



THE eBAYONET



"To the point...from the Point."

4th Edition - January 2005

Welcome to the fourth edition of the BS&L "eBayonet"...

...and the 18th edition of *The Bayonet*! After crafting the first fourteen editions on paper and distributing them through the US Mail system, we have moved to a paperless *eBayonet* that allows us to send more issues, create new editions faster, and stay in touch with our worldwide BS&L "family." In spite of the change in delivery we have worked to keep the basic "spirit of the *Bayonet*" the same -- (no, not to kill, kill, kill) to communicate the news and great stories of our cadets, our faculty, our programs, and our alums around the world.

We have approximately 1,000 readers of this newsletter. We have been able to increase the readership by about 60% over the past two years while cutting costs by over 80% -- largely due to our paperless format and our ability to use the ".army.mil" email addresses to keep in touch with our readers at all corners of the world, regardless of their military assignment or deployment location.

So, if you have something to share with us, we encourage you to send information and photos our way. We will post "Updates from the Field" in each edition of the *eBayonet*, and we also post updates on our BS&L web site about twice a month. If you have something to share with the BS&L family, please provide us the information, and we can "tell your story".

Thanks and happy reading!

The eBayonet Staff

Eng Psych - Dr. Michael Matthews
LMS - MAJ Patrick Michaelis
Psychology - Dr. Catherine Ruvolo
Sociology - Dr. Morton Ender
PL100 - LTC Michael Endres
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CSA turns to BS&L for Leader Development Center

October 2004 - CSA has established a focus area titled "The Bench." The broad purpose of the Bench initiative is to develop leader adaptability and self-awareness within the officer corps, determined to be critical for the leadership of our future force. CSA tasked BS&L with the mission to design and implement the online portfolio and its supporting online developmental assessments.

Initial implementation of the self-development system will be an operational prototype for gathering and reporting self-development information to an assessed officer. Testing of processes is scheduled for the first quarter FY05 Armor School's Captain's Career Course. Army Knowledge Online is developing the (Cont. on page 2, Leader Development Center)online application and will assist USMA with execution of the operational prototype. The Leader Development Portfolio (LDP) is a secure digital portfolio maintained by the Army but accessible only by the officer. Various forms of assessments and feedback that an officer receives throughout their career will be stored in the LDP to permit a view of leader development over time. The feedback and assessment tools are to include peer, subordinate, superior feedback, behavioral assessments, personality assessments, and other supplemental tools. (Leader Development Center, cont. from Page 1) In addition to the primary self-development advantages, products from the LDP will form the basis for developmental counseling and coaching in institutional settings, such as TRADOC schools. USMA is responsible for the implementation strategy for coaching, with DA to provide funding for either coach/facilitator training, or hiring under contract. The Army is currently on the cusp of a cultural change in the adaptability possessed by its future officers at all levels. Implementation and support of The Bench begins the Army's process toward enhancing self-development of future Army leaders. BS&L stands ready to lead the way throughout this critical process.

Updates From The Field



October 2004 - MAJ Mark Tribus is currently serving in Afghanistan for Operation Enduring Freedom V. Mark is stationed in Kandahar airfield with the 3rd BDE Combat Team from the 25th ID out of Hawaii. Mark is the BCT S1, and arrived in country in April. His BCT will serve a one year tour. Mark is doing well and sends his best to all, especially the cadets in BS&L.



MAJ Patrick Michaelis is currently serving in Iraq with the 1st Cavalry Division. Patrick is helping establish CavNet – the division's knowledge management system that provides front-line leaders with real-time information needed to make decisions.

Engineering Psychology Program by Dr. Michael Matthews

The Engineering Psychology Program continues to enjoy success in the classroom, in the laboratory, in the field, and, quite literally, around the world! This update will feature information on recent summer activities of cadets as well as some of the research conducted by our cadets and faculty. But first, here's an update on some of the faculty, staff, and recent graduates of the Engineering Psychology Program.

We are very proud of the service being rendered by all those men and women currently serving in Iraq and Afghanistan. Our thoughts are especially with those with whom we have worked with recently in the Engineering Psychology Program. LTC Doug Mulbury is serving in Afghanistan as a Battalion Commander. MAJ (P) James Merlo is a Deputy Brigade Commander in Iraq. MAJ Chris Talcott is a Battalion XO in Iraq. There have also been recent sighting of LTs Greg Lee, Anna Feliz, and Amy Cronin, Ben Crombe, Mark Juntunen, Huck Finn, and Mark Reigel in Iraq or Afghanistan. (Those of you who are over there now or will deploy shortly, please let us know so that we can remember you in our thoughts and prayers, as well as our next update!)

MJ Ward continues to keep us all in line as the Engineering Psychology Lab Tech. Dave Haack does double duty and the computer and technology specialist for both the department and the lab. Jennifer Clark, our former research psychologist recently moved to Atlanta where her husband, Joe is working at Fort McPherson. Jennifer and Joe are expecting their second child while Jennifer continues to work on her Ph.D. MAJ Dan Smith (M.S., Ga. Tech.) assumed responsibilities for the daily operations of the lab after Jennifer left and has done a great job. Dan is also teaching Experimental Psychology. Assisting Dan in the lab and on a variety of projects is 1LT Erich Meyerhoff (Eng Psych major, Class of 2002).

We are excited to have Erich as part of the team! MAJ Jennifer Bower (M.S., Ohio State) is teaching PL100 this academic year. She is currently sitting in classes taught by MAJ Silas Martinez. It's hard to believe that Silas is in his last year here at USMA. He has been a vital member of the program over the last 2½ years. Medical Service Corps officer MAJ Jim Ness has also become part of the Engineering Psychology team. Jim has taught Biopsychology, as well as Perception and holds the Engineering Psychology record for most pull-ups! Having been appointed a full professor last year, Dr. Mike Matthews was selected as an APA Fellow this summer. Congratulations, Mike!

Our program continues to flourish because of the great faculty that join us each year.

We are eagerly waiting for three such outstanding officers to arrive this summer.

LTC John Graham is completing his Ph.D. at Carnegie Mellon University.

CPT Stoney Trent is completing his M.S. at Ohio State.

CPT Jared Sloan is completing his M.S. at the University of Central Florida.

Engineering Psychology

Advanced Individual Academic Development (AIAD) Opportunities

Each summer cadets can choose to pursue an AIAD one of the many enrichment activities available to them. The Engineering Psychology Program strives to provide the best AIADs which allow cadets to hone their skills as budding engineering psychologists while working on real world projects. This summer we had one of the best slates of AIADs in recent years in terms of both location and topic. As a result, every cadet who wanted to go on an AIAD got to go on one. Where did we send them??? Read on to find out!



Cadets Nate Brown (left) and Jenny Combs (center) went to the Royal Norwegian Naval Academy in Bergen, Norway.

MAJ Silas Martinez (right) headed the data collection effort to correlate sleep and food deprivation with situation awareness. Nate participated in a combat fatigue exercise while Jenny assisted in the data collection effort.



Cadet Matt Davis (Center) went to the Royal Norwegian Army Academy in Oslo, Norway to participate in the army academy's version of the combat fatigue course.

Cadets Avery Barnett (left) and Christie DeVany (right) went to the Naval Postgraduate School (NPS) in Monterey, California to work with Dr. Nita Miller (center) and COL Lawrence Shattuck (taking picture) on a longitudinal sleep study involving both cadets from the Classes of 2007 and 2008.



Cadets Andy Fleagle (right) and Pamela Chavez assisted in research efforts at the Research Development and Engineering Command's Simulation and Training Technology Center in Orlando, Florida.

Cadets Amanda Buchholz (left) and Janson Kinsley interned with the Australian Defence Force acquisition programs in Edinburgh, Australia. They both got to participate in the development of components of the Australian Soldier Combat System as well as see some of the local wildlife.



Cadet Chris Gerbas joined the US Army Safety Center at Fort Rucker, Alabama. He worked on a hazard-based analysis of Military Ground and Aircraft Accidents, and was instrumental in setting up a working relationship with the Safety Center. This relationship will allow several cadet project teams enrolled in PL475 (Human-Computer Interaction) to develop web-based tools as their course project.

Cadet Lloyd Osafo worked with developers at Piccatiny Arsenal in Sparta, New Jersey on the psychological effects of less-than-lethal technology on combatants.

Cadet Widmar Roman spent time in San Antonio, Texas doing research on the medical effects of lasers on vision.

Engineering Psychology Research

Research conducted by Engineering Psychology faculty is intimately linked to the program's teaching and cadet development missions. MAJ Martinez traveled to Norway in May and June to collect data on situation awareness, decision-making, and physiological arousal patterns of personnel involved in platoon level combat fatigue courses conducted by the Royal Norwegian Naval and Army Academies. MAJ Martinez was assisted in this effort by three cadets (Nate Brown, Matthew Davis, and Jenny Combs) who accompanied him to Norway as part of their Academic Individual Advanced Development program. The data collected support the teaching mission by addressing issues in naturalistic decision-making, a topic covered in the Cognitive Psychology course. So the cadets involved received an academic experience, the military experience of observing (and in two cases, participating) in a demanding field training exercise, and a cultural experience of working closely with our Norwegian allies.

Another example of the integration of research, academic, and military roles of the program was COL Shattuck's continuation of an extensive empirical study of the sleep habits of West Point cadets. As part of this study, Engineering Psychology major Avery Barnett, assigned to the job of platoon leader at Operation Highland Warrior, collected sleep and cognition data on members of his squad through the exercise. Combined with data the COL Shattuck collected previously on sleep patterns of Plebes during the academic year, Lieutenant General Lennox, Superintendent of West Point, implemented a new "lights out" policy for all cadets.

Dr. Matthews, assisted by MAJ Jennifer Bailey of the PL100 program, began a long term study of cadet strengths and virtues as they may predict adaptation to all aspect of the West Point 47 month experience. This work was inspired by Dr. Marty Seligman's initiatives in what he calls "Positive Psychology." Angela Duckworth, a graduate student of Dr. Seligman's at the University of Pennsylvania, teamed with Dr. Matthews and Dr. Dennis Kelly of West Point's Institutional Research Department to administer GRIT (a newly developed personality measure) to all incoming members of the Class of 2008. Preliminary data show that GRIT was a statistically significant predictor – in fact, the only significant predictor – of attrition of Basic Cadet Training. A sampling of 150 cadets from the Class of 2008 has also been given an extensive survey measuring their character strengths and virtues in 24 different areas. Dr. Chris Peterson, a Professor of Psychology at the University of Michigan, is assisting in the research project.

MAJ Bower completed her master's degree from Ohio State University in Cognitive Systems Engineering. Her thesis research evaluated innovative digital approaches to communicating OPORDS. She presented a paper based on this work at the annual meeting of the Human Factors Society (see reference below).

The research capabilities of the Engineering Psychology laboratory were given a big boost in the past months by the acquisition of new apparatus and the upgrade of existing laboratory systems.

MAJ Dan Smith spearheaded these efforts that resulted in the establishment of a biomechanics and anthropometric laboratory including a sophisticated but user-friendly motion capture system. The audition and speech laboratory received new software packages as well as a new audiometer. In addition, the eye-tracker in the vision laboratory received a major upgrade. These improvements firmly establish the Engineering Psychology Laboratory as the finest undergraduate laboratory of its type in the United States. MAJ Smith's efforts in overseeing these improvements were instrumental to making them happen in a timely manner.

In addition to his duties as the head of the Leader Research Development Center, MAJ Jim Ness partnered with former Engineering Psychology Program manager Dr. Tim O'Neil in conducting a number of research projects evaluating a newly developed alternative to the standard NATO camouflage pattern. Several cadet research teams in PL391 manipulated independent variables thought to affect target detection both in woodland and desert environments. This work led to an AIAD opportunity for one cadet at Brooks Air Force Base where an in-depth eye-tracker comparison of various camouflage patterns was done. MAJ Ness also found time to edit a book on the simulation of human performance (see below).

Recent Scholarly Works by Engineering Psychology Program Faculty and Cadets

(Cadet Authors Noted in BOLD).

Bower, J. (2004). The impact of asynchronous multimedia communications on understanding and recall. Proceedings of the 48th Annual Meeting of the Human Factors and Ergonomics Society. New Orleans, LA, September 2004.

Miller N.L., Shattuck, L.G., Clark, J., Miller, D.B., and Neverosky, D. (2004). Sleep patterns of incoming cadets at the United States Military Academy. Proceedings of the Annual Meeting of the Association of Professional Sleep Societies, Philadelphia, PA, June 2004.

Miller, Nita Lewis and Shattuck, Lawrence G. (2004). A process model of situated cognition in military command and control. Proceedings of the 2004 Command and Control Research and Technology Symposium, San Diego, CA, June 2004.

Shattuck, Lawrence G. and Miller, Nita Lewis (2004). "A Process Tracing Approach to the Investigation of Situated Cognition." Proceedings of the 48th Annual Meeting of the Human Factors and Ergonomics Society. New Orleans, LA, September 2004.

Miller, Nita Lewis and Shattuck, Lawrence G. (2004). Sleep patterns and the impact on performance: A study of men and women enrolled at the United States Military Academy. Proceedings of the 48th Annual Meeting of the Human Factors and Ergonomics Society. New Orleans, LA, September 2004.

Ness, J. W., Tepe, V., & Ritzer, D. R. (Eds., 2004). The science and simulation of human performance. New York: Elsever.

Smith, D. (2004). The effects of training and auditory context on performance of a point estimation sonification task. Proceedings of the 48th Annual Meeting of the Human Factors and Ergonomics Society. New Orleans, LA, September 2004.

French, T., Matthews, M. D., & Redden, E. (2004). Infantry situation awareness. In S. Banbary and S. Tremblay (Eds.). A cognitive approach to situation awareness: Theory, Measures, and application. Aldershot, UK: Ashgate.

Matthews, M. D., Strater, L. D., & Endsley, M. R. (2004). Situation awareness requirements analysis for infantry platoon leaders. *Military Psychology*, 16, 149-161.

Matthews, M. D. (2004). Academic skills of engineering psychology majors: A comparative study. Proceedings of the 48th Annual Meeting of the Human Factors and Ergonomics Society. Santa Monica, CA. Human Factors and Ergonomics Society.

Matthews, M. D., Eid, J., Johnsen, B. J., Meland, N. T., & Talcott, C. (2004). Situation awareness: Predicting small unit leader performance during a combat fatigue course. Proceedings of the 7th Defense Analysis Seminar. Washington, D.C: Office of the Undersecretary of the Army (Ops Research).

Rohall, D. E., Ender, M. G., & Matthews, M. D. (2004). Warriors or warmongers?: Attitudes toward the U.S. Wars in Afghanistan and Iraq. Paper presented at the American Sociological Association Meetings, San Francisco, CA., August 14-17.

Matthews, M. D., Eid, J., Johnsen, B. H., & Meland, N. T. (2004). Optimism predicts situation awareness in a military training exercise. Paper presented at the Annual Meeting of the American Psychological Association, Honolulu, Hawaii.

Matthews, M. D., Ender, M. G., & Rohall, D. E. (2004). Student attitudes toward women in the military by institution type. Paper presented at the Annual Meeting of the American Psychological Association, Honolulu, Hawaii.

Eid, J., & Matthews, M. D. (2004). Human strengths and adaptation to a radically changed context. Paper presented at the Annual Meeting of the American Psychological Association, Honolulu, Hawaii.

O'Neill, T. R., Swiergosz, M., & Matthews, M. D. (2004). Innovative combat vehicle camouflage. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Feige, E., Hatalla, B., & Shattuck, L. (2004). An evaluation of the Combined Arms Planning and Execution System. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Edwards, R., Wagner, J., & Shattuck, L. (2004). Aiding Decision-making with Plan Execution Display. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Trahan, J., Hunter, J., & Shattuck, L. (2004). Situation Awareness in the U.S. Army: A Comparison of Collaborative Tools. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Smoot, A., Paloma, K., & Shattuck, L. (2004). Efficiency of Spatial Design Structure in the Computer Support Environment. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Johnson, V., & Ness, J. (2004). The Color Contrast Limitations of Night Vision Goggles. Paper presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Kint, B., Stanton, L., & Shattuck, L. (2004). Concept Maps: Understanding Military Operation Orders. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Gerbas, C., Fleagle, A., Clark, J., & Talcott, C. (2004). The Effects of Static and Dynamic Information on Decision-Making with the RAPTOR Interface. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Barnett, A., Jackson, A., & Talcott, C. (2004). The Effects of Caffeine on Fitness for Duty as Measured by the FIT 2000 Safety Screener. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Buchholz, A., Patel, A., & Talcott, C. (2004). Monitoring Soldier Readiness with the Army's Fitness for Duty Computer During Both Physical Activity and Workstation Performance. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Mason, L., Osafo, L., & Talcott, C. (2004). The Effects of Speed Reading on Recognition and Recall Comprehension. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Labio, R., Roman, W., & Talcott, C. (2004). Evaluating Decision Making and Problem Solving Training for the Tower of Hanoi Puzzle. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Martin, N., Rowan, C., & Talcott, C. (2004). Tower of Hanoi Study: Effects of Physical Constraints on Working Memory and Decision Making. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

McAllister, C., Matthews, K., Durloch, P., & Talcott, C. (2004). Change Blindness: Effects of Vehicle Icons and Attention With the Force XXI Battle Command, Brigade and Below Computer System. Poster

presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Harrmon, S., Choi, J., West, P., & Talcott (2004). The Canonical Perspective: Effects of Geometric Views on Target Identification During Military Simulation Training. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Brown, N., Carpenter, C., & Talcott, C. (2004). An Evaluation of Army IMPRINT Standards: Effects of Environmental Changes on M16A2 Operations. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

Daniels, C., Kinsely, J., & Talcott, C. (2004). The Iraqi “Top 52” Playing Cards: Effects of Casual Learning on Recognition and Retention. Poster presented at the American Psychological Association Division 19/21 Mid-Year Symposium, Fort Belvoir, VA.

LMS Update by MAJ Patrick Michaelis

Question: What do you do when there is a change of leadership? What do you do when you recognize the potential a program can have on preparing cadets for the future? How do you re-invigorate an already motivated faculty to perform at optimal levels?

Answer: You confirm what you're best at. You discover what you're most passionate about. Then you develop a vision, strategy, and a goal that directs the actions, energies and language of a program into the future!

The Leadership and Management Program has done just that. With the program leadership now firmly under the comfortable reigns of Dr. Donald Campbell, he set off on a goal of making a good program great. Orchestrating a series of on-site meetings over the course of two weeks, he confronted the faculty, a mix of rotating and permanent educators, with some fundamental questions: What are we best at? What are we passionate about? How do we get there?

The answers came in the form of the very material we teach. Going back to the theories and concepts taught in the classroom, the program onsite used the opportunity to shape its future by understanding what we stand for today. What came out was a unique set of values and a confirmation of purpose:

The LMS program re-committed itself to the following core values: Excellence in Teaching, Valuing the Voice of Cadets, Applying Rigorous Method to develop the Analytical Mind of Cadets, Bringing Theory Alive through Radical, Innovative, and Contemporary Learning Techniques Inside and Outside the Classroom; Partner to other Programs and Departments, and Advocate for Cadet Excellence in Academics, Outreach, and Attraction of the next graduating class.

Tying these values together is a confirmation of the core purpose of the program: “To Prepare Cadets to Lead in Complex Military/Global Environments and Develop Critical Reasoning Skills by Providing a 1st Class education ground in Organizational Behavior and Management Theory.”

So, the question remains: How do you do core values and core purpose? How do you turn all that fluffy mumbo-jumbo stuff into action? The on-site started to question what would confirm providing a first class education in Organizational Behavior and Management; it began to question how the program would know it is Valuing the Voice of the Cadet; it began to question how to confirm the program is providing excellence in teaching; it began to question how it knows it is applying rigorous method?

Through Dr. Campbell's leadership, the program decided to create a goal, an audacious goal that sits just over the horizon, which would allow LMS a benchmark to achieve its core purpose and shape every action henceforth. It would confirm that the program is doing what it is most passionate about and what it is best at. What is that goal? Very simply: To become recognized as one of the top 10 undergraduate management curriculums in the nation.

A simple, distinct, achievable goal where the Leadership and Management Program at West Point becomes one of the most sought after management departments in the country; a center of excellence for undergraduates studying organizational behavior and the application of contemporary management concepts to military operations; a program that through student outreach, faculty development, and a global focus, can build the momentum toward student and faculty excellence and build a reputation envied at USMA, the Army, and the Global Community.

Simple you say? Brief's well I'm sure. But now – what are the actions LMS takes to make it happen? What are concrete actions LMS must concentrate on to build that very momentum towards the program goal?

Again, confronted with the challenge, the on-site developed a series of areas of interest, and the program has reorganized itself accordingly, to concentrate on those actions that will build that incremental momentum towards achieving the program goal. Excellence in Teaching, Rigorous and Integrated Curriculum, Accreditation, LMS Faculty Integration/Development, the Majors/Honors Program and AIAD integration, Building Strategic Outreach, Leveraging the Social Aspect of learning (inside and outside the classroom), Integrating fully the Cadet Voice, Targeted Recruiting System, and filling the endowed Class of '51 Chair.

What next you ask? Well, the program is busy orienting its actions into a series of 3 month, 1 year, 2 year, 5 year, and 10 year milestones that focus on the areas of interest always building towards that simple, unifying goal of becoming one of the top 10 undergraduate management curriculums in the nation.

Why advertise the actions of the on-site? Well, according to theory – making a set of values, the purpose, the goal, and the actions - public – you get commitment!

ANIMUS OPIBUSQUE PARATI!!

Psychology Program Update by Dr. Catherine Ruvolo

Psychology Supports “Beast” for the Class of 2008 - As the new cadets arrived for R-Day and embarked on their 47 month leadership experience at West Point, MAJ Samantha Breton and CPT Todd Marshburn were busy preparing to offer psychological support to them should the need arise. As Officer Supervisors for the

Cadet Counseling Unit (CCU), they were tasked with training, teaching, mentoring, and supervising cadet counselors.

The CCU, originating in the early 1970s, exists to place trained cadet counselors in the cadet companies in order to provide immediate psychological intervention to new cadets exhibiting signs of psychiatric distress during the highly stressful Cadet Basic Training (maybe that's why it's called "Beast" Barracks). MAJ Breton (her second year with the CCU) and CPT Marshburn (his first year with the CCU) collaborated with psychologists from West Point's Center for Personal Development in order to train the cadet counselors.

The training included basic counseling microskills, listening, clinical interviewing, suicide assessment, decision-making and cultural diversity. Perhaps more importantly, however, MAJ Breton and CPT Marshburn provided stress management training to all cadet cadre members in order to give them the tools to not only recognize stress in the new cadets, but also to recognize it in themselves. Although it was a busy summer, it was an excellent experience for both officers. With no psychiatric casualties occurring during Beast, it was very successful as well.

Cadets in the News



If you want to find Psychology majors doing well in the Corps, you can start at the top. The Class of 2005's First Captain is none other than Psychology's Ryan Boeka. One of his goals for the year is to create a more positive command climate – and his study of people's behavior and thought patterns in his Psychology courses will help him do this. Congratulations, Ryan!

Have you ever wondered what influences who you find attractive? Rob Sedlak, along with his research partner, Pam Chavez, examined this question in PL362 (Research Methods II). They found that increased physiological arousal from a past experience leads people to find another person more attractive. CDT Sedlak plans to study this question further in his senior thesis and plans to present his results at a national conference. He even hopes to publish the study in a professional journal.

Christine DeVany is one of the Psychology Program's superstars. This past summer, she did an AIAD at the Naval Postgraduate School and designed a study that she has carried into the academic year. Her work is now her senior thesis and will shed light on what type of cadets are more likely to resign from the Academy. Those interested in her work include LTG Lennox, who may use her findings to create a healthier environment in which all cadets will succeed.



Cadet Lindsay Brent is nothing if not a leader. Her innate leadership skills, enhanced through her study of psychology, no doubt led to her selection as the Army Women's Basketball Team Captain. Lindsay has lettered every year as a Forward on the team and will do amazing things in the peer leadership of her team this year. Congratulations, Lindsay; we're proud of you!



Cadet Jim Freeze had the incredible opportunity to spend three weeks living in the wild of the New Mexico Mountains at the Philmont Scout Ranch. His drive to see the Scout Troops fully prepared to execute their 12-day Wilderness Trek greatly impressed the staff at Philmont. It was reported that "Cadet Freeze...earned the respect of his crews with calm competence and superior communication skills." Jim, your performance working with those young people demonstrates your absolute commitment to your own development as a leader of character. Great work!

Academic Individual Advanced Development Experiences

The AIAD program this summer provided cadets with both leadership and practical applications for the field of psychology.

As the summer began, cadets were heading for the hills of Cimarron, New Mexico and the Philmont Scout Ranch for three weeks of living off the land and training up to 12 different Boy Scout Troops from across America on the finer points of safety, low impact wilderness travel, teamwork, and leadership as they began their 12-day Wilderness Trek. Cadets had opportunities to hone their leader development skills as they worked with both the Scout Leaders and the Scouts during their train up periods.

Two psychology cadets used a great deal of initiative to create their own AIAD opportunities in areas in which they had particular interest. They were afforded the incredible opportunity to shadow psychology practitioners working on current issues such as Mental Health Evaluation for prison inmates and HIV education for young people. These cadets experienced the real world application of many of their psychology program courses.

Cadets Win Conference Awards

Psychology majors presented the results of their senior research projects at the 20th Annual Hudson Valley Undergraduate Research Conference this past April. BS&L cosponsors this conference and offers the cadets a great opportunity to showcase their work and discuss research issues with participants from other colleges.

In what has become a tradition at the conference, our cadets walked off with top awards. This year, our cadets picked up two of the three available prizes. Brett Walker won second place, a \$200, award for his thesis, "The Effects of Mixed Gender on the Cohesion of a Combat Unit." His advisor was Dr. John Jones. In addition to his excellent presentation, CDT Walker further demonstrated the principle of selfless service by asking that half of his winnings be reinvested in the conference for next year.

Cadet Victor Johnson won third place, a \$100 award, for his work entitled "The Effects of Night Observation Devices on Cone-Specific Color Contrast." He worked with LTC Jim Ness on this project. In light of the reliance on nighttime missions by the United States Armed Forces, his study provided useful information regarding some of the limitations of Night Vision Goggles.

Cadets often study topics that are directly relevant to cadet life and this year was no exception. Cadet Jacquelyn Jones, with her advisor, MAJ Jamie Efav, examined the presence of a stigma about dating cadets using the self-evaluation maintenance model while Cadet Shigenobu Morinaga examined level of adherence to the cadet honor code due to the level of fear appeal and geospatial location of one's hometown.

Cadet Nicholas Simpson and his advisor, CPT Todd Marshburn, investigated how the factors of motivation levels, competition levels, type of sport and gender were related to an individual's overall level of physical fitness.

The problem of date rape was the topic of the project conducted by Cadet Patricia Teakle and her advisor, Dr. Marjorie Carroll. Specifically, she sought to determine some of the factors that were associated with attributions of responsibility towards the victim and perpetrator in a date rape scenario.

The conference papers submitted by the United States Military Academy were the products of the capstone experience in the psychology major. This consists of a two-semester sequence of courses (PL 497, Colloquium in Psychology; PL 498, Advanced Individual Study) in which cadets integrate and apply what they have learned in their major to the creation of an original research project. In the first semester, cadets review the scientific literature, formulate hypotheses, and design an experiment to test these hypotheses. The second semester involves conducting the study. Cadets gather and the analyze data, and discuss the results and implications of their study.

Also representing the psychology program at the conference, although in the role of attendees, were the cadets enrolled in PL362 (Research Methods I). Through their insightful comments and questions following the research presentations, our cadets not only their interest in the topics presented, but their ability to apply the concepts they were learning

All of our majors did a terrific job with their research projects and their efforts were very favorably received at the conference. They did themselves, the Psychology Program, and the Academy proud.

Sociology Update by Dr. Morten Ender

Sociology continues to be The Best Kept Secret at West Point. Among our faculty, Dr. Robert Carter returned from a much earned sabbatical with a new course—Forensic Psychology (more below). CPT Remi Hajjar continues to be productive in his third year in BS&L. He teaches our Introductory Sociology course, will team teach PL384: Sociological Theory in the Spring with Dr. Morten Ender, and also became a father for the second time last year. CPT Todd Woodruff and his family continue as part of the Sociology team for his second year. Todd will be teaching PL482: Armed Forces and Society.

Courses

Teaching continues to be our number one focus in Sociology. Dr. Carter carries forward PL393: Criminology and Criminal Justice Studies (one of the most popular and highly evaluated courses at the Academy) and he successfully offered a new special topics course: Forensic Psychology. MAJ Woodruff is stewarding PL482: Armed Forces & Society. MAJ Hajjar is the course director PL371: Introductory Sociology and PL384: Sociological Theory and he also taught PL300: Leadership to incoming BS&L faculty this past summer in the BS&L Faculty Development Workshop. Dr. Bruce Keith graciously upholds the highest academic standards in PL377: Social Inequality and Dr. Ender is offering PL470: Cinematic Images of War and the Military for the second time around. Overall, the Sociology Program underwent a successful major revision this past year and now features a Major and Honors program—with revisions for a minor in sociology and possible others forthcoming in out years.

Faculty

The Sociology Program welcomes LTC Brian DuRant for his second tour of BS&L. Brian's dissertation work looks at voting behavior among service members where he's working with Dr. James Burk at Texas A&M University. MAJ Remi Hajjar received two promotions in 2004, one to the military rank of Major, and the other to the academic rank of Assistant Professor. Likewise, MAJ Todd Woodruff was recently promoted. Dr. Morten Ender spent a significant portion of the Summer attached to the 1st Cavalry Division in Baghdad, Iraq offering social science expertise to the Division. Dr. Robert Carter offered a new course—Forensic Psychology and continued his exhaustive and extensive support of USMA's rugby team. Finally, Dr. Bruce Keith delivered his Presidential Address to the North Central Sociological Association in Cleveland, Ohio on April 1st.

In-bound Faculty



[Dr. Ender and CPT Darcy Schnack in Camp Victory, Iraq, July '04]

MAJ(P) Brian Reed recently returned from Iraq where he served with 4ID and begins work on his Ph.D. at the University of Maryland, College Park this Fall. CPT Bill White completed his first year of graduate study at SUNY Buffalo and recently promoted LTC Irving Smith completed his first year of Ph.D. work the University of Maryland, College Park. Two in-bound Captains and Iraq veterans begin graduate studies this Fall—CPT Kierya Langkamp begins her sociology graduate studies at Notre Dame and CPT Darcy Schnack at Boston College. The Sociology Program will also undertake a new Civilian Title X search this Fall.

For info: <http://www.asanet.org/pubs/eb/sept04/eb0904c.html> on the web.

Alumi Updates



[Dr. Ender and LT Mary Tobin met at a Dining Facility in Camp Victory, Iraq]

Sociology Program Alumni are doing magnificent things both far and wide. LTC Scott Efflandt is the BN Executive Officer for 1BCT, 1CD in Baghdad. Recent 2002 grads 1LT Mary Tobin and 1LT Jason

Alexander were spotted leading platoons in Iraq. 1LT Julie Dixon completed a deployment and is now applying to undertake graduate work in Criminology. 1LT Steve Ruggiero recently returned from his second tour in Southwest Asia as a platoon leader. LT Cassandra Facciponti is the RDC for HHD 95th MP BN in Germany. 1LT Phoebe Price recently returned from a deployment to Honduras and is considering graduate work in Criminal Justice. Then cadet, and now LT James Spannagel presented his senior thesis "Military Women in American Film" and Cadet Rachel Beck present a paper entitled "Social Change, War, and Gone with the Wind" at the Eastern Sociological Society meetings in NYC on February 28th. Then cadet, and now, LT Augusto Giacomani presented his senior thesis paper titled "Incongruence of Academic and Career Cultures: The Organization of Status Attainment Processes at West Point and the Army" at the Annual Meeting of the North Central Sociological Association on April 1st. Ariel Jones was recently engaged to be married and has moved to Gainseville, Florida.

Service

MAJ Remi Hajjar served as the OIC for the Special Olympics in May 2004. He worked alongside the cadet leaders of the BS&L Club that planned, organized, coordinated, and conducted an event that involved well over one thousand people, including cadets, USMA faculty, and Special Olympians and their families, coaches, and school leaders. This highly successful event received tremendous praise from the head Orange County coaches who have been coming to West Point for nearly two decades for this annual event. Similarly, MAJ Woodruff and Dr. Ender and a host of BS&L faculty worked with the 7th Annual Minority Youth Leadership Conference this past April with an unprecedented turnout of youth from the tri-state area.

Honor Society: Alpha Kappa Delta

This past Spring new members were inducted into the USMA Sociology Program Chapter of Alpha Kappa Delta: Alpha Phi of New York established in 2000. The inductees include COL Thomas A. Kolditz, MAJ Todd Woodruff, and cadets Rachel Beck, Patrick Bell, Daniel "Max" Ferguson, Grace Glaze, Marquese Lewis, Emily Perez, Abby Shields, and Erica Urban, all from the USMA Class of 2005. The guest speaker marking the initiation ceremony was Dr. Brenda Moore, Associate Professor of Sociology at the State University of New York of Buffalo. Her presentation was titled "Women in the U.S. Military: The Question of Equality."

In Memoriam

Members of the Sociology Program and BS&L sorrowfully announce the death of our colleague and friend Joe Jones this past Spring. Joe was a gracious and thoughtful colleague and consistently looked out for the interests of cadets. While in BS&L Joe taught PL300: Military Leadership, PL377: Social Inequality, PL488d: Colloquium in Sociology, and PL482: Armed Forces & Society during a three year tenure. As a career officer, Joe's contributions to his discipline, the Army, and this Nation were innumerable.

Coates Award Winner

This year's Dr. Charles Hunter Coates Award for Excellence in Sociology recipient was now 2LT Augusto Eduardo Giacomani. To mark the occasion, LTC® Charles H. Coates Jr. (USMA Class of '57) and Ms. Vicki Tillery traveled from Baton Rouge, Louisiana and LTC Coates made the presentation.

AIADs



[Cadet Abby Shields firing the Steuer - Luxembourg weapon of choice]

Cadets from sociology left the shores of the U.S. this past summer to complete Advanced Individual Academic Development opportunities in Luxemburg (Abby Shields), Belgium (Marquese Lewis), and the Czech Republic (Erica Urban).

Sociology T-Shirts

The Sociology Program has some limited-edition t-shirts for sale. They are Army gray, short-sleeved with Army on top and Sociology on the bottom on the chest. Cost \$16 in various sizes.

Sociology Faculty Scholarship

Ender, Morten G. (forthcoming). "Divergences in traditional and new communication media use among army families." In Eric Ouellet (Ed.). *New Directions in Military Sociology* (Canada: de Sitter Publications).

Ender, Morten G. (2004). "Modified Monopoly: A Simulation Game for Teaching Social Inequality." *Academic Exchange Quarterly*, 8(2): <http://www.rapidintellect.com/AEQweb/mo258514.htm>.

Ender, Morten G. (2004). "PL372: Marriage and the Family." In Martha J. Laughlin et al (Editors). *Teaching About Families*. Washington, DC: American Sociological Association Teaching Resources.

Ender, Morten G. (2004). "The History of Women in the U.S. Military." A presentation at the Iraqi and U.S. Military Women Conference, Baghdad Convention Center, Baghdad, Iraq, July.

Ender, Morten G. (2004) "The Perfunctory Thayer Clip: Cadets and Films" *Excellence in Teaching at USMA: Faculty Contributions to Teaching and Learning*, (Spring): 33-34.

Ender, Morten G. (2004). "Teaching about Peace, War, Social Conflict, and Military Institutions." A teaching workshop organized and presented at the American Sociological Association Meetings, San Francisco, CA., August 14-17.

Ender, Morten G., Campbell, Kathleen, Davis, Toya, and Michaelis, Patrick. (2004). "Live from the Homefront: Embedded Reporters and Military Families." A presentation at the Annual Meetings of the International Sociological Association, Research Committee 01: Armed Forces and Conflict Resolution" Ankara, Turkey, July 7-9.

Ender, Morten G., Campbell, Kathleen, Davis, Toya, and Michaelis, Patrick. (2004). "Live from the Homefront: Embedded Reporters and Military Families." A presentation for the Defense Advisory Committee on Women in the Services (DACOWITS) conference Arlington, Virginia, U.S.A., May 24.

Ender, Morten, Hajjar, Remi, and Todd Woodruff. (2004). Is Iraq A Class War? Paper presented at the Inter-University Seminar on Armed Forces and Society (IUS): Canada in cooperation with York University Centre for International and Security Studies and the Canadian Forces College, Toronto, Ontario, Canada, 1-3 October 2004

Forest, James and Bruce Keith. (2004). "Assessing Students' Moral Awareness." *Assessment Update*. 16 (1): 10-11.

Forsythe, George B. and Bruce Keith. (2004). "Fifty Years of Curricular Innovation: A History of the USMA Academic Curriculum from 1952-2002." *Making History: West Point at 200 Years*. Lance Betros (editor). West Point, NY: United States Military Academy, In Press.

Hajjar, Remi and Morten G. Ender. (2004). "McDonaldization in the U.S. Army: A Threat to the Profession." Paper accepted for publication as a book chapter in the forthcoming second edition of *The Future of the Army Profession* edited by Dr. Don Snider.

Keith, Bruce (editor). (2004). *Contexts for Learning: Institutional Strategies for Managing Curricular Change Through Assessment*. Stillwater, OK: New Forums Press. ISBN: 1-58107-067-5.

Keith, Bruce. (2004). "Disciplinary Culture and Organizational Dissonance: The Regional Association in American Sociology." *Sociological Focus*. 37(2): 83-105.

Keith, Bruce and James Forest. (2004). "Managing Organizational Change Strategies: A Case Study on the Implementation of an Institutional Assessment Plan." *Contexts for Learning: Institutional Strategies for Managing Curricular Change Through Assessment*. Bruce Keith (editor). Stillwater, OK: New Forums Press, in press.

Keith, Bruce. "Review Essay: Reflections on Reynolds." (2003). *The American Sociologist*. 34 (Winter): 81-86.

Keith, Bruce and Morten G. Ender (2004). "Core, What Core?: Looking Beyond the Introductory Textbook for Answers," *Teaching Sociology*, 32(1):39-40.

Keith, Bruce and Morten G. Ender (2004). "The sociological core: Conceptual patterns and idiosyncrasies in the structure and content of introductory sociology textbooks, 1940-1990." *Teaching Sociology*, 32(1):19-36

Lucal, Betsy and Morten G. Ender (Eds.). (2004). *Inequalities: Readings in Diversity and Social Life*. Boston, MA: Pearson Custom Publishing. (<http://www.pearsoncustom.com/database/inequalities.html>).

Matthews, Michael D., Ender, Morten G., & Rohall, David E. (2004). "Student Attitudes toward Women in the Military by Institution Type." Paper presented at the Annual Meeting of the American Psychological Association, Honolulu, Hawaii, July 30.

Rohall, David E., Ender, Morten G., and Matthews, Michael D. (2004). "Warriors or Warmongers?: Attitudes toward the U.S. Wars in Afghanistan and Iraq." A paper presentation at American Sociological Association meetings, San Francisco, CA., August 14-17.

Ruvolo, Catherine, Morten G. Ender, and Margorie Carroll (2004). "Hardiness and Expatriate Children." A paper presentation at the International Children's Research Network conference in Florence, Italy, July.

Segal, David R. and Ender, Morten G. (2004). "The Professional Education of Military Officers." A presentation at the Annual Meetings of the International Sociological Association, Research Committee 01: Armed Forces and Conflict Resolution" Ankara, Turkey, July 7-9.

Wagenaar, Theodore C., Bruce Keith, and Morten G. Ender (2004). "Sociology and a General Understanding of Social Life." *Teaching Sociology*, 32(1):41-42.

Woodruff, Todd. (2004) "Caring Leadership: The Need to Prepare Leaders to Care for Soldiers and Families." A paper presentation at the International Sociological Association's International Conference on Military Missions in Ankara, Turkey, July 7-9.

Woodruff, Todd. (2004) "The Impact of Identity Salience on Military-Family Conflict." A paper presentation at the International Sociological Association's International Conference on Military Missions in Ankara, Turkey, July 7-9.

Woodruff, Todd. (2004). "The Need to Develop Expert Knowledge of the Military Family." In *The Future of the Army Profession* edited by Dr. Don Snider.

Woodruff, Todd. (2004). "Setting the Conditions for Successful In Extremis Leadership and Self Directed Development." Paper presented at the Annual Academy of Management Conference, New Orleans, August 7-11.

Woodruff, Todd, Ryan Keltz, and David Segal. (2004). "Propensity to Serve and Motivation to Enlist Among American Combat Soldiers." Paper presented at the Inter-University Seminar on Armed Forces and Society (IUS): Canada in cooperation with York University Centre for International and Security Studies and the Canadian Forces College, Toronto, Ontario, Canada, October 1-3.

PL100 Update: General Psychology For Leaders News By LTC Mike Endres

Greetings to BS&L and BS&L Alumni from the PL100 bullpen! The PL100 team continues to strive for excellence as we carry on the awesome legacy of COL Scott "Hamp" Hampton! Sadly, Scott and his great family left us in May, right after he pinned on his Colonel eagles! He is now the SGS of FORSCOM and living the dream in Georgia. Big Hooah to Team Hampton for their incredible accomplishments and service to cadets, BS&L and USMA!

Much has happened since you all last tuned in to the Bayonet, we hope to capture some of our team's highlights both professional and personal here for you!

Please contact any of us at (firstname.lastname@usma.edu) if you want to know more about this awesome compilation of BS&L work! Hope to see you all at some BS&L football tailgates or at the Spring BS&L Alumni weekend!

Returning PL100 Team Member Highlights:

LTC Mike Endres took over as the Course Director for PL100 upon COL Scott Hampton's departure in May. Aside from teaching PL100, Mike was invited to speak in numerous venues about his experiences as a Brigade Operations Officer during Operation Iraqi Freedom last year. He is currently working on an article for the Leader-to-Leader journal on leadership in a diverse organization. Mike also serves as an OR to the Army lacrosse and football teams.

MAJ Jamie Efaw along with COL Scott Hampton, MAJ Samantha Breton, MAJ Silas Martinez, and MAJ Toya Davis won the academy-wide APGAR award for excellence in teaching innovation for the implementation of Officership into PL100! Jamie published an article in Educause journal title "Malice or Menace: Teaching and Learning with Laptop Computers in the Classroom" along with COL Scott Hampton, MAJ Silas Martinez and MAJ Dan Smith. Further, Jamie had a paper accepted by JPSP titled "Interindividual-Intergroup Discontinuity as a factor of Trust and Categorization: The Paradox of Expected Cooperation" (in conjunction with 4 former UNC colleagues). Jamie's done some traveling as well this past year. He and MAJ Jennifer Bailey presented at the annual Teaching Psychology conference on "Laptops, Learning Styles and You" which explored the connection between personality styles, learning styles, and comfort with using laptop computers in the classroom. He also attended a service academy conference at USAFA on teaching leadership and psychology along with LTC Mike Endres and CPT Doug Crandall. Aside from being the PL100 "point man" for FDW, Jamie also participated in the 2-week academy wide Individual Academic Workshop (IAW), along with LTC Mike Endres and Dr. John Jones. The IAW is offered every summer to outstanding high school students interested in attending West Point.

MAJ Jennifer Bailey has a joint proposal with Chemistry Professor COL Dooley that has been accepted for Round Table Discussion at the AAC&U's Network for Academic Renewal Pedagogies of Engagement Conference. She is also working on an outreach project for the 1st Cavalry Division with a team headed by Dr. Morten Ender. They will be evaluating the family member readiness for the unit's redeployment from Iraq. Jennifer is also working on a joint project with Dr. Mike Matthews looking at personal strengths and GRIT as predictors of retention, success, and performance across all three domains (military, physical, and academic) here at USMA. Most importantly, Jennifer Bailey (nee Swift) got married to MAJ Shaun Bailey, who is stationed in Korea with a 2005 assignment to West Point.

MAJ Eric Weis and Dr. John Jones created (and now teach) a new course for our plebes, PL150 – Advanced General Psychology for Leaders. Eric is the PL150 course director. Eric and John designed the course for incoming plebes who have already enjoyed a background in psychology and allows the class to focus more in depth on critical leadership issues and current psychological application. Eric also stayed busy this summer by jumping back into his BDUs for some good ‘ole Army training. He spent the first detail of the summer as a platoon tactical officer for the mighty 5th company during Camp Buckner. Seeing the majority of his PL100 students “in the field getting it done” was definitely a highlight. Additionally, in a joint ARI/Mirum/BS&L project, Eric helped create a cognitive and behavioral skills assessment battery to measure Army small unit leader adaptive thinking, decision-making capabilities, and tactical proficiency. Using wireless, internet ready PDAs, 10 O/Cs validated the assessment tool during 20 platoon operations during the CFT Operation Highland Warrior exercise during second detail

Dr. John T. Jones and his wife Mimi were blessed with a daughter Abby Elizabeth on 8 March 2004. John is loving every bit of fatherhood and can’t wait to bring Abby to his PL150 lesson on Freud. She is the personification of the oral stage – no matter what you put in her hand, it goes straight to her mouth. As mentioned by MAJ Eric Weis above, John and he developed an advanced version of PL100 (PL150) and are teaching it for the first time this Fall. Meanwhile, John will have a first author article published in November’s issue of the Journal of Personality and Social Psychology, and a review of his work on Implicit Egotism will be published in Current Directions in Psychological Science toward the end of the year. Even though John had never played ultimate Frisbee in his life, he became BS&L’s ultimate Frisbee coach recently. He is playing himself into shape.

This summer PL100 welcomed four new incredibly talented faculty members onto the Team!

MAJ Jen Bower graduated from The Ohio State University with a MS in Cognitive Systems Engineering. She enjoys competing in road races and trail runs on the weekends to keep fit and challenge herself physically. If she’s not racing, she’s outside hiking or biking or in some way enjoying Mother Nature’s gifts. Jen will be presenting a lecture on “The Impact of Asynchronous Multimedia Communications on "Understanding and Recall" at the upcoming Human Factors and Ergonomics Society Annual Conference in New Orleans.

CPT Dennis “Denny” O’Neil and his wife, Noreen, have four children--Nora (9), Katie (7), Megan (5) and Owen (2). The O’Neils came to PL100 in June by way of Duke University in Durham, NC where Denny studied Social and Developmental Psychology focusing on personality predictors of leadership success. In addition to bringing new talent to the BS&L frisbee team, Denny is already active in the Department through his efforts on three major projects: The Bench, our 3d ACR partnership in support of operations in Iraq, and our business community Outreach program.

CPT Matt Densmore, his wife Marci, and their two children Emily and Grant joined the team in June. Matt earned his masters degree in research psychology from the College of William and Mary. He is participating in the Master Teacher and Cadet Sponsorship Programs while instructing PL100, General Psychology for Leaders and continuing his psychological research in the Warrior Ethos.

CPT Jeff Bergmann, his wife, Daniela, arrived in June, along with their now 8 month old twins, Samuel and Abigail. Jeff completed two applied psychology masters degrees at New York University in

Counseling and Educational Psychology. While living in the city, Jeff and Daniela worked with the Salvation Army in their outreach ministry to the homeless and substance abusers. Jeff also assisted high school students in the "at risk" category of a lower eastside inner city school. In addition to teaching PL100, Jeff is conducting research in the area of moral development, guilt, and terrorist recruitment as it relates to psychology and religion.

PL300 Update by LTC Donna Brazil

Greetings from the PL300 team. After an awesome summer of FDW, boatrides, softball games and walkabouts, we are moving out quickly with the semester.

This summer we welcomed CPTs Jim Tuite, Brian Wortinger and Archie Bates to the faculty and welcomed LTC Brian Durant back for a repeat performance at USMA.



FDW was a huge success headed up by Doug Crandall with Eric Morrison, Remi Hajjar and Brian Tribus filling in as role models for teaching and as well as budding academy award nominees for playing the role of the sleepy, "star man" cynical, unprepared, springbutt (fill in the blank)...cadet. Once again we began FDW with a tradition started by Joe LeBoeuf of taking the entire new faculty on a walk about West Point. We start at Lusk reservoir and weave our way around post teaching each other about the sights and history of West Point. I can't tell you how many grads see and learn things that day that they never knew was here in the 4 years they spent at USMA. Seriously, the longer I stay at West Point, the more I am convinced that we do FDW exactly right and our faculty are as prepared as possible when they take the platform in August.

Speaking of taking the platform – the semester is off to a fast but great start. We moved the counseling lab up to lesson 15 in order more deliberately link the sessions to individual motivation and to give cadets a chance to apply what they learn in the lab over the remaining 25 Lessons. As you remember – it is always high adventure pulling the lab together but the lessons that cadets learn from it make it worthwhile.

The team was spread across the globe this summer, supporting the Army, our academic disciplines and gathering experiences that help make our classrooms that much more realistic and applicable to the cadets. We had the opportunity to send MAJs Patrick Michaelis and Everett Spain to Iraq in support of the 1st Cavalry Division. Pat and Everett worked to help establish a knowledge network that will enable company level leaders to share lessons learned in real time – soon enough to impact operations right away.

MAJs Todd Woodruff and Chip Daniels were platoon trainers at Camp Buckner and Steve Ruth ran the live fire range for the yearlings. Todd was able to break away to travel to Turkey to present his work on Army

Families at an international sociologist conference and Todd, Steve and Archie Bates all traveled to New Orleans to present various papers at the Academy of Management.

I had the privilege of traveling to Afghanistan in December and in May to work with the Ministry of Defense on the establishment of the national Military Academy of Afghanistan. The NMAA will be a 4 year, degree granting institution modeled after West Point. They are set to open their doors for the first class of cadets on 3 Feb 2005. All of these activities are opportunities for USMA to give back to the Army, make a contribution to the war on terrorism and bring back a wealth of experiences to the classroom.

Let me take a minute to introduce you to the newest members of the team:



CPT Jim Tuite is a 1995 graduate from USMA and an infantry officer with tours at Ft Bragg, Ft Carson, and Ft Stewart. He joins us from The College of William and Mary where he earned a Masters in Business Administration. Jim and his wife Lori have two daughters, Kayley and Madelyn.



CPT Brian Wortinger is also a 1995 graduate from USMA, he is an armor officer with tours in FT Hood and FT Stewart. Brian earned his MBA at the Darden School of Business at the University of Virginia. Brian is joined here at USMA by his wife Heather and his son Noah.



CPT Archie Bates got back to West Point just about as fast as is humanly possible. Archie is a 1996 graduate and an AG officer who spent his company grade time at Ft Carson Colorado. Due to his time line,

Archie had the opportunity to spend 30 months at the University of Maryland studying Industrial Organization Psychology. Archie was able to complete all of his course work for the PhD and will complete his dissertation while at USMA. Archie is joined by his wife Jaquetta and son, Archie IV.



Finally we welcome LTC Brian Durant, his wife Maureen and son Colin back to the faculty. Brian served in PL300 and sociology in the early 90's and returns to the faculty via the Sociology PhD program at Texas A&M University. Prior to graduate school Brian commanded the 1/19th FA Battalion at FT Sill. It is great to have Brian and the family back on the team.

I hope that this finds all of you well and that you join the team in keeping our soldiers deployed around the world in our thoughts and prayers. People do indeed sleep peacefully in their beds because of the sacrifices that these heroes are willing to make.

Until next time,
DB

LTC Donna Brazil

TOEP Program Update by LTC Todd W. Henshaw

Leadership and Management Studies

BS&L's Tactical Officer Education Program (TOEP) has partnered with Long Island University (LIU) for the past eleven years, resulting over 150 captains earning an MS in Education (Counseling) prior to taking over the reigns of a cadet company. For 2005 and beyond, we are excited to announce that BS&L is finalizing plans with Columbia University (NYC) for them to take the lead in the program and educate our future tactical officers with a MA in Organizational Psychology (Leader Development). Though LIU has been an indispensable partner to BS&L and USMA, the move to Columbia University is an opportunity to take the TOEP program to the next level of excellence. Columbia is a world-class university and their Organizational Psychology Program is one of the best in the world.

The director of the TOEP program at Columbia, Dr. Warner Burke, is a former US Army field artillery officer and world-renowned leadership scholar and educator. He and Columbia have shown a strong willingness to make this partnership a reality through many ways, including Columbia offering a 50% reduction in their standard tuition and by allowing USMA to control admissions into the program (IAW DA HRC minimum standards). Another benefit of partnering with Columbia is that 6-8 operational career field army officers will be able to join the 16-18 future tactical officers in the TOEP program each year and then return to the operational army) These 6-8 officers will be hand-selected by HRC (formerly PERSCOM) and will add to the diversity and experiences of each TOEP class.

We see the Columbia partnership as a great opportunity for future tactical officers, the Army, and the cadets the future tactical officers will educate, train and inspire. We are excited about this program and look forward to making it a reality.

LTC Todd Henshaw, Director of TOEP

MAJ Everett Spain, Deputy Director of TOEP



[MAJ Everett Spain with Greywolf Brigade in Iraq]

Spending the summer with 3rd Brigade Combat Team, 1st Cavalry Division (Greywolf) in Baghdad was a tremendous opportunity to re-green myself prior to my third year of teaching in BS&L. My official function was to teach the 5,000 soldier 3BCT how to share emerging Techniques, Tactics, and Procedures (TTPs) with each other over a newly created classified (secret) computer network called the CAVNET. The CAVNET's purpose was to be a knowledge transfer station- enabling a 2LT who learned a technique about how to better insert a combat observation post (OP) in northeast Baghdad to be able to share that new TTP with a SFC in southern Baghdad instantly. MG Chiarelli commissioned the CAVNET (which was envisioned and created by MAJ Patrick Michaelis, former BS&L leadership faculty and currently assigned to 1CD) with the intent of promoting organizational learning of the 1CD. During my summer I was able to participate in 34 patrols/missions, interview 160 people, and facilitate the sharing of over 200 ideas/TTPs from 3BCT across the 1CD via CAVNET.

Some observations from Iraq:

1. Former West Point faculty/tactical officers are at least as qualified to be Bde and Bn S-3s/XOs as their peers who did other jobs after company command. USMA former faculty/tac alums were the S-3s or XOs for 3BCT, TF 1-9 (IN), and TF 3-8 (AR) (all huge units in the heart of Baghdad). They are planning and executing the full spectrum of complex combined and joint operations (from handing out supplies at orphanages to conducting battalion attacks) with incredible proficiency and leadership ability. In other words, after being in Baghdad, I do not worry for one second that I am "falling behind" my peers for choosing to come to USMA. In fact, I think it might even be an advantage. The 2nd and 3rd Brigades of the 1CD were run in large parts by BS&L faculty alumni.

2. The US Army is doing an incredible job and I couldn't be prouder to be on the Army Team. If peace and democracy can be brought to Iraq and the political climate supports and promotes this peace, I am absolutely convinced the US Army will make it happen. Our colleagues are fully engaged and providing

values-based leadership and partnership with the Iraq society. They simply couldn't do a better job than they are doing. Every day in Iraq there are 100 good things happening simultaneously (building schools, setting up local governments, fixing poor-neighborhoods sewage systems, setting up small-business loan programs, etc).

3. Most of the leadership in sector happens at the SL and PL levels- revalidating our need for USMA as we need LTs to be commissioned leaders of character to provide leadership to our soldiers. LTs were usually the ranking person around when tough decision were being made.

I pray for the soldiers, deployed civilians, and Iraqi people daily and ask that peace and democracy will become a reality for Iraq. The Iraqi people deserve it and the US Army help set the conditions for the Iraqis to do it.

Leadership Development Research Center by MAJ Jim Ness

The problem of situational awareness for the researcher can be defined as a problem of relating data to yield information. The idea is to create a meaningful perception of elements for a valid interpretation of current events for the purpose of predicting or influencing future events. For example, force health protection data is complicated by the qualitative nature of physician's notes, the scope of antecedent and moderating factors and the varied levels of quantitative information from blood cell counts to neurocognitive assessments. Creating a relational system to yield a meaningful perception of elements is a complex problem that has a solution in "Starlight."

Scientists in West Point's Leader Development Research Center are working with the Department of Energy on visualizing complex data sets. The data represented here are from TRAC2ES (TRANSCOM Evacuation Database) and are collected in support of a collaborative effort with Health Affairs and the Medical Research and Materiel Command in order to discern the patient complex evacuated from Operation Enduring Freedom. The "screen shots" show a number of features of the system. The first figure shows the complex of evacuation categories. The second figure demonstrates the ability of the system to generate "link arrays", which render relational information in the data set. The third figure demonstrates the construct generation aspect of the system. Here data can be related to render concept plots. The concept plot in the figure is an analytical exploration of symptoms associated with evacuations under the psychiatry evacuation category.

A near-term future application of the system is to analyze lessons learned information from OEF and OIF from the perspective of improving leader development experiences, education, and training of our nations future military leaders.

