderbilt University in 1960. He is also a Ph.D. candidate at American University and is pursuing an M.S. degree from George Washington University. Presently a student at the National War College, Colonel Johns has served as Deputy Special Assistant for Training in the Office of Chief of Staff Army, a Battalion Commander and as Associate Professor at West Point in the Department of Military Psychology and Leadership. Colonel Johns has been awarded the Legion of Merit (2 OLC), Meritorious Service Medal and Army Commendation Medal.

Lieutenant Colonel Stanley M. Kanarowski, USA

Lieutenant Colonel Stanley M. Kanarowski, USA, graduated from West Point in 1959 and received an M.A. from Oxford in 1962. He has served as a staff member with ODS/System Analysis and the National Security Council. Lieutenant Colonel Kanarowski also attended the Command and General Staff College and served as Executive Officer with 1st Brigade, 2nd Division. He is currently assigned to HQ, USAREUR.

Colonel John B. Keeley, USA

Colonel John B. Keeley, USA, received his B.S. degree from West Point in 1952 and an M.A. in Politics from Princeton University in 1957. Currently a faculty member of the Naval War College he has served as Force Structure and Manpower Analyst in the office of ASA, M&RA, Secretary of the Army and as Battalion Commander and Division G-1 in Vietnam. Colonel Keeley's decorations include the Silver Star, Legion of Merit (1 OLC), Bronze Star, Air Medal (20LC) and Meritorious Service Medal.

Lieutenant Colonel Richard L. Kuiper, USAF

Lt Colonel Richard L. Kuiper, USAF, received his undergraduate degree from the University of Iowa in 1956. After operational assignments in the F-100 he was assigned to Ft. Benning, Georgia as a forward air controller and liaison officer. As such he served with the Army's experimental Air Mobile concept during its growth from Brigade to Division strength and deployed, in 1965, with its advanced party to Vietnam as the 1st Cavalry Division (Airmobile). Returning from Vietnam in 1966, Lt Colonel Kuiper was an F-4 instructor pilot at Davis-Monthan AFB, Arizona. In 1968, he attended the Air Command and Staff College, Maxwell AFB, Alabama, concurrently earning a Master's degree in Government from Auburn University. Since then Lt Colonel Kuiper has been assigned as an Assoc Prof in the Department of Political Science and Philosophy, USAF Academy. His decorations include the Distinguished Flying Cross with Oak Leaf Cluster, the Bronze Star and the Purple Heart.

Colonel Robert Leider, USA

Colonel Robert Leider, USA, graduated from Columbia University in 1950, received a Master of Arts degree in 1964 from George Washington University. He is currently assigned as the Deputy Director, Policy Planning and NSC Affairs, OSD-ISA. From August 1970 to March 1973, Colonel Leider served as a Senior Research Fellow at the National War College. He has published numerous books, the most recent being The Environmental Crisis: A New Consideration For National Security. His articles have appeared in many of the military periodicals as well as in Orbis. Colonel Leider has been awarded the Legion of Merit (3 OLC), Meritorious Service Medal (1 OLC) GCM (1 OLC) and Air Medal

Colonel Louis G. Michael, USA

Colonel Louis G. Michael graduated from the United States Military Academy in 1951. A 1969 graduate of the US Army War College, Colonel Michael has served as the Assistant Director of Plans, Office of Deputy Chief of Staff for Military Operations, Department of Army and as Brigade Commander, 2nd Infantry Division, Korea. He is currently assigned to the Office of the Secretary of Defense as the Deputy Director, MBFR Task Force. Colonel Michael has been awarded the US Legion of Merit (30LC), Korean Order of National Security Merit and the Republic of Vietnam Cross of Gallantry.

Lieutenant Commander William C. Miller, USN

A 1962 graduate of the U.S. Naval Academy, Lt. Commander William C. Miller earned his M.S. in 1965 and his PhD in Electrical Engineering from Stanford University. His dissertation topic was "A Modified Mean Square Error Criterion For Use In Unsupervised Learning--Adaptive Systems, Pattern Recognition." Currently serving as the Commanding Officer of the USS McCloy (DE-1038), Lt. Commander Miller has served as the Staff Analyst, CNO Executive Panel and as Weapons Officer on the USS Sampson (DDG-10). He has received the Meritorious Service Medal, Navy Achievement Medal, Meritorious Unit Commendation, National Defense Service Medal, Armed Forces Expeditionary Medal and Vietnam Service Medal.

Colonel Marc A. Moore, USMC

Colonel Marc A. Moore, USMC, graduated from Southern Methodist University in 1951 with a B.A. in English. In 1970, he received an M.A. in Education from George Washington University and in 1972 was a Doctoral Candidate in Higher Education Management. He has written a number of articles for the Marine Corps Gazette, the most recent being "Strategy for a Triangular World." Colonel Moore is currently a student at the National War College. He has served as the Assistant Director, Marine Corps Command and Staff College and Infantry Battalion Commander in South Vietnam. He has been awarded the Legion of Merit, Bronze Star (1 OLC) Air Medal and Vietnamese Cross of Gallantry with silver star.

Major Douglas J. Murray, USAF

Major Douglas J. Murray, USAF, is a 1965 graduate of the Georgetown University School of Foreign Service and received an M.A. from the University of Texas in 1970. Currently assigned to the Department of Political Science and Philosophy, USAFA, he has served as a Titan II missile launch officer, McConnell AFB, Kansas, and Chief of the Operations Intelligence Branch, Division of Intelligence, 432 TRW, Udorn, Thailand. Major Murray has received the Air Force Commendation Medal (1 OLC) and the Air Force Outstanding Unit Citation.

Captain John J. O'Connor, USN

Captain John J. O'Connor, USN, was ordained in 1945 at St. Charles Seminary and has received an M.A. in Advanced Ethics, an M.A. in Clinical Psychology, and a Ph.D. in Political Science from Georgetown University in 1968. Currently serving as Senior Chaplain at the U.S. Naval Academy, Captain O'Connor has been assigned as Chaplain for the U.S. Marines, Fleet Force Chaplain for the Cruiser-Destroyer Force, Atlantic Fleet, and has published, Principles and Problems of Naval Leadership and A Chaplain Looks at Vietnam. Decorations include Legion of Merit, Gold Star (2nd Legion of Merit) with Combat V, and Navy Meritorious Achievement Medal.

Lieutenant Colonel John G. Pappageorge, USA

Lt. Col. John G. Pappageorge is a 1954 graduate of West Point. He has commanded infantry units at the platoon, company and battalion level and has been an instructor in the Ranger Department. He has also served in manpower and personnel staff assignments at West Point; on the Army Staff, in the Office of the DCS for Personnel; and in the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. LTC Pappageorge holds an M.A. in Government and Politics from the University of Maryland and was graduated from the US Army War College in June 1973. He has written on Soviet foreign policy for the Military Review and his article, "Raid and Destroy" in Infantry Magazine, in 1961, won for him Fort Benning's General George C. Marshall Award for Professional Writing. LTC Pappageorge is currently assigned to the Futures Group of the Strategic Studies Institute at the US Army War College. His decorations include the Legion of Merit (20LC), the Bronze Star and the Combat Infantryman's Badge.

Colonel William E. Rawlinson, Jr., USA

Colonel William E. Rawlinson, Jr. is a 1953 graduate of the United States Military Academy. In 1970 he received an MBA from George Washington University where he wrote a study on National Transportation Policy. He is a graduate of the Army Command and General Staff College and the Industrial College of the Armed Forces. Colonel Rawlinson has held a number of positions in Vietnam, most recently serving as the Assistant Chief of Staff G3/Advisor, DRAC from July 1972-March 1973. He is currently serving as the Director, Personnel Management Studies, US Army War College. He has received the Silver Star, Legion of Merit (10LC), Bronze Star Medal (10LC), Meritorious Service Medal, Air Medal (20LC), ARCOM (20LC), PH, PUC (Army), MUC, Republic of Vietnam Cross of Gallantry with Silver Star, Republic of Vietnam Honor Medal 1st Class and the Republic of China Honor Medal.

Major Stanley W. Russell, USA

Major Stanley W. Russell is a 1962 graduate of The Citadel. In 1971 he received an M. A. degree in International Relations from the Ohio State University. He as served with the 4th Infantry Division, South Vietnam as Company Commander and Division Staff, both S-3. Currently Major Russell is serving as an Assistant Professor of Political Science at the United States Military Academy.

Lieutenant Colonel John A. Shaud, USAF

Lieutenant Colonel John A. Shaud is a 1956 graduate of the United States Military Academy. In 1967 he received an M.S. degree from George Washington University and four years later a PhD from Ohio State University. He has served tours as a Flight Commander with the 12th Tactical Reconnaissance Squadron, Tan Son Nhut, Vietnam; Assistant Chief, Communication and Management Division, Air Command and Staff College, and is currently a student at the National War College. Lieutenant Colonel Shaud has received the Distinguished Flying Cross, Meritorious Service Medal, Air Medal (60LC), and the Air Force Commendation Medal (20LC).

Lieutenant Colonel Donald P. Shaw, USA

Lieutenant Colonel Donald P. Shaw, USA graduated from West Point in 1954 and received M.P.A. and M.A. degrees from Harvard University in 1960 and 1961 respectively. He served as Assistant and Associate Professor, Department of Social Sciences, West Point, 1961-1965 and has also been Executive Officer to the Chief of Staff, USAREUR; Chief, Operational Plans Branch J-3, MACV and Deputy Director, Operations Group, US Army War College. Currently Lieutenant Colonel Shaw is a student at the Army War College. He holds the Legion of Merit, Bronze Star (10LC), and the Air Medal.

Major Roy W. Stafford, Jr., USAF

Major Roy W. Stafford received his B.S. degree from the USAF Academy; S.M. (International Relations), Massachusetts Institute of Technology and M.S., M.A.L.D., Fletcher School of Law and Diplomacy. He is currently completing his PhD dissertation: "Signaling and Response: An Investigation of Soviet-American Relations with Respect to the Crisis in Eastern Europe in 1968." Major Stafford is currently an Assistant Professor of Political Science at the USAF Academy and has taught courses in defense policy, American government, and international politics. An intelligence officer, Major Stafford has served in the Far East in photo intelligence and special activities assignments and subsequently as an estimates officer at Hq MACV. He has served as a research consultant to the Director of Concepts, Doctrine and Objectives, Hq, USAF and has contributed to studies on Deterrence and Northeast Asia Security.

Colonel Malham M. Wakin, USAF

Colonel Malham M. Wakin, Professor and Head of the Department of Political Science and Philosophy, USAF Academy, was awarded an AB degree from the University of Notre Dame in 1952 and an AM degree from the State University of New York in 1953. He was the Mudd Memorial Fellow in Philosophy at the University of Southern California from which he received a PhD in Philosophy in 1959. Colonel Wakin is the author of The Viet Cong Political Infrastructure which received considerable use in the pacification program in Vietnam. During his tenure at the USAF Academy he has held various academic ranks ranging from instructor to full professor. He was appointed a Permanent Professor in 1964, and has served as a Department Head since 1967. In addition, Colonel Wakin has served as Assistant Dean for Social Sciences and Humanities and Assistant Dean for Graduate Programs.

Captain Michael O. Wheeler, USAF

Captain Michael O. Wheeler, a distinguished graduate of the United States Air Force Academy (1966) holds an M.A. in Political Science from Georgetown University (1967) and an M. A. and PhD in Philosophy from the University of Arizona (1970,1971). Captain Wheeler joined the faculty of the USAF Academy in January, 1971; he is presently an Associate Professor of Philosophy. His assignments prior to joining the faculty included student status under AFIT, staff intelligence officer at the Directorate of Intelligence, Hq, TAC, and combat intelligence officer at Takhli, Thailand. Captain Wheeler has been awarded the Air Force Commendation Medal and the Bronze Star Medal. Among his publications is "Loyalty, Honor, and the Modern Military", Air University Review, May-June 1973.

Commander Lawrence T. Wright, USN

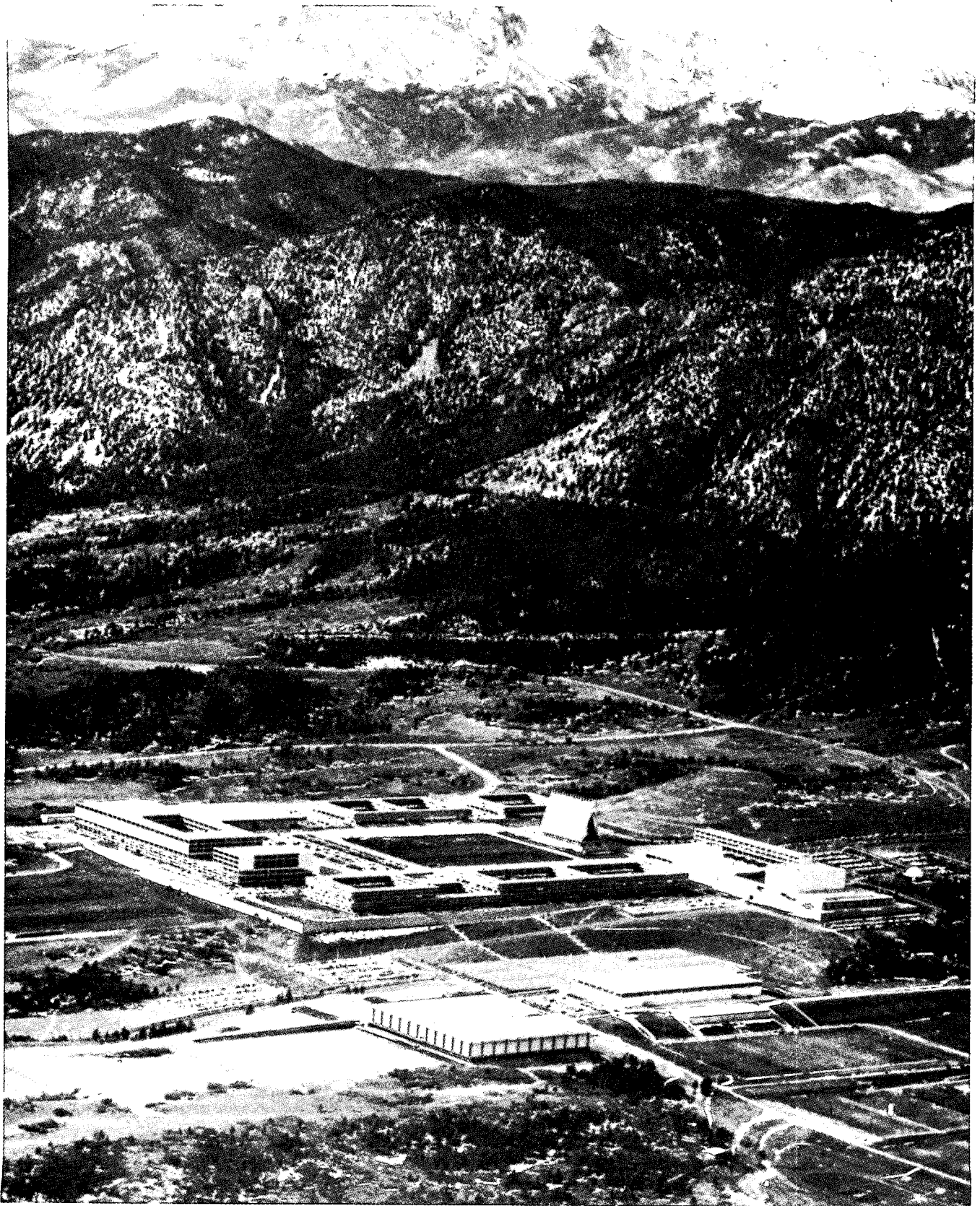
Commander Lawrence T. Wright, USN, graduated from the University of Kansas in 1958 with a B.S. degree. Currently assigned to the Pentagon as the Executive Assistant to OP-00Z, Commander Wright has attended the Naval War College and has served as Assistant Fleet Intelligence Officer to the Commander Sixth Fleet, Staff and as an intelligence officer with Fleet Air Reconnaissance Squadron Two, Rota, Spain. His decorations include the Meritorious Service Medal, Navy Commendation Medal (w/star), and the Navy Achievement Medal.

Lieutenant Commander Elizabeth G. Wylie, USN

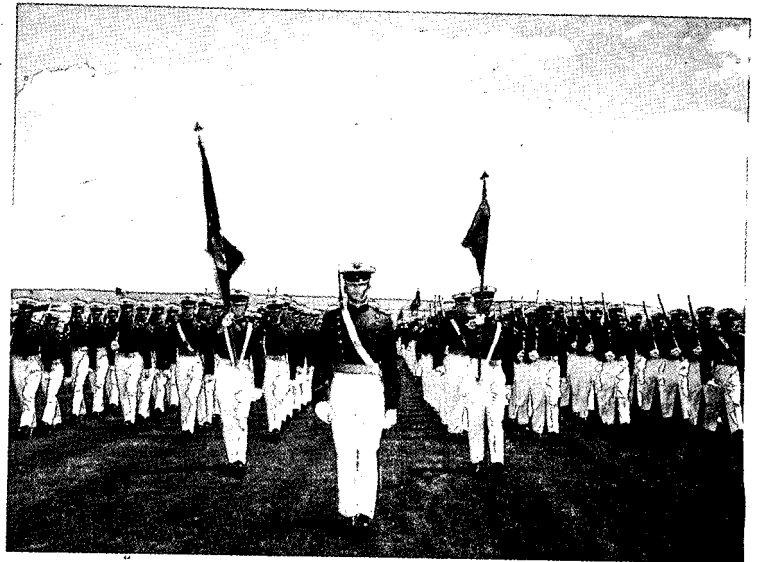
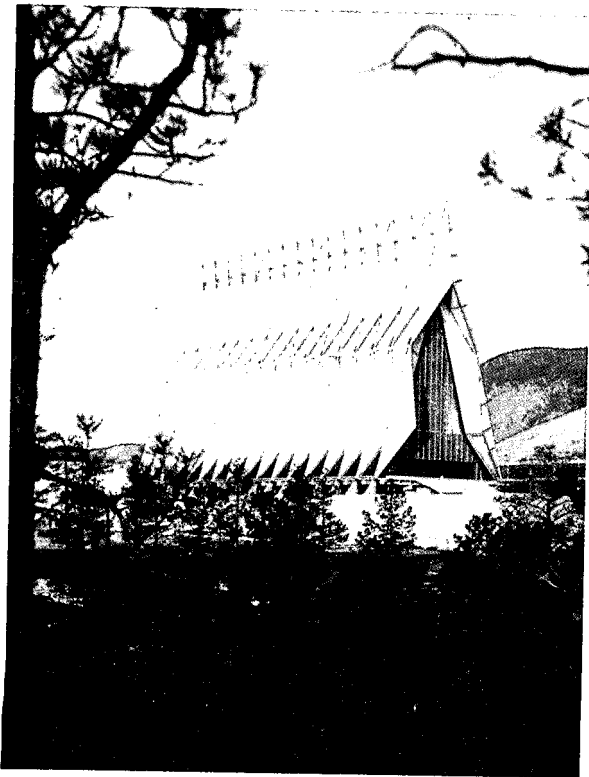
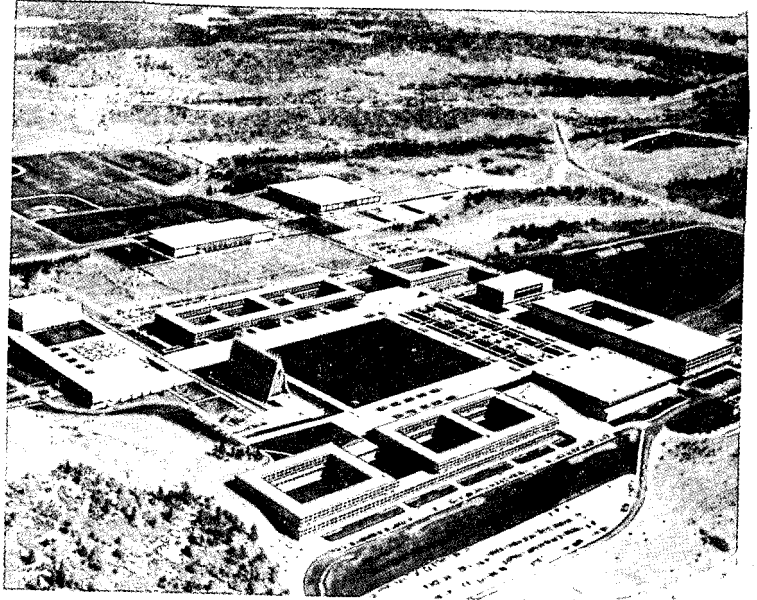
Lieutenant Commander Elizabeth G. Wylie, USN, is a 1961 graduate of Dickinson College. She received her M.A. and M.A.L.D. for the Fletcher School of Law and Diplomacy and is currently a Ph.D. candidate at Fletcher preparing to write her dissertation on some aspect of naval power and NATO with special interest on future arms control limitations. Lt Commander Wylie's previous assignments have been with the Staff Naval Forces, Vietnam as a Data Systems Analyst and most recently as an instructor and military director at the Woman Officers School, Newport, R. I.

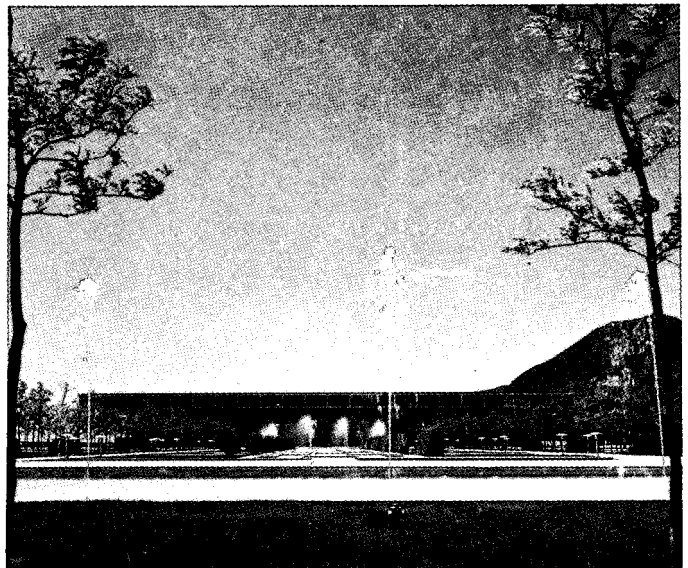
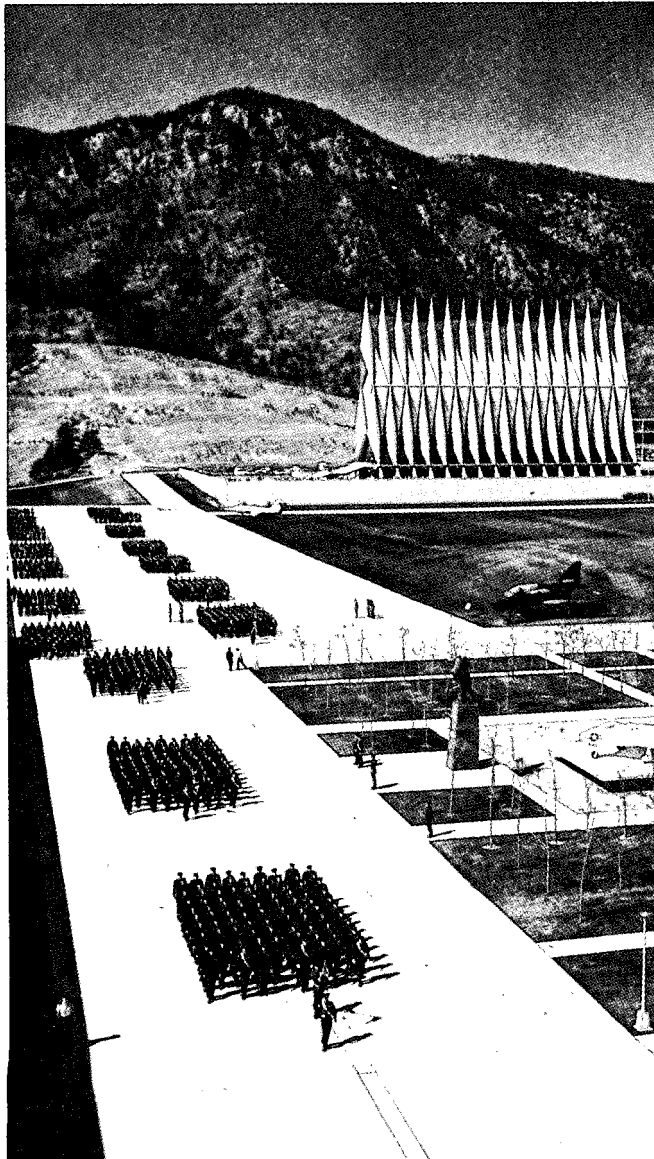
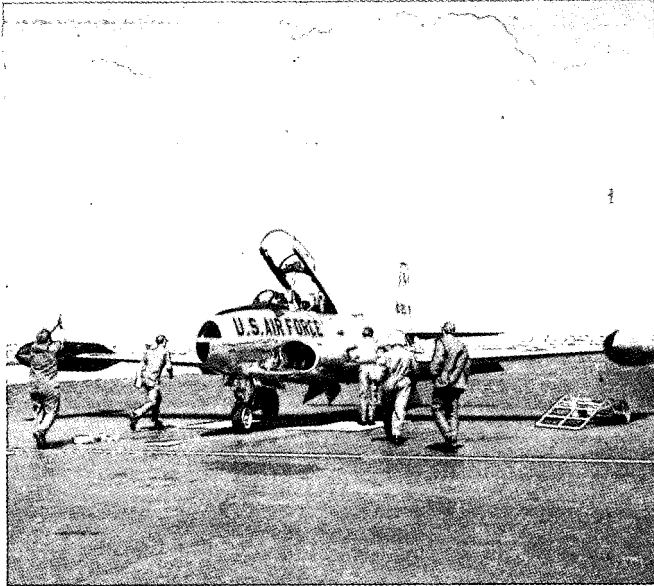
Lieutenant Commander Ronald J. Zlatoper, USN

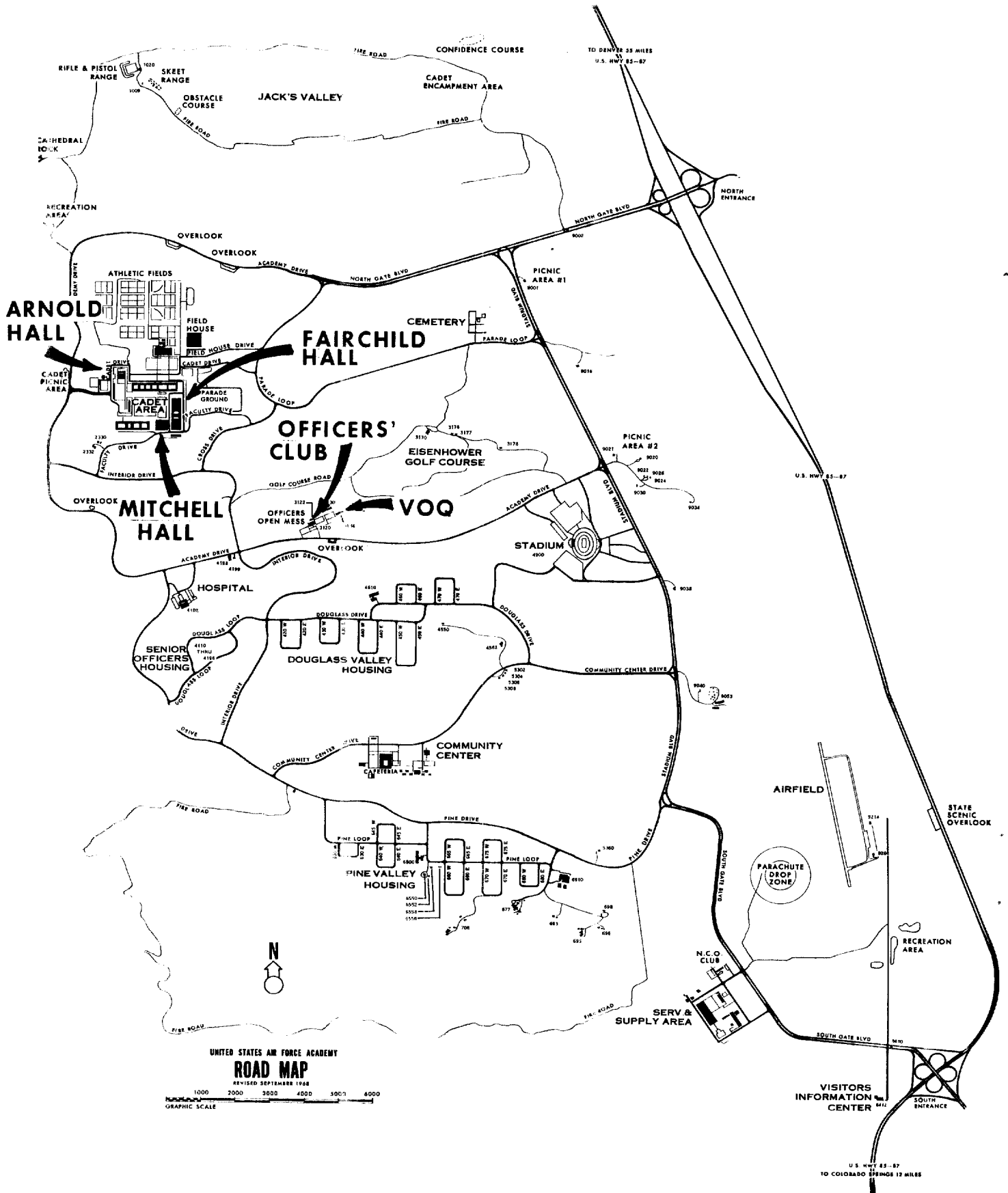
Lieutenant Commander Ronald J. Zlatoper, USN, is currently attending the Sloan School of Management of the Massachusetts Institute of Technology as a CNO Scholar. He is a 1963 graduate of Rensselaer Polytechnical Institute and earned an M.S. in Administration from the George Washington University in 1970. Previous assignments have been with Attack Squadron 34, Sixth Fleet as an attack pilot and Operations Officer and with Attack Squadron 42, serving as a Flight Instructor. Lt Commander Zlatoper has received the Distinguished Flying Cross, 11 Air Medals and four Navy Commendations Medals.



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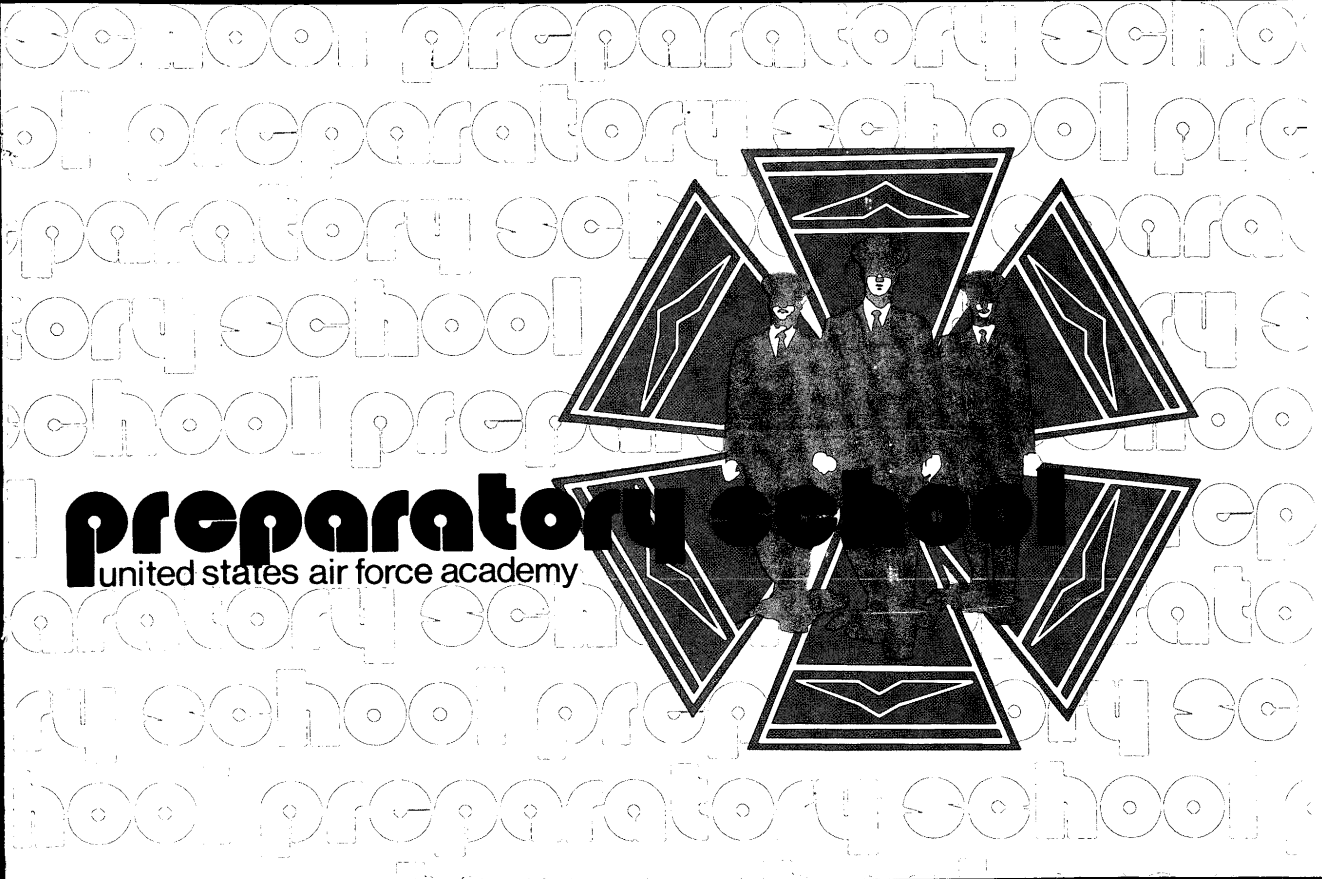




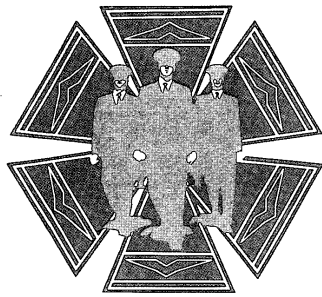


UNITED STATES AIR FORCE ACADEMY MISSION

... TO PROVIDE INSTRUCTION AND EXPERIENCE TO EACH CADET SO THAT HE GRADUATES WITH THE KNOWLEDGE AND CHARACTER ESSENTIAL TO LEADERSHIP AND THE MOTIVATION TO BECOME A CAREER OFFICER IN THE UNITED STATES AIR FORCE

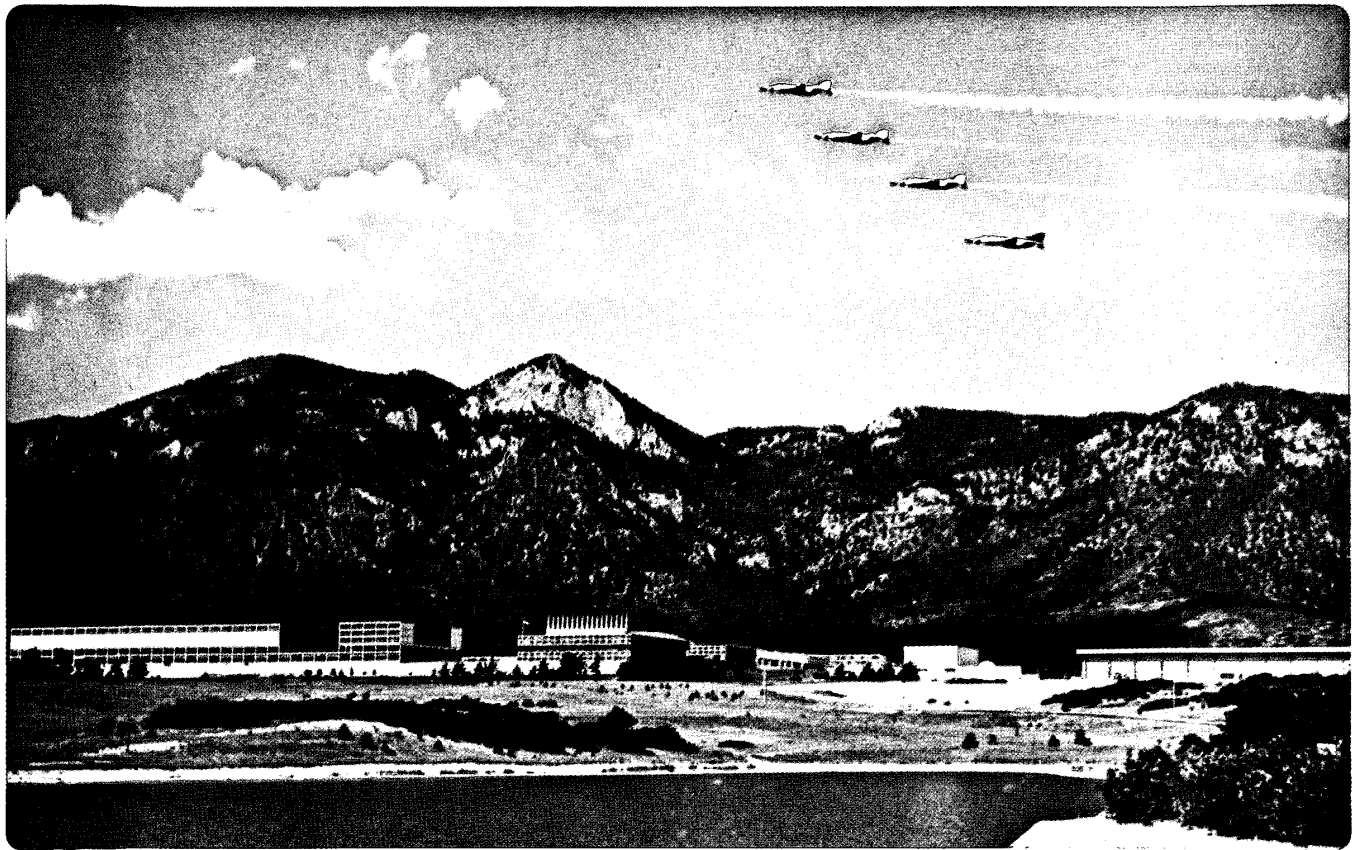


preparatory school
united states air force academy



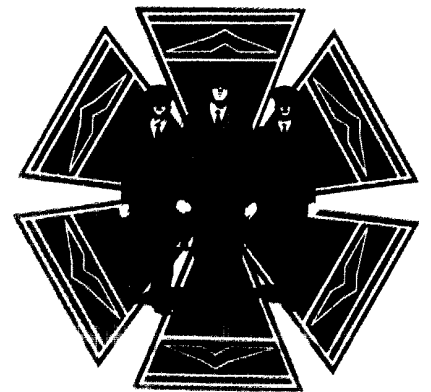
**the united states
air force academy
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TO PROVIDE INSTRUCTION AND EXPERIENCE TO EACH CADET SO THAT HE GRADUATES WITH THE KNOWLEDGE AND CHARACTER ESSENTIAL TO LEADERSHIP AND THE MOTIVATION TO BECOME A CAREER OFFICER IN THE UNITED STATES AIR FORCE.





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THE AIR FORCE ACADEMY PREPARATORY SCHOOL IS LOCATED IN THE CENTER OF THE ACADEMY SITE ADJACENT TO THE COMMUNITY CENTER. THE SCHOOL IS A SELF CONTAINED COMPLEX INCLUDING CLASSROOM, DORMITORY AND DINING HALL BUILDINGS, ATHLETIC FIELDS, AND A PARADE GROUND.

**the
air force academy
preparatory
school**

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an opportunity for young men

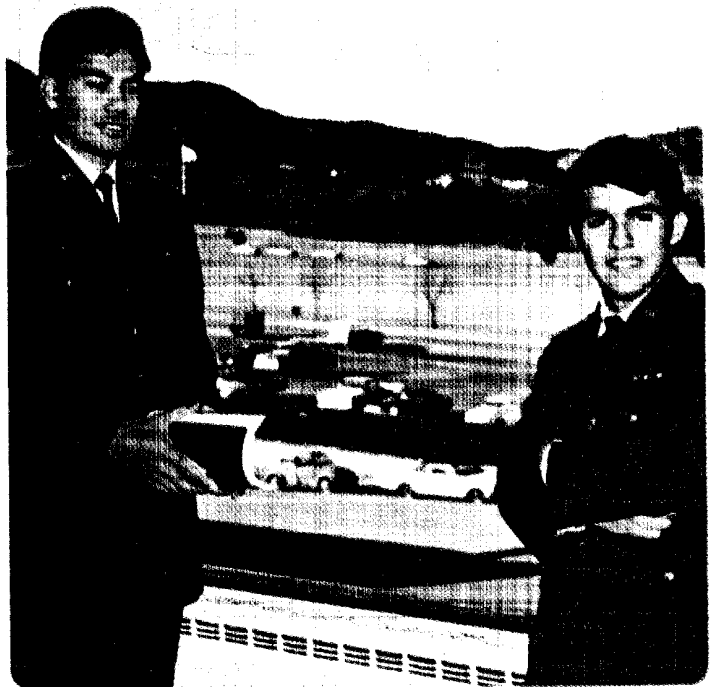
By studying this booklet, you will learn how to apply for the school and what will be expected of you as a student. Additional information about the Air Force Academy is included in the Academy catalog available through your Base Education Office or upon request to: Candidate Advisory Service, USAF Academy, Colorado 80840.

A career in the United States Air Force can begin for you at the Air Force Academy. An appointment to the Academy will give you a chance to obtain an excellent college education, professional training for aerospace leadership, and a commission in the Regular Air Force.

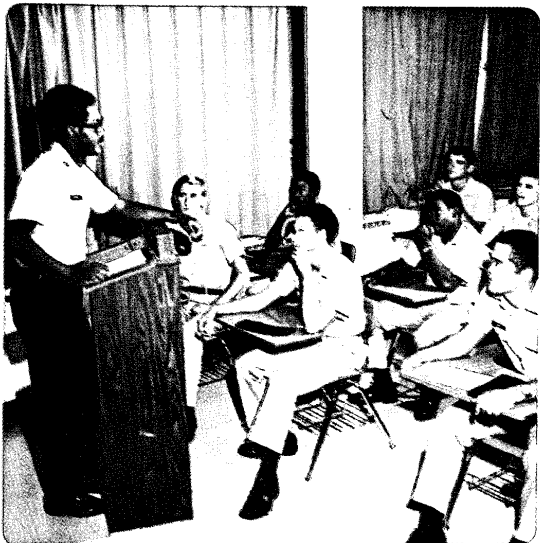
The gateway to an Academy appointment can be opened for you through the Air Force Academy Preparatory School. The mission of the "Prep School" is to prepare selected young men for the Air Force Academy. The curriculum is designed to prepare them to compete in Academy entrance examinations and to succeed as an Academy cadet in academic, military, and physical training programs.

Prep School instruction is divided into four areas: English, mathematics, military training, and physical training. The school is particularly beneficial to those servicemen who need additional English and mathematics preparation to improve their performance on the College Entrance Examination Board Tests required of Academy candidates.

A majority of the students enter Prep School in the summer and complete their courses in May. A few enter in January for a short term that ends in May. Students selected for cadet appointments enter the Academy early in July.



eligibility requirements



To be eligible to apply for the Prep School, you must meet the following requirements:

- Be at least 17 and not over 21 years of age on 1 July of the year you enter Prep School.
- Be a male citizen of the United States.
- Have good moral character.
- Never have been married.
- Be in good physical condition.

Application Procedures

Air Force Regular and Reserve Members

Enlisted members of Air Force Regular and Reserve components may apply for the Prep School and for a nomination to compete for the Academy. Under quotas allotted by law, Academy appointments are available each year for airmen on active duty in the Air Force Regular component and for airmen serving in the Air Force Reserve and the Air National Guard.

To apply for admission to the Prep School and a nomination to the Academy, you should take the following steps:

- Visit your Base Education Officer or your Career Motivation NCO and read AFR 53-14, Air Force Academy Preparatory School. Then complete Air Force Form 1786 in duplicate and give it to your commander. He will forward it along with his statement of recommendation to the Academy.
- Write the high school which you last attended and ask the principal to send a copy of your transcript to the Associate Director of Admissions, United States Air Force Academy, Colorado 80840. Request submission of your transcript from any preparatory school or college that you attended.



- Obtain a copy of your birth certificate and send it to the Associate Director of Admissions.

- If notified that you meet the minimum qualifications for Prep School, you must take the Air Force Academy Qualifying Medical Examination and the Air Force Academy Selection Test. These examinations are used for further evaluation of your application.

- If selected for admission to Prep School, you will be notified through your organization commander to report to the class entering in the summer. You will be assigned to the school in your current grade.

In addition to applying for the Academy under the Regular or Reserve component category, you are advised to apply for any other type of nomination for which you are eligible. Additional nominations may improve your chances of receiving an appointment to the Academy. Refer to the Academy catalog and study the nominating categories. You may request nominations from the U. S. Senators from your state and the U. S. Representative from your congressional district.

Army, Navy, and Marine Corps Members

Members of the Army, Navy, and Marine Corps are not eligible to apply for a nomination to the Air Force Academy under the Regular or Reserve quotas for enlisted members of the Air Force. To compete for an appointment to the Academy, a member of one of these services must first obtain a nomination from a member of Congress or other

authorized source. After receiving a nomination, an enlisted man may apply for the Prep School according to steps outlined in a joint regulation (AFR 53-14, BUPERS INST 1530.-49C, MCO 1530.5B, Air Force Academy Preparatory School). Applications may be submitted during the year preceding desired enrollment.

A serviceman who has previously attended a service academy preparatory school normally is not eligible to apply for the Air Force Academy Preparatory School.

Civilian Candidates

Admission to the Prep School directly from civilian life is authorized for certain individuals who demonstrate potential to enter the Air Force Academy. Selection of civilians to attend the Prep School is based on entrance examination test scores and other candidate records.

Candidates selected must be willing to join the Air Force Reserve for a six-year commitment. They will be called to active duty as basic airmen in the Air Force Reserve and will report for approximately two weeks of basic training prior to entering the Prep School.

selection and assignment

A military applicant will be notified through his organization commander regarding his application for the Prep School. If you are selected, the notification will specify the date and place to report, along with reassignment instructions. You must agree to extend your enlistment prior to enrollment if it will expire before 1 July of the year you would enter the Academy.

An assignment to the school in no way guarantees that you will receive an appointment to the Academy. Each Prep School candidate will be considered for an appointment with other candidates in each nominating category he has entered. While at the Prep School, you will take the required entrance examinations for the Academy including the College Entrance Examination Board test, physical aptitude examination, and qualifying medical examination.



student separation

The Commander of the Preparatory School may relieve a student from his assignment if one of the following conditions exists: (1) failure to maintain academic or medical standards, (2) unsatisfactory conduct, (3) retention is not considered to be in the best interest of the government, (4) personal request by the student for disenrollment due to lack of desire for an Academy appointment, (5) failure to maintain basic eligibility defined in AFR 53-10 and the current Air Force Academy catalog. Disenrollment from the Prep School for any of these reasons will result in withdrawal of candidacy from the Academy.

A Prep School student selected while on active duty who is eliminated from the school or fails to obtain an Academy appointment will be reported to his branch of service for reassignment. A civilian called to active duty will be released from active duty, but will be required to fulfill the remainder of his six-year Reserve obligation. Enrollment in a college Air Force ROTC program will satisfy Reserve participation requirements.

COURSE of instruction

Academic Courses

A Prep School student receives intensive instruction in English and mathematics to prepare for the College Entrance Examination Board tests and for the academic program of the Academy. The preparatory course begins on the high school level and proceeds rapidly to college level material. You should not apply for Prep School unless you are willing to exert maximum effort in these academic subjects.

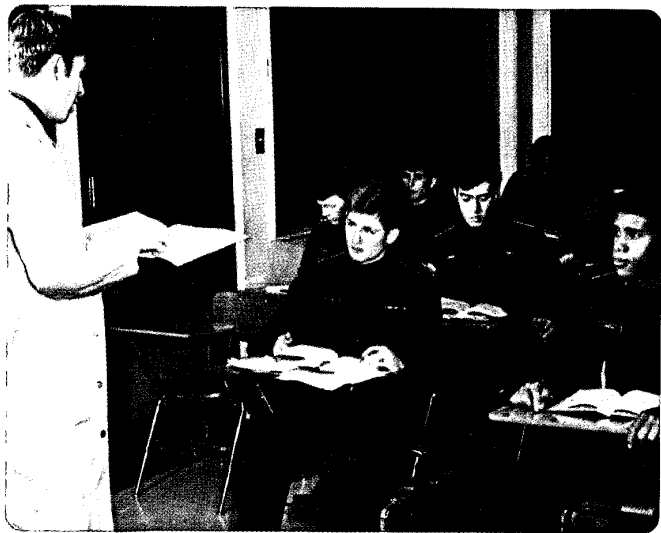
Specific English instruction areas are reading improvement, grammar, rhetoric, vocabulary, logic, composition, literature, and speech. Students are required to write themes and essays, give oral reports, participate in panel discussions, complete workbooks in vocabulary building, and accomplish grammar exercises. Frequent testing follows all instruction.

The mathematics courses are algebra, Euclidean and analytic geometry, plane trigonometry, calculus, and slide rule.

Students are required to prepare for each lesson before class with a one-hour reading and problem-solving assignment. A majority of the classroom time is spent with students solving carefully planned problems at the blackboards.



All members of the Prep School faculty are Air Force officers who are well qualified for their assignments. Small class sections permit maximum student participation and individual attention from instructors. Students are grouped in classes according to their needs and abilities. Grades are given every four to six weeks so that each student's progress can be measured and assistance given accordingly. Students who have made rapid progress in Prep School may validate required English and mathematics courses and proceed to more advanced classes when admitted to the Academy.



Student Training

Student training prepares the cadet candidate for the high standards required of Academy cadets. However, the Prep School does not attempt to parallel the Fourth Class military training system of the Air Force Cadet Wing.

The student body is organized into a Cadet Candidate Group which provides practical leadership experience at the group, squadron, and flight levels. Under the supervision of the Preparatory School Commander and his staff of officers and NCOs, students in the chain of command are responsible for the discipline, supervision, and welfare of their classmates. Students compete for the opportunity to perform in leadership positions.

Students attend the Prep School in a military grade and are paid accordingly. When they wear the regulation uniform, the insignia of their grade is replaced by Prep School shoulder boards. Students are called "cadet candidates" and addressed as "mister."

During their first two weeks at the Prep School, cadet candidates receive intensive instruction in customs and courtesies, ceremonies, leadership techniques, and personal hygiene. Following the orientation, they apply the basic skills to daily living and develop desirable traits of character and leadership.

The student training program is climaxed by a week of intensive physical conditioning, obstacle exercises, and field training to prepare cadet candidates for the strenuous summer of basic cadet training at the Air Force Academy.







Physical Training

Physical training prepares the student for the physical aptitude examination administered to all Academy candidates and for the strenuous physical education program required of all cadets. In regular physical training periods, students take various conditioning exercises including graduated cross-country runs, grass drills, and calisthenics. Each student is encouraged to continue his physical conditioning during his free time, and special assistance is offered to those who need it.

Instruction is conducted in a variety of sports on an intramural basis among the student squadrons. Intramural sports include pass football, basketball, volleyball, softball, wrestling, swimming, water polo, soccer, cross-country, and flickerball. Prep School varsity teams compete with local junior colleges and college freshmen teams in football, basketball, lacrosse, wrestling and, occasionally, in other sports.





student activities

Typical Day

The typical weekday, Monday through Friday, begins at 5:50 a.m. Cadet candidates live in a dormitory, two to a room. They have breakfast and clean their rooms prior to 7:35 when classes begin. They receive two hours of English instruction and two hours of mathematics instruction. At 11:20 they go to lunch in the Airman's Dining Hall. After lunch they have an additional English and a mathematics class of supervised study. Physical education begins at 2:00, followed by intramural competition. Dinner is at 5:30, followed by free time until study period begins at 7:30. Taps is at 10:00 p.m.

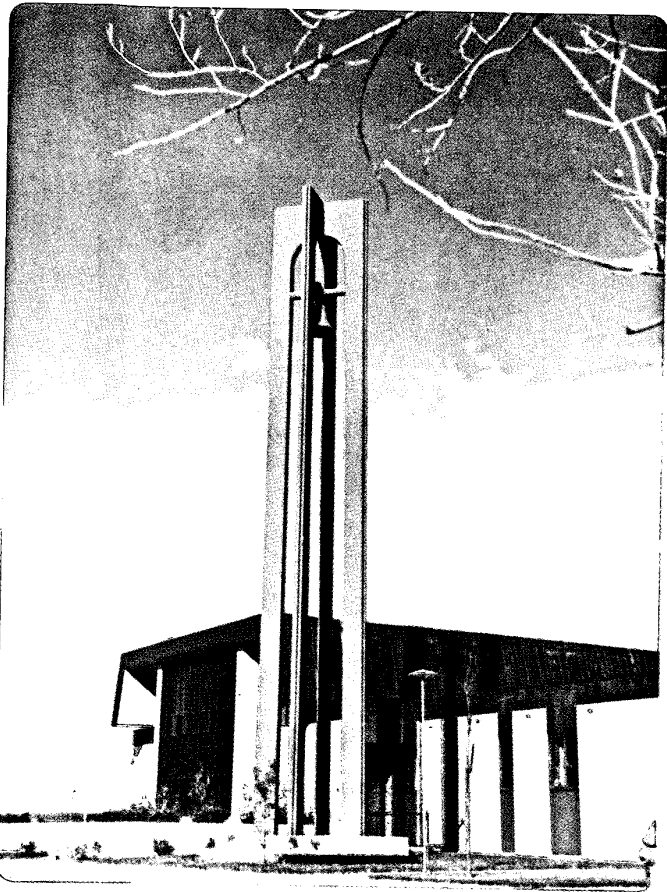
Leaves and Passes

Students are given leave for approximately two weeks during the Christmas holidays and one week during spring break in March.

Privileges to leave the Prep School on weekends may be granted to proficient students. As long as a student performs satisfactorily in all phases of his training, he may continue to receive these privileges. A student who has academic, military, or other difficulties may be restricted to the school area on weekends.

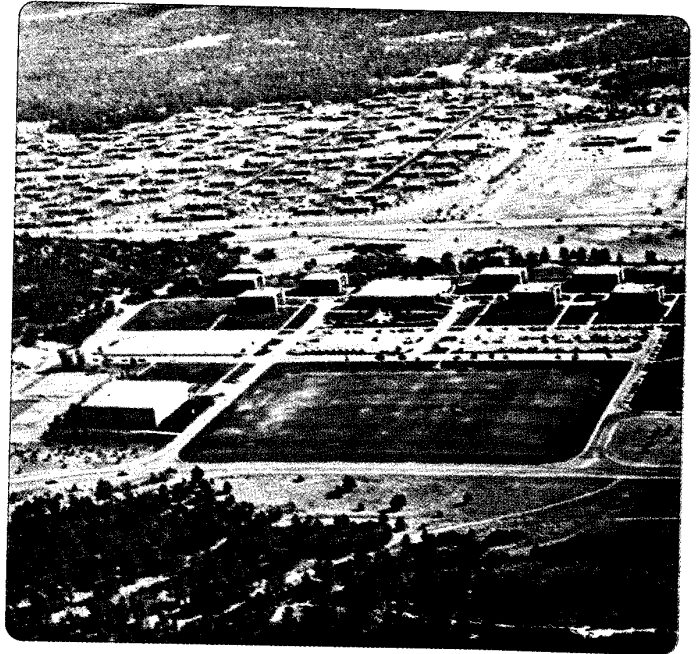
Students may normally wear civilian clothing when off duty, off base, or not engaged in prescribed activities. Students cannot maintain possession of privately owned vehicles, but they are permitted to arrange auto rentals.





Religious Activities

Students are encouraged to attend Protestant, Catholic, or Jewish services conducted by base chaplains in the Community Center. They are also encouraged and permitted to attend religious services at churches in Colorado Springs. Chaplains of all major faiths are available for counseling students.



Extracurricular Activities

A number of recreational facilities are available to Prep School students during their off-duty time. Located in the Community Center complex are a bowling alley, hobby shops, theater, library, and service club. Through an active special services program at the Academy, many recreational events are made available.

Students attend various athletic and social functions held at the Academy and in the local area. Included are home and away varsity games of the Prep School, Academy home football games, picnics, dances, banquets, and special activities in Colorado Springs. Scheduled trips are made to Farish Memorial, the Academy recreation area in the nearby Rocky Mountains, where students may enjoy hiking, horse-back riding, fishing, skiing, and other activities. Students also may participate in Prep School year book preparation, newspaper, student council, or special class events.





**typical
preparatory
school
calendar**

20

June-July



August



September



October



November



December

1st Saturday 3rd Wednesday	CEEB Tests Christmas leave begins
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January

Prep School Class enters 1st Sunday	Christmas leave ends
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February

3rd Monday	Holiday, Washington's Birthday
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March

1st Saturday 3rd Saturday 4th Sunday	CEEB Tests Spring leave begins Spring leave ends
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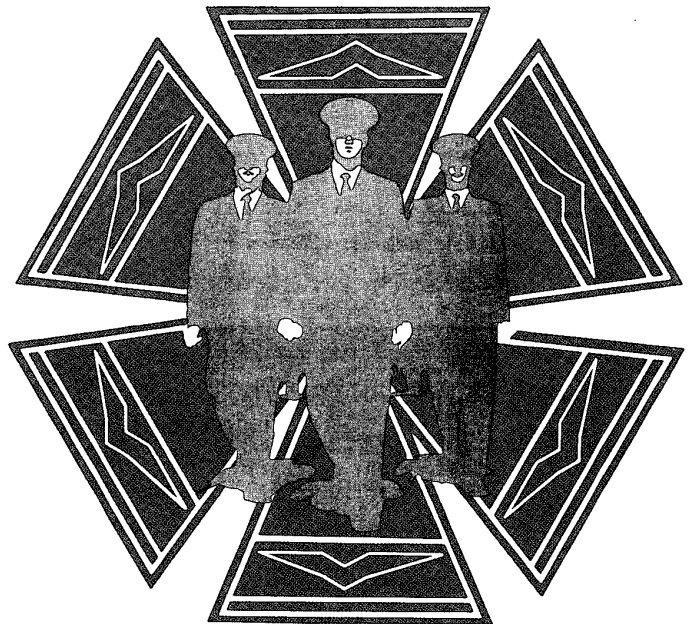
April

Friday	Academic Year Ends
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May

1st Week 2nd Sunday 3rd Wednesday	Training Week Graduation Banquet Graduation
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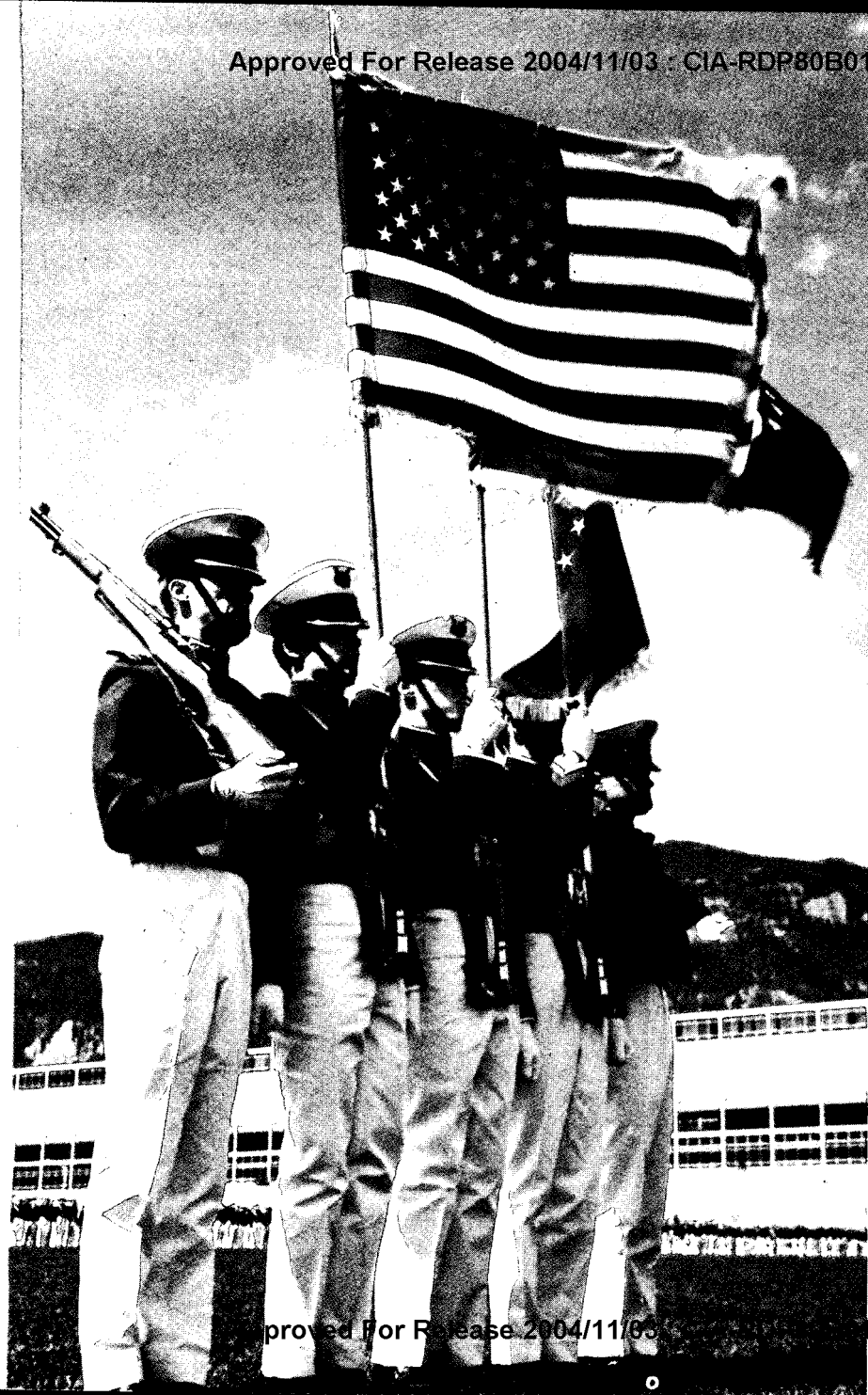
You may obtain the Air Force Academy catalog, or additional copies of this Preparatory School brochure, by writing to:



Director of Candidate Advisory Service
United States Air Force Academy
Colorado 80840

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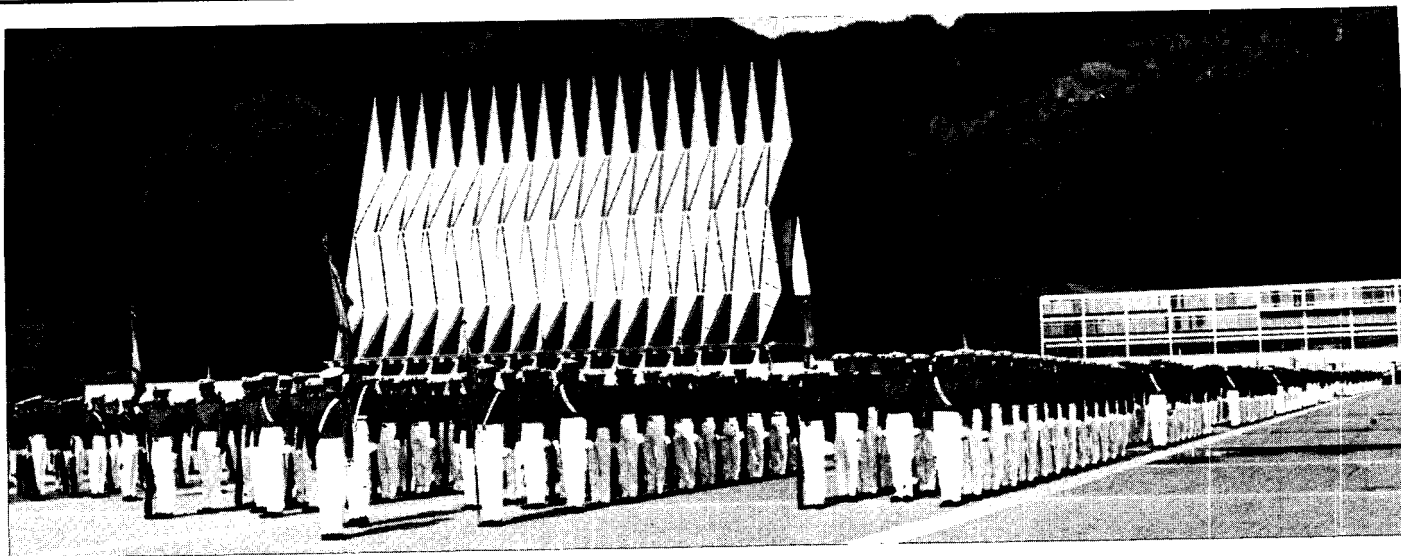
THIS IS
YOUR
UNITED STATES
AIR FORCE
ACADEMY

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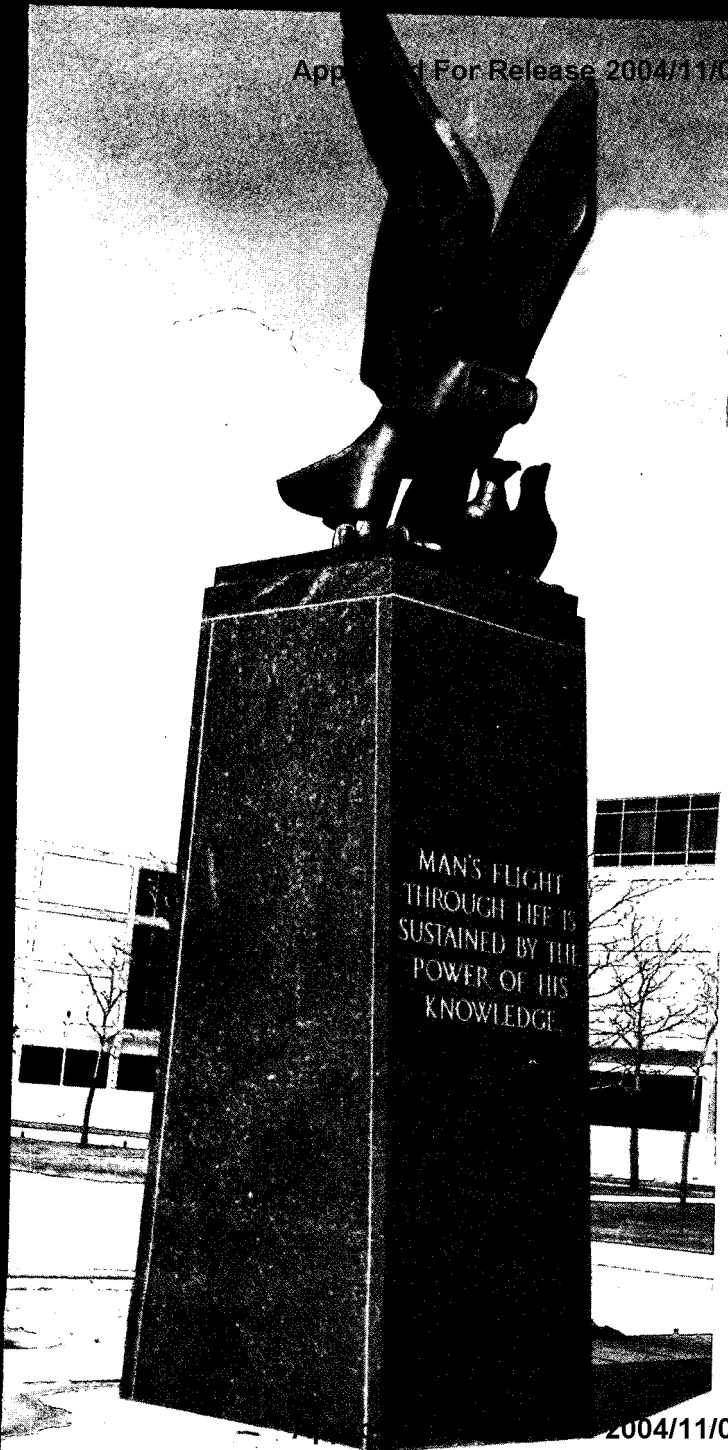
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This booklet is entitled, "This is YOUR United States Air Force Academy." This title was chosen to reflect a fact which too often stands unrealized — that this is your Air Force Academy. The Academy was conceived and continues to be dedicated to training young men in the service of our country. Toward that objective, these young men are being trained to serve you, to defend your freedom, to secure your way of life. This is your Air Force Academy. We welcome your visit.



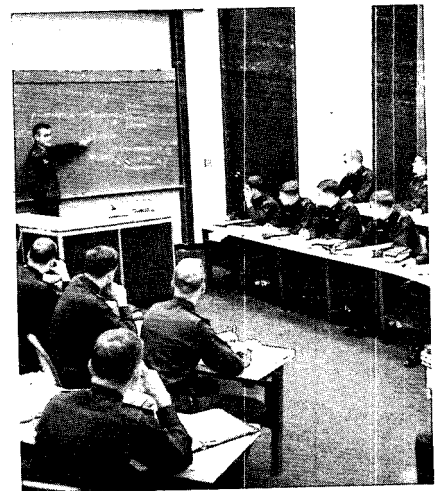
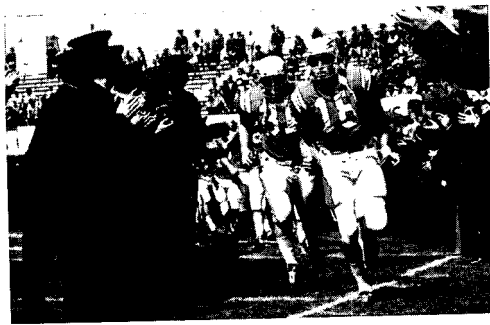
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THE ACADEMY MISSION

The Air Force Academy provides instruction and experience to each cadet so that he graduates with the knowledge and character essential to leadership and the motivation to become a career officer in the United States Air Force.

OVERVIEW OF THE ACADEMY



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The United States Air Force Academy offers an extensive, well-rounded education designed to develop professional military officers.

Inherent in this task are five broad objectives which are central to each cadet's development:

- Academic knowledge
- Military knowledge, skills and attitude
- Leadership experience
- Ideals of Duty, Honor, and Service to country
- Physical attributes and skills

The Academy Superintendent is responsible for the overall operation of the Academy. Three key mission elements administer the Academy program. The Dean of the Faculty implements the academic program and supervises the faculty. The Commandant of Cadets executes the leadership and military training program and supervises the Cadet Wing. The Director of Athletics carries out the physical education, intercollegiate, and intramural athletic programs. A broad program to identify and recruit potential candidates, conducted by the Registrar, supports this program in assuring well-qualified young men are selected for appointment to the Academy.

The mission of the Air Force Academy makes the school different from a civilian college or university. Cadets must maintain a regulated daily schedule, conform to strict discipline, live by an Honor Code, and develop qualities of leadership and dedication to service in the Air Force.

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ACADEMIC PROGRAM

CURRICULUM. Each cadet is required to complete a sequence of core courses designed to prepare him for broad responsibilities as an Air Force officer. The core sequence totals 140½ semester hours divided among the areas of instruction as follows: physical education and athletics—14½ semester hours; leadership and military training—27 semester hours; academics—99 semester hours. In addition to the core curriculum, each cadet must complete 46½ semester hours in one of 21 academic majors. A total of 187 semester hours are required for graduation.

MAJORS AND ENRICHMENT PROGRAM. The four academic divisions (Basic Sciences, Engineering Sciences, Humanities, and Social Sciences) offer a total of 21 majors. The curriculum enrichment program allows cadets to earn credit for courses at an accelerated rate by successfully completing validation examinations, transferring credit from other colleges and universities, taking a heavier than normal semester hour load, and also by enrolling in accelerated courses.

GRADUATE EDUCATION. Graduates in the top 15 percent of each class in Graduation Order of Merit are given assurance of future graduate education assuming they perform at a high level as Air Force officers. In addition, cadets may compete with students from other universities for scholarships and fellowships. Since 1959, 16 graduates have been selected as Rhodes Scholars.

FACULTY. Cadets receive academic instruction from an all-military faculty. A central part of the Academy mission is the motivation of cadets toward a career in the Air Force; this mission can best be accomplished by military officers. Each officer-educator assigned to the faculty holds a master's or doctoral degree in the field in which he is teaching or a closely related field and has experience in that field.

ACADEMIC RATING. The Air Force Academy had the unique distinction of being accredited by the North Central Association of Colleges and Universities (NCA) prior to its first graduation. The Engineers' Council for Professional Development has accredited the various engineering majors. The major in chemistry fulfills the recommendations of the Committee on Professional Training of the American Chemical Society. In 1969, the NCA re-accredited the Academy. In summarizing their findings they stated, "... there is significant objective evidence of achievement by Air Force cadets of not only a broad liberal education, but specialized education in depth as well. In addition, there is strong evidence of successful development of highly qualified U.S. Air Force career officers. When these achievements are coupled with the individualized achievements of cadets physically and ethically, the U.S. Air Force Academy appears to have attained a truly remarkable and unique record of achievement."

MILITARY TRAINING



TRAINING. The Military Training Program, which qualifies each graduate to be commissioned as a regular officer in the U.S. Air Force, distinguishes the Academy from other universities. Each year cadets receive core classroom training in military studies. Cadets receive practical leadership and military training through the Cadet Wing organization which governs cadet life and activities.

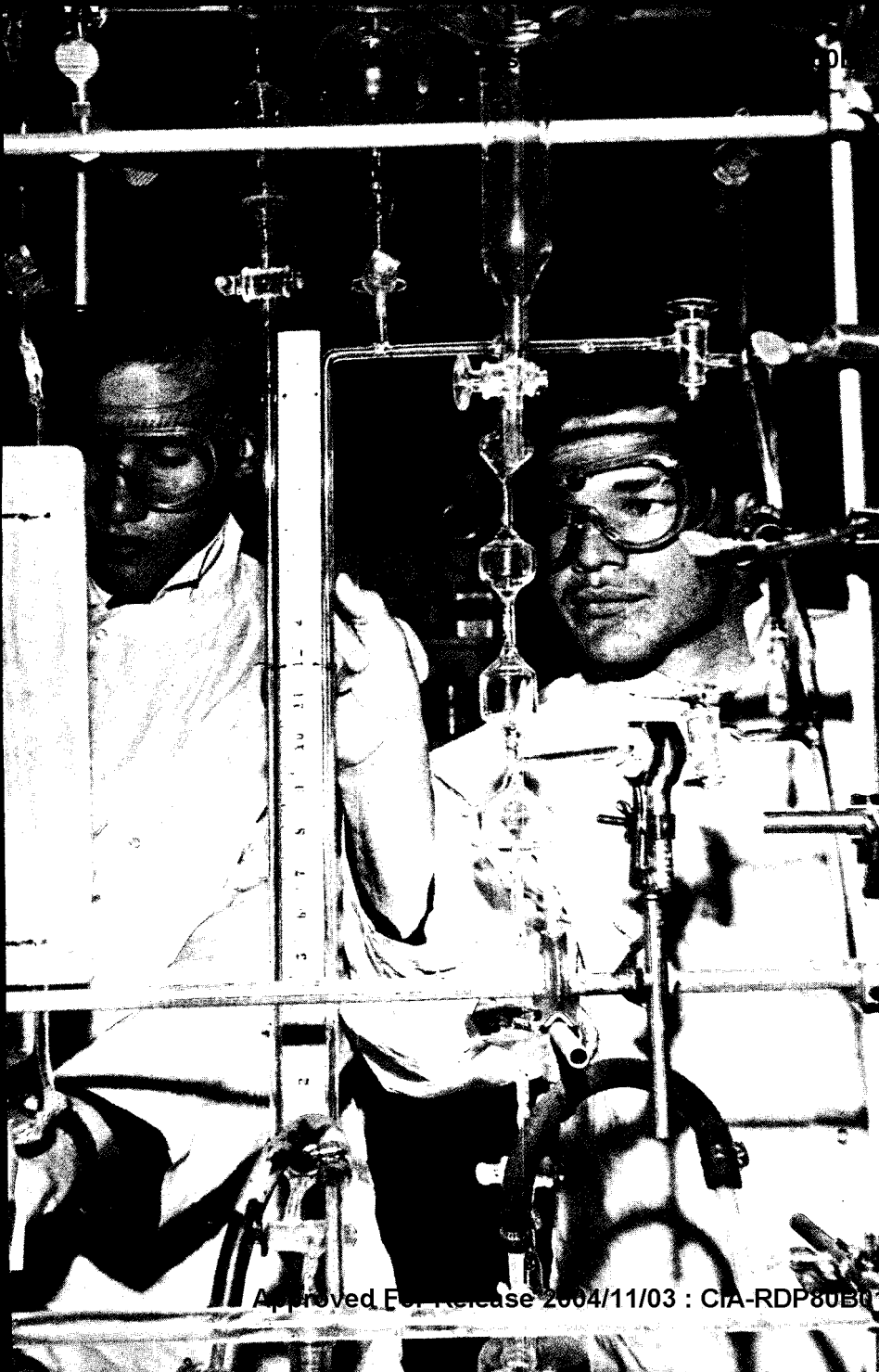
SUMMERS. Cadets spend their first summer at the Academy in the physically and mentally demanding Basic Cadet Training (BCT) program.

During the second summer, cadets all receive three weeks of basic survival training and also select from several options for three weeks of summer duty in sailplane training, parachute training, or working on an Air Force base.

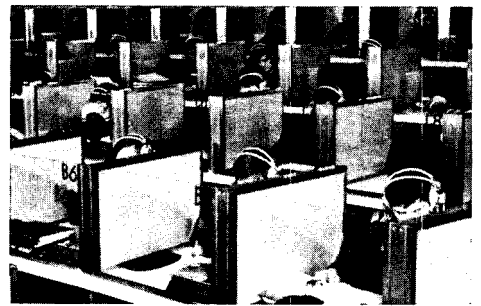
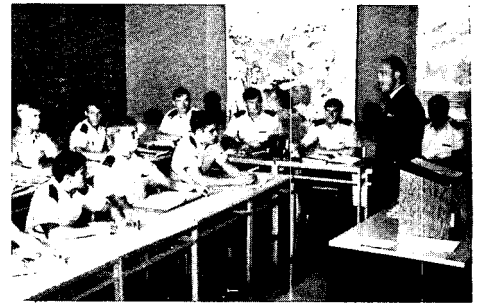
During their last two summers, cadets participate in a variety of training programs, receiving specialized training, exercising leadership responsibility in Academy training programs, and being assigned to a three-week tour of duty with an Air Force unit (Operation Third Lieutenant).

AVIATION. The aviation opportunities available to the cadet are a unique and distinguishing feature of the Air Force Academy. In Basic Cadet Training cadets receive orientation flights in jet aircraft. Cadets receive sailplane orientation flights during their first academic year. Optional programs and elective courses provide further opportunities in jet flight orientation, soaring, parachuting, light plane flying, and navigation. Cadets who are physically qualified for pilot or navigator training may take Academy courses to complete their first phase of flight training at the Academy. Pilot qualified cadets receive a flying orientation program in the Cessna T-41 single engine aircraft. Navigator qualified cadets receive training in the T-29 flying classroom.

Participation in aviation programs provides exposure to air operations and is valuable to all cadets regardless of medical qualification.



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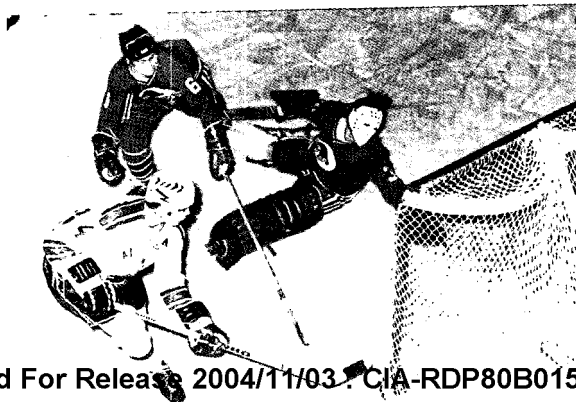
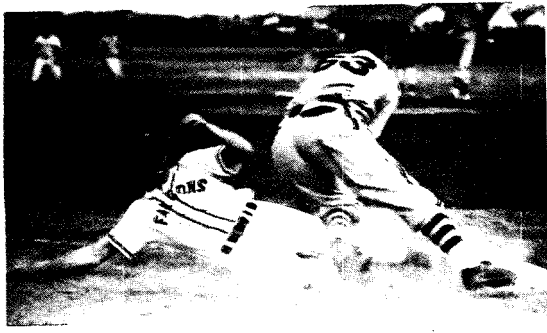
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ATHLETIC PROGRAM





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REQUIREMENTS. Each cadet must participate in an extensive athletic program, composed of physical education courses, intramural sports and intercollegiate athletics. The physical education and intramural programs extend through the entire four years. In the first two years cadets learn and participate in many contact sports, such as football, boxing and wrestling. During the last two years they become proficient in "carry-over" sports—including golf, tennis, handball, and squash—which they can compete in throughout their lifetime to maintain physical fitness.

INTERCOLLEGIATE. Eighteen sports are included in intercollegiate competition. The Academy is not a member of a regional conference, but plays a nationwide schedule. Athletes must take the same academic courses and maintain the same grade point average as other cadets. If an athlete is found deficient, he is dropped from intercollegiate participation. Although the Academy participates in all major sports, only three are revenue producing—football, basketball, and ice hockey. These funds are administered by the Air Force Academy Athletic Association (AFAAA), a non-profit, non-governmental organization. The AFAAA supports the financing of all intercollegiate sports.

SPORTS RECORD. During recent years, Falcon varsity teams have recorded better than a 65 percent winning record, one of the best in the nation. The Academy offers several varsity sports, such as lacrosse, water polo, fencing, rifle, and pistol, which are not offered at many schools.

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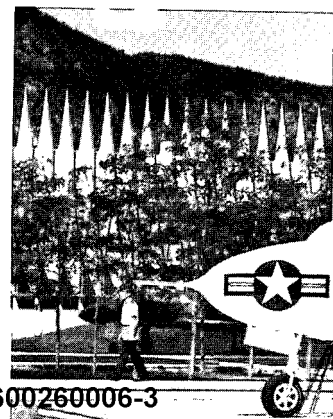
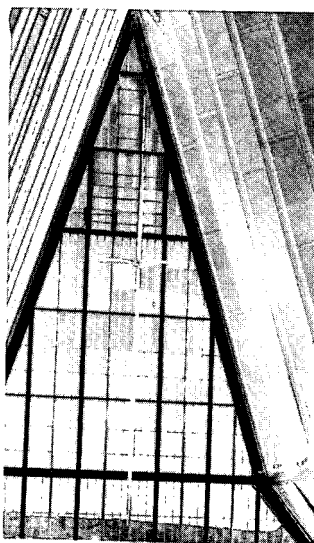
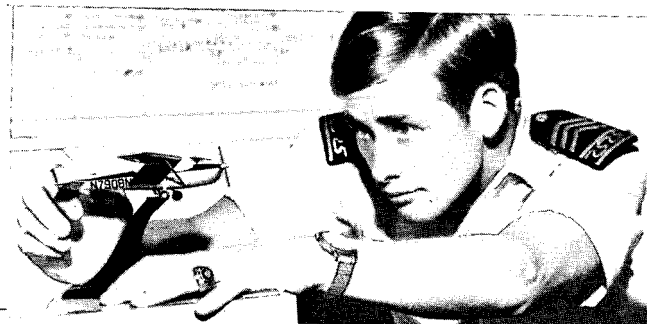
CADET LIFE



ORGANIZATION. The body of cadets is designated the "Cadet Wing." It is composed of 40 squadrons of approximately 100 men each. The squadrons, in turn, are organized into four groups of 10 squadrons each. Each cadet squadron consists of members of all four classes. First classmen (seniors) hold the command ranks and are designated cadet officers. Second classmen (juniors) hold the noncommissioned officer positions. Third (sophomores) and fourth (freshmen) classmen hold no rank, except for a few third classmen who hold the rank of cadet staff sergeant. In the cadet organization there are parallel chains of command—one made up of cadets, the other of commissioned officers. The cadets exercise command and control of the Wing, while the officers act in supervisory and advisory roles.

CADET DAY. A cadet's normal academic day starts at 6 a.m. and ends at 10:45 p.m. If a cadet needs to study beyond 10:45 p.m., he must have a valid requirement and obtain special permission. There are four morning and three afternoon periods of classes daily. Each class averages 15-20 cadets. Physical education classes are conducted throughout the day; intramural and intercollegiate teams practice in the afternoon.

A cadet receives his military training throughout the week, including Saturday morning. The summer months, from the beginning of June through the third week in August, are utilized for concentrated military training, leave, and various other summer programs.





PRIVILEGES: Special privileges to leave the Academy on weekends are based on a gradual transition from the status of fourth classman to first classman. Privileges are progressively increased by class in recognition of added maturity and responsibility. Fourth classmen are restricted in their privileges, while first classmen are relatively free on weekends. Cadets are authorized 30 days of leave each of their last three years.

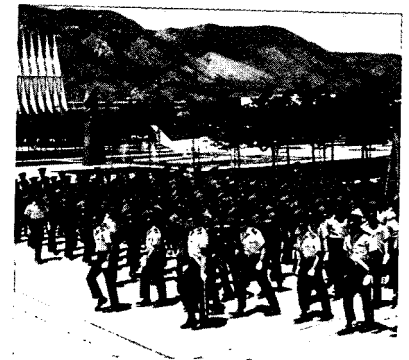
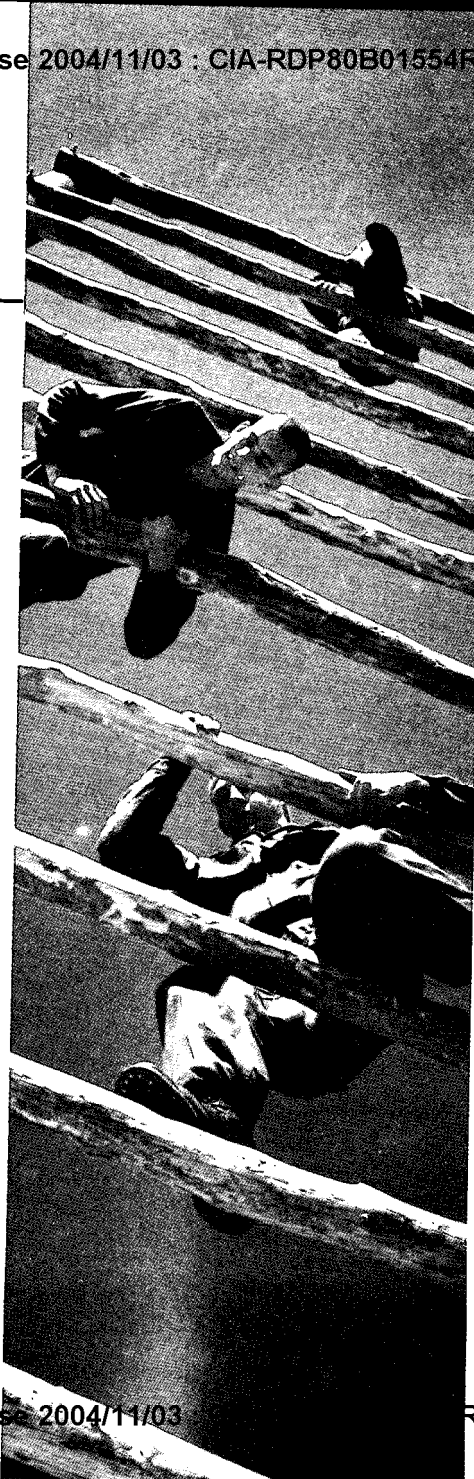
EXTRACURRICULAR. There are approximately 60 extracurricular cadet activities, ranging from hunting and fishing, skiing, and mountain climbing, to debating and membership on the cadet magazine and yearbook staffs.

GRADUATES. Air Force Academy graduates receive an accredited bachelor of science degree in an academic subject area and a regular commission as a second lieutenant in the U.S. Air Force. They are required to serve five years of active service after graduation. Graduates who attend pilot or navigator training (approximately 70 percent) must serve an additional year. Upon graduation, a limited number of Air Force Academy graduates may be commissioned in other services upon approval of their application.



BASIC CADET TRAINING

BASIC CADET TRAINING. New cadets are required to undergo a strenuous summer training program designed to orient them to Air Force life and to give them practical field training. The six-week program provides a transition from civilian to military life with intensive training in a variety of areas using classrooms, dormitories, drill areas and athletic facilities. Several days are spent in field training on the Academy site where cadets undergo rigorous confidence training, leadership training, weapons orientation, and continue their orientation to military life.



CADET HONOR CODE

"WE WILL NOT LIE, STEAL, OR CHEAT, NOR TOLERATE AMONG US ANYONE WHO DOES."

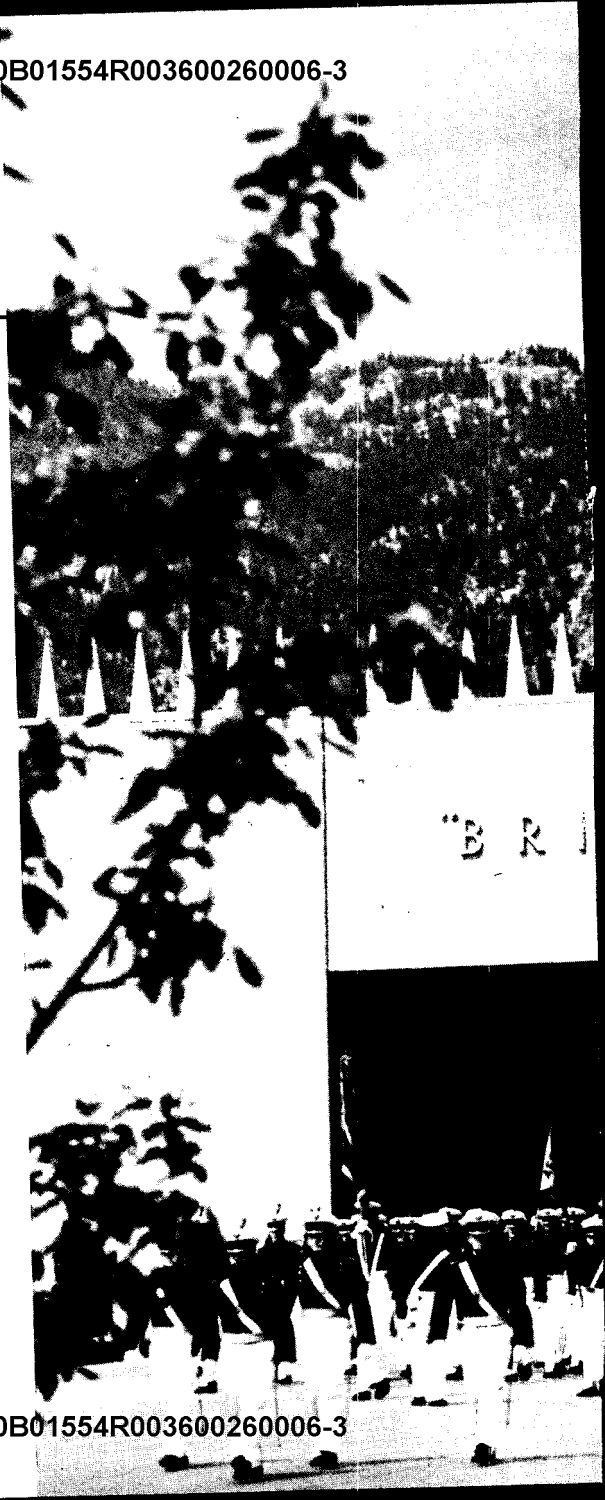
Of the many young traditions which are proudly guarded by the Air Force Cadet Wing, none is more revered than the Cadet Honor Code. It is entirely the cadets' Code . . . adopted by the first Academy class in 1955, and subsequently administered, interpreted, and cultivated by all classes which have since become part of the Cadet Wing.

A total commitment to honor is absolutely essential in the character of the military man. Former Secretary of War Newton Baker observed ". . . The inexact or untruthful soldier trifles with the lives of his fellow men and the honor of his government. . ." The high standards of integrity which our country expects from its officers must be developed during their cadet years.

The Honor Code is not an obstacle to be overcome, nor is it a contradiction to the ethics and mores of society. The cadet is simply expected to be truthful, to respect others' property, to compete fairly with others, and to be so proud of the Cadet Wing that he will allow no one to detract from its standards. The Code is based on a spirit of mutual respect and trust—on the belief of this generation of man that "ethical behavior and public trust are the only means in which to build a tension-free society, one which is truly progressive." The Cadet Wing relies on each cadet's moral courage to support the Code and report violations of it.

The Honor Code is administered by forty elected senior cadets, each of whom has spent a year studying the Code and observing its conduct and enforcement. Only after thorough investigation of a possible violation and a unanimous vote of guilty by an eight-man Honor Board can a cadet be asked to resign from the Academy. In all of the proceedings, every possible step is taken to protect the rights of the accused.

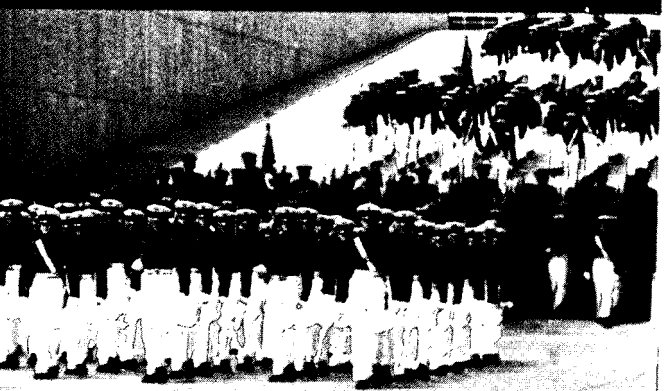
The young man who graduates from the United States Air Force Academy is dedicated, in future service of his country, to high personal standards of honorable and ethical conduct. Given these



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CADET CODE OF ETHICS

"ETHICS AND PROFESSIONALISM MUST BECOME SO INGRAINED IN US THAT THEY ARE INHERENT AND SECOND NATURE TO OUR BEHAVIOR."

The defense of man's most valuable possession—freedom—may well rest upon the shoulders of the graduates of the United States Air Force Academy. The instillment of a high standard of ethical conduct in each cadet—a standard which guarantees the public that a man will strive to accomplish his mission and do the best and most effective job within his capabilities—is a primary mission of the Academy. The Cadet Professional Ethics Committee was created to develop ethical pride and provide guidance in the self-improvement of ethical practices within the Cadet Wing. Esprit, responsibility, loyalty, and integrity all enter into the unwritten code which this committee represents.

One cadet from each squadron is elected at the beginning of his junior year to serve as his squadron's representative on the Cadet Professional Ethics Committee. He devotes his first year to assisting his squadron's senior representative, and to studying and experiencing the objectives of the code. At the beginning of his senior year, he becomes an active member of the committee. In this capacity, he conducts training and instruction in professional ethics, strives to improve Wing standards, and complements the Honor Committee by stressing the spirit of the Cadet Honor Code. The entire scope of his and the committee's activities is aimed at developing the finest United States Air Force officer possible.

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ACADEMY LAYOUT - FACILITIES

GENERAL. The Academy is divided geographically into four separate areas: Community Center, Service and Supply, Family Housing and the Cadet Area. The areas are separated by forest-covered valleys and ridges.

COMMUNITY CENTER AREA. The Community Center area contains the base chapel, recreational and shopping facilities for military personnel, the enlisted men's dormitory and dining hall, and a base gymnasium. Adjacent to the Community Center is the United States Air Force Academy Preparatory School. The Academy Prep School provides regular and reserve enlisted members of the Air Force—selected on a competitive basis—a 10-month course to prepare them for admission to the Air Force Academy. Approximately 225 young men enter the Prep School each year. Upon graduation almost all become members of the Cadet Wing as Basic Cadets.

SERVICE AND SUPPLY AREA. The Service and Supply area is located near the South Gate. The facilities for the Civil Engineer, Security Police, Motor Pool, Civilian Personnel, the Noncommissioned Officers' Club and Base Supply are in this area.

FAMILY HOUSING AREAS. There are two housing areas on the Academy, Pine and Douglass Valleys. They presently contain 1,200 privately-constructed Capehart housing units for officers, NCOs and their families, with 200 more units proposed for future construction. In addition, there are 46 sets of senior officer quarters. Academy families also occupy 19 houses which were on the land when purchased. Almost 40 percent of the faculty and staff reside off base.

CADET AREA. The Cadet Area, the major complex of the Academy, is about 8 miles from the South Gate. There are ten major buildings in the Cadet Area:

VANDENBERG HALL (#1), the main cadet dormitory, is one-quarter of a mile long, six stories high and houses 2,500 cadets. This building also contains various meeting rooms and hobby shops, a cadet store, barber shop, and post office.

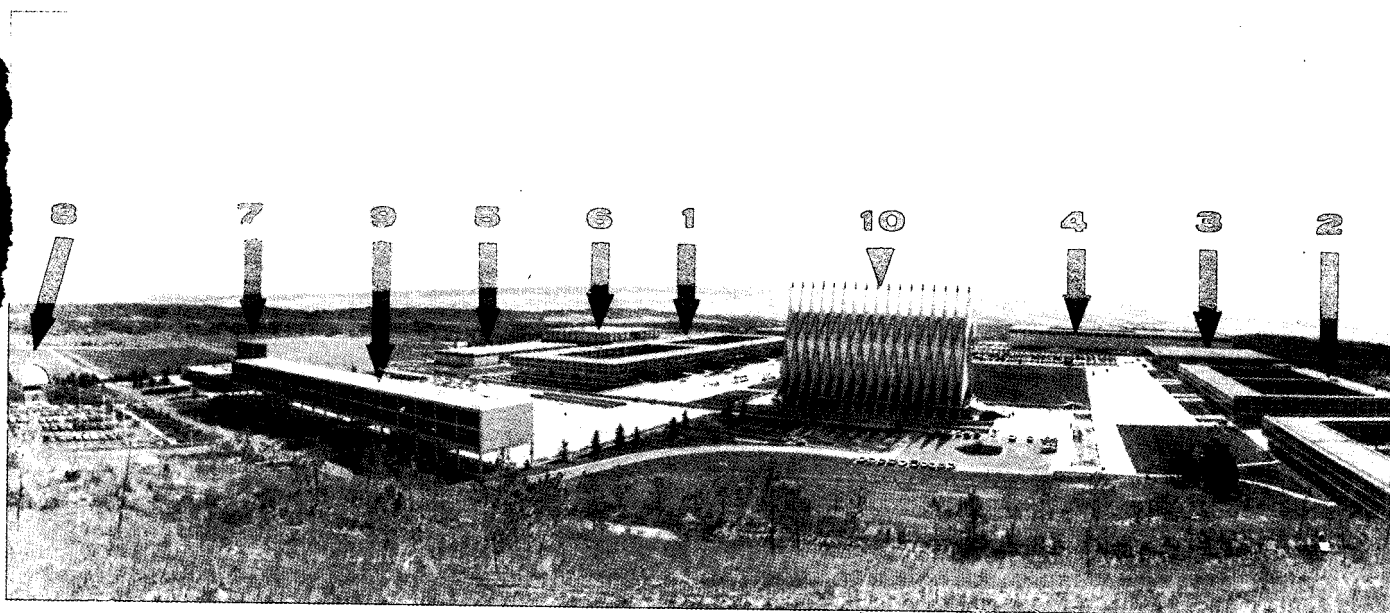
Cadets usually live two men to a room. The building was named in honor of General Hoyt S. Vandenberg, former Air Force Chief of Staff.

In 1964 President Lyndon B. Johnson signed an authorization to expand the Cadet Wing to 4,417 men. This necessitated limited expansion of many of the existing facilities and the construction of a new dormitory. This facility, called simply the **NEW DORM (#2)**, has 830 rooms, dental clinic, barber shop, and meeting and storage facilities.

MITCHELL HALL (#3) is the cadet dining hall. It is named in honor of General Billy Mitchell, a pioneer in military aviation and a Medal of Honor winner. The entire Cadet Wing can be fed in one sitting in approximately 25 minutes. There are more than 2 acres of floor space within this facility.

FAIRCHILD HALL (#4) houses virtually all the facilities essential to the academic training of the cadets. This six-story building is named in honor of General Muir S. Fairchild, a pioneer of Air Force education programs. The cadet library is located in the extreme northeast portion of Fairchild Hall. The library, a Federal repository, contains more than 350,000 volumes, as well as a complete

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1- VANDENBERG HALL

2- NEW DORM

3- MITCHELL HALL

4- FAIRCHILD HALL

5- CADET GYMNASIUM

6- FIELD HOUSE

7- ARNOLD HALL

8- PLANETARIUM

9- HARMON HALL

10- CADET CHAPEL

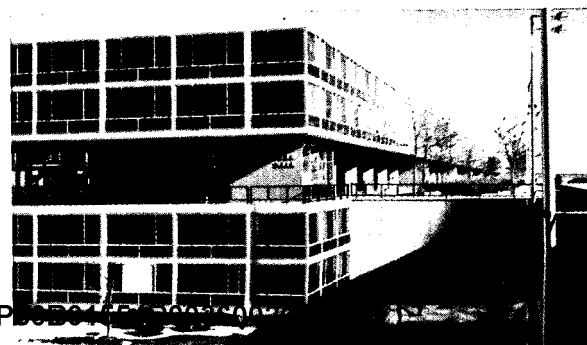
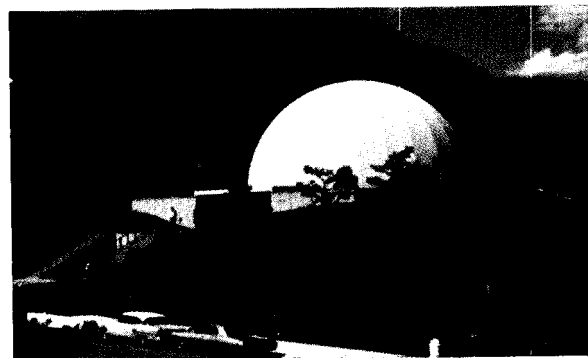
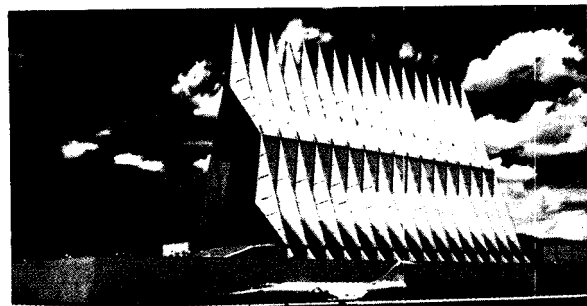
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periodical section featuring a daily newspaper from each state in the Union, an extensive microfilm library, music rooms, and several rare collections.

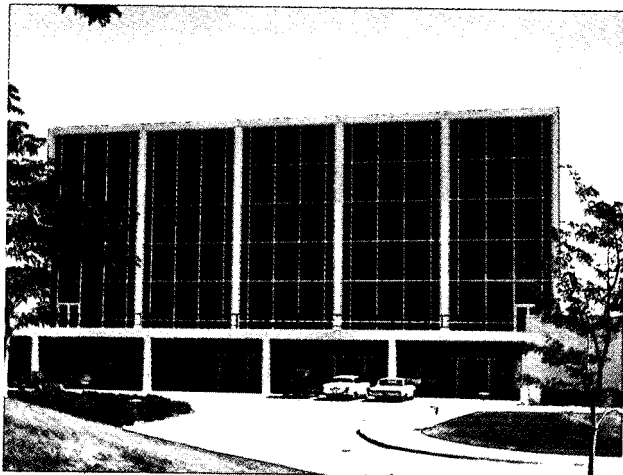
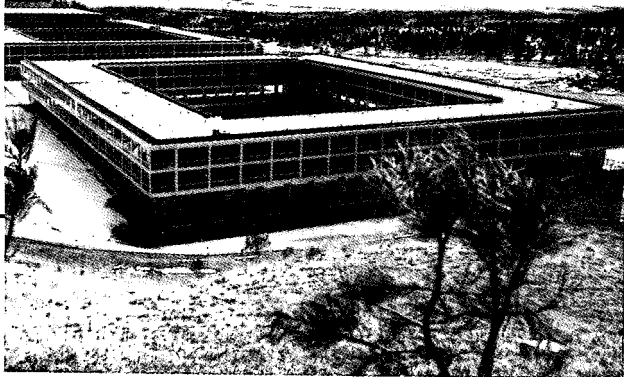
The Academy's athletic programs center on the CADET GYMNASIUM (#5) and the FIELD HOUSE (#6). Many of the facilities used in cadet intramural and intercollegiate programs are housed in the gymnasium—basketball, volleyball, handball, and squash courts; boxing, wrestling, gymnastics, fencing, and judo rooms; and rifle and pistol ranges are all located in this facility. In addition, the gym contains two swimming pools; the main one was used for much of the training of America's 1968 Olympic swimming team. The Field House has almost a quarter of a million usable square feet. This unique sports arena contains a multi-purpose area with a one-sixth mile tartan track and an infield, made of Astro turf. A 6,600-seat basketball arena and a modern ice skating rink are also featured in this building. Surrounding the entire complex are 140 acres of athletic fields and more than 30 tennis courts.

The cadet social center is ARNOLD HALL (#7), named in honor of General of the Air Force Henry H. "Hap" Arnold, a World War II Air Force leader. This facility is similar in function to a student union. It includes a six-lane bowling alley and other game rooms, a grand ballroom, a 3,000-seat auditorium, social lounges, and a snack bar.

The PLANETARIUM (#8) features a Spitz projector which displays the heavens at any point in time. It is used to teach cadets celestial navigation, astronautics, life sciences, engineering, and astronomy. Also, special shows are presented for the public



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during the summer and at special times during the academic year.

The offices of the Superintendent and his staff are located in HARMON HALL (#9). This building is named in honor of Lieutenant General Hubert H. Harmon, the first Superintendent of the Academy.

Certainly the most unique building in the Cadet Area is the CADET CHAPEL (#10). This magnificent, world-renowned structure towers 150 feet high with 17 aluminum spires. The all-faith chapel is divided into Protestant, Catholic, and Jewish chapels, with a separate room reserved for other denominational services. The Protestant section seats 1,200 people plus 100 in the choir loft; the Catholic section, 500 persons with 80 in the choir loft; and the Jewish section, 100 people. All major interior furnishings throughout the Cadet Chapel were donated to the Academy.

FALCON STADIUM. Situated in a natural amphitheater, the football stadium has 40,800 permanent seats; with the addition of temporary bleachers, the seating capacity can be increased to over 50,000. Overlooking the stadium is an ultramodern three-story press box. The \$3.5 million cost of the stadium was financed completely with private funds, of which \$2.2 million was contributed by members of the Air Force.

HOSPITAL. The Air Force Academy Hospital is an ultramodern 135-bed hospital with a complete medical staff of specialists. The Hospital serves the cadets, assigned military members and their dependents, and other active and retired military personnel and their dependents in the area.

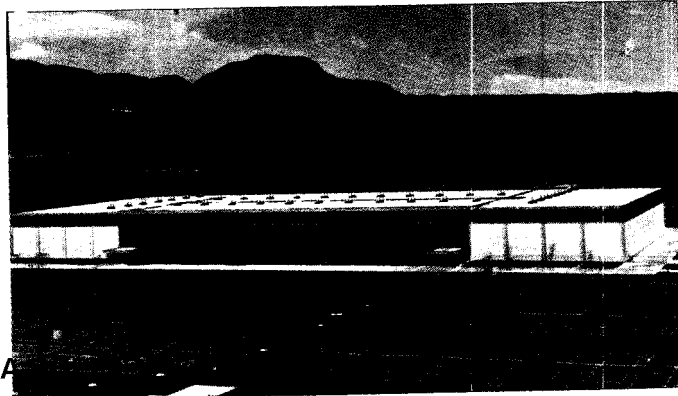
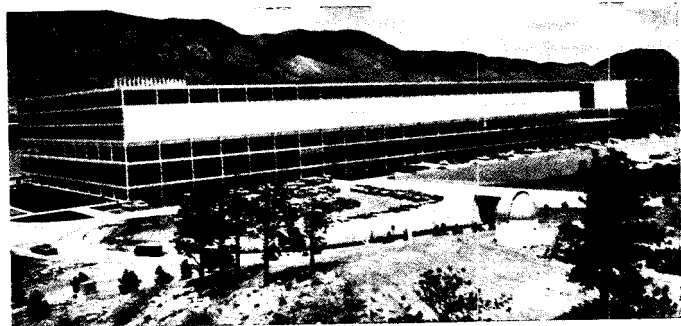
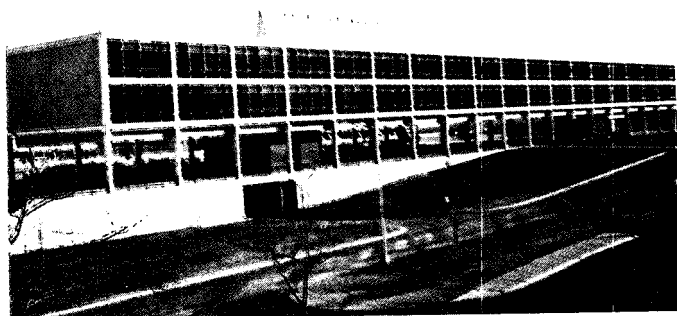
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AIRSTRIIP. A small 3,500 foot long airstrip, located

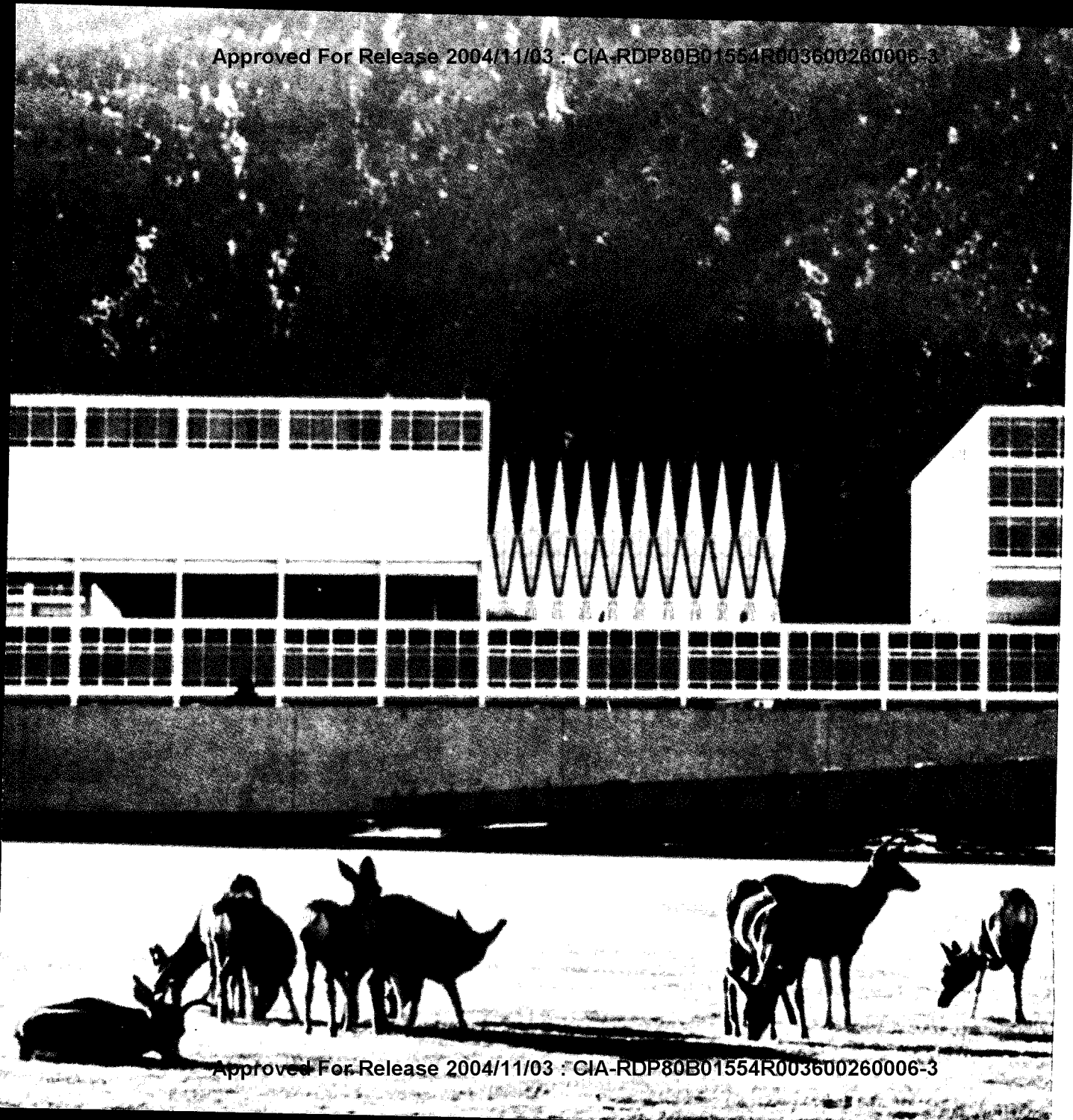
on the southeast perimeter of the Academy, serves the light plane, sailplane and parachuting activities of the Cadet Airmanship programs. The airstrip is also used for flying activities by the Academy Aero Club.

PUBLIC SCHOOLS. One high school (Air Academy High) and two elementary schools are located on the Academy. They are part of the Colorado Springs school system. Children of assigned military personnel and of civilians residing in the areas adjacent to the Academy attend these schools.

OTHERS. The Academy site also contains a cemetery, golf course and a scouting area. Farish Memorial, a 655-acre cadet recreational area high in the mountains, is located 4½ miles (as the falcon flies) directly west of the Academy. This facility was donated to the Academy in memory of Lt William E. Farish.



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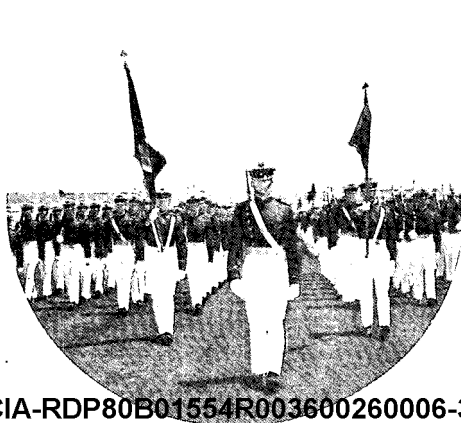
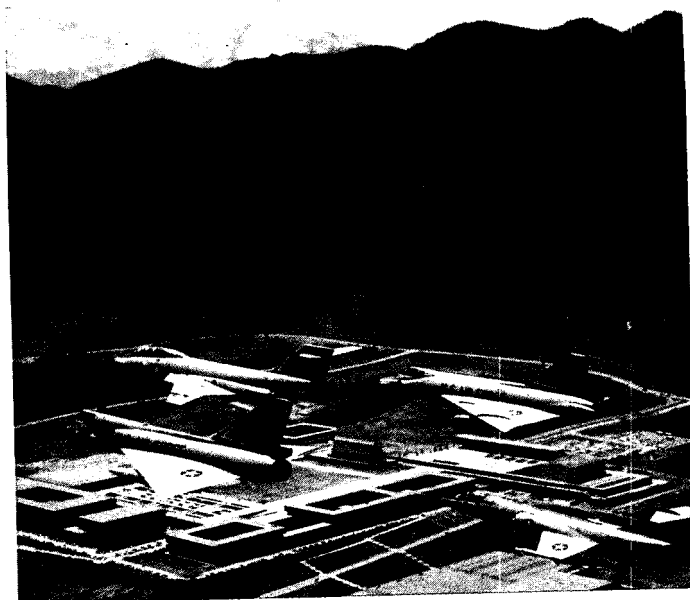
GENERAL INFORMATION

ESTABLISHMENT. The bill authorizing the Air Force Academy was signed by President Dwight D. Eisenhower on April 1, 1954. The first class entered in July 1955 at interim facilities at Lowry AFB in Denver. Construction of the Academy began in July 1955. The Cadet Wing moved to the permanent Academy facilities in late August 1958, and the first Academy class of 207 cadets was graduated in June 1959.

SELECTION. Although site selection commissions were formed in 1949 and again in 1951, the final commission was appointed by then Secretary of the Air Force Harold Talbott two days after President Eisenhower signed the bill. After traveling more than 21,000 miles and considering 582 sites in 45 states, the commission recommended three locations—Colorado Springs; Alton, Ill.; and Lake Geneva, Wis. Secretary Talbott selected the present site.

LOCATION. Situated 10 miles north of Colorado Springs, the Air Force Academy is roughly trapezoidal in shape and comprises approximately 18,000 acres located on the forested and rising slopes of the Rampart Range of the Rocky Mountains. Elevation varies from 6,300 feet at the south gate to nearly 8,000 feet along the base of the Rampart Range. The Cadet Area itself is above 7,000 feet.

DESIGN. The buildings in the Cadet Area, with the exception of the Field House, were designed by Skidmore, Owings, and Merrill Architect-Engineers, of Chicago. The famous



Cadet Chapel was designed by Mr. Walter A. Netsch, Jr., a member of the same firm. The Field House was designed by Sverdrup & Parcel and Associates, Inc., of Washington, D.C.

CONSTRUCTION. The buildings are in contemporary architectural style using steel, aluminum and glass with marble facings. The retaining walls are granite. The marble is "White Cherokee" from Georgia. The granite was quarried in Minnesota. There are 75 miles of paved roads on the Academy grounds. About 50 miles of gravel roads traverse the mountains and the valleys.

GEOGRAPHY. The towering Rampart Range forms the western boundary of the Academy, with the Academy grounds sloping eastward in mesas, valleys, and ridges.

Limited mineral resources exist on the Academy site. At one time a gold mine flourished west of the Academy Hospital. Two placer claims were filed in 1901 near the Cadet Area. Several uranium claims were filed on Academy property between 1950 and 1954. Some oil wells were located about one mile north of the Academy.

Directly north of the Cadet Area is the Academy's most distinguishing natural landmark, "Cathedral Rock," a massive, wind-sculptured cluster of grayish-brown sandstone 100 feet high. Many initials and names are carved into the rock, along with dates going back to the 1870s. Eagle Peak, the tallest peak in the Rampart Range at almost 10,000 feet, towers over the Academy site. It gets its name from early reports that eagles nested there. The Academy features many other unique geographical characteristics, such

as Deadman's Canyon and Dirty Woman Creek—colorful not only in their natural beauty, but in the legends which tell the story of how they were named

WILDLIFE. The Air Force Academy is a wildlife management area helping to preserve the varied wildlife of the Rocky Mountains. There are many species of wildlife on the Air Force Academy, including mule deer, wildcat, coyote, wild turkey, porcupine, a host of wild bird life, eagle, hawk, falcon, raccoon, elk, weasel, squirrel, jack rabbit, cottontail, pheasant, quail, antelope, bear, mountain lion, and timber rattler. Six lakes are stocked with rainbow and brook trout, catfish, and bullhead.

PLANT LIFE. The grass which beautifies the Cadet Area, family housing areas, and other improved portions of the Academy is Kentucky bluegrass. It is highly suitable for this area and withstands the very cold temperatures typical of this climate. Much of the uncut grass is blue grama and western and crested wheat planted for erosion control and beautification. This vegetation also provides winter feed for Academy wildlife. Major tree varieties include Ponderosa pine, Douglas fir, and white fir, Gambles oak, native elm and a few willows.

TRAILS. Scores of miles of marked hiking trails wind from lower elevations up through several passes in the Ramparts and on into the Pike National Forest, which spreads into the high country west of the Academy. Hiking, camping and outdoor sports are favorites of Academy personnel.



WILDLIFE/CONSERVATION AWARDS. The Academy has consistently won military, national and state awards for its wildlife conservation programs, including six General Thomas D. White Conservation of Natural Resources Awards in the past decade. Since 1964, more than 580,000 trees have been planted over 1,200 acres on the Academy under a 1961 Department of Defense forestry program authorized by public law.

CADETS. The Cadet Wing is authorized a total strength of 4,442.

MILITARY. Approximately 1,100 officers, of whom about 600 are on the faculty, and 1,200 enlisted personnel are assigned to the Academy.

CIVILIAN. Approximately 2,000 civilian personnel work at the Air Force Academy.

ACADEMY COMMUNITY. The Academy community totals approximately 14,700 persons, including cadets, officers, enlisted men, civilians, Prep School students, and about 6,000 dependents of military personnel.



AREA HISTORY



The Air Force Academy is located in El Paso County, one of the original 17 counties in the territory of Colorado. The Academy and the entire surrounding area are rich in the history and legend which characterize the Old West. It has been the subject of many writings and films throughout the years—Katherine Lee Bates, viewing the area from the summit of Pikes Peak, gained the inspiration to write the song "America the Beautiful." Certainly it is impossible in this booklet to offer a complete history of the Pikes Peak region. We do, however, think that a brief narrative will be of interest to you.

The area was visited and populated by many tribes of Indians long before the white man ventured this far west. The Ute, Arapahoe, Cheyenne, Kiowa, Comanche, Sioux, and Apache are all known to have been in this region. Because of the abundance of water and game, the Indians found good hunting and fishing. But they feared living in the foothill regions because of the strong winds which, to them, were the voice of the gods and forbade settlement. There was one sanctuary where all Indians met in peace to pay homage to the great god, Manitou, who could heal their sick and wounded at the boiling waters. This is the area now called Manitou Springs. The Indians revered much of the area close to the Rampart Range, extending from what is now the Garden of the Gods through much of the Academy site.

The earliest white visitors in the area were French fur traders, who arrived in the early 1700s and stayed until France was expelled from North America in 1763.

An expeditionary force led by Lt Zebulon Pike arrived in this area in mid-November, 1806. Dr. Edwin James, who probably traveled across the site of the



present Air Force Academy, is credited with the honor of conquering the 14,110-foot summit of Pikes Peak in 1820—a feat Lt Pike felt no man could accomplish.

Tales of adventure and potential wealth spurred on the era of the mountain men and trappers. The first settlement in the Pikes Peak region, known as Jimmy's camp, emerged in 1833 about 15 miles southeast of the present Academy site. This became a well-known stop on the Cherokee Trail, which wound its way along Monument Creek, near the present site of the Academy Visitor Center.

The major settlement of the Pikes Peak area began in 1859 with the gold fever cry of "Pikes Peak or Bust." Many came to this region in search of gold but found that it was locked in quartz and not easily extracted. They did find, however, that the land was rich for farming and ranching and turned to those pursuits.

As the Colorado Territory came into being in 1861, homesteading pioneers began constructing log cabins near Monument Creek. One of these cabins, built by William Burgess in 1869, still stands on the Academy site as a memorial to the men and women who pioneered what is now Douglass Valley. Near the cabin are the graves of Leonard and Sara Capps. Capps had built a cabin near the site of the present Air Force Falcon Stadium. During excavation for the stadium, the graves of the Capps and their three children were found and the remains were reinterred at the site of the Burgess cabin. Known as Pioneer Cabin, it is maintained by the Historical Society of the Pikes Peak Region.

Indian violence struck the early homesteaders in 1864 as the Indians retaliated following the Sand Creek massacre in southern Colorado. They began raiding, burning, and killing throughout the region. The violence



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was so severe that the newly established Denver to Pueblo stage run, which ran through the present site of the Academy air field, was unable to deliver mail for about three weeks. In 1866, 20 settlers in this immediate region were killed by the Indians. A sketchy tale related by some of the early residents tells of the battle in the area near the Monument Creek bridge on the present South Gate Boulevard.

In 1869, Harlow Teachout, who owned a ranch in what is now the Woodmen Valley area immediately south of the Academy, constructed a large house to serve as a hotel for the Denver to Colorado City (now Colorado Springs) stage run. It became known as Edgerton House. The village of Edgerton grew around this house and reached a peak population of 350 people in 1902. The Academy Service and Supply Area today stands at the site of Edgerton. The original stage trail is still visible through this area from the air.

General William J. Palmer founded Colorado Springs in 1871, and the Denver and Rio Grande Railroad first operated its train through the present Academy site during the same year. In 1887, the Atchison, Topeka and Santa Fe Railroad extended its rails from Pueblo north to Denver. Since then, the two lines have run parallel through Academy property. As late as 1956, some of the old railroad stations were still visible on the Academy.



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(1) GENERAL PALMER SURVEYING AND PLANNING THE TOWNSITE OF COLORADO SPRINGS. THE ANTLERS PLAZA HOTEL NOW STANDS WHERE CABINS IN PHOTO ARE. (2) LOOKING WEST FROM SITE OF PRESENT ST. FRANCIS HOSPITAL. THE ORIGINAL ANTLERS HOTEL IS AT THE END OF THE STREET. (1880). (3) THE SOUTHWEST CORNER OF PIKE AND TEJON STREET IN 1873. LADY ON CORNER WAITS IN FRONT OF A PHOTO SHOP. (4) PIONEER CABIN ON THE ACADEMY GROUNDS. (5) THE TEACHOUT EDGERTON HOUSE, A POPULAR STOP ON THE DENVER-PUEBLO STAGECOACH RUN. (6) ANOTHER VIEW OF COLORADO SPRINGS. ALL PHOTOS, EXCEPT NUMBER 1, FROM THE DENVER-PUEBLO STAGECOACH MUSEUM, COLORADO SPRINGS.

MASCOT



The falcon is the Cadet Wing mascot. In September 1955 the Academy's first class selected the falcon because of its strength, alertness, aggressiveness, and poise in flight—characteristics typifying the mission and performance of the United States Air Force. The Academy's falcon collection features four members of the falcon family—the gyrfalcon, whose natural habitat is north of the Arctic Circle; the peregrine falcon; the American kestrel falcon; and the prairie falcon, which is a natural resident of the Academy grounds. The falcons are flown at football games and other events, making them perhaps the most unique performing college mascot in the country.

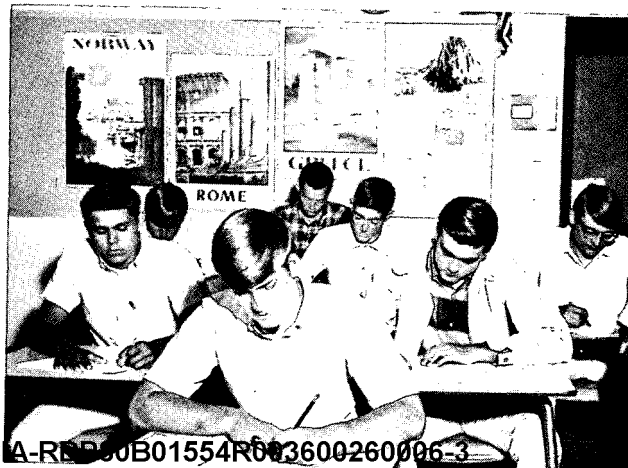


ENTRANCE REQUIREMENTS

REQUIREMENTS. A candidate must be a male citizen of the U.S., at least 17 years old and must not have passed his twenty-second birthday on July 1 of the year he reports to the Academy. Three exams are required by the Academy: (1) the Scholastic Aptitude Test (SAT) of the College Board Admissions Testing Program (ATP) or the American College Testing Program (ACT), (2) a physical aptitude test and (3) a medical examination. Many congressmen also require screening exams prior to selecting their nominees, such as a medical exam and a Civil Service mental examination.

NOMINATIONS. Congressional appointments comprise approximately 85 percent of the total of each entering class. However, there are several other nominating categories, such as Presidential—reserved for sons of career military personnel; Vice Presidential; sons of Medal of Honor winners; sons of deceased or 100 percent disabled veterans; and others which are explained in the Academy Catalog. A young man may be considered in all nominating categories in which he is eligible to compete.

APPLICATION. Young men considering the Academy should contact their high school counselor or write to the Director of Admissions, United States Air Force Academy, Colorado 80840. A high school student is advised to apply during the spring of his junior year for information as to the requirements and procedures for application.



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UNITED STATES AIR FORCE ACADEMY



The country's future depends to a large extent upon America's aerospace power, and America's aerospace power depends upon skilled leadership. The mission of the Air Force Academy is to educate and train young men for leadership in the United States Air Force. The Academy must provide graduates with the knowledge, character, and qualities of leadership essential to their progressive development as career officers in the service of their country.



The United States Air Force Academy lies in the foothills of the Rocky Mountains' Rampart Range, near Colorado Springs. The majestic mountains stand as symbols of the steadfast, aspiring men our Nation needs as leaders. This idea is contained in a poem, *The Coming American*, by Sam Walter Foss. As a constant reminder of the mission to educate future leaders equal in strength and stature to the towering mountains, the Academy has inscribed the opening words of the poem above the portal leading to the cadet parade ground.

*"Bring me men to match my mountains,
Bring me men to match my plains,
Men with empires in their purpose
And new eras in their brains."*



BASIC CADET TRAINING

In July each year a cadet class of 1,500 enters the Air Force Academy. Being admitted to the Academy represents an achievement for each individual. It means that the young man was successful in obtaining a nomination and competing with many others seeking admission. Each phase of education and training he completes during the next four years represents another step toward the final goal of graduation with a Bachelor of Science degree and a commission in the Regular Air Force.

The first phase a new cadet undergoes is basic cadet training. This is the greatest transition he must make at the Academy. The training transforms him from a civilian to a military cadet, and the change from a relaxed civilian atmosphere to a disciplined environment can be difficult for some men. It requires learning to live by firm rules and to obey commands instantly.

The transition begins immediately following

a three-day processing period. Upperclass cadets supervise four weeks of basic military instruction and intensive physical conditioning conducted in the cadet area. Basic cadets learn to march, to perform the manual of arms, and to participate in parade and review ceremonies. They undergo physical conditioning beginning with basic exercises such as push-ups, knee bends, body twists, chinning, and running. Once toughened to physical exertion, they are tested by a rugged obstacle course. They participate in competitive sports which are climaxed by Field Day events.

Basic cadets must run, jog, or doubletime everywhere. The pace of their daily routine is strenuous. Throughout the training, upperclassmen put the new cadets through many exercises of discipline to demonstrate how to live under constant pressure without disputing the reasons, as Air Force officers may be required to do.



Incoming class members arrive at the Air Force Academy...and members of the class are sworn into the Air Force and become basic cadets.



At the completion of this indoctrination, basic cadets march to the Jack's Valley encampment on the Academy site where they live for two weeks under field conditions. They wear fatigues and combat boots, sleep on cots in tents they erect, and perform many challenging tasks to test their skills and endurance. Among these challenges are the confidence course which is a series of obstacles designed to build the cadet's confidence in his physical ability; the combatives course which provides realistic training in self defense; and the group reaction course which utilizes team ingenuity to solve combat problem situations.

Basic cadets move at a fast pace from reveille at 6:00 a.m. to taps at 9:00 p.m. On week nights they are restricted to the cadet

dormitory or field training site. On weekends their recreational privileges are limited to scheduled functions. These generally include an outing at the cadet recreation area, a reception in the cadet social center, and dining-out at the home of an Academy officer.

Basic cadets who successfully complete the summer training are accepted as members of the Air Force Cadet Wing at a parade late in August. Each one has undoubtedly recognized that he can withstand more strain and pressure than he believed he could...he has developed some confidence in his abilities to function individually and as a team in military situations...and he is eager to advance in his military training and begin his education as a fourth classman.

PROCESSING...



For comfort and convenience during summer training, every basic cadet gets a haircut.

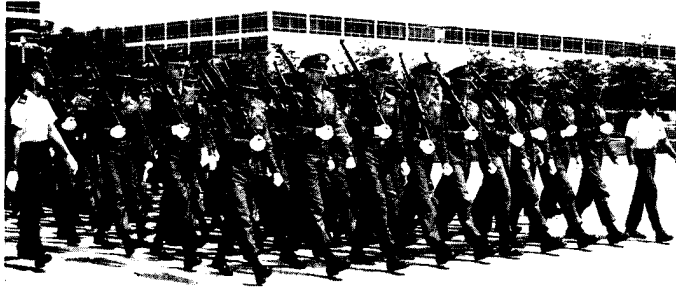


Summer uniforms are issued.

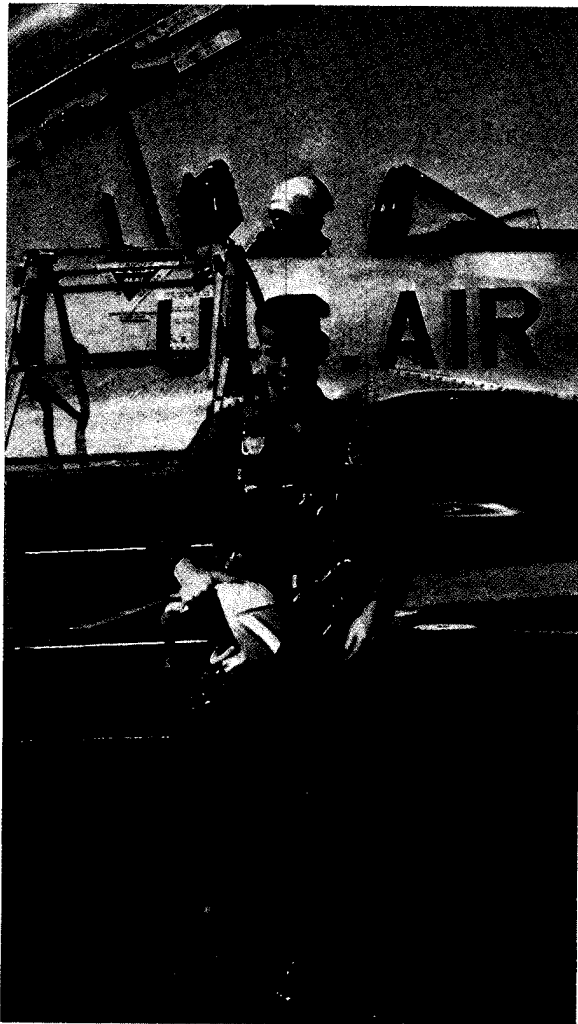


Processing procedures are explained to the new cadets at a formation conducted by first classmen.

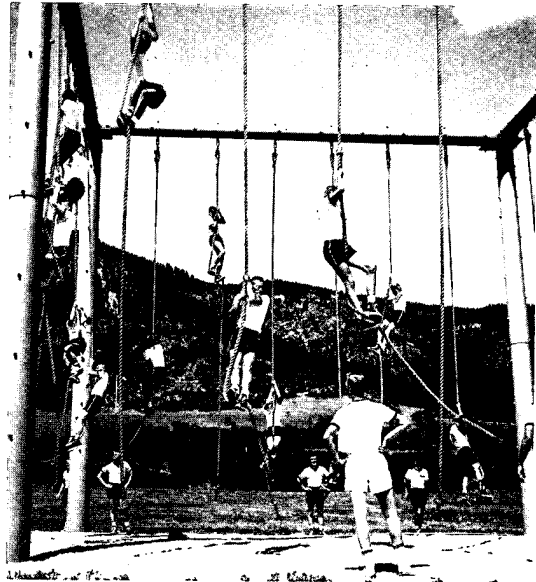
INDOCTRINATION...



They learn to march and drill with precision.



Each basic cadet receives a jet aircraft orientation ride.



Physical fitness is developed through conditioning programs.

FIELD ENCAMPMENT...



Basic cadets are challenged by obstacles on the confidence course.



Combat field problems are tackled through group reaction teamwork...



And when one man "goofs" his teammates have a good laugh.



Self defense is practiced through obstacles and simulated gunfire.



Pugil sticks are used by basic cadets to practice combat techniques.

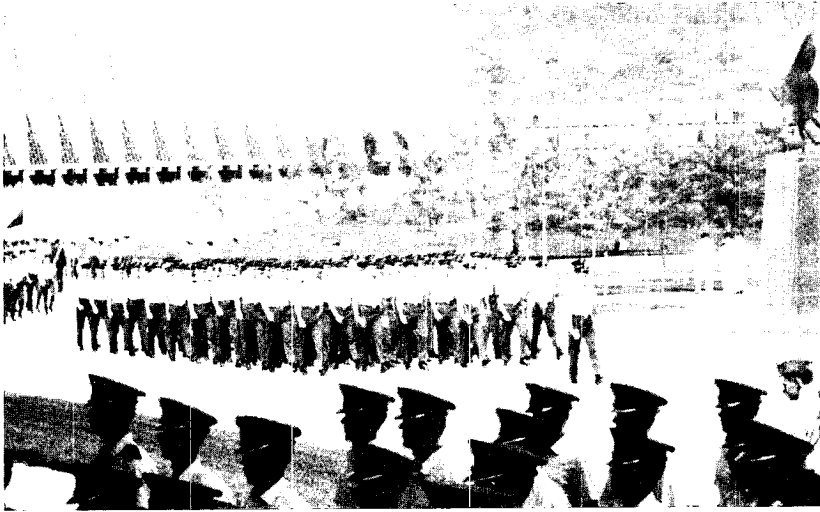


Basic cadets must complete a rugged obstacle course to test their coordination and endurance.



After returning to the Academy from the two-week field exercise, basic cadets are treated to a big meal in the Cadet Dining Hall.

ACCEPTANCE...



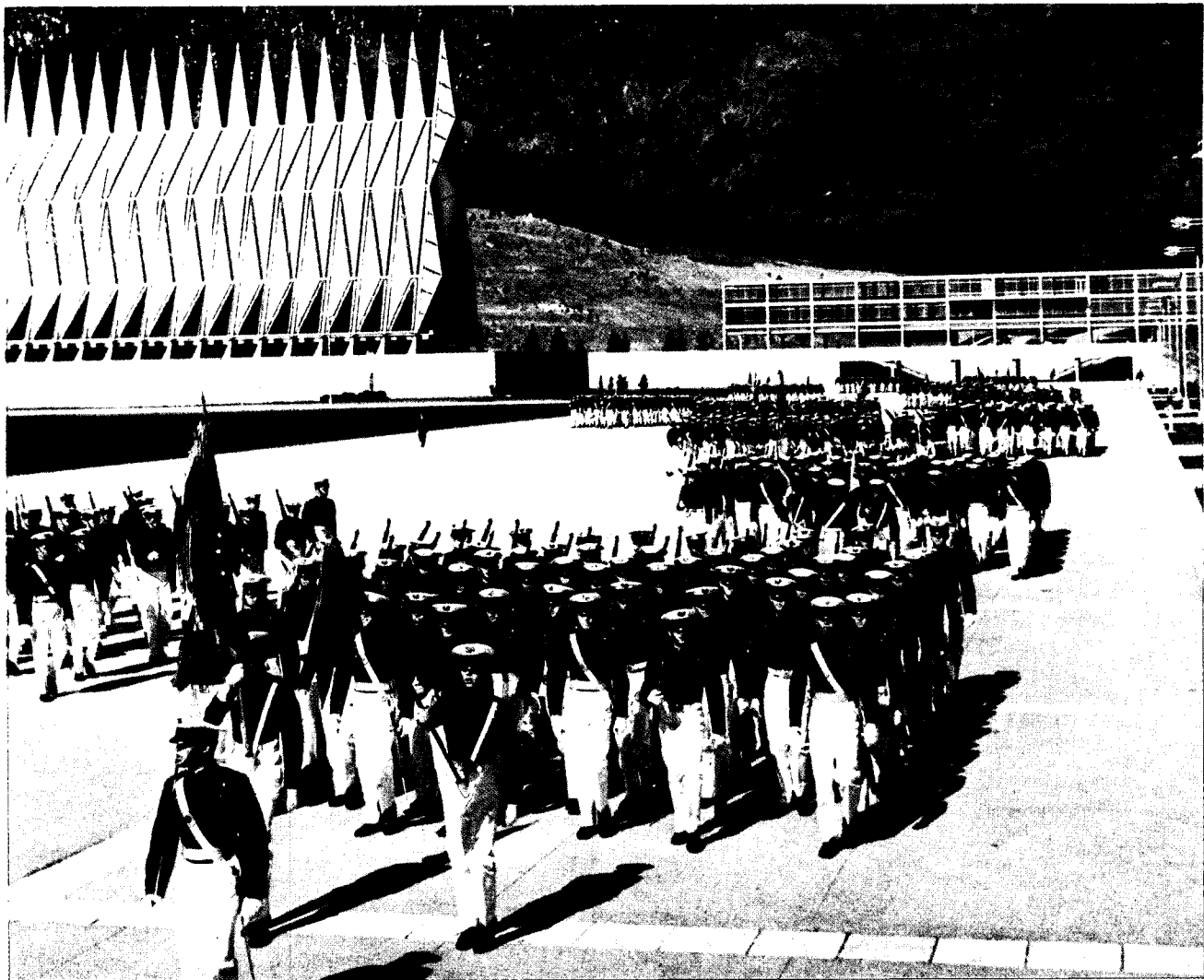
The Acceptance Day parade signifies admission of the new class into the Cadet Wing.



An upperclassman pins Cadet Wing shoulder boards on a new fourth classman.



Parents' Weekend, held over the Labor Day holiday, is an important occasion when parents of cadets visit for the first time.



CADET HONOR CODE...

"We will not lie, steal, or cheat, nor tolerate among us anyone who does."

As soon as a cadet has been admitted to the Cadet Wing, he is expected to assume the obligation of living by the Honor Code. Basic cadets are prepared in advance for acceptance of the code. They receive instruction in applications of the code from elected Cadet Honor Representatives of the first class. They are encouraged to ask questions and resolve any problems of interpretation that might arise.

The Honor Code is specific and clear. It sim-

ply means that maintaining high standards of trustworthiness is the responsibility of each man. He is expected to have complete integrity in both word and deed. In practice it is the foundation for a larger ethical code which serves the individual as a cadet and a future officer in a career of service to his country. A cadet is expected to report himself or any other cadet who violates the code, and any intentional violation is cause for separation from the Academy.



THE UNDERCLASS YEARS

After the summer orientation to the Air Force, the new cadet is ready to begin the program of leadership development that will progress gradually over the next four years. It is designed to challenge the cadet to develop his intellectual, military, and physical capabilities to the maximum.

Intellectual preparation for leadership is the purpose of the academic program, conducted during fall and spring semesters for four years. The curriculum provides cadets with a wide range of understanding in the major areas of knowledge—the basic and engineering sciences and the social sciences and humanities. Each cadet completes a balanced sequence of core courses in those areas. The curriculum also provides for specialization with majors offered in 21 fields. During a cadet's fourth and third class years, he concentrates on core courses. These are basic studies which provide the foundation for upper-

class courses that are professionally oriented toward Air Force careers.

Included in the core curriculum are courses in military training and physical education. These are conducted during fall and spring semesters as well as in summer training programs. During a cadet's fourth class year he attends a military training class in the structure and combat capabilities of the United States and foreign defense forces. The third class summer begins with three weeks of intensive SERE training (survival, evasion, resistance, and escape), conducted in Saylor Park in the nearby Rocky Mountains. Cadets learn how to make shelters, hunt for food, navigate by compasses and maps, and generally endure the hardships in a wilderness area. They also engage in simulated combat situations to practice techniques of survival and evasion in enemy territory. Finally, they are subjected to



UNDERCLASS YEARS

ACADEMY DESIGNATION
FOURTH CLASSMEN
THIRD CLASSMEN

COLLEGE EQUIVALENT
FRESHMEN
SOPHOMORE

intensive prisoner of war training. Third class cadets also have a three-week diversified program of military training with several airman-ship options available to them.

Physical education during the fourth and third class years is composed of basic fundamentals in aquatics, body development, combatives, and carryover skills. Cadets are instructed in wrestling, boxing, and judo to develop physical confidence and learn skills of self-defense. In addition they receive instruction in individual sports which they may continue to pursue after graduation such as tennis, golf, squash, handball, and swimming. Each cadet participates in intramural or intercollegiate sports each semester. Competitive athletics develop courage, stamina, self control, and teamwork.

Military and physical training are based on the concept that the heart of an Academy education comes from development of such

ideals as tradition, honor, ethics, discipline, patriotism, courage, motivation, and dedication. Although cadets learn many military skills, they profit equally by acquiring the proper attitudes and precepts of leadership.

The laboratory for leadership training is the Air Force Cadet Wing. All cadets are members of the Wing, which is operated like an air base military organization. The Wing is divided into groups and squadrons with upperclassmen acting as officers and noncommissioned officers. Underclassmen are followers in the Wing, assuming that a cadet must learn to follow before he can understand and practice the duties of command.

In addition to functioning as a leadership laboratory, the Cadet Wing fosters pride and excellence through competition between the groups and squadrons. Cadet organizations compete in a variety of intramural athletics and in parades, reviews, and drill competitions.



Third classmen perform experiments in the sciences.



Fourth classmen are introduced to the basic sciences...



and to the social sciences and humanities.

CORE CURRICULUM

Fourth Class

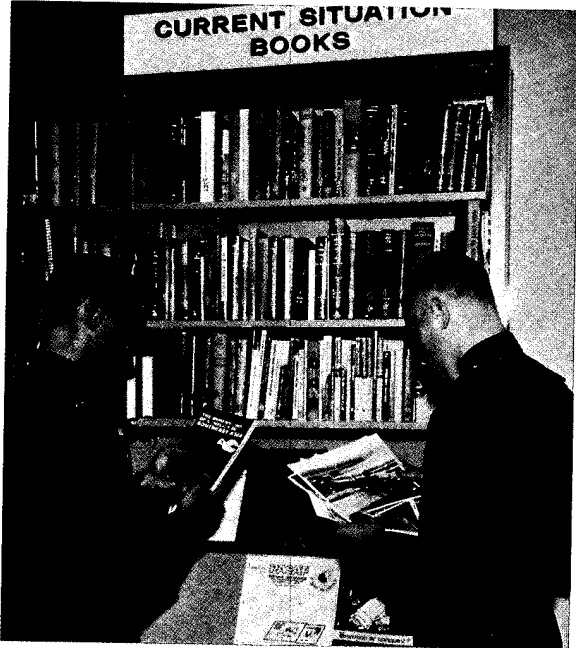
Chemistry
English
Foreign Language*
Geography
Life Sciences
Mathematics
Military Training
Physical Education

*Each cadet chooses one language, either French, Spanish, German, Russian, Chinese, or Japanese.

Third Class

Computer Science
Economics
History
Mathematics
Mechanics
Physics
Political Science
Military Training
Physical Education

ACADEMIC STUDIES...



Third classmen gain an insight into social, economic, and military policies.



A cadet is expected to study for every class, either in his room or in the library.



The faculty is composed of military officers, each holding a minimum of a master's degree.



During the academic year, cadets study the defense forces with emphasis on the Air Force mission.

MILITARY TRAINING...



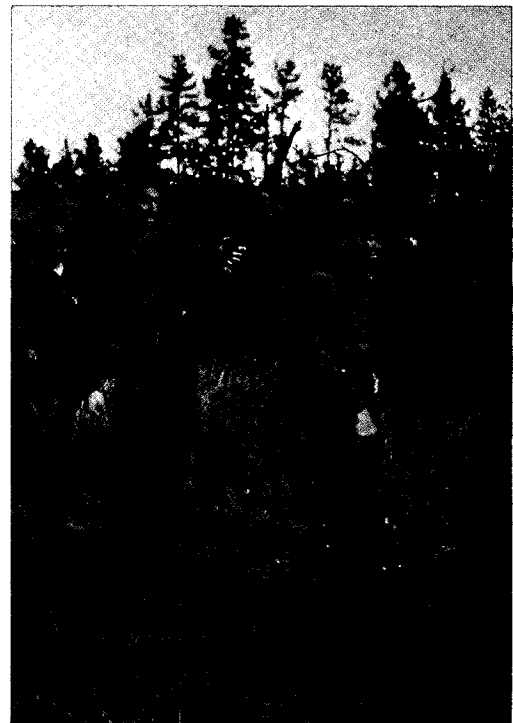
Upperclassmen teach the use of compasses and maps for land navigation in the mountains.



Upperclassmen act as aggressors against third classmen who employ counterinsurgency defense methods.



Cadets receive survival training during their third class summer.



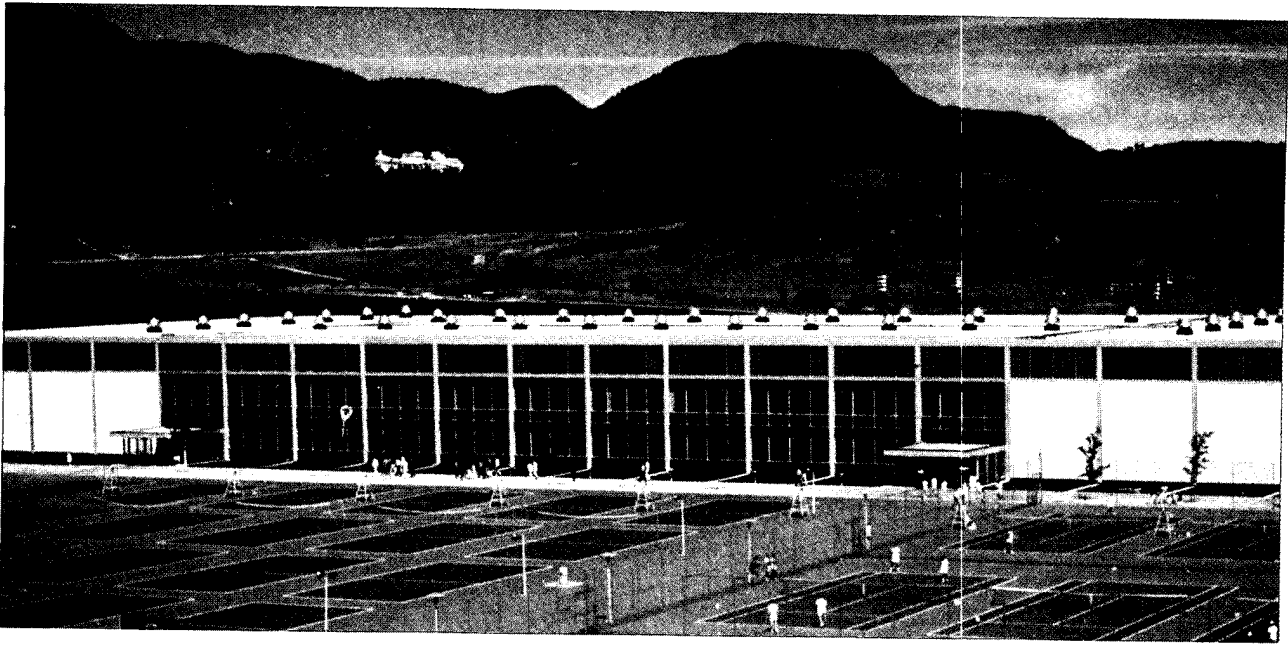
Capture, resistance, and escape methods are practiced realistically.

PHYSICAL EDUCATION...

Intramural Sports		
Fall	Winter	Spring
Football	Boxing	Basketball
Flickerball	Handball	Cross Country
Lacrosse	Squash	Fieldball
Tennis	Volleyball	Rugby
	Water Polo	Soccer
	Wrestling	Swimming



Unless he is playing on an intercollegiate team, a cadet participates in intramural sports each semester.



Physical education classes are held in the Cadet Gymnasium and on surrounding athletic courts and fields.

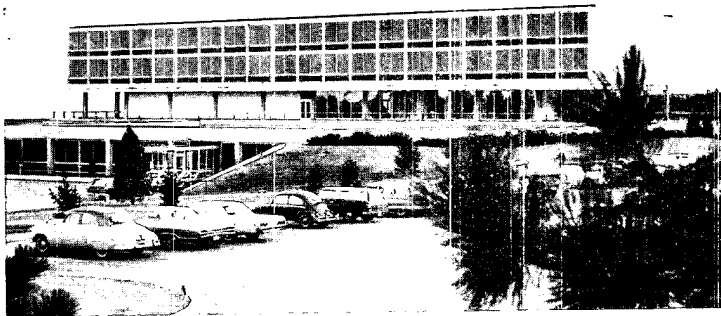


Cadets are instructed in swimming and participate in water sports.

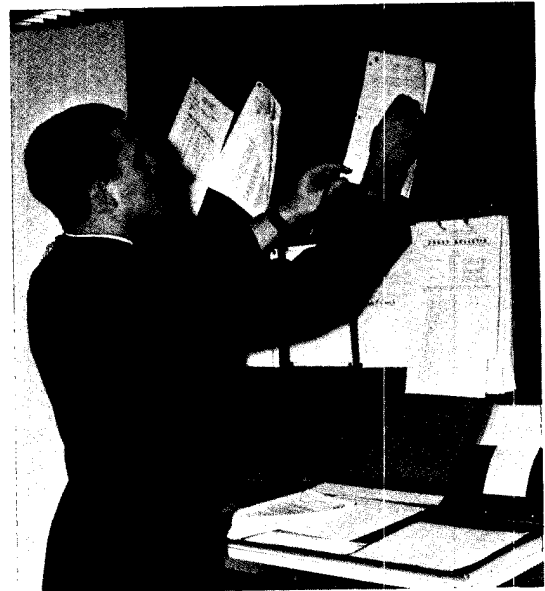


Cadets begin a four year program of carry-over sports, meaning those with future recreational value.

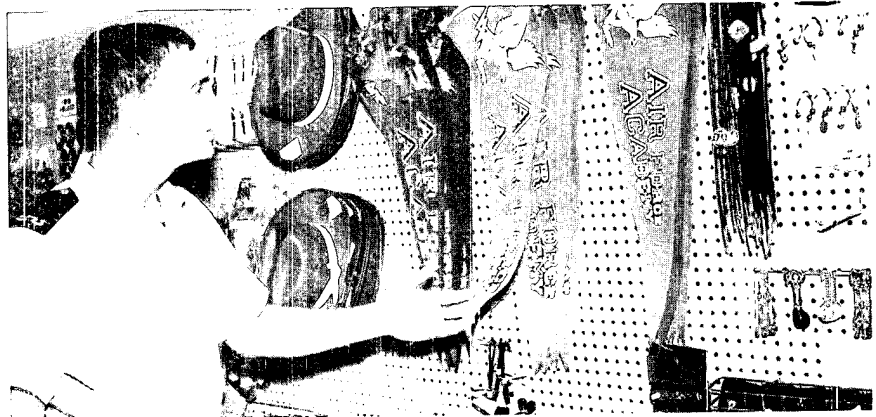
CADET LIFE...



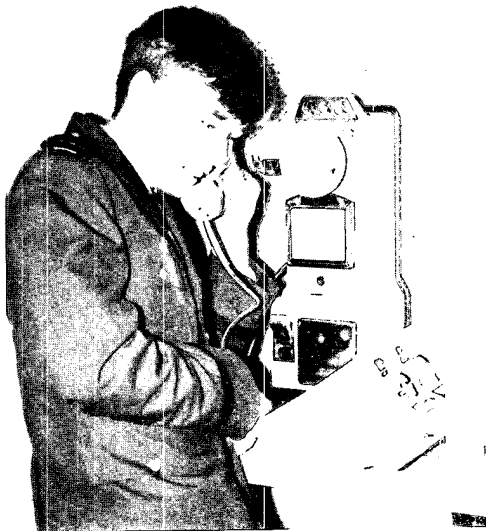
Cadets obtain medical care at the Academy Hospital.



Underclassmen assume administrative duties in the Cadet Wing.



During free periods, underclassmen may shop in cadet stores or use Arnold Hall social center facilities.



They may play records in the Library.



Cadets may participate in extra-curricular activities of their choice.



Underclassmen are authorized occasional weekend privileges. They may rent cars to go to Rocky Mountain ski resorts, Colorado Springs, or Denver.

A Typical Cadet Day.

(Monday through Friday)

	A.M.		P.M.
Reveille	6:00	Classes or Study	12:20 — 3:25
Breakfast	6:40 — 7:05	Intramurals, Drill, or Cadet Activities	3:50 — 5:40
Classes or Study	7:20 — 11:10	Dinner	6:30 — 7:00
Lunch	11:50 — 12:15	Study	7:15 — 10:30

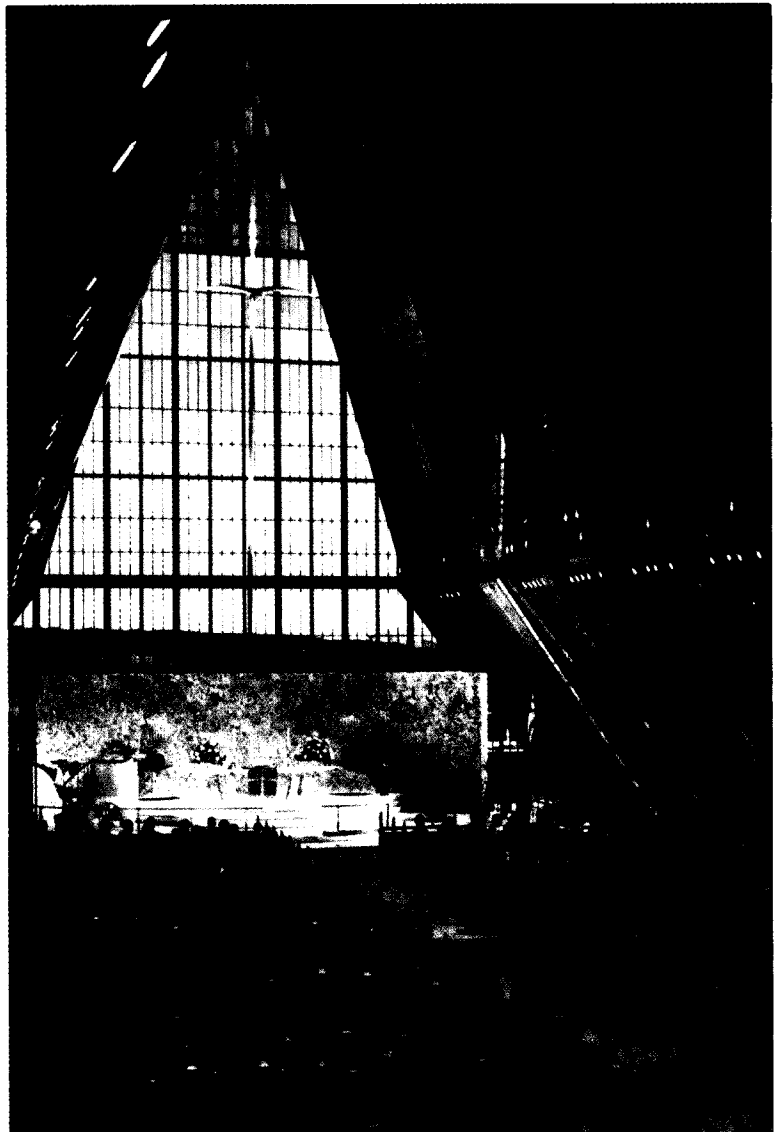


Cadet Life...

A cadet's life is different from the average college student's in many ways. His daily schedule is more exacting. His privileges and leaves are regulated. He cannot marry until after graduation. He may not own an automobile until his first class year. Although his expenses are paid by the government, there is only a limited amount remaining for personal expenditures. The intent of this arduous system is to produce a professional officer with the self-discipline to meet many challenges.

A quest for such excellence, however, must

include time to relax from military duties and academic studies. Over 50 extracurricular activities are available to further the professional qualifications and hobbies of cadets. All classes have several social activities scheduled including dances in Arnold Hall, the cadet social center, and outings at Farish Memorial, the Academy recreation area. Fourth class cadets have limited off-base privileges. Privileges are increased by class and by individual achievement in studies and training. All cadets may dine-out in the homes of Academy faculty and staff personnel on various occasions.



Cadets attend Sunday services in the Cadet Chapel or in a local church of their choice.



Most underclass social activities are held in Arnold Hall, with girls from local colleges or the hometowns of cadets attending.



THE UPPERCLASS YEARS

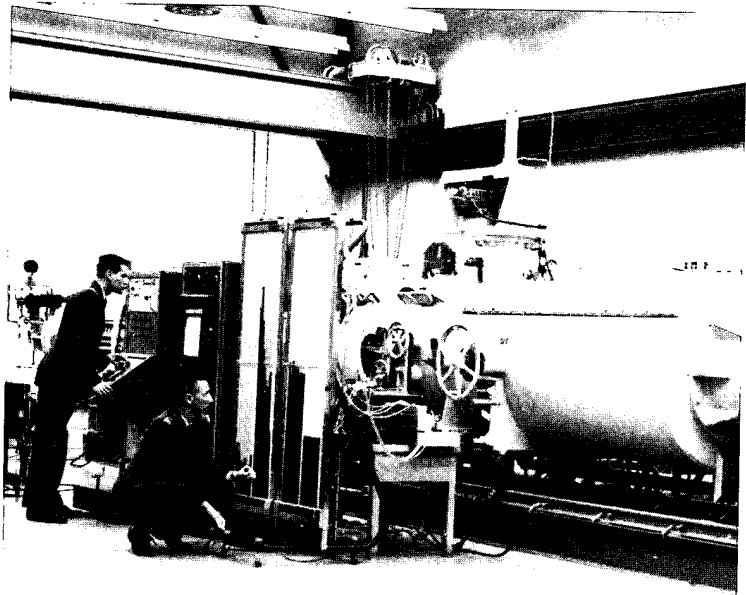
First and second class cadets advance to academic courses that relate to Air Force careers. Engineering courses provide preparation for aeronautical careers, and social sciences and humanities courses give the background for military leadership. Before his second class year begins, each cadet must select a major from 21 subject offerings. Approximately one half of the cadets have chosen a science or engineering major, and the other half have chosen a major in the social sciences or humanities.

The academic curriculum is further individualized through an enrichment program which challenges a cadet to work to the limits of his intellectual capacity. A variety of enrichment courses enables a cadet to study in depth in his major or to broaden his intellectual experiences in other subject areas of interest. Cadets who take enrichment courses have

additional opportunities to prepare for graduate programs leading to master's degrees from civilian universities. Graduate programs are administered through the Air Force Institute of Technology. Graduates may compete for national scholarships or fellowships to obtain advanced degrees.

Military training for upperclassmen affords many opportunities to gain leadership and management experiences. They hold officer and noncommissioned officer rank which is identified by shoulder board stripes on their uniforms. They are in charge of summer training of the lower classes as well as the operation of the Cadet Wing. They participate on many boards and committees which establish policies for the Wing.

Every upperclass cadet must spend one summer training period on Operation Third Lieutenant duty with an Air Force unit in the United



UPPERCLASS YEARS

ACADEMY DESIGNATION
SECOND CLASSMEN
FIRST CLASSMEN

COLLEGE EQUIVALENT
JUNIOR
SENIOR

States or overseas. This provides valuable firsthand experience in Air Force operations. Upperclass cadets have several optional summer training programs at the Academy and other military installations. The programs may vary from year-to-year, but the overall purpose remains the same: to place cadets in new and challenging Air Force environments to broaden their experiences.

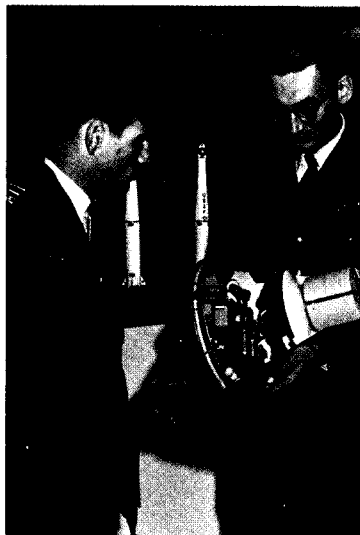
Airmanship is an important phase of military instruction for physically qualified cadets who plan to enter pilot training following graduation from the Academy. First class cadets who volunteer for pilot training are required to take T-41 light plane flying which leads to an FAA private license and supplements Phase I of Air Training Command requirements for pilot training. Offered on an elective basis are courses in other aeronautical specialties which lead to FAA ratings in

both aircraft and sailplanes. Navigation training and parachute training are also elective options.

Physical education and athletics for upperclassmen emphasizes physical leadership training, advanced skills in combative situations, importance of physical fitness, and instruction in carryover skills. Upperclassmen continue to participate in intramural sports, and they act as assistant coaches and officials in contests among the cadet squadrons. During a cadet's entire four years he must take a physical fitness test each semester. Many cadets from all classes participate in one or more of the 17 intercollegiate sports. The opportunity for a number of cadets to compete is broadened by extensive schedules arranged at the freshman, junior varsity, and varsity levels.



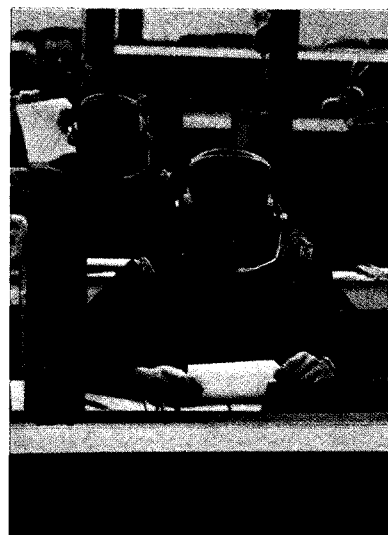
ACADEMIC STUDIES...



The Academy offers a major in Astronautics, the science of space flight.



Each cadet learns a foreign language through classroom and laboratory instruction.



Core Curriculum

Second Class

- Aeronautics
- Electrical Engineering
- History or Political Science
- Law
- Philosophy
- Psychology
- Military Training
- Physical Education

First Class

- Astronautical Engineering
- English
- Humanities or Philosophy
- Law
- Military Training
- Physical Education

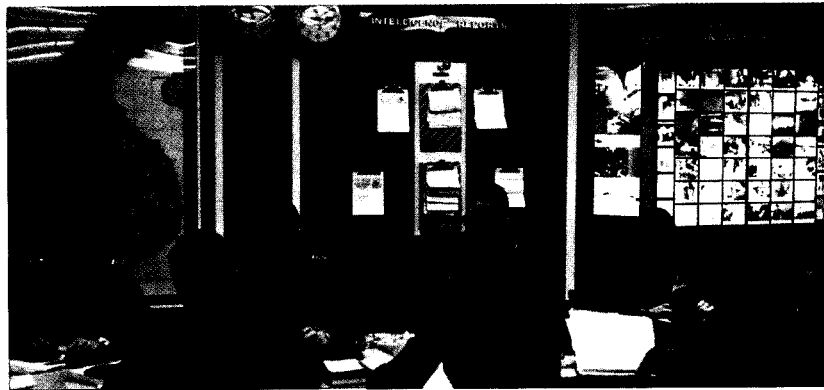
Academic Majors

Science and Engineering

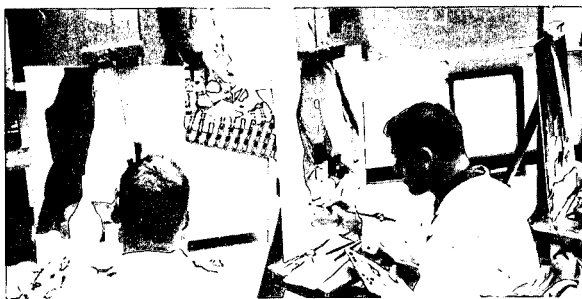
- Aeronautical Engineering
- Astronautical Engineering
- Basic Sciences
- Behaviorial Sciences
- Chemistry
- Civil Engineering
- Computer Science
- Electrical Engineering
- Engineering Mechanics
- Engineering Sciences
- General Engineering
- Life Sciences
- Mathematics
- Physics

Social Sciences and Humanities

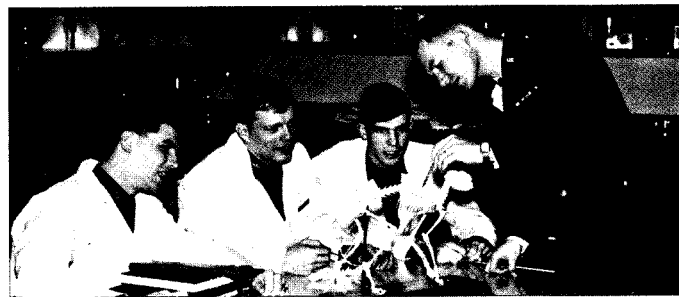
- Economics
- General Studies
- Geography
- History
- Humanities
- International Affairs
- Engineering Management



Cadets may major in international affairs and prepare for Air Force careers related to their major.



A fine arts course is one of many enrichment program offerings.



The Life Sciences major contains a pre-med program for up to 3% of every graduating class authorized to attend medical school under Air Force auspices.

Enrichment Program

Cadets are placed in Academy courses according to their individual ability and preparation. Validation examinations are given to each cadet to measure his prior knowledge and achievement in certain courses. Passing examination requirements entitles the cadet to validation credit for comparable Academy courses. He will receive transfer credit for acceptable grades in previous college courses comparable to those in the Academy curriculum. A cadet with validation or transfer credits will have more time to gain depth in his major and to prepare for advanced education after graduation from the Academy.

Academic Instruction

The Academy's academic atmosphere is relaxed and instructors encourage student participation in the small class sections averaging 15 to 25 cadets. They challenge cadets to think, question, and speak for themselves. Cadets do considerable laboratory and research work on their own. The classrooms, laboratories, and library are supplied with modern equipment and reference materials. One of the most outstanding facilities is the Aeronautics Laboratory which is equipped with supersonic and subsonic wind tunnels, shock tubes, and jet and rocket engines.

Achievement

Cadets are evaluated on the whole man concept, combining achievement in academic, military, and physical education. They must maintain proficiency in all areas in order to graduate. Those who achieve the highest performance are recognized through merit lists and authorized to wear distinctive uniform insignia. Cadets who have difficulty in some areas may consult their instructors and receive assistance promptly. Extensive counseling services are available in various phases of instruction and cadet life.

LEADERSHIP TRAINING...



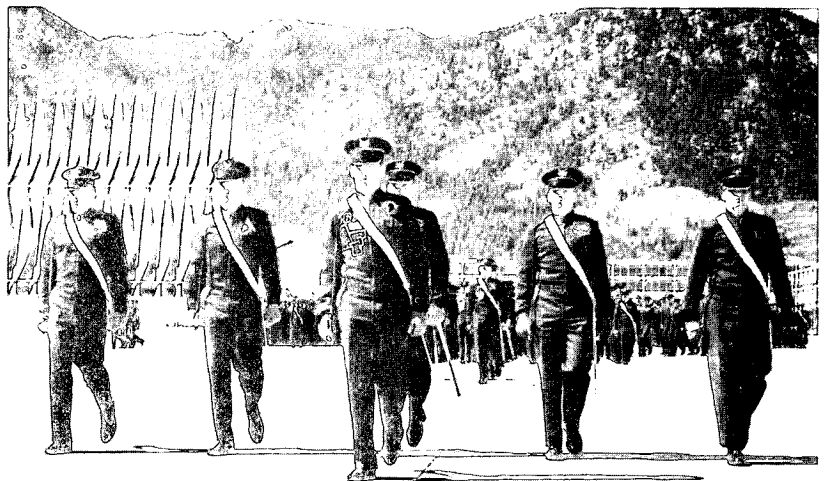
Advanced parachuting is conducted at the Academy for cadet volunteers who have completed basic airborne training.



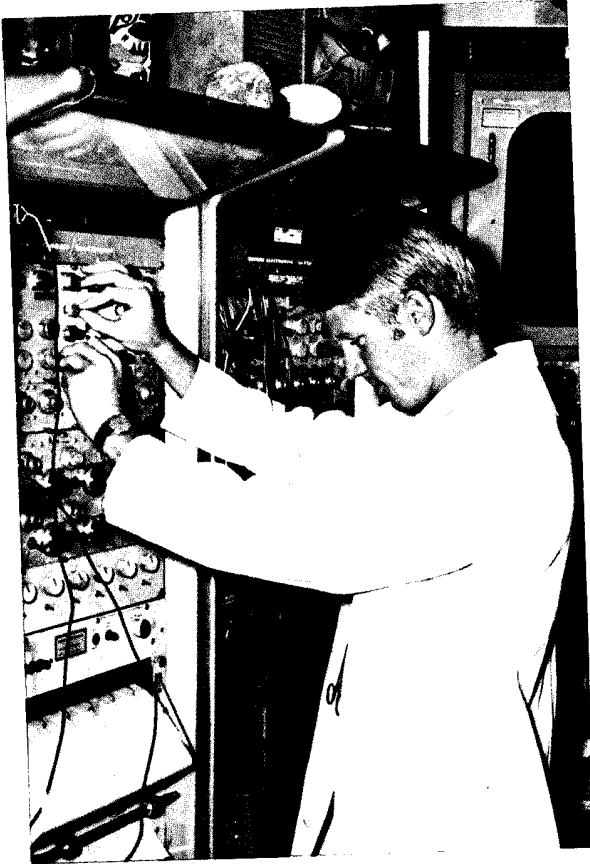
Upperclassmen inspect the rooms and uniforms of fourth class cadets.



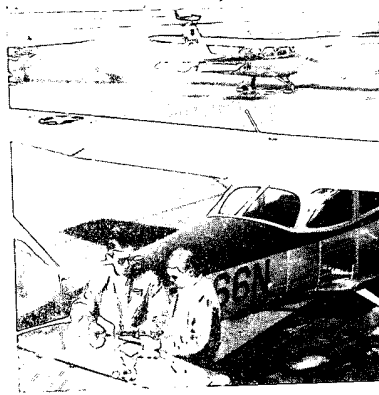
Each upperclass cadet is sent to an Air Force base for three weeks to understudy a lieutenant's position.



Upperclassmen serve as leaders of the Cadet Wing.



Participation in a research project at an Air Force base is one of several summer programs offered.



Based at Peterson Field, T-41 aircraft are used to conduct the light plane flying program for qualified first class cadets.



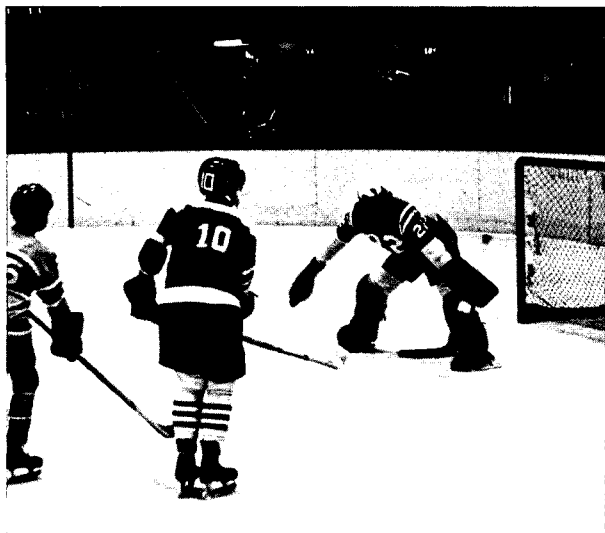
Soaring is conducted in sailplanes from an airstrip at the Academy.



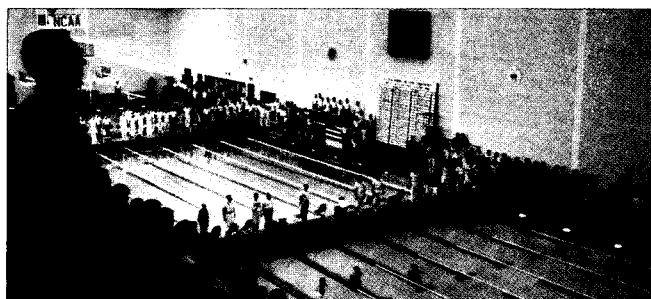
Several elective courses in navigation are available, including cross-country navigational flights.



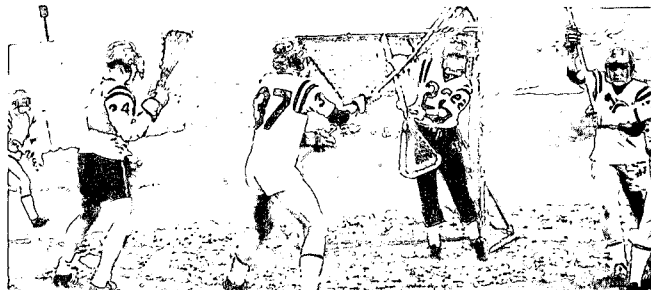
The elective soaring program has produced some outstanding cadet sailplane pilots who have earned FAA ratings and soaring awards.



Ice Hockey teams compete in the Field House arena.



Swimming meets are held in the olympic size pool of the Cadet Gymnasium.



Lacrosse is one of the sports in which Academy teams have excelled.



Cadets may use the 18-hole Academy Golf Course and facilities.

Intercollegiate Sports

Fall

Cross Country
Football
Soccer
Water Polo

Winter

Basketball
Fencing
Gymnastics
Ice Hockey
Indoor Track

Skiing
Swimming
Wrestling

Spring

Baseball
Golf
Lacrosse
Tennis
Track

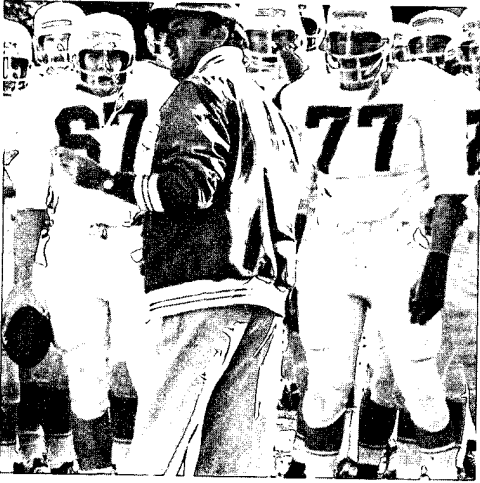
CADET ATHLETICS...



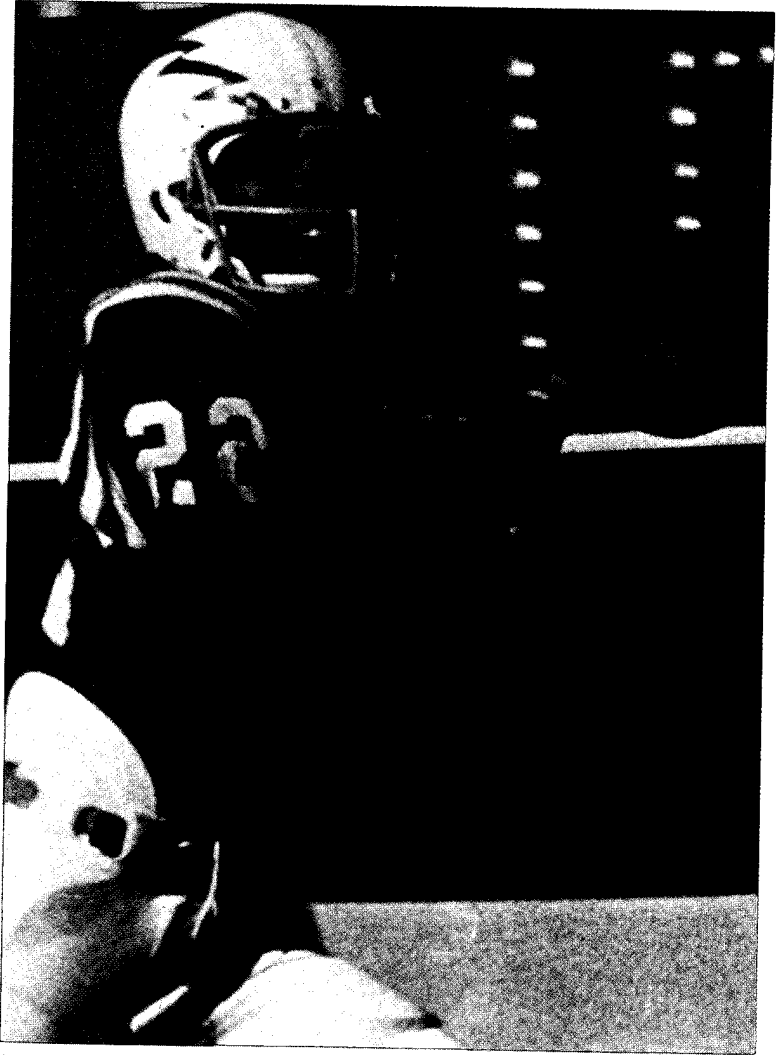
Cross Country is one of the many competitive sports offered.



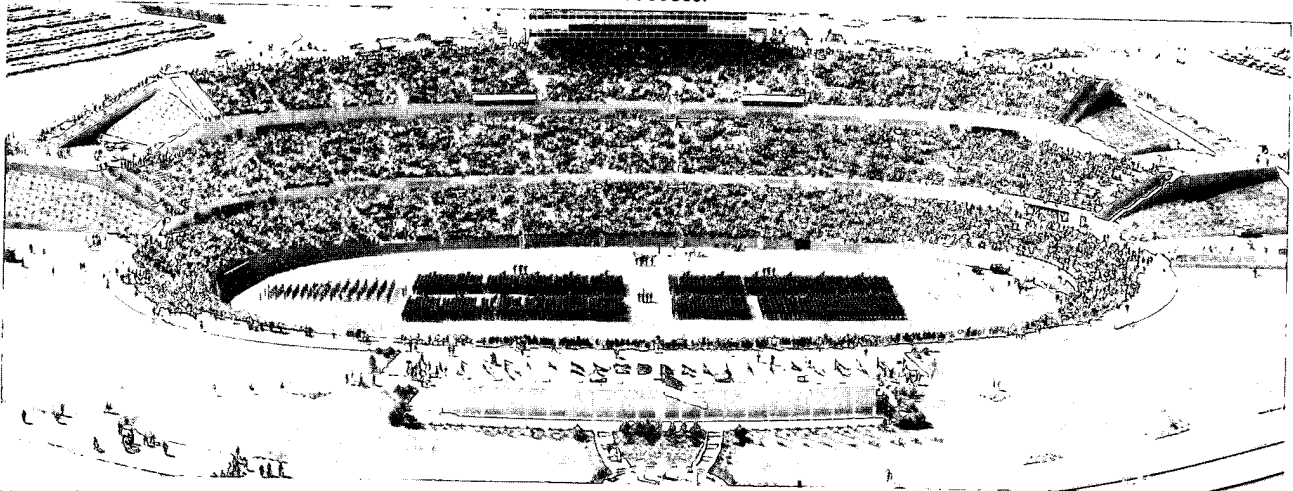
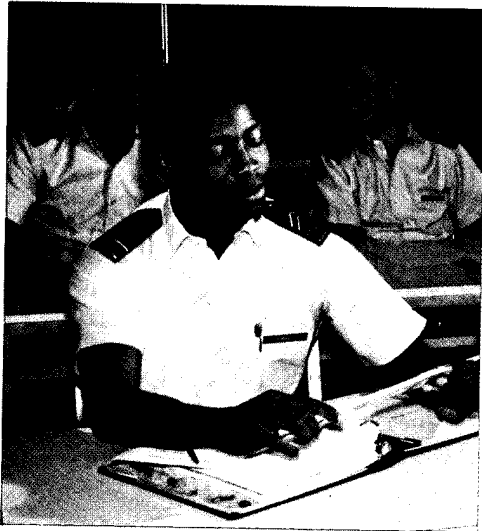
Basketball games are played in the Field House area which has a tartan floor.



Academy intercollegiate teams have won over 70% of their contests in recent years.



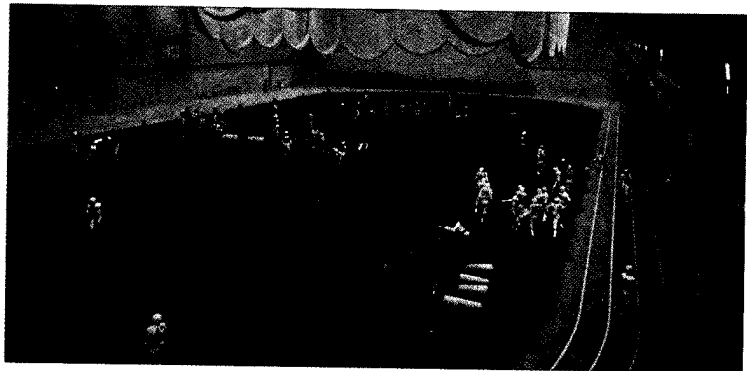
Many cadet athletes, such as All-American Ernie Jennings, Number 22 above and in the classroom at left, have combined academic achievement with athletic success.



Home football games are played in Falcon Stadium, which was financed entirely by private donations.



Cadets display their esprit de corps at pep rallies and athletic contests.



During inclement weather, football practice is held in the Field House on an infield of astroturf.



The Falcon is the Air Force Cadet Wing mascot. Near the Army-Air Force game, the wrong mascot invariably appears on the campus!

CADET LIFE...



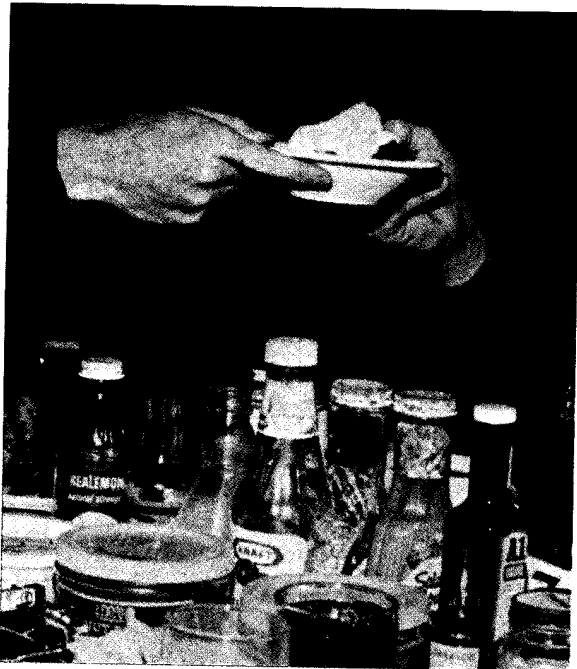
Cadets entertain guests in the lounge of Arnold Hall, the social center.



Cadets sunbathe on the lawn beside Vandenberg Hall, a cadet dormitory.



A first class cadet escorts a guest.



All cadets eat hearty meals in Mitchell Hall.



Upperclassmen have coffee in the lounge of Fairchild Hall, the academic building.



A member of the Cadet Soaring Club explains the sailplane to exchange cadets of the French Air Force Academy.



Enjoying weekend privileges, two first classmen shop in Colorado Springs.



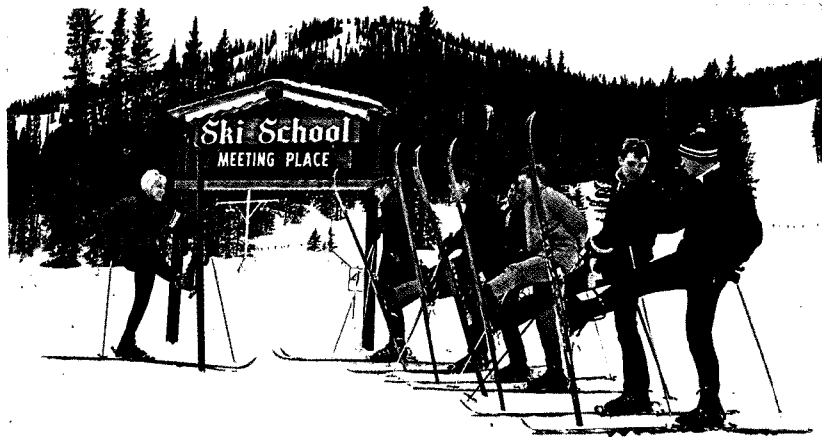
Cadets enjoy themselves and relax at a Western Night and games party.



Cadets in the Big Brothers Club assist underprivileged children in the area.



Upperclassmen continue to enjoy extracurricular activities such as the Model Engineering Club.



The Ski Club is the most popular extra-curricular activity, with over 50% of the Cadet Wing participating.



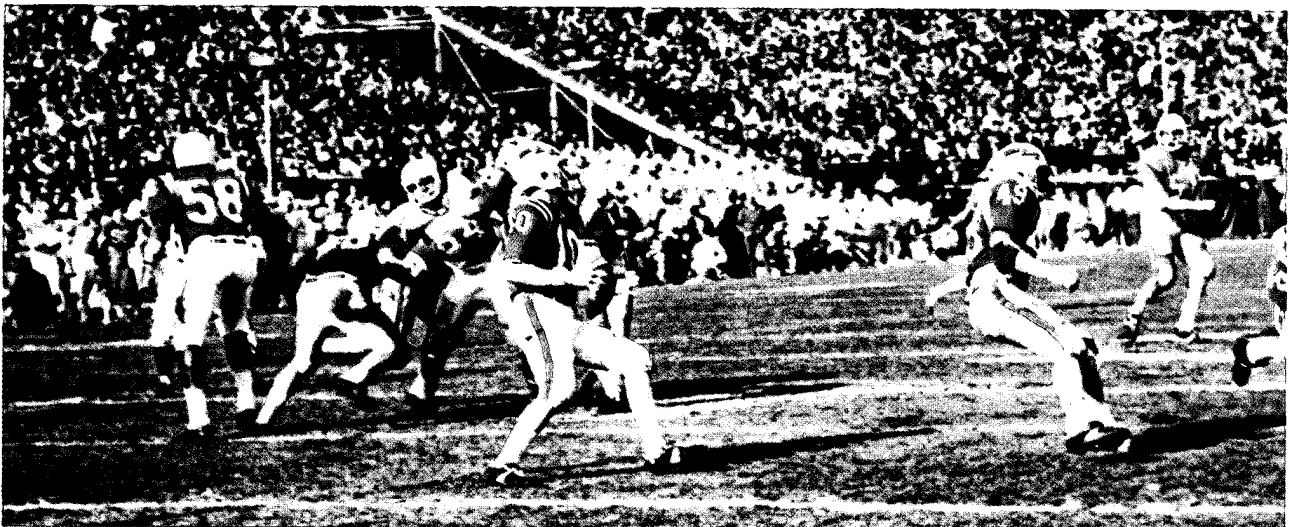
Cadets enjoy weekend outings at the Farish Memorial recreation area which has lodges and facilities for various sports.



Members of the Sport Parachute Club have won several national intercollegiate championships.



The Aviation Club is open to qualified cadets.



Cadet athletic teams may participate in post season games, tournaments, and the Olympics.

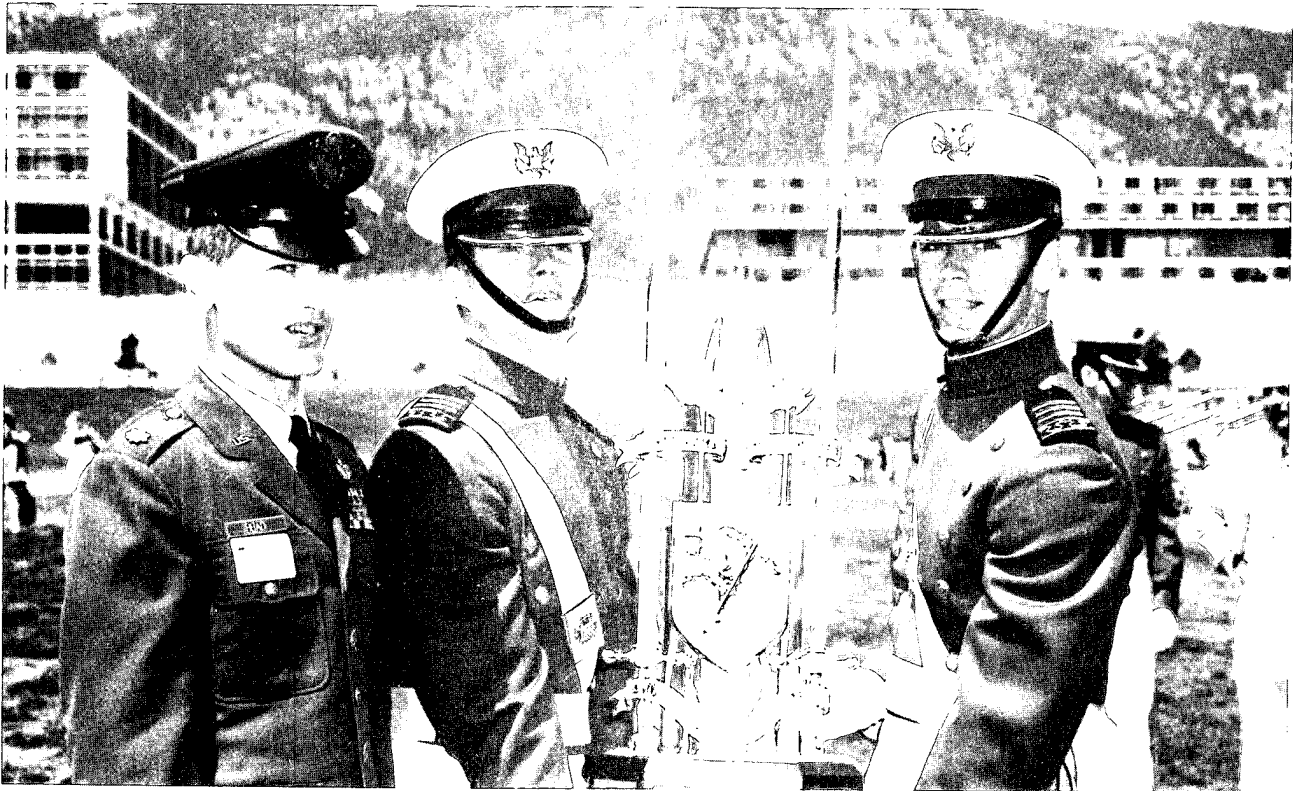
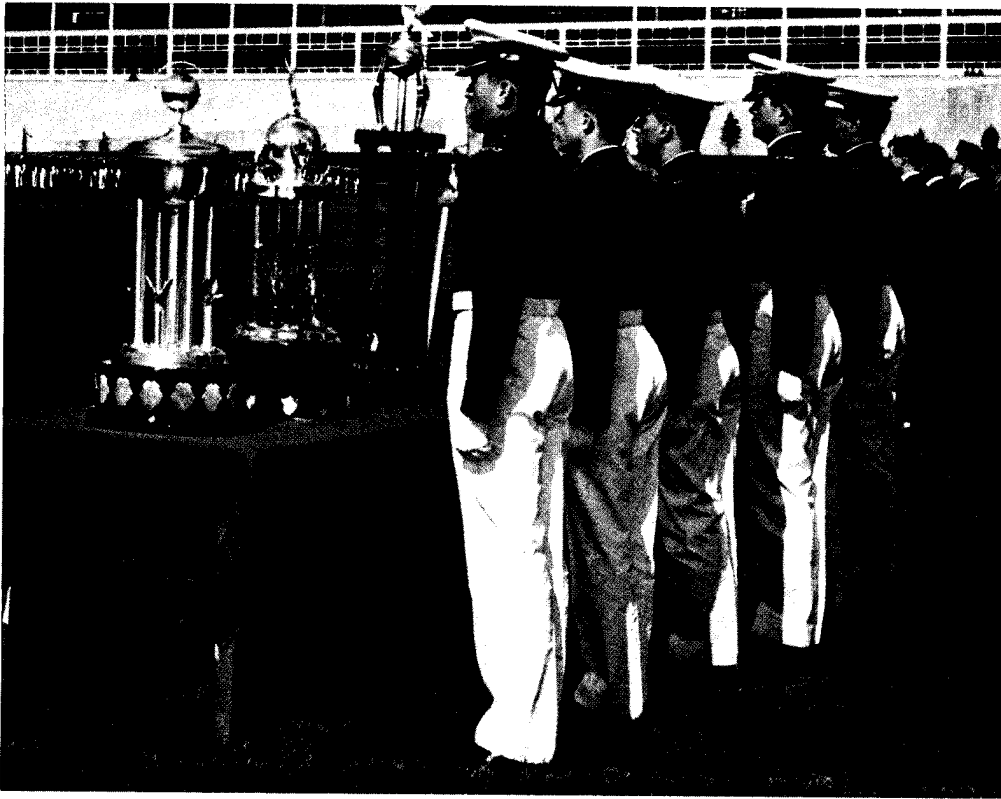


GRADUATION

Graduation marks the end of one challenge and the beginning of another. It is the last step in the four year goal toward a degree and a commission in the Air Force. The years haven't been easy. They have been filled with assignments that challenge the depths of each man's mental, physical, and moral capacity. By comparison, the Air Force Academy is much tougher than most civilian universities. The Academy requires for graduation a minimum of 187 semester hours with at least a C average in academic, military, and physical education courses. It also requires each cadet to demonstrate an aptitude for commissioned service and leadership, including conduct and demeanor worthy of the rank he will hold. Fulfilling these high standards is a rewarding feeling for the graduate. It gives him confidence in his abilities and makes him proud of his achievements. It gives him a sense of

realization that worthwhile goals in life do not often come easy, but in the long run the rewards are worth the efforts.

The Academy has provided each graduate with one of the finest educations available in the country. The Academy's outstanding curriculum, faculty, and facilities have all contributed to this effort. The academic program, complementing the leadership training, have provided each graduate with the essential elements for successful service as an officer in the United States Air Force. This new challenge of leadership is a serious one involving the future of this country and other nations as well. The tremendous responsibilities of the future—in terms of national and international security and aerospace exploration—will increase the officer's responsibilities many fold. Each graduate is expected to accept this challenge during his Air Force career.



Awards are presented to outstanding cadets and organizations at a ceremony on the parade field.



An important occasion for new first classmen is the Ring Dance, signifying the privilege of wearing the class ring.



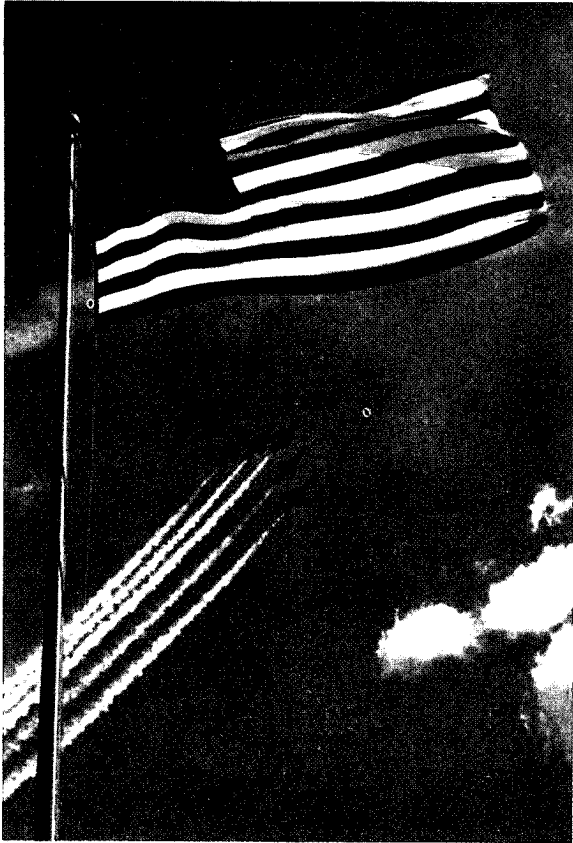
The Graduation Ball is a memorable occasion for graduates and their dates.



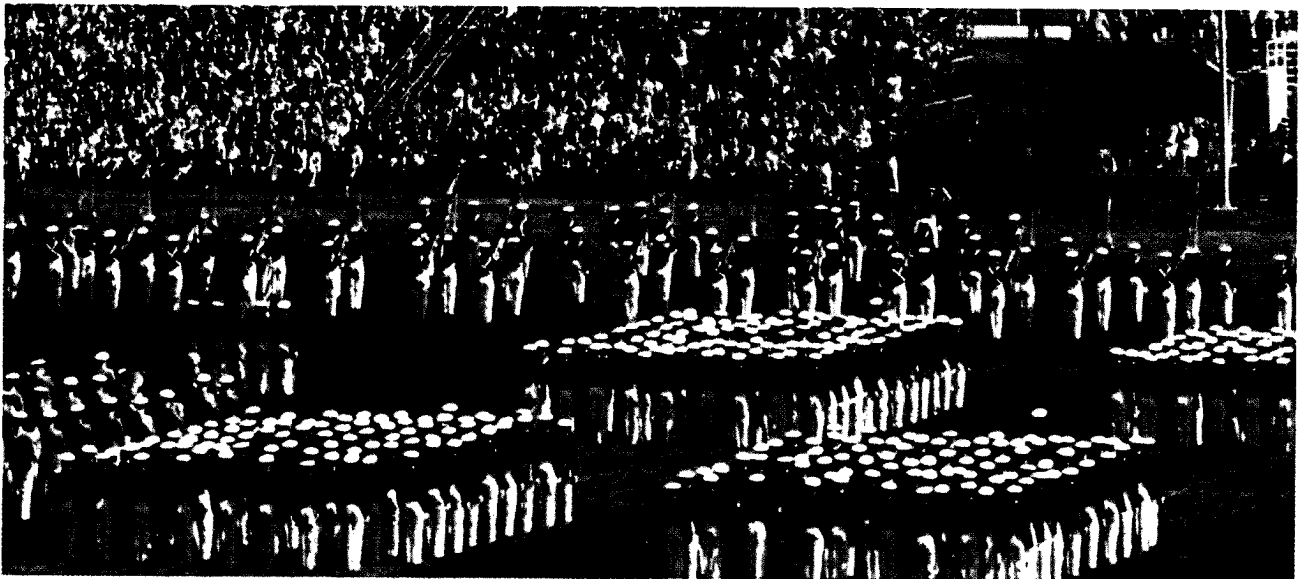
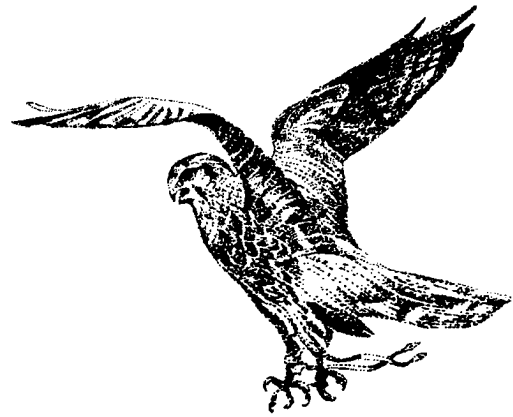
June Week

Festive activities during graduation June Week are the climax to cadet life. The graduates attend a colorful Graduation Ball in the cadet social center. Parents and friends of cadets are invited to June Week parades, award ceremonies, social events, baccalaureate, and graduation exercises. Gradu-

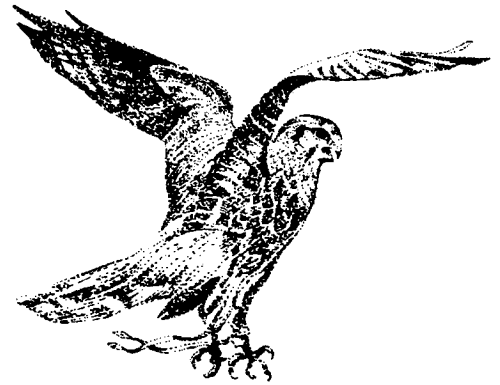
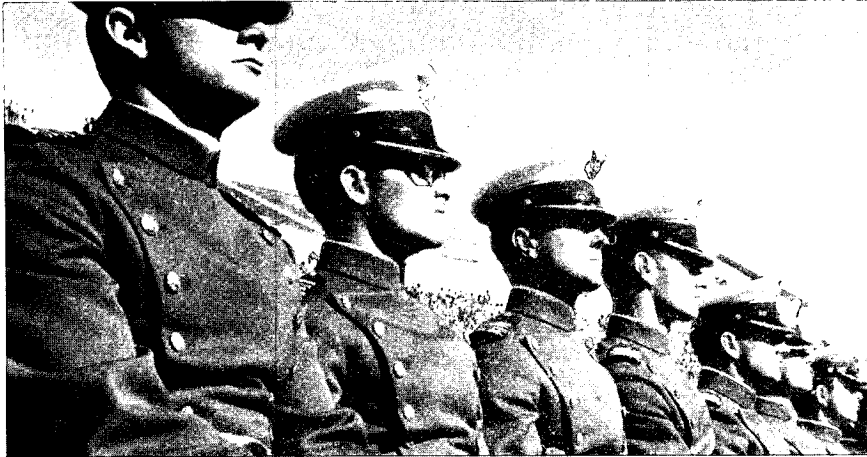
ates have many pleasant memories of the four years that seem short when viewed in retrospect. One of the most memorable is the unity and spirit which develops among members of a class. It is a sense of belonging, a fellowship that is renewed whenever a graduate meets another classmate during his Air Force career.



The Thunderbirds perform for graduates and visitors.



The graduation parade is a highlight of June Week for families and friends of the graduates.



The graduating class listens to an important message reminding them of their serious obligation to serve the nation.



Graduates receive diplomas for the Bachelor of Science degree.



Graduates take the oath of office and are commissioned in the Regular Air Force.



Allowed to own cars during their first class year, the graduates pack and prepare to go on leave before reporting to their first Air Force assignments.



Youngsters attending the ceremonies scramble to catch a hat tossed by a graduate.



A graduate's fiancée pins the gold bars of a second lieutenant on his uniform.



Some graduates marry in the Cadet Chapel during the few days following graduation.



CAREER ASSIGNMENTS

Prior to graduation, first class cadets receive extensive orientation in the various Air Force career fields. The graduate is given freedom of choice in his initial assignment, consistent with Air Force requirements and his individual qualifications. The graduate is assigned in a specific career specialty to an Air Force installation.

Most graduates who are medically qualified to fly choose a flying specialty as a pilot or navigator. Flying training involves approximately one year of instruction at an Air Training Command base. After completing the training, the graduate will normally be assigned as a pilot or navigator in an operational Air Force unit for a minimum of five years. His future assignments will depend upon the needs of the Air Force as well as the preference and qualifications of the officer. Ordinarily, the graduate will alternate between jobs related to his flying specialty and those pertaining to another career area.

A graduate who is not medically qualified or does not choose flying training may indicate a choice of a specific career area. Academy graduates, both those who have attended flying training and those who are not flying qualified, may have the opportunity to receive advanced education at civilian universities through the Air Force Institute of Technology. This program enables outstanding graduates to earn master's degrees in a variety of fields. Cadets may compete for several distinguished scholarships and fellowships. Included are the Rhodes Scholarship for advanced study at Oxford University, National Science Foundation Fellowships, and similar national competitive scholarships.

Academy graduates are now serving in a wide variety of career areas throughout the Air Force. The photographs which follow are pictures of Air Force Academy graduates performing in their career fields.



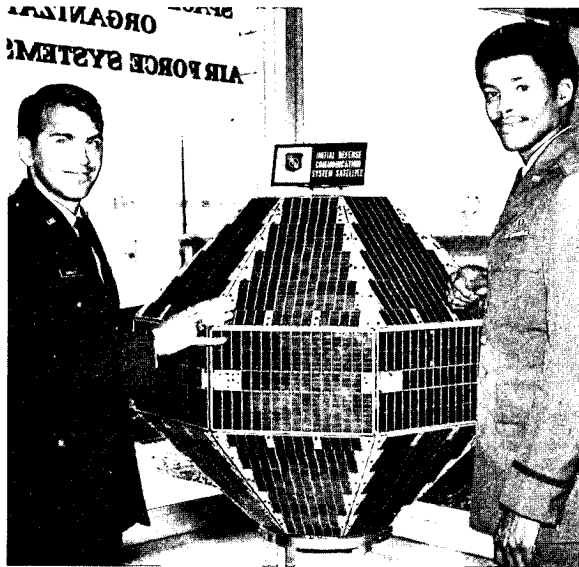
Richard M. Coppock, Class of 1961—a military airlift navigator.



Michael G. Major, Class of 1962—a fighter pilot.



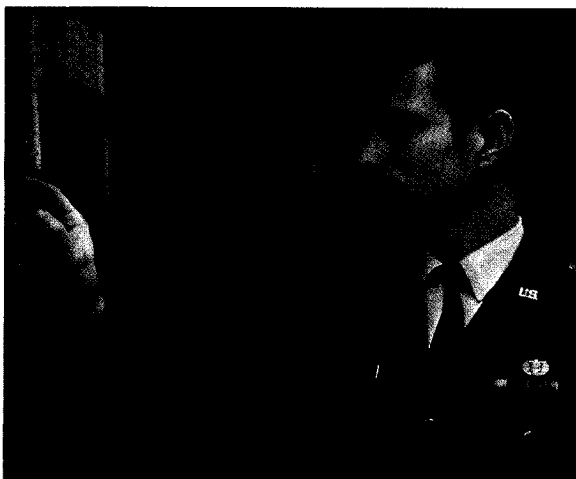
John M. McBroom, Class of 1967—an instructor pilot.



Rockne J. Buraglio (left) and Francis M. Moore, Class of 1968—space and missile management officers.



David P. Helgevold, Class of 1968—a space and missile engineer.



William T. Vinson, Class of 1965—an Air Force lawyer.



Gary W. West, Class of 1963—a USAF flight surgeon.



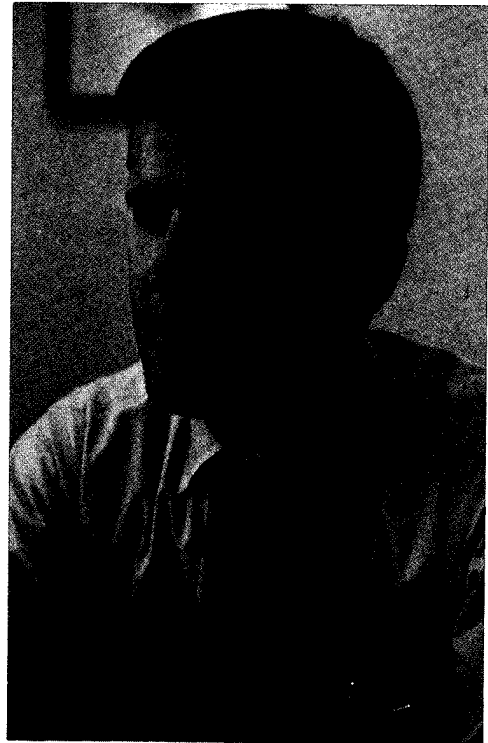
Charles F. Stebbins, Class of 1961—one of several graduates who has returned to the Academy as a member of the faculty.



Kenneth H. Little, Class of 1969—an audio-visual officer.



Brian J. Donovan, Class of 1967—a special investigation officer (Does not wear uniform or rank in this position.)



Eugene F. Greer, Class of 1968—a missile maintenance officer.

AIR FORCE OFFICER CAREER AREAS...

OPERATIONS

Pilot
Navigator-Observer
Aircraft Control
Weapons Director
Missile Operations
Safety
Space Systems

AUDIO-VISUAL

SCIENTIFIC AND DEVELOPMENT ENGINEERING

Weather
Scientific Specialties
Research and Development
Management
Development Engineering

PERSONNEL RESOURCES MANAGEMENT

Administration
Personnel
Manpower Management
Education and Training

MATERIEL

Transportation
Supply Services
Fuels
Supply Management
Procurement Management
Logistics

COMPTROLLER

Financial
Data Automation
Management Analysis

INFORMATION

INTELLIGENCE

SYSTEM PROGRAM MANAGEMENT

ELECTRONICS AND MAINTENANCE ENGINEERING

Communications-Electronics
Missile Maintenance
Avionics
Aircraft Maintenance
Munitions

SECURITY POLICE, SPECIAL INVESTIGATIONS, AND COUNTER INTELLIGENCE

CIVIL ENGINEERING

Civil Engineering
Cartography

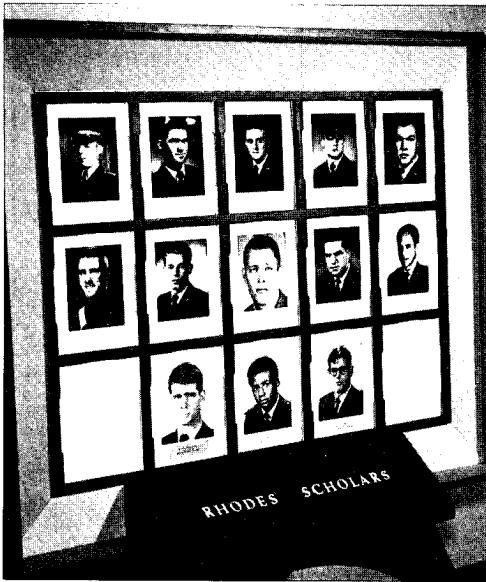
PROFESSIONAL*

Legal
Chaplain
Medical
Dental
Veterinary

*Regulations allow 3% of each graduating class to enter medical training and 1% to enter legal training. There are no provisions for graduates to enter chaplain, dental, or veterinary fields.

ADVANTAGES OF AN AIR FORCE CAREER

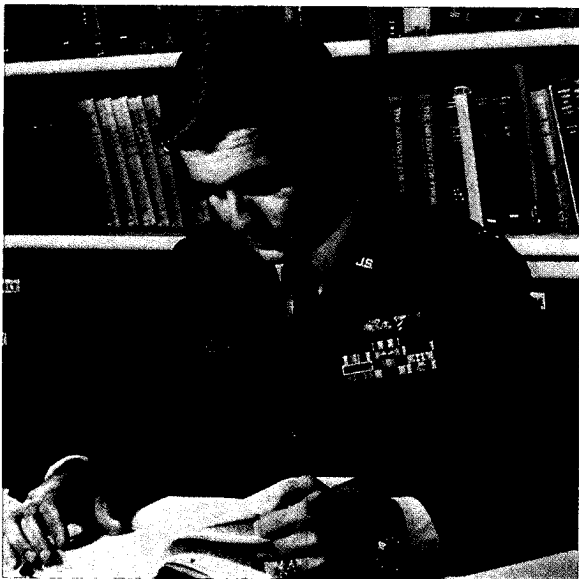
- Opportunities for advanced education
- Attractive retirement plan
- 30 days' paid vacation each year
- Quarters and subsistence allowance
- Medical care
- Flight pay for pilots and navigators
- Transportation allowances for duty changes
- Shipment of household goods upon reassignment
- Dislocation allowances in special circumstances
- Officers' Club participation at nominal cost
- Reduced prices at exchanges and commissaries
- In-service housing loans
- Physical disability retirement
- Survivor's benefits



Several Academy graduates have won Rhodes scholarships.



Cadet First Class Sam W. Westbrook, Class of 1963, was the Academy's sixth Rhodes Scholar chosen to attend Oxford University in England.



Major Richard L. Klass, Class of 1962, is the Academy's third Rhodes Scholar and a highly decorated combat pilot. He is now a White House Fellow working for the President's staff.



Westbrook, now a major, is an F-111 pilot systems operator.



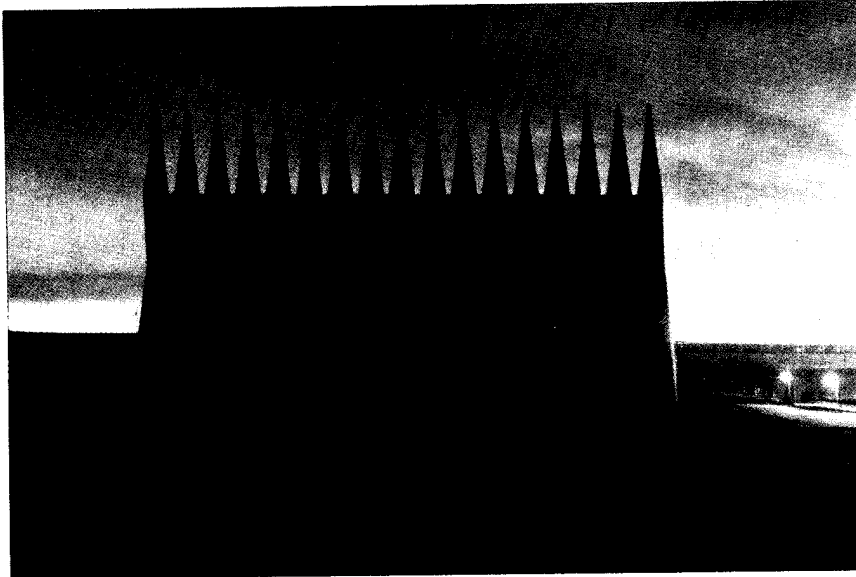
In the mountainous setting of the Academy, the scenery becomes even more spectacular after a snowfall.

THE CADET AREA

Situated at over 7,000 feet altitude, the cadet campus lies atop a broad mesa backed by the Rampart Range of the Rocky Mountains. The buildings are placed around a cadet formation quadrangle with interior gardens, called the Air Gardens. The building architecture is modern with accent on space and light. The complex includes: Vandenberg Hall, a cadet dormitory; Fairchild Hall, the academic building and library; Mitchell Hall, the cadet dining hall; a new cadet dormitory; the Cadet Chapel; Harmon Hall, the administration building; Arnold Hall, the cadet social center; and the Planetarium. North of the quadrangle is an athletic complex which includes the Cadet

Gymnasium and Field House surrounded by athletic fields and tennis courts.

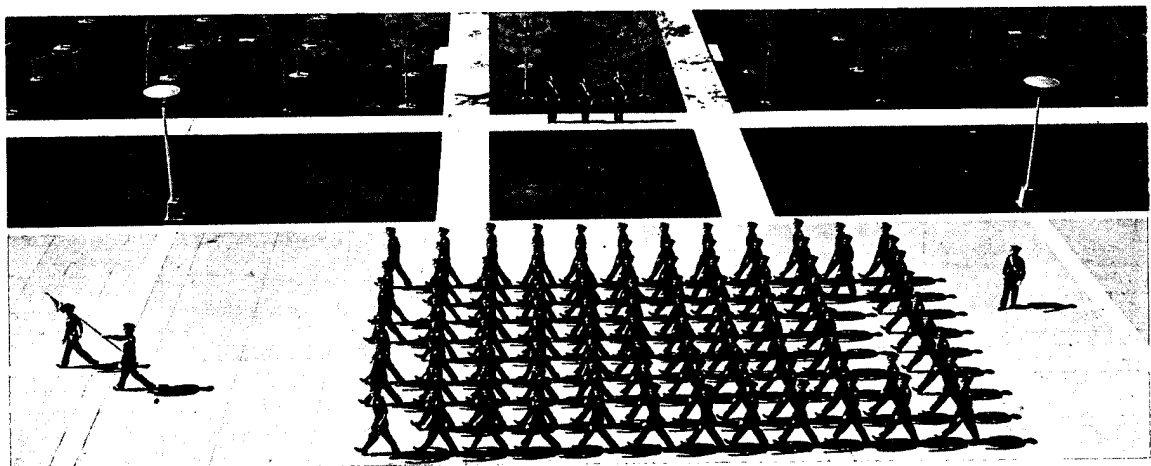
South of the cadet area are the following facilities: the Academy Hospital; bachelor and visiting officers' quarters; two family housing developments for Academy personnel; the community center area containing shopping facilities and the Academy Preparatory School; a service and supply area; a 3,500 foot airstrip; Falcon Stadium and the Eisenhower Golf Course (both financed with private funds). The Farish Memorial cadet recreation area, also a private donation, is located in the mountains directly west of the Academy.



With light shining through 17 stained glass spires, the Cadet Chapel creates a beautiful scene.



The cadet area lights up at night as cadets study in their rooms and the library.



In their traditional noon formation, the Cadet Wing marches through the Air Gardens to Mitchell Hall.

ADMISSION TO THE ACADEMY

Eligibility Requirements

To be eligible to apply for a nomination to the Academy, you must:

- be at least 17 and not have reached your 22nd birthday on July 1 of the year you would enter;
- never have been married;
- be in good physical condition;
- have good moral character;
- be a United States citizen.

Preparation

Your chances of being admitted to the Academy will be improved if you prepare yourself for the entrance examination and other admission criteria. Recommendations for proper preparation are:

Academic

While in high school, complete four units in English and four in mathematics. Take a broad range of courses in the sciences, social sciences and humanities. Strive for a good academic record in all your courses.

Leadership

Participate and endeavor to excel in extra-curricular activities, both athletic and academic.

Physical

Maintain a high degree of physical fitness through proper health care, physical conditioning, and participation in vigorous team sports.

Nominating Sources

Before you can be considered for admission to the Academy, you must obtain an official nomination. A majority of the nominations are available through Members of Congress. By law, U.S. Senators and Representatives are allotted a specified number of appointments and may nominate a prescribed number of candidates. Since most Congressmen begin to

screen their nominees well in advance of making their selections, you are advised to apply to a U.S. Senator from your state, or the U.S. Representative from your district, a year or more in advance of your desired date of admission. A class enters the Academy early in July each year. If you wish to enter after graduation from high school, you should apply in the spring of your junior year.

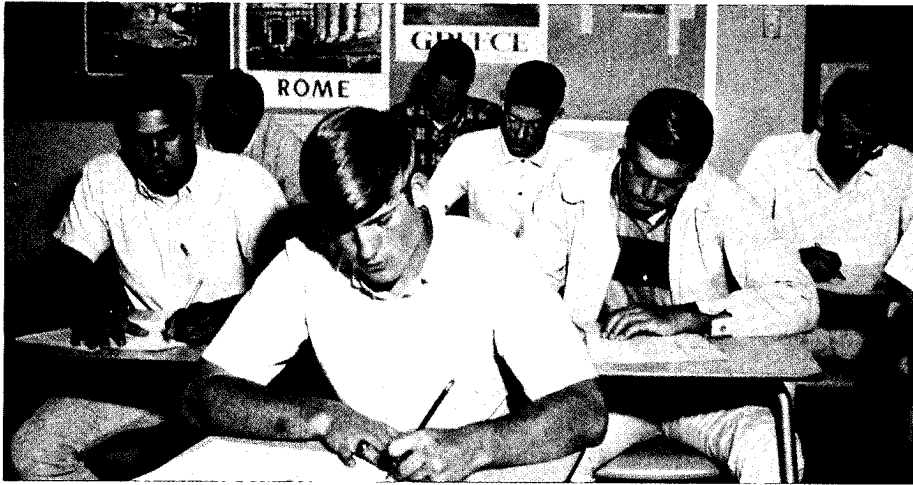
Academy nominations are also available from the Vice President of the United States, the District of Columbia, U.S. Territories, honor military and naval schools, and the Air Force Reserve Officers and Junior Reserve Officers Training Corps. Members of the Air Force Regular and Reserve components, sons of deceased and disabled veterans, sons of Medal of Honor winners, and sons of Regular and Reserve members of the armed forces may apply to the Air Force Academy to be considered for appointments.

Details on qualification and how to apply in the various categories are contained in the Air Force Academy Catalog. You may obtain a copy by writing to:

*Director of Candidate Advisory Service
United States Air Force Academy
Colorado 80840*

Counseling

Selected Air Force Reserve officers, not on active duty, serve as Academy Liaison Officers in communities throughout the United States. The Candidate Advisory Service maintains continuous contact with these officers to keep them informed and qualified to counsel young men seeking admission. You may learn more about the Academy, its admission standards, and what you should do to prepare by contacting your local Liaison Officer. Obtain his name and address from your high school guidance counselor, or from the Liaison Officer Coordinator who is listed in the Academy Catalog.



Students should prepare for the Academy well in advance.



An Academy applicant should seek assistance from his Liaison Officer.



Cadets are admitted to the Academy from all states, as well as territories and possessions of the United States. They represent a variety of backgrounds and nationalities.

PIKE'S PEAK AND THE AIR FORCE ACADEMY

Lt. Zebulon Pike, traveling west with fifteen soldiers to bring back information to the Government about the Louisiana territory which the United States had acquired, sat erect in his saddle as he spotted a tall mountain which appeared like a small blue cloud on the afternoon of November 15, 1806. Pike and his men, clad only in thin cotton uniforms, could not safely scale the snow-covered mountain. Since Pike was the first to describe the beautiful 14,000 foot peak and to draw a map of it, he is considered its discoverer. Pike later became an Army General with brave military accomplishments to his credit.

In the 1850's the peak lured gold seekers and mountain climbers. In 1869 it lured William J. Palmer, a railroad engineer who had been a Civil War General, to move to this region and purchase the land which is now Colorado Springs. Palmer built the Denver and Rio Grande railroad on the land north and south along the eastern slope of the Rockies. (On July 31, 1871, the first stake in a colony of settlers was drawn in Colorado Springs, and General Palmer became the official founder of the city.) A promoter of many cultural and business interests, he envisioned the city's growth into a tourist resort.

In 1878 silver strikes in Leadville, a small mining town in the mountains, brought riches to the Pike's Peak area. In 1891 the discovery of gold at Cripple Creek heaped more riches

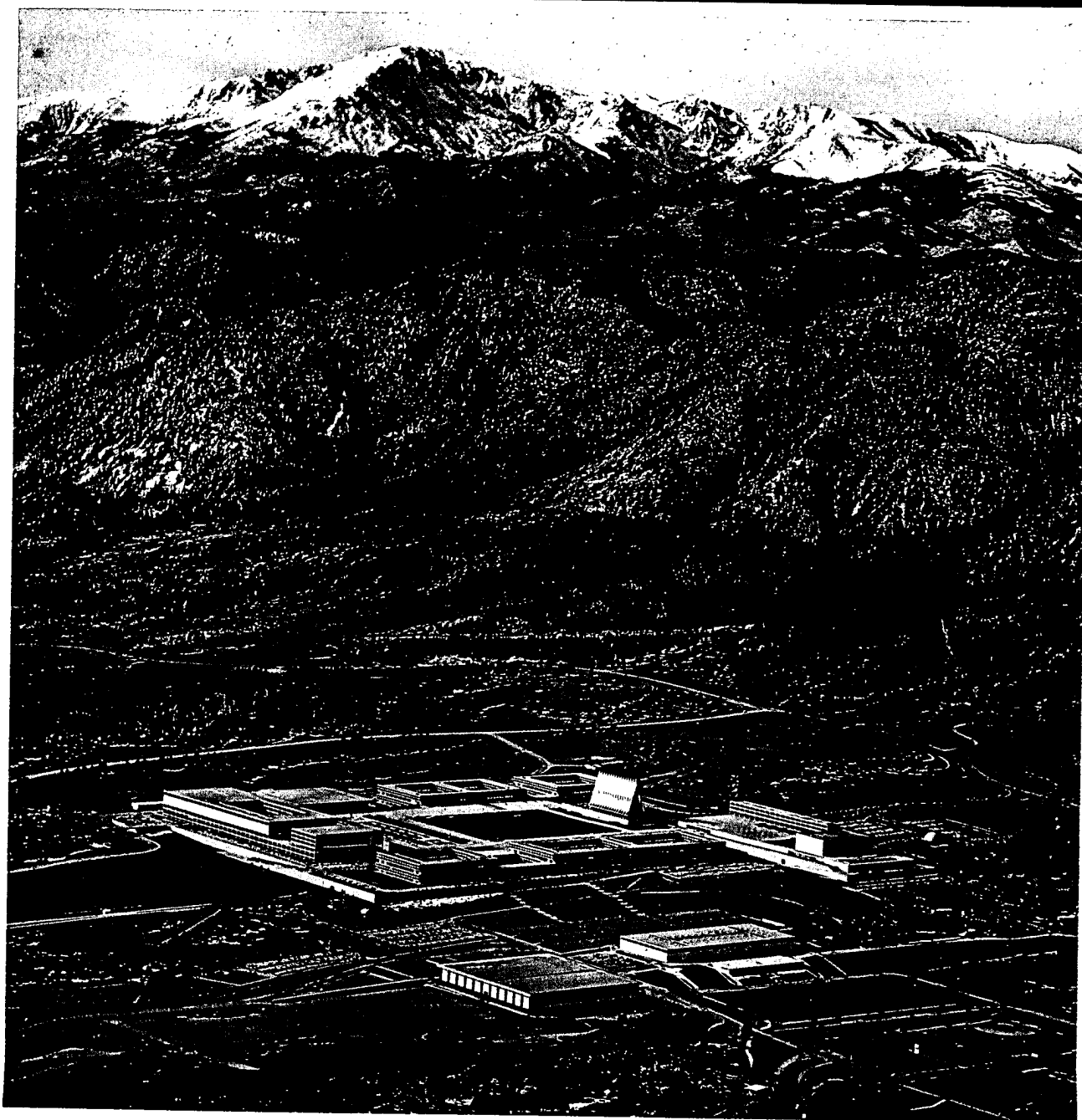
on Colorado Springs. During that year Spencer Penrose from Philadelphia, a Harvard graduate, came west to seek adventure and a fortune. He made a multimillion-dollar fortune in Cripple Creek gold, and with part of his wealth expanded the Broadmoor into one of the most fabulous hotel resorts in the country. Before his death, he established the El Pomar Foundation to provide gifts to schools, churches, hospitals, and the fine arts.

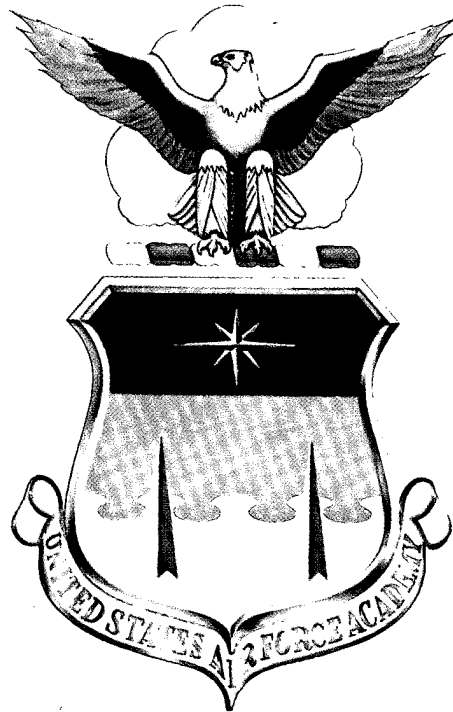
In 1954 Congress authorized the establishment of the Air Force Academy. The committee on site selection chose the large acreage near Colorado Springs, after screening some 400 locations and visiting proposed sites in 22 states. Colorado contributed \$1,000,000 toward purchase of the land. Below the spectacular range of mountains on 18,000 acres, the United States Air Force Academy was constructed on a high mesa. On this land Indians of the Arapahoe and Cheyenne tribes used to roam. With the beginning of white colonization of the area in the 1870's, the land was settled by ranchers for raising livestock.

In the 1970's young Academy cadets, being educated for Air Force leadership, look to the Pike's Peak summit as an aspiring goal upward into new horizons of aerospace. They hope to conquer new space frontiers just as brave pioneering men like Zebulon Pike, William Palmer and Spencer Penrose conquered the Pike's Peak region.

"We like to think that the Academy was placed so close to these towering Ram-
parts that we might be always reminded of the great distance we must climb
before we too can become great men. Let the tall mountains serve as an
inspiration to us, for the rewards of such a life are as long-lasting as the moun-
tains themselves."

— An Academy Cadet





Information in this publication is subject to change. See your Air Force Academy Liaison Officer for the latest information.