

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
March 7, 2024
Library of Congress, Washington, DC
In Person

1. DESIGNATED FEDERAL OFFICER'S REMARKS. Mrs. Deadra Ghostlaw is the Designated Federal Officer for the United States Military Academy (USMA) Board of Visitors (BoV or Board). Colonel (COL) Khanh Diep, USMA Chief of Staff, opened the meeting, stating for the record that the BoV operates under the authority of US Code Title 10, Section 7455. The Board is an Advisory Board subject to the Federal Advisory Committee Act. She further stated the meeting was open to the public, however, members of the public attending the meeting may not present questions from the floor or speak to any issue under discussion. Members of the public can file a written statement with the BoV.

2. CHAIRMAN'S REMARKS. BoV Chairman, Congressman Steve Womack called the meeting to order and welcomed the members. He stated the BoV is officially tasked to report to the President of the United States on all matters pertaining to USMA, not in USMA's chain of command, but serving in an advisory capacity.

3. SUPERINTENDENT'S REMARKS. Lieutenant General (LTG) Steven Gilland thanked the Chair and the other Board members for their attendance at the meeting, and their continued support to the United States Military Academy and the Corps of Cadets. He acknowledged and welcomed new BoV member Congressman Sanford Bishop, Jr. of Georgia.

4. SECRETARY OF THE ARMY REPRESENTATIVE'S REMARKS: The Honorable Dr. Agnes Schaefer, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)), thanked the Board members for their attendance and expressed the appreciation of Army senior leadership for their continued support and service to USMA, the Army, and the Nation. She also welcomed Congressman Bishop to the BoV, thanking him for the work he does on behalf of veterans. She commended USMA's ongoing work to develop the Army's next generation of leaders of character, highlighting the efforts of USMA's staff and faculty in ensuring future officers are prepared to lead, fight, and win in a 21st Century Army.

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Diep noted the last BoV meeting was July 24, 2023 at West Point with a quorum present. For this meeting, she stated that BoV members were provided with the following:

- a. Minutes from the July 24, 2023 meeting
- b. Draft rules of the BoV
- c. Statements and comments from the public received since the July 2023 meeting

6. ROLL CALL. For the record, a quorum of the Board was present.

a. The following members were in attendance:

(1) Congressional Members: Senator Joni Ernst; Representatives Steve Womack, Warren Davidson, Sanford Bishop, Jr., and Patrick Ryan

(2) Presidential Appointees: the Honorable Chuck Hagle, LTG (retired) Nadja West, Ms. Susan Irons, Lieutenant Colonel (LTC) (retired) Roderick Alvendia, Mr. Juan Sabater, and Dr. Leslie Fenwick.

b. The following members were absent: Senators Jerry Moran, Tammy Duckworth and Joe Manchin; and Representative Mark Green.

c. For the record, Dr. Schaefer was noted as present, as the Secretary of the Army's representative.

d. The USMA command and staff members, and members of the public in attendance were reminded to sign in, and the sign-in sheet would become a matter of record.

7. BOARD BUSINESS:

a. With a quorum present, Congressman Womack presented as the first order of business the swearing in of the BoV's Presidential appointees. COL Diep administered the oath, with all Board members present participating.

b. Congressman Womack presented as the next order of business the election of a Board Chair and Vice Chair for 2024. He noted that any Board member was eligible for either position.

(1) Mr. Sabater nominated Congressman Womack to serve again as Board Chair; Congressman Ryan seconded the motion. The motion was voted upon by voice vote: the vote was unanimous, with Congressman Womack being reelected as BoV Chair for 2024. Congressman Womack thanked the Board for the honor to continue leading this distinguished board, adding that while some people hunt or fish, "my hobby is what we do for this institution."

(2) Dr. Fenwick nominated LTG (retired) West to serve again as Vice Chair; REP Womack seconded the motion. The motion was voted upon by voice vote: the vote was unanimous, with LTG (retired) West being reelected to serve as Vice Chair for 2024. LTG (retired) West also thanked the Board, stating that it was an honor to continue to serve.

c. Congressman Womack presented as the next order of business the approval of the rules of the BoV, noting that all members had received a copy of the rules. Senator Ernst moved to approve the rules, with Congressman Ryan seconding the motion.

Congressman Davidson asked for clarification on the rules regarding when permission from the Chair was required in order to visit West Point. Congressman Womack stated that it would be a pro forma type of request. Ms. Ghostlaw added that if a member were visiting in their capacity as a BoV member, they should notify the Designated Federal Officer. In all cases, they should notify the Superintendent and the USMA Protocol Office to facilitate the visit. With no further discussion, the motion to approve the rules was voted upon and approved.

d. Congressman Womack presented as the next order of business approval of the minutes of the summer (July 24) 2023 BoV meeting, noting that the fall meeting scheduled for October 16, 2023 was cancelled due to unforeseen circumstances. He opened the floor for discussion; there being none, Congressman Davidson moved to approve the minutes, with LTG (retired) West seconding the motion. The motion was voted upon and approved.

e. Congressman Womack noted that the 2023 annual report was in work and once completed and reviewed, it would be sent to Board members for their signature.

f. Congressman Womack presented as the next order of business setting a date for the summer 2024 BoV meeting. The recommended date was July 26, 2024 at West Point. There being no discussion, the recommended date was approved.

g. As the final order of business, Congressman Womack opened the floor for new business and open discussion. There being none, he turned the floor over to LTG Gilland for the Superintendent's update.

8. SUPERINTENDENT'S UPDATE: LTG Gilland first congratulated Congressman Womack and LTG (retired) West on their reelection as Chair and Vice Chair, respectively.

He highlighted some of the major events and initiatives taking place at USMA, to include: storm damage repairs from the July 2023 flooding; Branch Night; graduate scholarship winners; athletic team championships; and the football team joining the American Athletic Conference. He also highlighted this year's intellectual theme: "Innovation, Technology, and the Future of National Defense," noting that USMA continues to serve as the intellectual engine of the Army's ecosystem, with the Army increasingly turning to USMA to help solve some of its biggest problems.

LTG Gilland stated that USMA would be rolling out a revised strategy in the coming weeks, to include revised lines of effort and a revised mission statement. He noted this revision was informed through an analysis that began when he assumed duties as Superintendent in the summer of 2022. This analysis included internal assessments and recommendations from an external review team. He stated the revised and shortened mission statement, adds the word "build" to the statement's key tasks, to emphasize the importance of recruiting qualified talent (Cadets, as well as staff, faculty, and coaches)

nationwide. He also noted that the “Army Values” were added to the mission statement and encompass the USMA Motto “Duty, Honor, Country.” He emphasized that “Duty, Honor, Country” remains USMA’s motto and that “Duty” and “Honor” are among the seven Army Values. He also noted the revised statement’s emphasis on graduates being ready for a lifetime of service to the Army and Nation.

There being no questions regarding the mission statement, LTG Gilland next highlighted the revised lines of effort (LOE) in the upcoming strategy:

1. Develop Leaders of Character Who Live Honorably, Lead Honorably, and Demonstrate Excellence
2. Promote a Professional Climate
3. Build and Retain Diverse and Talented Winning Teams
4. Transform, Modernize, Sustain and Secure
5. Strengthen Partnerships.

In reference to LOE 4, Congressman Davidson reflected that information warfare was the “big thing about the future” when he was a Cadet and praised USMA’s efforts in looking toward the future.

Mr. Sabater stated the importance of ensuring Cadets have the necessary training around technology to lead with that technology in the future, encouraging USMA to continue to leverage partnerships to bring that technology and expertise into the Academy to strengthen its overall program. LTG Gilland notes that USMA is actively doing that.

LTG Gilland also noted that the revised strategy would be published this summer.

LTG Gilland next provided an overview on the impacts to the Academy of a short or long-term lapse of appropriation due to a government shutdown. In particular, he noted the impacts on classroom instruction and admissions activities. A lapse greater than 30 days, he added, would impose risks to the Academy’s mission and accreditation status, as well as delays to infrastructure construction and modernization projects and Cadet developmental activities.

Congressman Womack stated it was important for USMA to recognize the risks of any lapse in funding, as well as communicating those risks to Congress. He noted that the funding package that included national defense had a March 22 deadline for passage, but expressed confidence that it would be passed on time.

Mr. Sabater asked if an endowment or a reserve fund could be created for the Academy to draw on in such cases. LTG Gilland replied that, as a government-funded public institution, USMA could not do that. COL Tiffany Chapman, USMA Staff Judge Advocate, concurred with LTG Gilland’s comments.

LTG (retired) West also noted the administrative impacts furloughs have on military commands, as well as the longer-term effects of employee losses.

LTG Gilland next provided a brief update on USMA's infrastructure upgrade and construction programs, to include Cadet barracks recapitalization and academic building upgrades. He highlighted the importance of securing funding for the Thayer Hall renovations, as the lynchpin for the academic facility upgrade program as a whole. He also addressed the continuing repairs to the enlisted Soldier barracks damaged as a result of the July 2023 storms.

Mr. Mike Buddie, Athletic Director, provided a brief athletics program update, to include Army Football joining the American Athletic Conference and the current national college athletics landscape. He emphasized that despite the changing college athletics landscape, West Point, and the Corps of Cadets represent the goodness in college athletics and what college athletics should be. He also highlighted the Michie Stadium Preservation Project, a fully donor-funded renovation initiative scheduled to begin in the late spring.

Brigadier General (BG) Shane Reeves, Dean of the Academic Board, provided an update on academic program transformation efforts geared toward ensuring USMA graduates are equipped with the necessary critical thinking skills to lead in a 21st Century Army and be successful in the modern and complex global environment. Among these efforts, BG Reeves highlighted academic department realignment (of note, realigning Philosophy with the Department of Law; English with Foreign Languages to create a new Department of World Languages; Civil and Environmental Engineering; Geography with Environmental Science; and Mechanical Engineering with a new Aerospace Engineering major). BG Reeves noted that one of the things making these transformation efforts unique is the synchronization between the physical/infrastructure transformation and the curricular and governance transformation. He added that in today's environment, where warfare is both fast and lethal, "we need to be the arsenal of innovation now, [and] I think West Point is going to be the driving factor in that way forward for our Army."

LTC (retired) Alvendia asked how the Academy was capturing the events and lessons coming out of Ukraine. BG Reeves noted the work and efforts of USMA's research centers and institutes, specifically, the Modern War Institute and the Lieber Institute for Law and Land Warfare. He also cited a group of USMA faculty who recently visited Ukraine to help think through some of the existing challenges there.

Cadets (CDT) Martayn Van de Wall and Teryon Lowery shared their personal classroom experiences about how current events, to include the Ukraine/Russia and Israel/Hamas conflicts, were being integrated into classroom discussion. CDT Van de Wall added that the discussion does not focus on advocating for a particular side of the conflict, but rather, analyzing the strategic thinking behind it. BG Reeves emphasized that one of the unique aspects of USMA is that faculty develop Cadets as well as educate them.

REP Bishop asked how USMA addresses some of the legal and ethical aspects of current events in the classroom. BG Reeves stated that faculty engage with Cadets to discuss various perspectives objectively in an environment where Cadets are free to disagree as long as they can support their position with evidence.

LTG (retired) West noted that in some academic institutions, this “free flow of honest discussion” does not occur, and asked how USMA helps its graduates to engage with peers from such institutions. BG Reeves first emphasized that USMA faculty recognize their role as educators, facilitating classroom discussion that addresses both sides of an argument. He noted the importance of graduates being empathetic, able to understand the environment, and able to lead honest conversation that considers all aspects of an issue.

REP Womack complimented these efforts but asked if there was a gap among junior leaders Army-wide between USMA graduates and officers coming out of other commissioning sources. BG Reeves pointed out that throughout the Army, regardless of the commissioning source, there is homogeneity through the Army Values. Dr. Schaefer agreed, noting she was not aware of any gap.

REP Bishop asked if enlisted Soldiers had similar opportunities through the Army’s Training and Doctrine Command (TRADOC). BG Reeves noted the difference between education and training, stating that while TRADOC provides the training to equip officers with the necessary proficiencies to lead, USMA’s efforts focused on providing the educational foundation to have these conversations. CDT Jacques Schold added that he and his classmates recognize their professional responsibility to continue these discussions with their peers and Soldiers after graduation.

Dr. Fenwick shared her experience with CDT Fahad Abdulrazzaq during his Rhodes Scholarship selection process, praising his performance during the interview, in particular, his ability to methodically think through issues and understand the history of those issues.

Mr. Sabater asked BG Reeves about the Chicago Principles and whether those ideas could be woven into the curriculum. BG Reeves shared that USMA already had a detailed articulation of academic freedom that defined the nuance between free speech and academic freedom.

LTG Gilland added that all USMA Title 10 civilian instructors take an oath to the Constitution.

The Commandant of Cadets, Major General (MG) Lori Robinson next provided an update on USMA’s comprehensive character development program, emphasizing that it is foundational to everything USMA does, and integrated across the academic, military, and physical development pillars. She highlighted that USMA was sending each incoming member of the Class of 2028 a copy of the book “Character Carved in Stone” to read prior to reporting for R-Day, along with a letter from Corps leadership outlining

expectations for new Cadets. She also highlighted some of the ways the United States Corps of Cadets operationalizes character development, through leadership competencies, holistic health and fitness, stewardship and accountability, and integrated prevention.

CDT Van de Wall, the First Captain for the Corps of Cadets, discussed how the Corps was taking greater ownership in the character development process. Anchored by the theme “One Corps, Our Corps,” which emphasizes the collective responsibility each Cadet has in developing those around them, he highlighted four lines of effort within the Corps: Strengthening Character Through Intentional Mentorship; Embracing Standards and Discipline; Cultivating a Warrior Mentality; and Pursuing Excellence as a Team.

CDT Ava Spinar from the Class of 2025 briefly discussed how her class would maintain continuity of effort when they become the Corps’ leaders next year.

CDT Jacques Schold, the Corps’ Honor Captain, presented a “Corrosion of Character” product, developed by Cadets, outlining a spectrum of behaviors and actions to help Cadets recognize whether their actions or behaviors are honorable or not. He noted that, as Honor Captain, he has observed that Honor Code violations are usually the result of a series of deliberate decisions made over time.

CDT Teryon Lowery, the ACT Captain, added that the product provides a shared language and understanding as to honorable and dishonorable behaviors.

Dr. Jeff Peterson, Senior Advisor for Character Integration, discussed character integration. He highlighted the West Point Leader Development System, pointing out that character is no longer treated as a fourth developmental pillar, but rather, as the foundation to the entire leader development process. He also discussed how character is integrated into the three developmental pillars, through classes, events, and experiences common to all Cadets. Dr. Peterson also discussed the book “Character Carved in Stone,” noting that it was Cadet leadership who recommended the book be issued for incoming new Cadets, highlighting how Cadets are taking more ownership in the character development space. Additionally, all four Cadets present briefly shared their personal thoughts on some of the common developmental experiences in terms of developing character. Lastly, Dr. Peterson noted how USMA’s character development system is aligned with best practices within primary prevention.

LTG Gilland added that an important aspect of character development is being a good person and treating others with dignity and respect. He emphasized that the Cadet Honor Code is the baseline or starting point for character development, and that the goal is to aspire to a higher standard of honorable behavior. Referencing the “Corrosion of Character” product, he noted that many of the behaviors and actions listed on that product do not necessarily violate the Honor Code, however, they are not honorable behaviors and actions.

9. **CLOSING COMMENTS.** Following the Superintendent's update, REP Womack thanked the Superintendent and the USMA staff for their presentations. He also acknowledged and congratulated USMA Audiovisual Technician Charles "Bo" Thompson upon his retirement from federal service.

10. **ADJOURNMENT.** With no further discussion, Congressman Womack asked for a motion to adjourn. LTG (retired) West made a motion, which was seconded by Mr. Sabater. With no objections, the March 2024 meeting of the USMA Board of Visitors was adjourned at 11:47 a.m.

Certified by:



5 June 2024

STEVE WOMACK
United States Representative
Chair, USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendix A: Attendance

Members of Congress:

Senator Joni Ernst
Representative Steve Womack – Chair
Representative Warren Davidson
Representative Patrick Ryan
Representative Sanford Bishop, Jr.

Presidential Appointees:

Honorable Charles Hagel
LTG(R) Nadja West – Vice Chair
LTC(R) Roderick Alvendia
Dr. Leslie Fenwick
Ms. Susan Irons
Mr. Juan Sabater

The following members were absent:

Senator Tammy Duckworth
Senator Joe Manchin
Senator Jerry Moran
Representative Mark Green

Based on the BOV attendance, a quorum was present.

Other attendees:

Honorable Dr. Agnes Schaefer – Asst. Secretary of the Army (Manpower & Reserve Affairs) (ASA(M&RA))
LTC Kurt Cyr – Military Assistant to ASA(M&RA)
MAJ Bryan Fisher – Office of the Army Chief of Legislative Liaison
MAJ Brian Dulzo - Office of the Army Chief of Legislative Liaison
CPT Thomas Dickson - Office of the Army Chief of Legislative Liaison

USMA Command and Staff Members in Attendance:

LTG Steve Gilland – Superintendent
MG Lori Robinson – Commandant of Cadets
BG Shane Reeves – Dean of the Academic Board
CSM Phil Barretto – USMA Command Sergeant Major
COL Khanh Diep – USMA Chief of Staff
COL Tiffany Chapman – USMA Staff Judge Advocate
Mr. John Frost – Academy Counsel

COL Richard Gash – Vice Dean for Resources
Dr. Kraig Sheetz – Vice Dean for Engagement and Research
Dr. Jeffery Peterson – Senior Advisor for Character Integration
Mr. Michael Buddie – Director of Athletics
COL Gretchen Nunez – Military Deputy Director of Athletics
COL Brian Novoselich – Director, Strategic Plans and Assessment (G5)
Dr. Gerald Kobylski – Director of Institutional Effectiveness
COL Terrance Kelley – Director of Public Affairs and Communications
LTC Dennis Sugrue – Director, Strategic Resources (G5-R)
LTC Bryan Jones – Director, Commander’s Action Group
Mr. David Nagle – Deputy Director, Commander’s Action Group
Ms. Jo Dempsey – Director, Integrated Prevention and Response Team
Ms. Lisa Benitez – Director for Outreach and Retention
LTC Lee Rance – Director of Admissions
LTC Ashley Ritchey – Superintendent’s Executive Officer
MAJ Andrew Rodriguez – Superintendent’s Aide de Camp
MAJ Adam Barsuhn – Dean’s Executive Officer
MAJ Patrick Harris – Commandant’s Executive Officer
SSG Miguel Lopez – Communications NCO
SSG German Morales – Superintendent’s Staff
SSG James Weeden – Commandant’s Staff
Mrs. Deadra Ghostlaw – Designated Federal Officer
Mr. Jeffrey Reynolds – ADFO/Chief of Protocol
Mr. Charles Thompson – USMA Multimedia Specialist
Mr. Nicholas Tantillo – USMA Multimedia Specialist
Mr. Victor Porro – Senior Protocol Specialist
Cadet Martayn Van de Wall, First Captain
Cadet Jacques Schold, Honor Captain
Cadet Teryon Lowrey, ACT Captain
Cadet Ava Spinar

Legislative Assistants:

Mr. Beau Walker – Chief of Staff - Rep Womack
Mr. Nick Runkel – Rep Womack Staff
Ms. Addy Allegretti – Rep. Davidson Staff
Mr. Duke Nguyen – Rep. Bishop Staff
Mr. Haig Hovespian – Rep. Bishop Staff
Mr. Stephen Voline – Sen. Ernst Staff
Ms. Olivia Tripodi – Rep. Womack Staff
Ms. Jessica Burnett - Rep Womack Staff
Casey Fay – Rep. Ryan Staff
Elliott Cochran – Sen. Ernst Staff
Mark Colchin – Rep. Davidson Staff
Scout Hodges – Rep. Womack Staff
Mr. Kenneth Cutts – Rep. Bishop Staff

Ms. Margaret Taylor – Deputy Chief of Staff - Rep. Ryan
Ms. Jessica Powell – Rep. Womack

Members of the Public:

COL(R) William Prince
Ms. Cynthia Kwitchoff

Members of the Press:

Mr. Ken Kraetzer

UNITED STATES MILITARY ACADEMY
WEST POINT



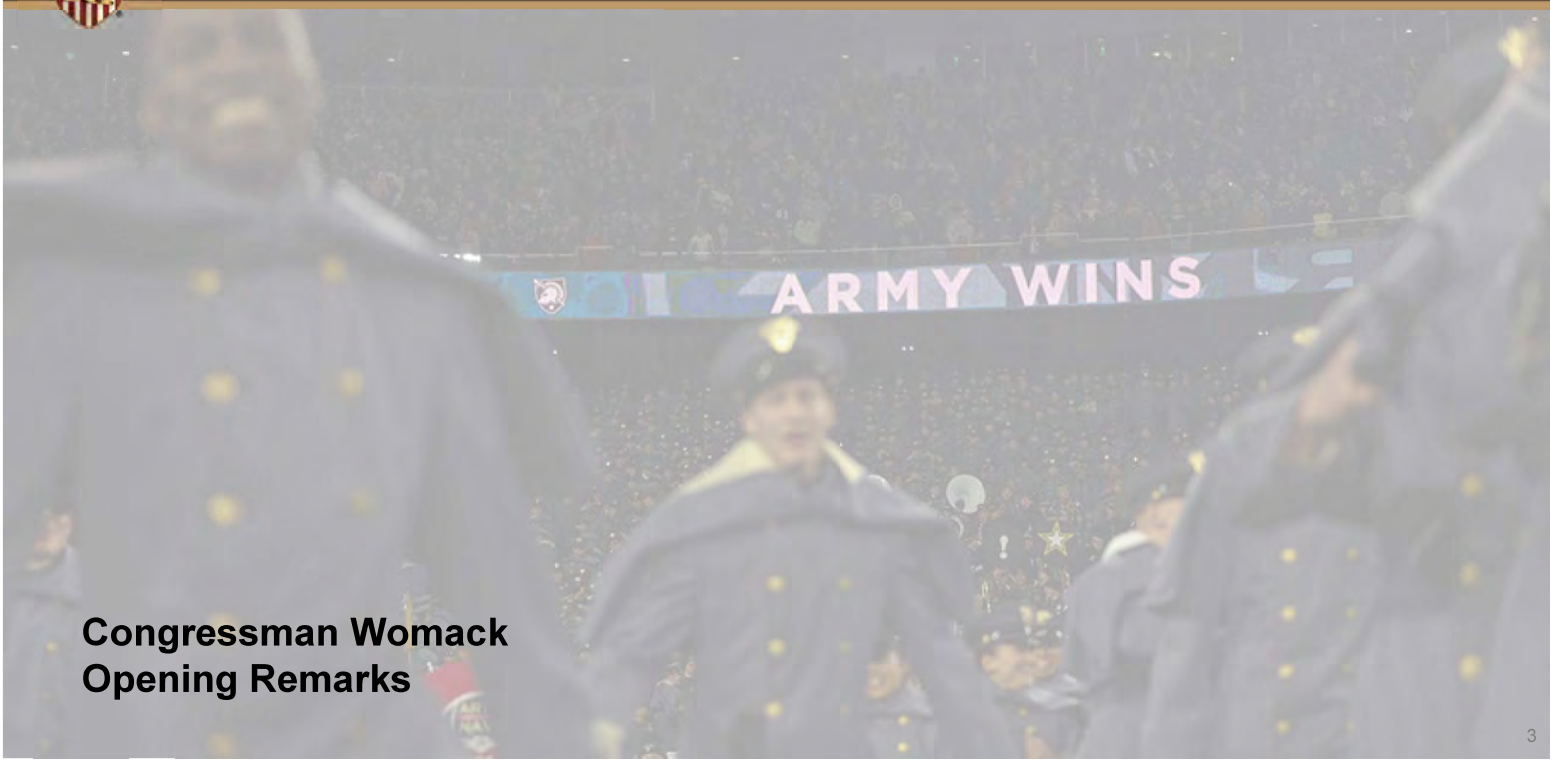
Board of Visitors Meeting
United States Military Academy
07 March 2024



UNITED STATES MILITARY ACADEMY
WEST POINT

Agenda

- **Opening Statements**
- **Board Business**
 - Swear in Members
 - Elect 2024 Chair and Vice Chair
 - Approve Rules of Board of Visitors
 - Approve minutes from Summer 2023 meeting
 - Set date for the Summer 2024 meeting
 - Open Discussion
- **SA remarks**
- **Superintendent's Update**
 - Strategic Planning Update (Mission & Strategy)
 - Effects of CR/Budget
 - Facility Investment Plan Status & Way Forward
- **LOE 4: Continuously Transform Toward Preeminence**
- **LOE 5: Strengthen Partnerships**
 - College Athletics Landscape Observations
 - Conference Expansion
 - NIL/Transfers
 - Michie Stadium Preservation Project
- **Break**
 - Academic Program Innovation
- **LOE 1: Develop Leaders of Character Who Live Honorably, Lead Honorably, and Demonstrate Excellence**
- **LOE 2: Promote a Professional Climate**
 - Efforts in Support of Character Development
- **Closing Remarks – End of Meeting**



**Congressman Womack
Opening Remarks**



**Superintendent
Lt. Gen. Steven W. Gilland
Opening Remarks**



**Dr. Agnes Schaefer
Opening Remarks**

5



Board Business

1. Swear In Members
2. Elect 2024 Chair & Vice Chair
3. Approve Rules of Board of Visitors
4. Approve Minutes – July 2023 Meeting
5. Next Board Meeting 26 July 2024
6. Open Discussion

Year	2022	2023	2024
First Meeting	MAR (DC)	28 MAR (DC)	07 MAR (DC)
Second Meeting	July (WP) CST	24 JUL (WP) CST	(T) 26 July (WP) CST
Third Meeting	OCT (WP)	16 OCT (WP)	(T) NOV (WP)



**Superintendent
Lt. Gen. Steven W. Gilland
Update**



USMA Mission Statement and Strategy

USMA Strategy 2024

Current Mission

To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.

Army Senior Leader Approved Mission

To build, educate, train, and inspire the Corps of Cadets to be commissioned leaders of character committed to the Army Values and ready for a lifetime of service to the Army and Nation.

LOE 1: Develop Leaders of Character who Live Honorably, Lead Honorably, and Demonstrate Excellence

LOE 2: Promote a Professional Climate

LOE 3: Build and Retain Diverse and Talented Winning Teams

LOE 4: Continuously Transform Toward Preeminence

LOE 5: Strengthen Partnerships



- **Short Term Lapse:** instability/degradation in academic/military/physical programs
 - ~25% degradation in faculty; large class sizes, less effective instruction
 - USMAPs 100% borrowed military faculty from USMA
 - No travel; loss of enrichment, project/research, outreach opportunities
 - ~50% reduction of admission workforce at peak of operational tempo
 - Prolonged personnel shortages: inability to onboard new hires
 - Loss of support/custodial services
- **Long Term Lapse (+30 days):** risk to mission and accreditation
 - Cadet Development: Severely degraded summer training experiences; loss of graduation requirements (CTLT, IADs, Leadership Details)
 - Accreditation: Inability to demonstrate sufficient faculty or stable resourcing
 - Potential break in contracted services that renew during
 - Loss of staff, faculty, coach talent
 - Delayed construction efforts; risk to FIP/USMA 2035
- **Short Duration Continuing Resolutions**
 - Hinders contract renewal
 - Disrupts spend plan execution



USMA Facilities Investment Update LOE 4: Continuous Transformation

USMA Transformation is about Army Readiness in the Leader Development Domain

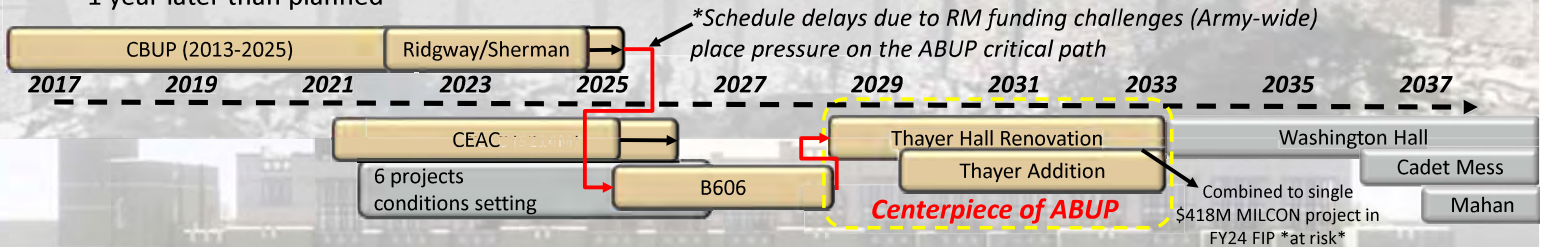
Cadet Barracks Upgrade Program (CBUP)

Improved Cadet Quality of Life

- 1 New (Davis) Barracks Constructed
- 9 Barracks Renovated
- Ridgway and Sherman Barracks complete 2025
~1 year later than planned*

Academic Building Upgrade Program (ABUP) goals

- Improve academic facilities to modern standards and code
- Expand academic space to meet requirements (450,000 square foot deficit) CEAC adds 136,000 sq ft
- Transform toward preeminence to compete with peer institutions

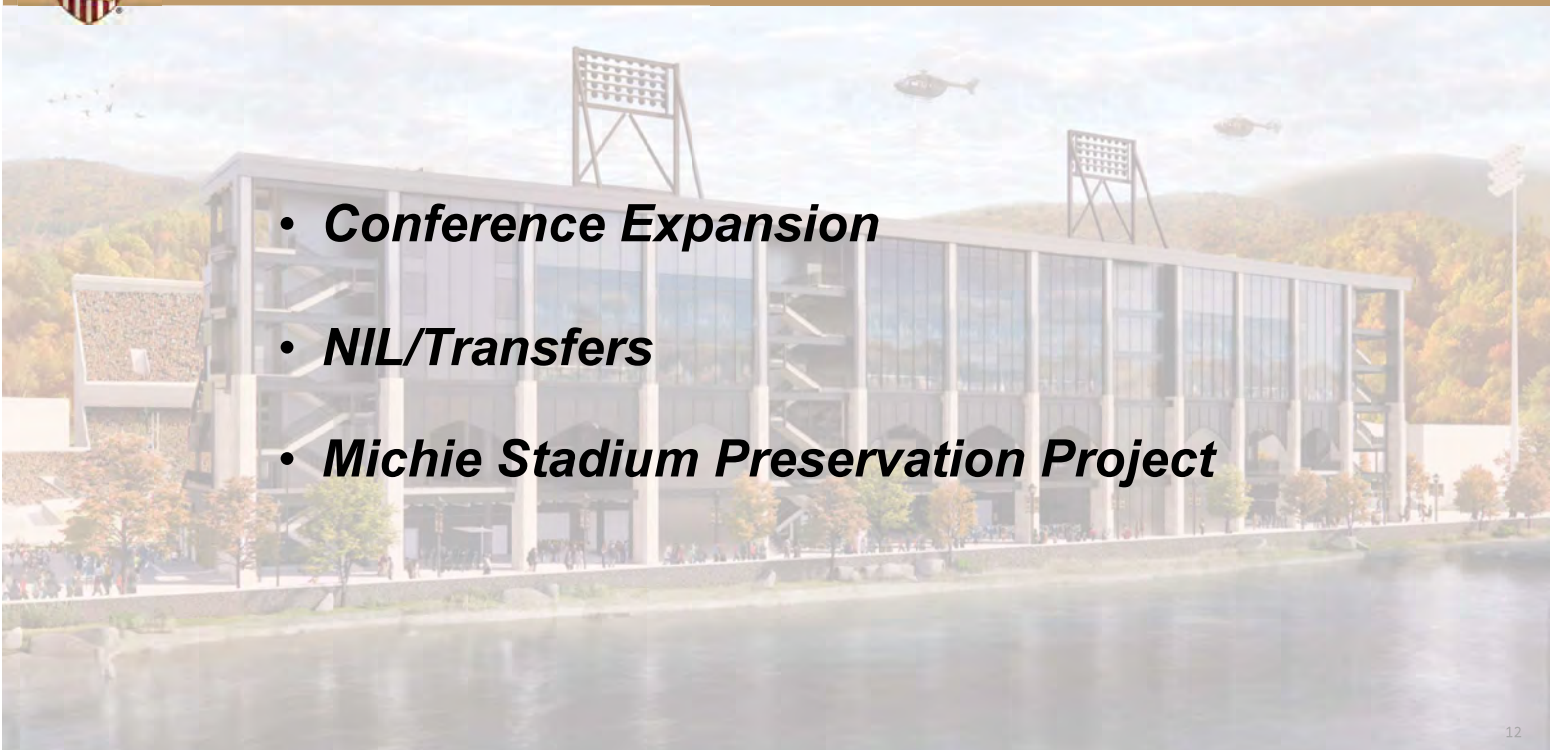


Absent Thayer Hall MILCON project – unable to fully realize ABUP Goals and vision for USMA transformation

- Thayer still requires ~\$325 M in R&M to address poor building conditions and code violations
- Remaining 150,000 sq ft deficit in academic space
- Future planned renovations (e.g. Washington Hall, Cadet Mess) are at risk of execution
- Three academic departments operating in swing space without clear path to permanent location



College Athletics Landscape Observations
Director of Athletics
Mr. Mike Buddie



- ***Conference Expansion***
- ***NIL/Transfers***
- ***Michie Stadium Preservation Project***



Academic Program Innovation
Dean of the Academic Board
BG Shane Reeves



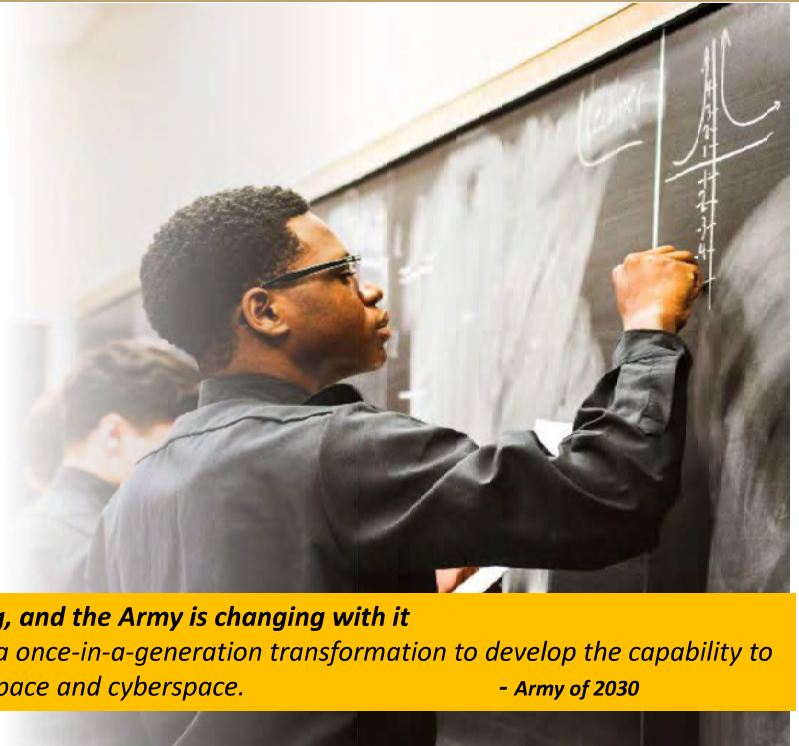
LOE 4: Continuously Transform Toward Preeminence
Academic Program Transformation

Determine the optimal organization of the USMA Academic Program that:

- *accelerates preeminence*
- *unleashes synergies*
- *leverages efficiencies*

to ensure USMA is poised to provide the future officers who will lead the Army at echelon with the intellectual foundation needed to **fight and win** across the full spectrum of conflict in support of the Army of 2040 and beyond

Iterative process nested with broader Army and USMA transformation efforts including the *Academic Building Upgrade Program*



The world is changing, and the Army is changing with it

To meet the evolving threat, the Army is undergoing a once-in-a-generation transformation to develop the capability to converge effects on land, in the air, sea, space and cyberspace.

- Army of 2030



LOE 1: Develop Leaders of Character

Efforts in Support of Character Development

MG Lori Robinson
Dr. Jeff Peterson



Comprehensive Character Development: USCC Efforts & Events

**Leadership
Competencies**



**Holistic Health &
Fitness**



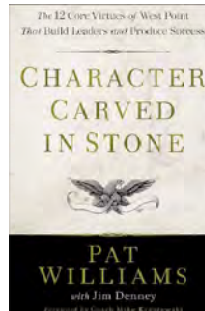
**Stewardship and
Accountability**



**Positive
Climate**



**Integrated
Prevention**



Character Education: Foundational for All Areas



Mission to the Corps

To be disciplined, character-driven teammates who live honorably. To understand our purpose as cadets, followers, and leaders within the Corps, and embrace our future as commissioned officers who will enter a career of professional excellence. To be a family that demands resilience and provides unconditional support and accountability. To be proud but never satisfied. *One Corps, Our Corps.*

LOE1 Strengthen Character Through Intentional Mentorship				
Structured Counseling	4CL Development Training	Key Summer Leader Mentorship	Team Leader Academy	CoC Involvement in ACT & Honor
LOE2 Embrace Standards and Discipline				
Uniformity in Formations	Thorough Accountability at Every Formation	Upperclass Enforcement of 4CL Customs and Courtesies	<u>No Fail Admin</u>	Active & Engaged Leadership
LOE3 Cultivate a Warrior Mentality				
Plan Early For A/C Trainings	Air Assault Validation	Sandhurst	Weekly Regimental Physical Training	Cadet Summer Training Preparation
LOE4 Pursue Excellence as a Team				
MacArthur Cup	Company Athletics	Bridge the Gap between NCAA, Club, & Company Athletes	IOCT/ACFT Deficiencies	Culture Building Events

Vision for the Corps

The Class of 2024 is ready to serve as an officer in the United States Army and departs the Corps with a legacy of growth and excellence as a team.

The Class of 2025 owns the responsibility of underclass development and is prepared to set the Corps on a positive trajectory.

The Class of 2026 embodies rigorous professionalism, enforces standards, and is prepared to be the backbone of the Corps.

The Class of 2027 internalizes the core values of West Point and the Army, and is prepared to make the shift from follower to leader.

Every Cadet is an Honor Cadet.
Every Cadet is an ACT Cadet.



Corrosion of Character

**Keep It In The Green
And Address It In The Yellow!**

Virtue & Army Values (Foundation of Trust)

Actions We Need To Constantly Practice to Be Honorable Leaders of Character

- Leading by example
- Owning your actions
- Holding your peers accountable
- Embracing adversity with humility & growth mindset
- Expecting integrity from the team
- Taking the time to care for others
- Being a role model
- Demonstrating resiliency
- Being knowledgeable on standards and regulations
- Fostering a climate of dignity & respect for all teammates

Self-Control (Trust Questioned)

Actions That Indicate A Degradation Of Character And Need To Be Corrected

- Not matching deeds to words
- Rationalizing poor behavior
- Deteriorating peer-accountability
- Embracing a survival mindset
- Choosing when to uphold the standard
- Maintaining a self-centered focus
- Cutting corners & lacking discipline in routine actions
- Avoiding uncomfortable/challenging conversations & situations
- Ignoring education and awareness to standards & regulations
- Being a bystander when teammates disrespect one another

Compliance (Trust Degraded)

Actions That Corrode Trust And Need To Be Corrected Before Resulting In Serious Harm To The Team

- Not serving as an effective follower
- Making excuses and pushing blame to others
- Placing peer pressure above values
- Presenting an overwhelming fear of failure
- Demonstrating complacency with morally wrong actions
- Ignoring teammates that reach out for help
- Deteriorating self-accountability
- Abandoning values & choosing the easier wrong during tough times
- Embracing a "barracks lawyer" persona
- Participating in harmful behaviors against teammates

Dishonorable (Trust Lost)

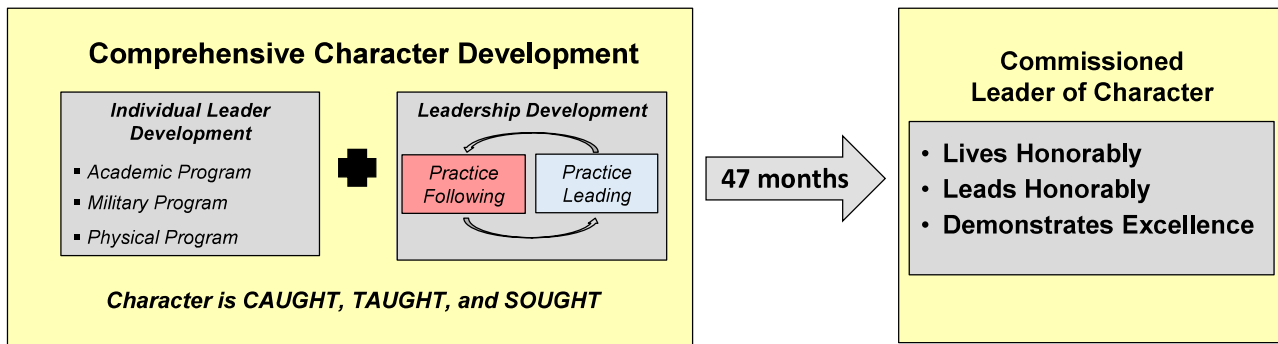
Actions That Resemble A Great Flaw In Character And Negatively Impact Our Team

- Failing to fulfill obligations as a leader
- Lying
- Cheating
- Tolerating
- Stealing
- Plagiarism
- Malingering
- Bullying
- Hazing
- Sexual Harassment
- Sexual Assault





West Point Leader Development System (WPLDS)



Common Character Experience

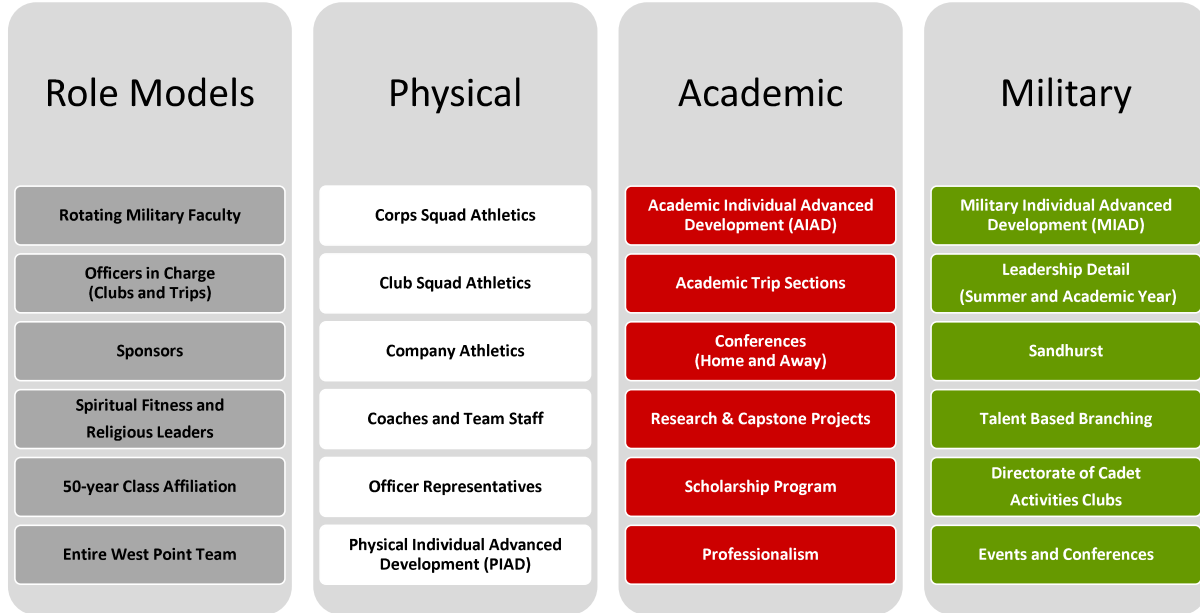
"A common path towards living and leading honorably"





Beyond the Common Character Experience

"A personal path towards living and leading honorably"

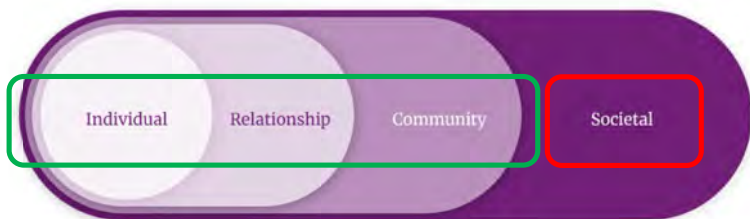
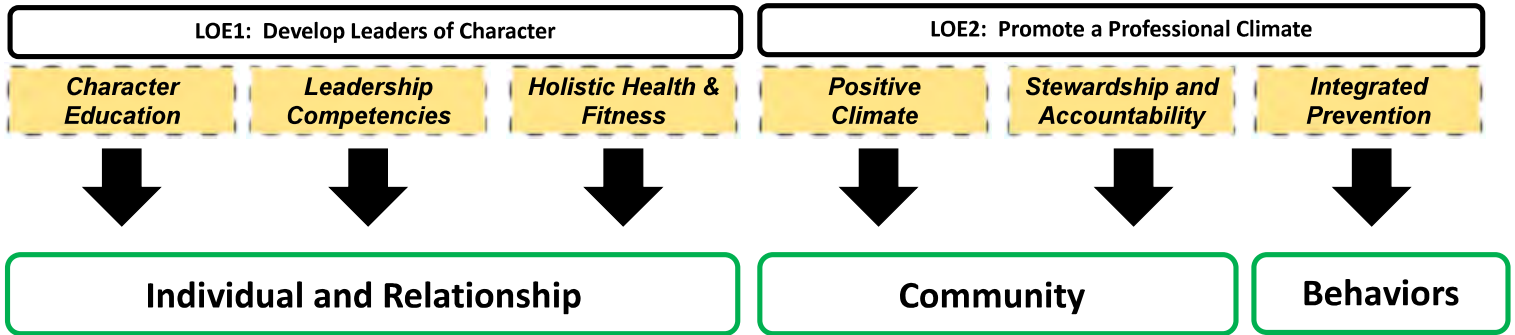


Multiple Opportunities for Character Development Based on Personal Interest—"Character Sought"



Character Development and Integrated Prevention

Aligning Character Development with CDC Social-Ecological Model



West Point considers societal trends and future demands when planning and designing activities for comprehensive character development.

The Social-Ecological Model: A Framework for Prevention



Final Remarks

Statement #	Title	Last	First	Affiliation	Date	Topic
24 July - October 2023 (OCT 23 mtg canceled)						
1	Mr.	Lechner	Matt	N/A	14-Oct-23	Unauthorized Sleeve Operation
2	Mr.	Heinz	Walter	USMA '71	5-Oct-23	USMA Honor Code (to Ms. Irons and LTG(R) West)
3	Mr.	Heinz	Walter	USMA '71	13-Oct-23	USMA Honor Code (to Congressman Womack)
October 2023 - March 2024						
4	COL(R)	Glass	Robert	USMA '61	9-Nov-23	Reconciliation Plaza
5	Mr.	Heinz	Walter	USMA '71	17-Feb-24	USM Honor Code/Request for Resignations
6	Mr.	Heinz	Walter	USMA '71	13-Oct-23	USMA Honor Code (to Congressman Womack) Honor Code "Developing Leaders of Character/Promoting a
7	Mr.	Bell	David	USMA '71	20-Feb-24	Professional Climate
8	MAJ(R)	Peach	Glenn	USMA '76 WWII Vet	20-Feb-24	Professional Climate
9	Ms.	Levine	Kathryn	Daughter	2-Dec-23	BDS Logo
10	MAJ(R)	Lewis	Stephen	USMA '76	24-Feb-24	USMA Honor Code
11	Mr.	Kelly	Thomas K	USMA '65	25-Feb-24	"Woke" Leadership and Teachings
12	Mr.	Lentini	Tony	USMA '71	18-Feb-24	Concern RE Academy's Direction and Oversight
13	COL(R)	Prince	William	USMA '70	20-Feb-24	Supreme Court Decision - Race in Admissions Screening
14	COL(R)	Prince	William	USMA '70	20-Feb-24	Honor Code
15	COL(R)	Prince	William	USMA '70	20-Feb-24	Response Time for FOIA Requests

Ghostlaw, Deadra CIV

From: Matt Lechner <mattlechner@optonline.net>
Sent: Saturday, October 14, 2023 10:49 AM
To: Board of Visitors
Cc: SJA ADLAW
Subject: "UNAUTHORIZED SLEEVE OPERATION"
Attachments: truth.pdf

FWD TO WEST POINT BOARD OF VISITORS

From: Matt Lechner <mattlechner@optonline.net>
Sent: Wednesday, October 4, 2023 11:31 AM
To: 'sjaadlaw@westpoint.edu' <sjaadlaw@westpoint.edu>
Subject: "UNAUTHORIZED SLEEVE OPERATION"

You don't want to talk to me. ok - talk it over with your GI-Joe buddies
,, ,, there is so much they can learn to do on their own, with lesser resources
,, ,,

As a matter of fact, we can start that right now.

And your "quirky" use, or as the case may be - your mis-use of the self-styled term "fluency at a professional level" suggests the possibility that the press release was written by someone whose native language is other than American English. It is very possible through your over-casual treatment of clandestine operations, you are helping a hostile foreign power lay a trap for Kimber, through the good offices of West Point. And you sit there smugly and don't even answer? Knowing all that we do to help your favorite armed service, the U.S. Army - you allow one of America's most senior clandestine services officers to begin their retirement with a target painted on her back, thanks in part to West Point? Maybe we should not be so generous in assisting Army in the various ways that we do.

You wouldn't put one of your FOOTBALL PLAYERS at risk like this, would you GENERAL ?? no you wouldn't. prick.

And I am going to write letters to both the House and Senate Armed Services Committee(s) demanding you be terminated as Superintendent of West Point. What do you think it is? Some kind of joke to blow the cover of senior-level CIA intelligence officers, parading them around like gunnery sergeants so that they can be captured by terrorists and pressured to give up information, and/or killed or injured in retaliation by hostile foreign powers? Great joke. "It's ok because other people are doing it" ?? No, it's not ok. You should be ashamed of yourself. Your disregard and disrespect for clandestine operations tarnishes the U.S. Armed Services. You do not deserve to be in charge of West Point.

Well, she's 61 yrs. old - why shouldn't "the guys at West Point" get to paint a target on her back and see what terrorists go after her. You stupid assholes. Officers who deal with CIA clandestine op's are probably the most at-risk group of any within America's national security apparatus. Notwithstanding whether she went along with this idiotic risk parading around that role in public - you are a disgrace to your uniform to have furthered it. And you are "teaching" the cadets that they can and should disrespect the security protocols of clandestine operations. You are a real asshole to be doing that. It is a wholesale degradation of personal security and safety for ALL of America's intelligence officers and national security assets. With the blessing from "the guys at West Point". Fuck you, asshole. Fuck you.

I guess communications protocols are just "not your thing". When you get a communication - you acknowledge it. No one ever told you that ?

And I will tell you, on a personal note, I think it is very sad to see West Point doing something that is so clearly contrary to the military and intelligence interests of the United States of America.

FWD TO Lt. GEN'L. STEVEN GILLAND

I was stunned to see West Point announcing matters pertaining to CIA covert authority in the internet verbage of its <https://ctc.westpoint.edu/about/team/> web portal. Whether it is true or not, your public portrayal of E.Kimber as having or having had senior management-level authority over CIA clandestine operations places her (and other clandestine intelligence people) at extreme personal risk. It does not really matter whether she personally accepts that risk, or if for whatever reason she has decided to ignore it. It is an insane risk, and it contravenes established military and intelligence agency policy. You are putting her at extreme personal risk for scenario's such as potentially being taken hostage, being targeted by foreign elements for retaliation against CIA, and obviously if you are putting her at risk - you are putting countless other intelligence officers at risk as well - because what if she were taken hostage and pressured to give information about U.S. clandestine operations ? What would you do then ? Write a thesis about it and send that in to the Pentagon ? Avert your eyes when the kidnapers send you the video tape ? Furthermore, Westpoint Cadets do NOT need briefings from the CIA. If you want Cadets to gain some knowledge of intelligence matters, you do that through public-domain books and magazine articles, not by wheeling in an actual covert operations officer, and blow their cover. This has to be one of the stupidest things I have ever seen from the U.S. military and intelligence apparatus. You do not publicly announce the identity of clandestine operations officers. I have also brought this matter to the attention of V.P. Kamala Harris through the contact box for the White House. Also, your description of her personal capabilities is odd and incorrect - when you speak of someone's foreign-language ability, as you speak of E.Kimber's ability in the French language - there is no accepted term "at a professional level" as you state. After a career in foreign relations, either she is fluent or she is not. There is no such thing as fluency "at a professional level" and it is an insulting way to refer to the language

abilities of a career foreign affairs officer. What you are doing, announcing her former clandestine services authority could easily get her killed or tortured. Which could easily lead to other intelligence people getting tortured or killed. Why don't you stop doing that ? asap. Matt Lechner - Stratford, CT



Statement #2

5 October 2023

To: LTG (Ret) Nadja West – Vice Chair USMA Board of Visitors

Susan Irons – Member USMA Board of Visitors

Subject: USMA Honor Code

Dear LTG (ret) West and Ms. Irons,

Recently I read the minutes of the 28 Mar 2023 USMA BoV meeting. In those minutes it is reflected that:

*“LTG Gilland added that USMA was considering simplifying the mission statement, so people better understand what the Academy does and reviewing the Honor Code to make it more **aspirational** in nature”. (Note: the bolding of “aspirational” is mine).*

The meeting minutes do not reflect that any member of the BoV (including you both and two other USMA graduates) questioned this remark by the Superintendent, or sought further clarification.

As a graduate I am particularly appalled the none of the BoV members – especially USMA graduates - felt the need to question or have the Superintendent further explain his comment. The Honor Code is the foundational element of USMA that has stood the test of time, and has deep meaning for generations of graduates.

From my prior emails to you, you should be aware my ongoing, but unsuccessful, efforts to have USMA disclose their findings and actions taken as a result of the “Anti-Racist West Point Policy Proposal” letter of June 2020; and my similarly unsuccessful efforts to have the BoV request such an update. My correspondence on the matter is public record in the minutes of all BoV meetings since 2 March 2022, culminating with my requests for the resignation of the BoV.

As you are now both established BoV members - to include the vice chairman position - I now also request that you cause the BoV to have the Superintendent explain what changes to the Honor Code are being reviewed. I have requested this directly of the Superintendent; however, I have no expectation that he will reply let alone provide any information. Hence, I turn to the BoV to do so as revising the Honot Code is of such fundamental impact that it clearly falls within the charter and purview of the BoV.

Ther are innumerable graduates that feel that USMA has lost its way, and both USMA and the BoV are failing in their responsibilities to current cadets, the public and the Long Gray Line by their silence and refusal to provide answers.

Walter Heinz

USMA 1971

Statement #3

Walter Heinz

13 October 2023

Congressman Steve Womack
Chair, USMA Board of Visitors
2412 Rayburn House Office Building
Washington, DC 20515

Subject: USMA Honor Code

Dear Congressman Womack,

Beginning in August 2021 I have continuously written to you in your capacity as the Chairman of the USMA BoV. My correspondences have been sent directly to your office (USPS and emails via your senior staff); through the official conduit to the BoV (the Designated Federal Officer); all other members of the BoV; and to USMA staff including the Superintendent. Those asked for an accounting from USMA of its findings and actions taken on a “Anti-Racist West Point Policy Proposal” letter. All of those have been unacknowledged, unanswered and ignored, and has led me to request your resignation of the USMA BoV as reflected in past BoV meeting minutes.

Today I write to you again – this time regarding the potential degradation of the USMA Honor Code. The published minutes of the 28 March 2023 USMA BoV meeting indicate that...

*“LTG Gilland added that USMA was considering simplifying the mission statement, so people better understand what the Academy does and reviewing the Honor Code to make it more **aspirational** in nature”. (Note: the emphasis of aspirational is mine).*

The minutes do not reflect that any member of the BoV asked for any clarification or explanation of what changes to the Honor Code were being considered to make it more “aspirational”. This includes from any of the BoV members who are USMA graduates. The Cadet Honor Code and “Duty, Honor, Country” are foundational pillars of the USMA! Any diminution of either is unacceptable!

I have requested clarification of this comment directly from LTG Gilland – but I fully expect, as before, to have my request ignored. My failure to have you and the BoV act on my prior requests aside, I request that the BoV require the Superintendent to detail what changes are being contemplated in its next meeting. It is clear that without your action as Chairman, the BoV will not raise anything that the USMA administration does not want discussed or to be made public.

You and the BoV will continue to be derelict in fulfilling its role by not seeking clarification and content from USMA. In anticipation that neither you or the BoV members will address this, I continue to ask for your immediate resignation from the BoV.

Walter Heinz
(USMA 1971)

Statement #4

9 November 2023

Congressman Steve Womack
Chair, USMA Board of Visitors

As you learned today, we are nearing decision-making time with the Superintendent about changes to Reconciliation Plaza at West Point.

The Plaza was a forty-year reunion gift from the USMA Class of '61. It is unique among monuments at West Point because it tells a story--a specific human story about the long process of reconciliation between members of the USMA Class of 1861, and a larger story about the very nature of reconciliation itself.

The visitor reads not a story about the Civil War but a story about how very long and difficult is the process of reckoning and reconciling, both during and after conflict. The Plaza has nothing to do with memorializing or honoring either the war or those who fought against the Union.

The Memorial Committee at West Point and the Class of '61 Committee have reached general agreement about changes that should be made to the Plaza to ensure compliance with the Naming Commission's guidance. But there remains a point of difference concerning the naming of a few Confederate officers, all of whom are crucial both to the effective presentation of the Plaza's story about reconciliation and to a visitor's deeper understanding about how human nature can call for resolution and restoration even in the midst of battle.

We have agreed to several changes to the monument: not naming the Confederate dead, excising names of most Confederate officers from the narrative, removing the bas-reliefs of Grant and Lee, and replacing an entire anecdote from the sequence of smaller stories. But we believe that four officers, who express regret both during and after the war, need to be heard in their own name--need to be heard for their value to the larger story about reconciliation and for the compelling power of their testimony.

We ask that you encourage the Superintendent to exercise his latitude (afforded by the Naming Commission and NDAA language) to allow those temperate and regenerative officers to speak for themselves on the engraved monuments. Naming in these

circumstances serves only to clarify the meaning of reconciliation, while also preserving the Plaza's eloquence.

Very Respectfully,

Robert R. Glass
COL(R), USA
President, USMA Class of 1961

Statement #5

Walter Heinz
473 S Youngfield Court
Lakewood, CO 80228

17 February 2024

To:

Congressmen: Womack; Ryan; Davidson; Green; & Bishop

Senators: Duckworth; Manchin; Ernst; & Moran

USMA BoV Members: West; Irons

Subject: USMA Honor Code and Request for Your Resignations

Ladies and Gentlemen:

The minutes of you 28 March 2023 meeting reported that:

*“LTG Gilland added that USMA was considering simplifying the mission statement, so people better understand what the Academy does and reviewing the Honor Code to make it more **aspirational** in nature”*. (Note: the emphasis of aspirational is mine).

Thereafter I wrote to all of you directly (also via the DFO to the BoV), requesting that you include at your next session an update from USMA on what changes to the USMA Honor Code were being contemplated to make the Honor Code “aspirational”. All of my correspondence to each of you remain unanswered! As the minutes of your Summer 2023 meeting have yet to be published, and the Fall meeting was cancelled, I again request that this be a topic of the 7 Mar2024 meeting.

I have written Directly to LTG Gilland – also without acknowledgement or reply! My letter to him has been submitted to the DFO for inclusion in the 7 Mar 2024 BoV session, with the request that it become public record.

Correspondence with the DFO indicated that if this topic were to be an agenda item that I would be so notified. That has not happened. Nor does the published agenda in the Federal Register for the 7 March 24 meeting indicate that this will be an agenda item.

Therefore, I must conclude that neither the BoV collectively, nor any BoV member have or will question USMA on changes to the Honor Code that would make it “aspirational”. This is particularly inexcusable as five (5) BoV members (i.e., Ryan, Green, Davidson, West and Irons) are themselves USMA Graduates – to whom the Honor code should be cherished!

I submit again that the BoV is derelict in fulfilling its role by not addressing such a potentially foundational change as amending the Honor Code, and I respectfully request your collective resignations from the USMA BoV.

Walter Heinz (USMA 1971)

Statement #6

Walter Heinz
473 S Youngfield Court
Lakewood, CO 80228

13 October 2023

Congressman Steve Womack
Chair, USMA Board of Visitors
2412 Rayburn House Office Building
Washington, DC 20515

Subject: USMA Honor Code

Dear Congressman Womack,

Beginning in August 2021 I have continuously written to you in your capacity as the Chairman of the USMA BoV. My correspondences have been sent directly to your office (USPS and emails via your senior staff); through the official conduit to the BoV (the Designated Federal Officer); all other members of the BoV; and to USMA staff including the Superintendent. Those asked for an accounting from USMA of its findings and actions taken on a "Anti-Racist West Point Policy Proposal" letter. All of those have been unacknowledged, unanswered and ignored, and has led me to request your resignation of the USMA BoV as reflected in past BoV meeting minutes.

Today I write to you again – this time regarding the potential degradation of the USMA Honor Code. The published minutes of the 28 March 2023 USMA BoV meeting indicate that...

*"LTG Gilland added that USMA was considering simplifying the mission statement, so people better understand what the Academy does and reviewing the Honor Code to make it more **aspirational** in nature". (Note: the emphasis of aspirational is mine).*

The minutes do not reflect that any member of the BoV asked for any clarification or explanation of what changes to the Honor Code were being considered to make it more "aspirational". This includes from any of the BoV members who are USMA graduates. The Cadet Honor Code and "Duty, Honor, Country" are foundational pillars of the USMA! Any diminution of either is unacceptable!

I have requested clarification of this comment directly from LTG Gilland – but I fully expect, as before, to have my request ignored. My failure to have you and the BoV act on my prior requests aside, I request that the BoV require the Superintendent to detail what changes are being contemplated in its next meeting. It is clear that without your action as Chairman, the BoV will not raise anything that the USMA administration does not want discussed or to be made public.

You and the BoV will continue to be derelict in fulfilling its role by not seeking clarification and content from USMA. In anticipation that neither you or the BoV members will address this, I continue to ask for your immediate resignation from the BoV.

Walter Heinz
(USMA 1971)

Ghostlaw, Deadra CIV

From: David Bell <david.r.bell.71@gmail.com>
Sent: Tuesday, February 20, 2024 11:38 AM
To: Ghostlaw, Deadra CIV
Subject: Re: USMA Board of Visitors Meeting, March 2024

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

Ms. Ghostlaw,

It is my desire that the Board discuss LTG Gilland's plans and/or actions taken to implement his comment that the Honor Code be more aspirational.

My address is:
10 Oakcrest Circle
Crossville, TN 38558

Phone: (248) 821-8331

Sincerely,

David Bell
Class of 1971

On Tue, Feb 20, 2024 at 9:27 AM Ghostlaw, Deadra CIV <deadra.ghostlaw@westpoint.edu> wrote:

Mr. Bell,

Good morning. I plan to have the minutes from the July 2023 meeting uploaded to the website by the end of today.

Please let me know if you wish to have your comments below considered for discussion at the 7 March 2024 meeting of the USMA Board of Visitors. If so, I will need your address and a daytime phone number. Also a copy will be provided to the Board Chair to determine if it will be considered at the meeting and copies will be provided to all Board members. Further, it will become part of the official record of the meeting.

Respectfully,

Deadra K. Ghostlaw

USMA G-1/Human Capital

Plans & Development Specialist

Designated Federal Officer,

USMA Board of Visitors

Phone: (845) 938-6534

Cell: (845) 659-0003

E-mail: deadra.ghostlaw@westpoint.edu or bov@westpoint.edu

From: David Bell <david.r.bell.71@gmail.com>
Sent: Tuesday, February 20, 2024 8:04 AM
To: Ghostlaw, Deadra CIV <deadra.ghostlaw@westpoint.edu>
Subject: USMA Board of Visitors Meeting, March 2024

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

Dear Ms. Ghostlaw,

During the March 2023 BoV meeting, Superintendent LTG Gilland indicated that USMA was considering, among other items, a review of the Honor Code “to make it more aspirational in nature”.

Because the minutes of the July 2023 BoV meeting have not yet been made public, I am interested in what actions, if any, have been taken, or are being proposed, toward the objective of making the Honor Code more “aspirational”. The dictionary defines aspiration as a desire to achieve a high level of success, but does not indicate that accomplishment of that success is required. Given that LTG Gilland’s remarks were brief and no explanation of his intention was provided, it appears that this proposal’s impact on the Honor Code could be

fundamental change, resulting in a weakened Honor Code. The Honor Code has been a bedrock principle of the USMA education and is recognized by members of the Long Gray Line as a foundational tenet of our motto, "Duty, Honor, Country". Weakening the Honor Code would be a very disappointing result.

I request that the BoV request an update from LTG Gilland on his plans regarding the Honor Code.

Sincerely,

David R. Bell
Class of 1971

Statement #8

Glenn M. Peach
USMA 76

Auf dem Bännjerrück 11
67663 Kaiserslautern, Germany
Tel. +49 631-3507965

Mrs. Deadra Ghostlaw
Federal Officer for the Committee
West Point Board of Visitors

Two Comments for 7 March Organizational Meeting

Comment 1. On “Developing leaders of **character**”, I was disappointed to find that many West Point grads and cadets chose, and would still choose, to tolerate a liar, cheater, and thief as their commander-in-chief. I thought values I was taught as a cadet and hold as a guideline in my life would be held by all grads associated with USMA, an organization with a public reputation for instilling honor, a moral compass, and building men and women of character.

I suggest the Military Academy review how to better achieve its lofty purpose of ensuring a lifetime of loyalty to the values of the honor code, not to an individual or a passing political orientation. Many seem to think the code applies only during the individuals' time at the Academy. The mission is not being fully accomplished, character is not being instilled if some graduates sacrifice honor for personal gain or a political movement.

It is sad to watch some of those associated with West Point, in hindsight, regret their decision to support and serve under a liar, cheater, and thief – a person whose word and oath to uphold the Constitution means nothing. Even sadder is the fact that some others show no regret, even though it is intuitively obvious to the casual observer. The clause about toleration was placed in the code for a reason. The Academy is failing the country and those individuals, an undetermined number of them, if they can attend, excel, and graduate while behaving counter to the values on which the Academy is founded.

The image of West Point and the country's respect for the institution will continue to drop if this is not corrected. I wish I knew how to help achieve your stated goals and sincerely wish, for the good of the country, that you solve this training deficiency soonest. The Cadet Prayer has some good starting points, e.g., "scorn to compromise with vice and injustice and have no fear when truth and right are in jeopardy."

“When fellow graduates fail to respect the checks and balances of government or prize loyalty to individuals over the ideals expressed in the Constitution, it is a travesty to their oath of office.” [...] “We ask you to join us in working to right the wrongs and to hold each other accountable to the ideals instilled by our alma mater and affirmed by each of us at graduation.”

– from a message posted in 2020 by Concerned Members of the Long Gray Line, a coalition of several hundred West Point alumni.

Comment 2. On "Promoting a **professional** climate", I commend the professionalism of the Academy leadership for taking and defending its stance on "woke" DEI instruction against political distractors. Contemporary officers and soldiers most certainly need it, especially, if they did not receive it at home or high school prior to being selected as cadets at a national service academy. I see this instruction as vital to the reality of the units they will lead and the environments in which they will be asked to serve honorably and with distinction. As is so often, the military is again at the forefront of not only technical breakthroughs, but also in understanding the social behavior in the countries we are asked to defend.

Thank you for the opportunity to comment on the role of the nation's military academy.

With respect,

Glenn Peach
US Army, retired

Ghostlaw, Deadra CIV

From: Kathryn Levine <ksla1230@icloud.com>
Sent: Saturday, December 2, 2023 1:40 PM
To: Board of Visitors
Subject: Letter To The Presidents of Harvard, MIT, Columbia and UPENN

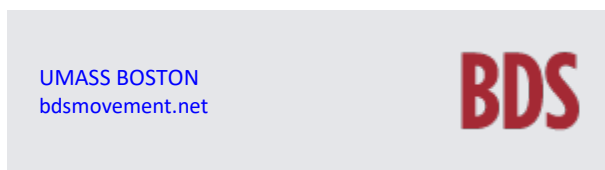
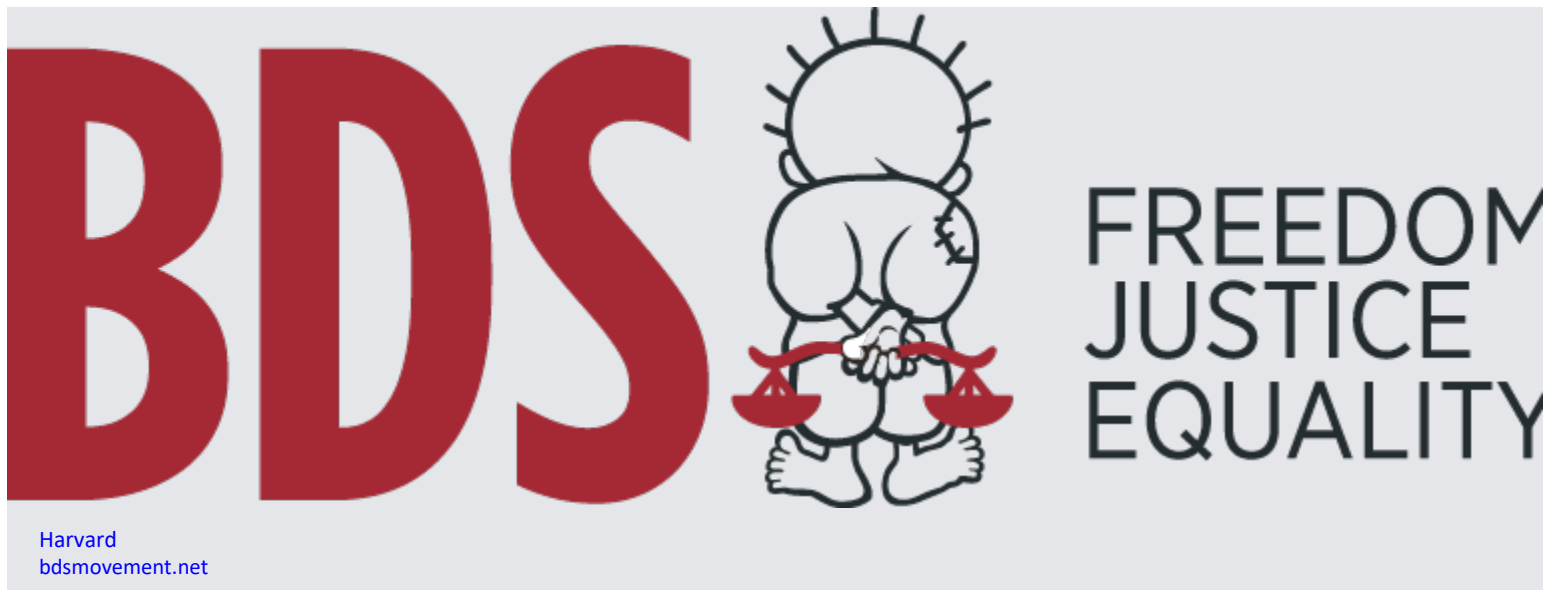
Dear Madam

As the Daughter of a WW2 Air Force LT Bombardier, I cannot understand how you and your Executive Team approved this shameful and pornographic BDS Logo currently used on your campus for membership and donations? It does not take a Harvard Semiotics Professor to describe the meaning of this Logo.

I urge you to disband this organization from your University. If you do not know by now Madam, The BDS operation is an insult to Americans and Veterans no matter what religion they are or not.

In addition, please find this Special Report, published in 2019, that explains the financial connections between BDS & NGOs on our college campuses.

Sincerely,
Kathryn Levine
Executive Producer/Adjunct Professor/Emmy Judge



Ghostlaw, Deadra CIV

From: Kathryn Levine <ksla1230@icloud.com>
Sent: Monday, December 4, 2023 11:40 AM
To: Board of Visitors
Subject: Re: Letter To The Presidents of Harvard, MIT, Columbia and UPENN

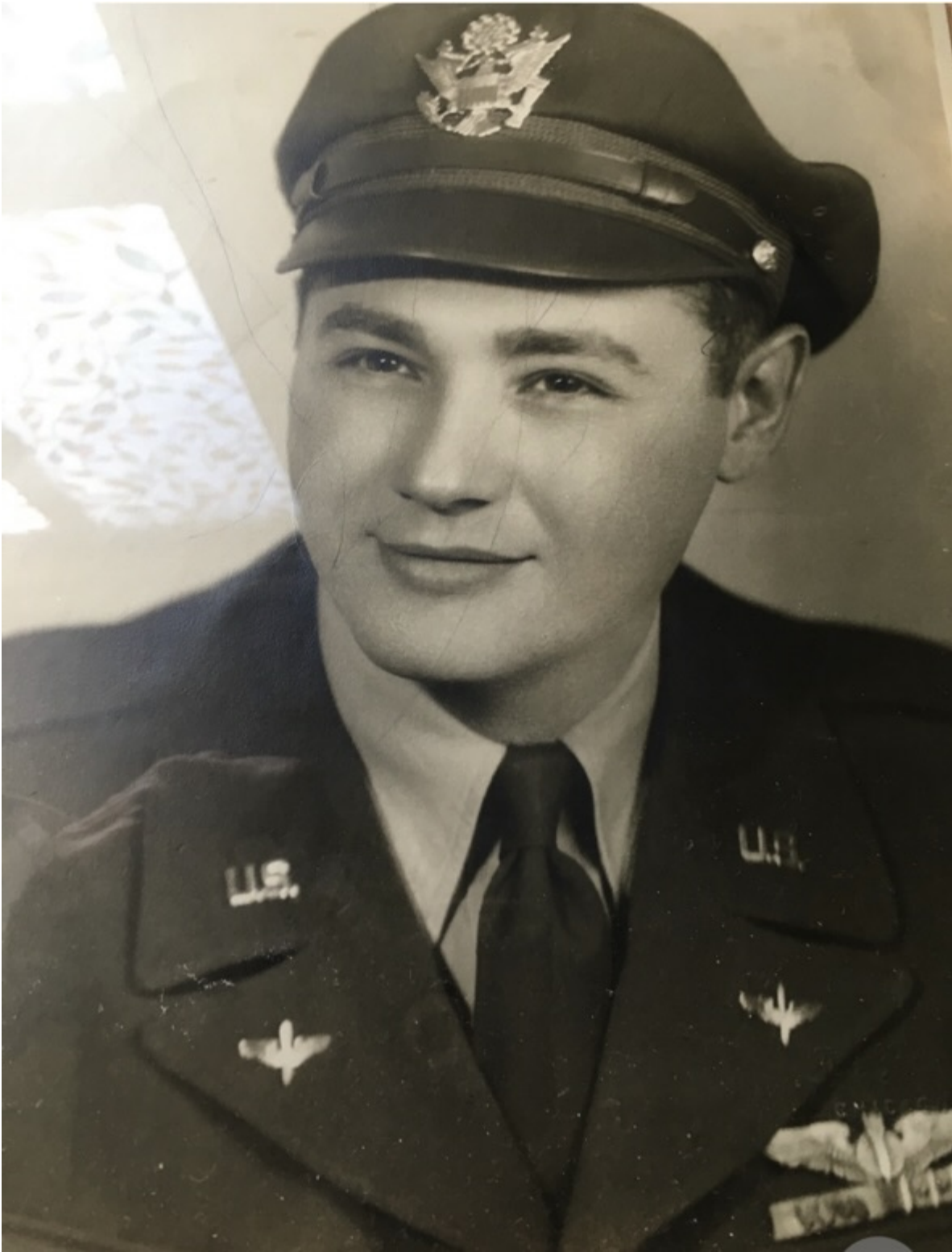
Dear Deadra

Thank you for your reply and I would be honored for my email to be considered for discussion at the next USMA Board of Visitors meeting. The only copy I have of the Special Report is attached below as I found the link while I was recently researching The BDS movement. I apologize, but I do not know how to send it to you otherwise.

In addition, please find a photo of my Father, Lt Leonard Seigel, a very proud Jewish American Air Force Bombardier, who flew over 200 missions in WW2.

Respectfully,

Kathryn S. Levine





Special Report The ties between
NGOs promoting BDS and terror
organizations
www.gov.il

On Dec 4, 2023, at 8:05 AM, Board of Visitors <BOV@westpoint.edu> wrote:

Ma'am,

Good morning and thank you for your e-mail. Please let me know if you wish your e-mail to be considered for discussion at the next USMA Board of Visitors meeting, which will be held in March 2024. If so, please also provide me with a copy of the "Special Report" published in 2019 in PDF, MS Word, etc.

I look forward to hearing from you, and have a wonderful day.

Respectfully,

Deadra K. Ghostlaw
USMA G-1
Human Capital Plans &
Development Specialist
Designated Federal Officer,
USMA Board of Visitors
Phone: (845) 938-6534
Cell: (845) 659-0003
Email: deadra.ghostlaw@westpoint.edu

From: Kathryn Levine <ksla1230@icloud.com>
Sent: Saturday, December 2, 2023 1:40 PM
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In addition, please find this Special Report, published in 2019, that explains the financial connections between BDS & NGOs on our college campuses.

Sincerely,
Kathryn Levine
Executive Producer/Adjunct Professor/Emmy Judge

<image001.png>
[Harvard
bdsmovement.net](http://Harvardbdsmovement.net)

[UMASS BOSTON
bdsmovement.net](http://UMASSBOSTONbdsmovement.net) <image002.png>

<image001.png>
<image003.jpg>
Special Report The ties between
NGOs promoting BDS and terror
organizations
www.gov.il

Statement #10

February 24, 2024

Major (Ret) Stephen G Lewis
10555 Arbor Way
Reno, NV 89521

Board of Visitors, United States Military Academy
c/o United States Military Academy—G-1
ATTN: Deadra Ghostlaw
646 Swift Road
West Point, NY 10996

Subject: Comment for 2024 Organizational Meeting of the USMA BoV

Dear Board Members:

As a 1976 USMA graduate, I am requesting that the Board of Visitors reject Superintendent Gilland's review "...of the Honor Code to make it more aspirational in nature." (BoV Minutes 28 March 2023).

The mission statement of USMA clearly states the foundational importance of the Honor Code. "... The unyielding requirements of the Code instruct, motivate, and ultimately shape Cadets during their years at the Academy... More than any other aspect of West Point, the Honor Code unites the "Long Gray Line" of Cadets and graduates by expressing their shared commitments to personal integrity and professional responsibility." (Paragraph 1-1 in USCC PAM 15-1)" This establishes the Honor Code as a bedrock principle that must not be weakened due to periodic negative events, ie., cheating scandals or dropping admission, or due to loosening societal norms.

Comparing just the definition of the words "aspirational" vs "will", used in the Honor Code, clearly shows the foundational difference. "Aspirational" is characterized by a strong desire or wish for something. However, there is never any expectation or requirement for it to happen. "Will", on the other hand, is used to give a command, to say that something is expected to happen or what must happen or not happen. When the Superintendent or other officers give commands does the officer wish it to happen or that it must happen?

The BoV must ask itself and the Superintendent how weakening the Honor Code helps restore the trust and confidence the American people have in the military. Currently, the 60% confidence in the military hasn't been this low since 1997 and hasn't been lower since 1988 at 58%. Will telling the American people that cadets, future officers, only need to wish or desire to be honorable going to reverse the declining confidence? Or will publically stating and enforcing the Honor Code as a requirement starting with R-day help grow the confidence of the American people? I affirm the latter is the only path.

Again, the Board of Visitors must reject the Superintendent's plan to weaken the Honor Code by making it aspirational versus a requirement.

Thank you for your time.

Stephen G Lewis
Major, USA (Ret)
Class of 1976

Statement #11

Ghostlaw, Deadra CIV

From: tjk65@comcast.net
Sent: Monday, February 26, 2024 9:01 AM
To: Ghostlaw, Deadra CIV
Subject: RE: Board of visitors meeting 3/7/24

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Ms. Ghostlaw:

Thanks for the quick response. Yes, I would like them considered for discussion as appropriate. My mailing address is 7 Horizon Circle, Nashua, NH 03064. The land line at home is 603-889-4496 and my cell phone is 603-897-9695. Thank you again.

Respectfully submitted.
Thomas J. Kelly

From: Ghostlaw, Deadra CIV <deadra.ghostlaw@westpoint.edu>
Sent: Monday, February 26, 2024 7:31 AM
To: tjk65@comcast.net
Subject: RE: Board of visitors meeting 3/7/24

Mr. Kelly,

Good morning. Thank you for your comments. Please let me know if you would like your comments to be considered for discussion at the 7 March 2024 meeting of the USMA Board of Visitors. If so, please also provide me with the following information: Your mailing address and daytime phone number.

Thank you very much and have a good day.

Respectfully,

Deadra K. Ghostlaw
USMA G-1/Human Capital
Plans & Development Specialist
Designated Federal Officer,
USMA Board of Visitors
Phone: (845) 938-6534
Cell: (845) 659-0003
E-mail: deadra.ghostlaw@westpoint.edu or bov@westpoint.edu

From: tjk65@comcast.net <tjk65@comcast.net>
Sent: Sunday, February 25, 2024 8:57 AM
To: Ghostlaw, Deadra CIV <deadra.ghostlaw@westpoint.edu>
Subject: Board of visitors meeting 3/7/24

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To Whom It may concern:

As a 1965 graduate of West Point, I have become extremely concerned about the leadership and teachings of this proud institution. My concern began when newly elected President Biden came in and changed all the existing boards of all the academies with his entourage which as you would expect had liberal leanings to say the least. Then came the assault of a series of changes to the long-standing honor code which leaned toward trying to rehabilitate people who had been found guilty of honor code violations. It is my opinion that such people who violate a simple code cannot be trusted to be leaders in the military nor can they be trusted. Then came all this WOKE mentality and teachings which is the opposite of normal common-sense logic. Meritocracy is what you want in a military organization. You want the best and the brightest and the most qualified to get the promotion. Not someone who meets a quota because of their gender or color of their skin. What would our sports team look like if that same criterion was followed. They certainly wouldn't be any good or be competitive if we followed such logic. I am so fed up that I am ceasing donations to my alma mater until I see some changes to get rid of the WOKE teachings and a move to restore the honor code to what it was.

Respectfully Submitted, Thomas J. Kelly/'65

Statement #12

Ghostlaw, Deadra CIV

From: Tony Lentini <tcaponata@hotmail.com>
Sent: Sunday, February 18, 2024 4:41 PM
To: Ghostlaw, Deadra CIV
Subject: Questions/Commentary for March 2024 West Point BoV Meeting

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

FROM:

Anthony R. Lentini, Jr.
USMA 1971
217 Lakeshore Dr.
Seabrook, TX 77586
713-907-5841

Dear Ms. Ghostlaw:

Many West Point graduates, like me, are deeply concerned about the academy's direction and oversight, to wit:

1. Erosion of the Honor Code to "aspirational" rather than absolute, with cadets who have violated the code—including a watch thief caught on camera at the West Point PX being permitted to graduate and football players being permitted to play in nationally telecast games despite being under investigation for honor violations.
2. West Point routinely slow-walks or ignores FOIA requests, violating federal law. Judicial Watch had to sue to obtain classroom materials that prove DEI, Critical Race Theory and Transgender indoctrination is occurring at West Point, despite repeated denials by Superintendents and other academy staff.
3. What was the final disposition of the cadets who overdosed on fentanyl-laced cocaine over Spring Break in 2022? Were any of them permitted to graduate or remain at West Point? Were the Corps of Cadets and academy staff apprised of their fate? Why haven't graduates and taxpayers been informed of their final disposition? I and others have past due FOIA requests on this subject.
4. Why is West Point offering a minor in Diversity and Inclusion when the nation's warfighting capabilities and military leadership are declining? Is the BoV at all concerned with the erosion of battlefield-relevant academic courses at the academy.
5. If West Point is to be just another Liberal Arts College with ROTC training, why should the academy continue to be funded at taxpayer expense?
6. Is the BoV at all concerned over its lack of bipartisan representation?

Do any of these issues concern the BoV at all or and are there any plans by the BoV to address them? Please address these situations at your meeting and publish the discussion in the minutes so that my correspondence is part of the public record.

Respectfully,
Tony Lentini

Ghostlaw, Deadra CIV

From: Abn_Rngr75th <Abn_Rngr75th@protonmail.com>
Sent: Tuesday, February 20, 2024 9:56 AM
To: Ghostlaw, Deadra CIV
Subject: Question for 07 Mar. Board of Visitors meeting

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

Name: Col. (Ret.) William F. Prince
Affiliation: USMA class of 1970
Address: 1773 Independence Ave., Melbourne, FL 32940
Daytime phone #: 321-610-7050

In June 2023, the Supreme Court determined that colleges and universities could no longer use racial discrimination in admissions. This ruling covered ROTC commissioning programs as well, with those program providing the bulk of our newly commissioned officers. Is it the Board of Visitor's recommendation that West Point continues to use racial discrimination in admissions? Or should West Point follow the Supreme Court's logic that merit be the overriding consideration for admissions regardless of racial identity?

Sent with [Proton Mail](#) secure email.

Ghostlaw, Deadra CIV

From: Abn_Rngr75th <Abn_Rngr75th@protonmail.com>
Sent: Tuesday, February 20, 2024 10:03 AM
To: Ghostlaw, Deadra CIV
Subject: Question for 07 Mar. Board of Visitors meeting

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

Name: Col. (Ret.) William F. Prince
Affiliation: USMA class of 1970
Address: 1773 Independence Ave., Melbourne, FL 32940
Daytime phone #: 321-610-7050

Should West Point's Honor Code remain, "A cadet does not lie, cheat, steal, or tolerate those who do," or does the Board of Visitors recommend modifying the honor code to make it something to which cadets should simply aspire, i.e., "aspirational"?

Sent with [Proton Mail](#) secure email.

Ghostlaw, Deadra CIV

From: Abn_Rngr75th <Abn_Rngr75th@protonmail.com>
Sent: Tuesday, February 20, 2024 10:08 AM
To: Ghostlaw, Deadra CIV
Subject: Question for 07 Mar. Board of Visitors meeting

Caution! **Don't click on links or attachments unless you trust the sender. This email came from an external source.**

Name: Col. (Ret.) William F. Prince
Affiliation: USMA class of 1970
Address: 1773 Independence Ave., Melbourne, FL 32940
Daytime phone #: 321-610-7050

Does the Board of Visitors deem it permissible for West Point to continue to ignore Federal law in delaying for months and even years responding to Freedom of Information Act (FOIA) requests?

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