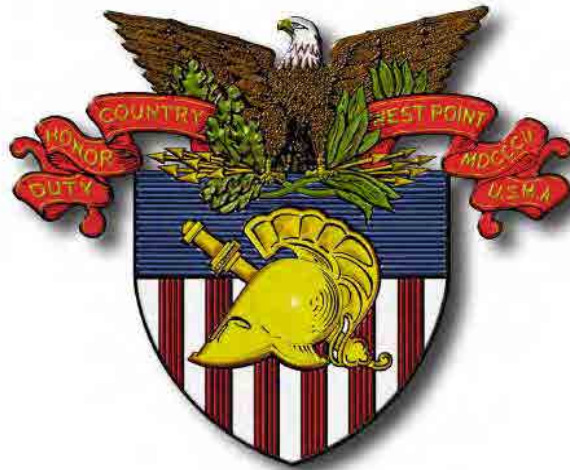


2025

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



December 2025

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PRESIDENT OF THE UNITED STATES

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**REPORT OF THE 2025 BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY**

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**REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY
West Point, New York 10996**

THE PRESIDENT OF THE UNITED STATES

Mr. President:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors (BoV or the Board) to the United States Military Academy (USMA or the Academy) was appointed in accordance with the provisions of Section 7455 of Title 10, United States Code. It is the Board's duty to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy.

2. MEMBERS OF THE BOARD.

U.S. Senators

Joni Ernst, Iowa
Jerry Moran, Kansas
Tammy Duckworth, Illinois
Tim Kaine, Virginia¹
Elissa Slotkin, Michigan¹

U.S. Representatives

Steve Womack, Arkansas²
Patrick Ryan, New York³
Sanford Bishop, Jr, Georgia
Patrick Harrigan, North Carolina
Stephanie Bice, Oklahoma

¹ – Senators Kaine and Slotkin appointed to the Board on June 26, 2025

² – Served as BOV Chair for 2025

³ – Served as BOV Vice Chair for 2025

Presidential Appointees

The following members served as Presidential Appointees from January 1 – February 8, 2025:

The Honorable Charles T. Hagel
Mrs. Susan Irons
Lieutenant General (Retired) Nadja West
Colonel (Retired) Troy Coronado
Ms. Shuwanza Goff (appointed to the Board on January 18, 2025)
Ms. Nataline Quillian (appointed to the Board on January 18, 2025)

The following members were appointed to the Board by President Trump on March 17, 2025:

Representative Wesley Hunt (to serve until December 30, 2026)
Lieutenant General (Retired) Michael Flynn (to serve until December 30, 2026)
Major General (Retired) Daniel Walrath (to serve until December 30, 2027)
Mr. David Bellavia (to serve until December 30, 2027)
Dr. Meaghan Mobbs (to serve until December 30, 2025)
Ms. Maureen Bannon (to serve until December 30, 2025)

3. DESIGNATED FEDERAL OFFICERS. Mr. David Nagle served as Executive Secretary/Designated Federal Officer for all of 2025. Mr. Jeffery Reynolds served as Alternate Designated Federal Officer for all of 2025.

4. PUBLIC NOTICE. In accordance with Section 10 (a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notices of the meetings were published in the *Federal Register*. Local notice was provided to the West Point community and the Corps of Cadets by local newspaper and bulletin notices. All meetings were open to the public.

5. PROCEDURES. Under the provisions of Section 10 (b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the minutes of each meeting of the Board are certified by the Chair. The minutes of each meeting are published as part of this report. The Board of Visitors' records, reports, letters and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, Building 600, United States Military Academy, West Point, New York 10996. Copies of each of the reports of the BoV are submitted to the Library of Congress as a matter of public record and are posted on the USMA website at <https://www.westpoint.edu/about/superintendent/board-of-visitors>.

6. CONVENING OF THE BOARD.

a. Role of the Board in 2025. In 2025 the BoV met once on July 11, 2025 in support of its inquiry and oversight mission. This meeting was scheduled and conducted as an in-person meeting, with no virtual attendance. A quorum (at least six Board members, one of whom is a Member of Congress) was present. Two scheduled meetings in 2025 (March 11 and November 3) were cancelled due to unforeseen circumstances.

b. Organizational Meeting (July 11, 2025): Attendance at this meeting included six Members of Congress and five Presidential Appointees. Mr. Derrick Anderson, acting Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)), attended as the Secretary of the Army's designated representative to the BoV, was present for the entire meeting and addressed the Board. As part of Board business, Representative Steve Womack was reelected as Chair of the Board of Visitors and Representative Patrick Ryan was elected as Vice Chair. The Academy's Superintendent, LTG Steven W. Gilland and Academy leadership provided an Academy update to include an overview of Cadet Summer Training. Summarized meeting minutes can be found on page **xx**

c. Results of the Board's Inquiry. In accordance with the Board's statutory mandate, it has performed its review over each specified area of inquiry and requested information from the Academy as needed to fulfill its responsibilities. The results of the Board's inquiries and the Academy's input in support of those inquiries are highlighted below, as well in the BoV approved minutes, briefing slides, and information papers provided in the Appendices.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. Principal Conclusions.

(1) USMA's rigorous and comprehensive leader development program remains strong, effectively preparing its graduates to be leaders of character, ready to lead Army formations and fight and win our Nation's wars. In 2025, the Board was updated on USMA's efforts and initiatives within its military, physical, and academic programs, as well as its integrated character development efforts. Additionally, the Board had the opportunity to observe Cadet military training and interact with Cadets. The Board assesses USMA's overall leader development program as outstanding. The Board is confident that USMA continues to produce graduates instilled with the Warrior Ethos, dedicated to the ideals of Duty, Honor, Country, equipped with the professional competence and possessing the character necessary to lead our Nation's Army.

(2) USMA's curriculum and developmental programs continue to evolve to meet the needs of the Army and prepare graduates for the challenges and threats of modern and future warfare. Of note, The Board recognizes and commends the initiatives within the academic program, to include academic department realignments and the introduction of a new War Studies major. Within the military program, the Board commends USMA's efforts, internally and across the Army, to incorporate drone and robotics technology into summer military training, as well as integrating lessons from current combat operations into its training scenarios. The Board also acknowledges the role of USMA's innovation hub (West Point Werx) in leveraging its research and intellectual capital in support of Army modernization and transformation efforts.

(3) USMA is in compliance with all Presidential orders and policy, as well as guidance and directives from the Departments of War and the Army, in support of the Administration's emphasis on readiness, warfighting, and lethality. The Board is satisfied that USMA has fully complied with all applicable Executive Orders (EOs) from the Commander in Chief, as well as Department of War and Department of the Army guidance and directives. In particular, the Board acknowledges the Academy's review and modification of its curriculum and admissions practices, as well as the disestablishment of 12 affinity clubs that were not in compliance with Presidential EOs. Lastly, the Board acknowledges that USMA is, first and foremost, a military organization and as such, executes the lawful orders from its chain of command.

(4) Facility and infrastructure modernization efforts are progressing; however, rising costs and unpredictable funding remain a concern. The Board supports USMA's long-term facility and infrastructure modernization efforts, seeing them as critical to the Academy's continued ability to develop leaders for the modern and future operating environments. The Board acknowledges the progress made on multiple projects, to include academic buildings, Cadet and Soldier barracks, administrative buildings, and Camp Buckner. Further, it acknowledges the delays to Cadet and Soldier barracks renovations due to severe weather, cost increases, and bureaucratic funding processes. While funding these infrastructure projects is an

inherently the responsibility of Congress, the Board discussed the feasibility of expanding legal authorities to allow private contributions for essential infrastructure, while ensuring such funding does not replace the government's responsibility in this area.

b. Recommendations to the President

(1) Maintain full support and resourcing to sustain mission requirements. The Board recommends the Administration continue ensure adequate resourcing of the United States Military Academy to ensure continued mission accomplishment. Additional cuts to personnel and funding will negatively affect mission-related activities and further degrade the Academy's ability to maintain facilities commensurate with a top-tier institution of higher education.

(2) Maintain full support and predictable, consistent funding to continue current construction and infrastructure and facility modernization projects. The Board recommends that the Administration continue to support funding for West Point modernization projects; specifically, completing the Cyber and Engineering Academic Center and the Cadet Barracks Upgrade Program, continuing the Academic Building Upgrade Program, renovations to West Point's Range and Training Areas, including Camp Buckner and Camp Natural Bridge. Further delays in addressing the failing infrastructure could have significant negative impact on Cadet training and education.

(3) Support predictable funding for future construction and infrastructure and facility upgrade programs. The Board recommends the Administration support contingency funding to minimize forced delays on construction projects and associated growing costs to the government.

2025 UNITED STATES MILITARY ACADEMY BOARD OF VISITORS



STEVE WOMACK
United States House of Representatives
Chair



PATRICK RYAN
United States House of Representatives
Vice Chair

SIGNATURE NOT AVAILABLE

TAMMY DUCKWORTH
United States Senate



JONI ERNST
United States Senate

SIGNATURE NOT AVAILABLE

TIM KAINE
United States Senate

SIGNATURE NOT AVAILABLE

JERRY MORAN
United States Senate

SIGNATURE NOT AVAILABLE

ELISSA SLOTKIN
United States Senate



STEPHANIE BICE
United States House of Representatives



SANFORD BISHOP, JR.
United States House of Representatives

SIGNATURE NOT AVAILABLE

PATRICK HARRIGAN
United States House of Representatives

//SIGNED//

WESLEY HUNT
United States House of Representatives

SIGNATURE NOT AVAILABLE

MAUREEN BANNON

SIGNATURE NOT AVAILABLE

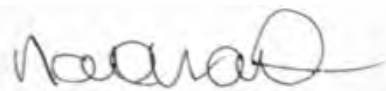
DAVID BELLAVIA



MICHAEL FLYNN
Lieutenant General, US Army (Retired)

SIGNATURE NOT AVAILABLE

MEAGHAN MOBBS, PhD



DANIEL WALRATH
Major General, US Army (Retired)

AGENDA
BOARD OF VISITORS ORGANIZATIONAL MEETING
JULY 11, 2025

- **Opening Statements**
- **Board Business**
 - Swear in Members
 - Elect 2025 Chair and Vice Chair
 - Approve Rules of Board of Visitors
 - Approve minutes from Fall 2024
 - Set date for Fall 2025 meeting
 - Open Discussion
- **Academy Update**
- **Cadet Summer Training Overview**
- **Closing Remarks**

MINUTES
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
SUMMER MEETING - July 11, 2025
West Point, NY (In Person)

1. DESIGNATED FEDERAL OFFICER'S REMARKS. Mr. David Nagle 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 at 8:03 a.m., 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, Representative (REP) 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. He acknowledged the statements and questions for the Board from members of the public (Appendix C) and thanked the members of the public for their input. He also welcomed the Board's new members: REP Stephanie Bice, REP Pat Harrigan, Lieutenant General (Retired) (LTG(R)) Michael Flynn, Major General (Retired) (MG(R)) Dan Walrath, Medal of Honor recipient David Bellavia, Dr. Meaghan Mobbs, and Ms. Maureen Bannon. He also acknowledged the new Board members who were unable to attend the meeting: Senator Elissa Slotkin, Senator Tim Kaine, and REP Wesley Hunt.

3. SUPERINTENDENT'S REMARKS. Lieutenant General (LTG) Steven Gilland thanked the Chair and the other Board members for their attendance at the meeting and for their continued support to the United States Military Academy and the Corps of Cadets. He introduced the USMA leadership in attendance and emphasized the Academy's responsibility to develop leaders of character for the Nation.

4. SECRETARY OF THE ARMY REPRESENTATIVE'S REMARKS: Mr. Derreck Anderson, the acting 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. He highlighted USMA's contributions to the Army through developing leaders who will fulfill the Army's mission and lead its future forces.

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Diep stated the last BoV meeting was November 23, 2024, at West Point with a quorum present. For today's meeting, she stated that BoV members were provided with the agenda and slides for the meeting; minutes from the November 2024 meeting; draft rules for the Board of Visitors for 2025; copies of the USMA Strategy and the USMA publication "Developing Leaders of

Character;” and statements and comments from the public received since the November 2024 meeting

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

Members in Attendance: Senator Joni Ernst; REPs Steve Womack, Sanford Bishop, Jr., Pat Ryan, Stephanie Bice, and Pat Harrigan; Presidential Appointees LTG(R) Michael Flynn, MG(R) Dan Walrath, Mr. David Bellavia, Dr. Meaghan Mobbs, and Ms. Maureen Bannon.

Members Absent: Senators Jerry Moran, Tammy Duckworth, Elissa Slotkin, and Tim Kaine; and REP Wesley Hunt.

For the record, Mr. Anderson was noted as present, as the Secretary of the Army’s representative.

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. (List of those in attendance is included in Appendix A).

7. BOARD BUSINESS:

With a quorum present, Congressman Womack presented the following as orders of business:

- **SWEARING IN NEW PRESIDENTIAL APPOINTEES:** COL Diep administered the oath.
- **ELECTION OF BOARD CHAIR:** Chair Womack opened the floor for nominations for Board Chair for 2025, noting that any Board member was eligible for the position of either Board Chair or Vice Chair. Senator Ernst nominated REP Womack for Chair; Dr. Mobbs seconded the nomination. No other nominations were presented. A voice vote was conducted, with the “ayes” in the majority and no opposing votes heard. The motion was approved, with REP Womack being reelected as Board Chair for 2025.
- **ELECTION OF BOARD VICE CHAIR:** Chair Womack opened the floor for nomination for 2025 Vice Chair. REP Bice nominated REP Ryan for Vice Chair; REP Bishop seconded the nomination. No other nominations were presented. A voice vote was conducted, with the “ayes” in the majority and no opposing votes heard. The motion carried and REP Ryan was elected as Board Vice Chair for 2025.
- **APPROVAL OF 2025 BOARD RULES:** With no discussion raised, Chair Womack entertained a motion to approve the Rules for the BoV for 2025. Senator Ernst made a motion to approve the Rules, with Dr. Mobbs seconding the motion. A voice vote was conducted with the “ayes” in the majority and no opposing votes heard. The motion carried and the 2025 Rules were approved.

- **APPROVAL OF MINUTES FROM NOVEMBER 2024 MEETING:** With no discussion raised, Chair Womack entertained a motion to approve the minutes from the November 2024 Board meeting. Vice Chair Ryan made a motion, with REP Bishop seconding. A voice vote was conducted with the “ayes” in the majority and no opposing votes heard. The motion was approved.
- **DATE FOR FALL 2025 MEETING:** Chair Womack proposed that USMA either coordinate a special date with the Chair which would then be provided to Board members, or try to identify a date now, acknowledging challenges of Congressional schedules. He mentioned November 10 as a possible date but acknowledged that it fell right before Veteran’s Day. LTG(R) Flynn also acknowledged that it would not be a good date, with other events taking place around the country. Chair Womack proposed that the Board and USMA leadership coordinate a proposed date for the Board.

As the final order of business, Chair Womack opened the floor for new business and open discussion.

- REP Bishop expressed concerns over recent decisions at USMA to disband certain extracurricular clubs designed to support women, minority cadets, and others with shared experiences. He also expressed concern over the Academy’s recent decision to cancel two courses.
 - o He stated the actions were taken in response to broader guidance restricting diversity, equity, and inclusion (DEI) related initiatives, but expressed concerns that the Department of Defense guidance was vague in defining DEI efforts.
 - o He stated that in the process of implementing these actions, USMA may have inadvertently stripped away key elements of its leadership development framework, emphasizing that this was not about politics, but rather, about ensuring that cadets are prepared to lead in tomorrow’s Army.
 - o He added that these clubs and courses fostered social, leadership, and critical thinking skills, and exposed cadets to diverse perspectives that are essential to building effective and adaptive leaders.
 - o He called upon the Board to recommend that USMA review and revisit this policy and report back to the Board at its next meeting.
- In response to REP Bishop, Dr. Mobbs stated that cohesion is not built around highlighting differences, but rather around cultivating shared values and common character. She added that she hopes USMA will reorient itself toward emphasizing shared values and common character vice immutable characteristics.
- LTG(R) Flynn stated that such a discussion implied rescinding the President’s directives.

- REP Bishop responded that he felt this policy was implemented hurriedly and with political overtones, calling for a deliberate, research-based review.
- Chair Womack acknowledged previous comments, adding that the Board serves in an advisory capacity and while the opinions of the Board have merit, they (in the Chair's opinion) rub against the President's authority over the Armed Forces.
- REP Bishop responded that he does not question the President's authority and acknowledges the Board's advisory role but asked that any recommendations the Board considers should be factually and historically based.
- MG(R) Walrath recommended that, for the next Board meeting, the Superintendent provide an update to the Board on the actions USMA took to comply with the President's orders and provide context on how the Academy came to those decisions. The Chair concurred and with no objections heard from the Board, asked that this be included as an agenda item for the Fall 2025 Board meeting. LTG Gilland stated that the Academy would take this for action.
- LTG Gilland stated the Academy did conduct the necessary analysis and took actions in compliance with the President's Executive Orders, and Departments of Defense and Army policy. He added that with each new administration come new executive orders.
 - o Regarding the extracurricular clubs, he said that the specific clubs affected did not comply with executive orders, as Academy resources were dedicated to those clubs, adding that these clubs did comply with Army policy prior to the executive orders.
 - o Regarding the cancelled classes, LTG Gilland acknowledged there were three classes cancelled (one of which was not being taught at the time), out of more than a thousand total courses in the USMA curriculum. The cancelled classes were upper-level electives that only impacted a small number of Cadets, and did not affect graduation or academic major requirements.
 - o He added that USMA offers numerous leader and character development opportunities for Cadets. He concluded by stating that USMA is compliant with all executive orders and Department of Defense/Department of the Army policy, and that decisions made to ensure compliance were not conducted in a vacuum.
- LTG(R) Flynn emphasized that USMA is a military institution whose focus should be on producing leaders of character ready to lead in combat. He expressed his deep respect for USMA graduates, based on his own personal experience as an Army officer.
 - o He called the integration of DEI policies at the Academy as a form of "cultural Marxism" being forced upon the institution, adding that such policies distract from mission readiness.
 - o He expressed his support for the Superintendent, emphasizing that USMA's current policies are the result of Presidential directives reflecting

the will of the American people who elected the President. He noted that many cadets are driven by a desire to serve their country and value teamwork and service. He also stated that USMA cadets must be prepared for real and deadly enemies who don't care about DEI values. He said West Point graduates must be trained to fight and win.

- REP Bishop stated that diversity, cultural understanding, and military preparedness are not mutually exclusive, and that understanding cultural differences and the mindset of adversaries enhances military readiness and leadership. He emphasized that incorporating social and cultural awareness into the curriculum does not undermine combat readiness or military strength and argued that a well-rounded education makes leaders stronger, more adaptable, and more intelligent in the field.
- Chair Womack concluded the discussion, stating that the Board would include this as an item of interest to discuss at the next meeting.

Senator Ernst informed the Board that the Senate Armed Services Committee had just completed its markup of the Fiscal Year 2026 National Defense Authorization Act (NDAA), which included three amendments that affected USMA and other military service academies. She stated that two of the amendments passed: one prohibiting biological males from competing in women's sports; and the other regarding drafting cadet athletes into professional sports. The third amendment, regarding tenure for civilian professors, did not pass.

REP Ryan informed the Board of a recent decision by the Defense Health Agency to downgrade 14 military hospitals, to include Keller Army Community Hospital, across the country. He stated that he was planning to introduce a bipartisan amendment in the House of Representatives version of the NDAA to prevent this. Chair Womack added this was an ongoing issue and would continue to track it.

With no other items presented for open discussion, Board business was completed and LTG Gilland was recognized to provide the Academy update.

8. ACADEMY UPDATE:

(Accompanying slides for Superintendent's Update are included in Appendix B).

After showing an Academy highlight video, LTG Gilland began his update by highlighting the expectations he provides to every member of the West Point team. He emphasized first and foremost that USMA is a values and standards-based institution grounded in the ideals of the Academy's motto: "Duty, Honor, Country." These ideals, he added, are foundational to Academy culture and are woven into everything the Academy does. He also emphasized the three outcomes of the West Point Leader Development System: live honorably, lead honorably, and demonstrate excellence, which are not cadet centric, but expected of every West Point teammate. He

emphasized that the Honor Code is the starting point for cadets on day one as they enter USMA, noting there are actions, behaviors, and attitudes that may not violate the Honor Code, but are not honorable in nature.

He briefly highlighted the USMA Strategy and the revised document “Developing Leaders of Character,” which he described as his commander’s intent for how USMA accomplishes its mission to develop leaders of character for the Army and Nation. (Both of which were provided to Board members at the meeting and are available online at <https://www.westpoint.edu/about/academy-leadership/office-of-the-superintendent#institutional-documents>).

LTG Gilland highlighted recent significant events at the Academy, including the annual Sandhurst Military Skills Competition, Projects Day Research Symposium, and graduation ceremony for the Class of 2025. Regarding the graduating class, he pointed out that about one-quarter of the class signed up for an additional service obligation to receive their branch/post assignment of choice, underscoring their commitment to service.

LTG Gilland also highlighted this year’s annual Summer Leaders Experience for rising high school seniors. He noted that USMA saw a 13 percent increase in completed applications and a nine percent increase in fully qualified candidates as compared to last year. He added that the majority of those who declined USMA acceptance offers did so in order to attend another military service academy.

He also highlighted upcoming and ongoing initiatives within the academic program, to include:

- 2025 intellectual theme: “Projecting Lethality: Addressing the Multidimensional Challenges in the Indo-Pacific
- Academic departmental realignments: Mechanical and Aerospace Engineering, Geography and Earth Science, Civil and Environmental Engineering, History and War Studies
- PROLAB Ribbon Cutting: a new nuclear reactor control simulator to be used to train Army reactor operators

LTG Gilland addressed West Point’s ongoing infrastructure projects, challenges, and areas where they need advocacy and assistance.

- Renovations on two Soldier barracks were scheduled to be completed in 2023, but damage caused by severe rainstorms and flooding in July 2023, coupled with bureaucratic infrastructure funding processes, delayed completion until 2026. He added that displaced single Soldiers are living in family housing units, which in turn, impacted availability of housing for incoming families.
 - o LTG(R) Flynn suggested the Academy engage alumni and donors, via the Association of Graduates, for endowments to facilitate repairs.

Ms. Bannon submitted this is a governmental responsibility, with REP Bice adding that she would rather see donors fund programs and services that Congress cannot provide the institution and agreed that Congress has a responsibility to provide the “bare minimum” to the Academy and Corps of Cadets.

- LTG Gilland next stated that renovations to Lincoln Hall are on schedule, but Cullum Hall is more than two years late on delivery, while Ridgway and Sherman Barracks are more than three years late, primarily due to funding authorities that USMA does not control. LTG(R) Flynn suggested that a simple addition to the National Defense Authorization Act could mitigate the funding problem. REP Bishop suggested that Congress should explore creating a legal mechanism for military academies to accept private donations for urgent needs, with safeguard to prevent donor influence on policy.
- Chair Womack asked LTG Gilland, for the Board’s benefit, to explain the relationship between USMA and the West Point Association of Graduates (AOG) in terms of fundraising and the investments AOG makes at West Point.
 - o LTG Gilland stated that AOG is a 501(c)(3) nonprofit organization that raises private funds for margin of excellence programs and initiatives that go beyond core commissioning requirements, such as semester abroad, summer developmental opportunities, and facility enhancements.
 - o Privately-funded projects, such as the Michie Stadium East Stands project, move faster than government, military construction projects due to fewer bureaucratic hurdles. However, federal law restricts mixing private donations with appropriated funds for core capital projects, creating delays in addressing basic infrastructure needs such as barracks.
- Continued discussion highlighted that multiple barracks renovations are years behind schedule, partly due to unforeseen construction issues, cost increases, and funding complexities.
- Members also debated expanding legal authority to allow private contributions for essential infrastructure while ensuring such funding doesn’t replace government responsibility.
- LTG Gilland also addressed broader facility challenges, to include the future renovation of Thayer Hall. He also raised concerns over proposed capability reductions at Keller Army Hospital, which could harm cadet health services, readiness, and retention.

Following a break, BG R.J. Garcia, Commandant of Cadets, provided an overview on Cadet Summer Training (CST), designed to forge leaders of character for a lifetime of service. He stated that throughout CST, the academic, military, physical, and character development programs converge to provide opportunities for cadets to grow as leaders. As examples, he highlighted:

- the partnership between the Departments of Military Instruction and Electrical Engineering and Computer Science, to expand UAS usage and capability, reducing UAS costs from \$15,000 to \$4,000. He added that lessons learned during CST are shared with the Army in order to improve its UAS capability.
- The Department of Physical Education's integration into all CST events to build cadets' grit, confidence, and resilience.
- The Simon Center for the Professional Military Ethic, implementing Moral Terrain Coaching to enhance cadets' ethical decision-making under stress.

BG Garcia stated that CST consists of five distinct and sequenced events: Cadet Basic Training (CBT); Cadet Field Training (CFT); Cadet Leader Development Training (CLDT); Cadet Leader Details; and individual development programs.

BG Garcia stated that CBT focuses on transitioning civilians into cadets. Cadets (CDT) William Cooper and Leah Stokes provided a brief overview of CBT, where new cadets are introduced to core Soldier skills, discipline, physical fitness, and Army Values, to prepare them to enter the Corps of Cadets upon completion. CBT also provides leadership opportunities for upper-class cadets, who serve as leaders and trainers for the new class of cadets.

BG Garcia next highlighted CFT, designed to transition cadets from basic soldiering to leading teams and squads in tactical environments. The program continuously integrates lessons from current combat operations, including the use of drones, robotics, and advanced tactical communications, ensuring cadets learn up-to-date Army tactics and procedures. Graduates of this training are prepared to serve as team leaders responsible for the leadership and development of Plebe (freshmen) cadets during the academic year.

BG Garcia, and CDTs Kylie Van Os and Jayram Suryanarayan, provided an overview of CLDT, a nine-day capstone event that tests cadets on platoon-level operations in an intense, demanding environment. CLDT serves as the capstone military training event for cadets before graduation and commissioning, and focuses on leadership, decision-making, and tactical problem-solving under stress, using light infantry tactics and modern tools such as UAS. CDT Suryanarayan added that key tasks of CLDT include a focus on warfighting fundamentals, instilling grit, resilience, and character, inspiring cadets through platoon mentor engagement, and providing cadets with layered, performance-based feedback. BG Garcia added that a platoon of top cadets complete their CLDT requirement through participation in the Royal Military Academy Sandhurst's "Dynamic Victory" training event in Germany.

BG Garcia highlighted military individual advanced development programs, which provide cadets opportunities to build on their basic military skills and learn advanced skills through various schools and visits to historical sites and global theaters of operation. CDTs Jack Kendrick and Owen Roy shared their individual experiences with the Board.

LTG(R) Flynn commented that military success relies on innovation and adaptability, not rigid adherence to doctrine, stressing the need to develop leaders who can question ineffective practices and adapt quickly to the realities of the battlefield. He added that institutional mechanisms, such as an Army Office of Innovation, could capture and integrate ideas from young cadets, calling the service academies vital leadership laboratories that shape military and national leaders. BG Garcia highlighted the balance between teaching military fundamentals and fostering a culture of innovation. He noted partnerships with various Army units such as the 101st Airborne Division that are empowered to experiment and find better solutions. He also stressed the importance of ensuring cadets feel encouraged to challenge ineffective practices and propose improvements in both classroom and training environments. CDT Kendrick added that instructors provide cadets with the space to come up with their own innovative solutions to problems.

Dr. Mobbs proposed that an update on USMA's innovation hub be provided at the next Board meeting.

Mr. Bellavia asked how cadets sustain and improve on the skills learned in summer training during the academic year. CDTs Kendrick and Roy shared examples such as Sandhurst and Sapper course preparation, adding that cadets conduct land navigation and range training approximately once a month during the academic year. LTG Gilland emphasized that cadets are also taking an average of 20 credit hours per semester across academic, military science, and physical education courses.

MG(R) Walrath asked how the Army selects officers for assignment to USMA as Tactical (TAC) Officers. BG Garcia replied that TAC officers are post-company command captains and that a TAC assignment is considered an Army broadening assignment. TAC non-commissioned officers (NCOs) are typically staff sergeants or sergeants first class who often advance to first sergeant roles following their USMA assignment. Over their 47 months at USMA, cadets will typically have multiple TAC officers and NCOs, exposing them to varied leadership styles and branch perspectives. COL Mike Kloepper, Brigade Tactical Officer, added that TAC officers and NCOs go on to become battalion commanders and command sergeants major, with TAC officers experiencing a 84 percent retention rate. Command Sergeant Major (CSM) Anthony Powers, CSM for the United States Corps of Cadets, noted that TAC NCOs are classified as military science instructors, to align with their Reserve Officer Training Corps counterparts. This alignment had led to a USMA assignment being more desirable and competitive, allowing USMA to be more selective in the process.

NOTE: At 10:23 a.m., Chair Womack departed, and Vice Chair Ryan assuming duties as Chair for the remainder of the meeting. A quorum was maintained.

9. CLOSING COMMENTS. Following the Superintendent's update, Vice Chair Ryan thanked the Superintendent, BG Garcia, and the cadet leaders in attendance for their presentations. He then opened the floor for final comments from Board members.

REP Harrigan expressed his appreciation for being part of the Board, emphasizing that West Point is a national treasure that must remain apolitical. He warned against political swings that can harm the Academy and suggested collaborating with other service academy boards to develop legislative or procedural protections from political influence. He identified military construction (MILCON) as a major problem and suggested leveraging cadet and faculty expertise to develop cost-effective solutions and seek authority to work outside MILCON constraints. Finally, REP Harrigan recommended restructuring future meetings by placing open discussion after the Academy updates and briefs to better focus Board discussions. Vice Chair Ryan stated that, if no objections from the Board, he would speak to the Chair about restructuring future meeting agendas.

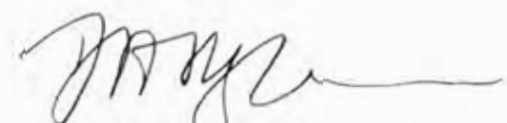
LTG(R) Flynn reminded the Board of its responsibility to the President of the United States and emphasized that the Academy must prioritize battlefield readiness above all. He stated that USMA must train cadets in skills that matter in combat and produce great leaders, and not merely "good" leaders. He called for innovation, cross-academy collaboration, and common-sense reforms driven by cadet feedback.

10. ADJOURNMENT. With no further discussion, Vice Chair Ryan concluded by highlighting that the Board reflected the wisdom of the Founding Fathers, with its members appointed by the President and from Congress. He expressed his gratitude for the opportunity to serve on the Board and noted that the Chair owed the Board a date for the fall meeting. Vice Chair Ryan asked for a motion to adjourn. Dr. Mobbs made a motion, which was seconded. With no objections, the July 2025 meeting of the USMA Board of Visitors was adjourned at 11:25 a.m.

Certified by:



STEVE WOMACK
United States Representative
Chair, USMA Board of Visitors



DAVID NAGLE
Designated Federal Officer
USMA Board of Visitors

UNITED STATES MILITARY ACADEMY
WEST POINT®



Board of Visitors Meeting
United States Military Academy
11 July 2025



UNITED STATES MILITARY ACADEMY
WEST POINT®

Agenda

- **Opening Statements**
- **Board Business**
 - Swear In New Presidential Appointees
 - Elect 2025 Chair/Vice Chair
 - Approve Minutes from Fall 2024
 - Approve 2025 BOV Rules
 - Set Date for Fall 2025 Meeting
 - Open Discussion
- **Academy Update**
- **Cadet Summer Training Overview**
- **Closing Remarks – End of Meeting**



UNITED STATES MILITARY ACADEMY
WEST POINT

Academy Update

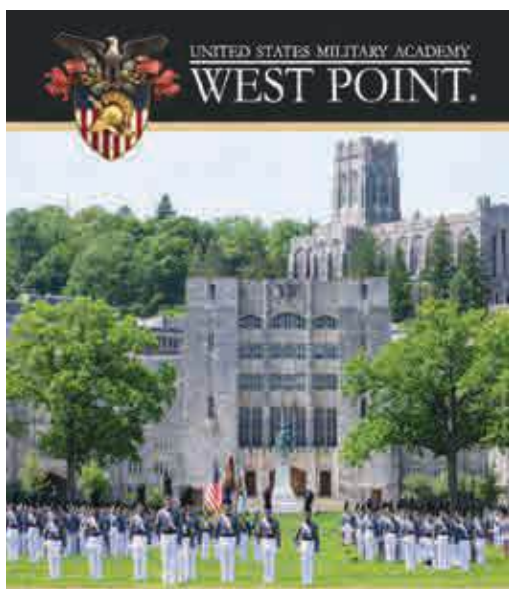
LTG Steven W. Gilland
61st Superintendent



UNITED STATES MILITARY ACADEMY
WEST POINT

USMA Vision and Strategy

Vision: West Point is the world's preeminent leader development institution.

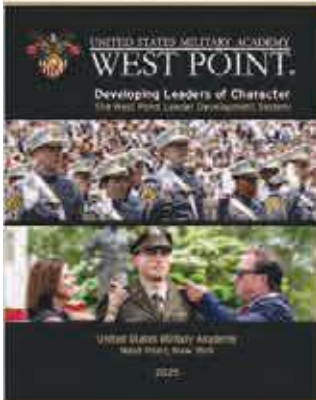


USMA Strategy Lines of Effort

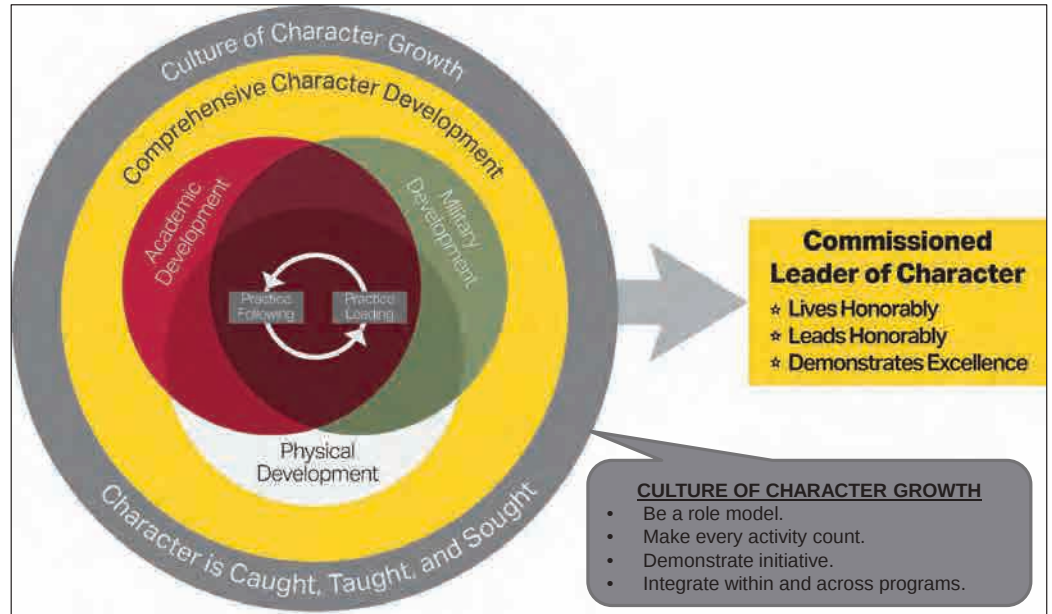
- LOE 1:** Develop Leaders of Character who Live Honorably, Lead Honorably, and Demonstrate Excellence
- LOE 2:** Promote a Professional Climate
- LOE 3:** Build and Retain Talented and Winning Teams
- LOE 4:** Continuously Transform Toward Preeminence
- LOE 5:** Strengthen Partnerships



WPLDS: the **purposeful integration of character and leader development** through the academic, military, and physical development programs, all within a culture of character growth.

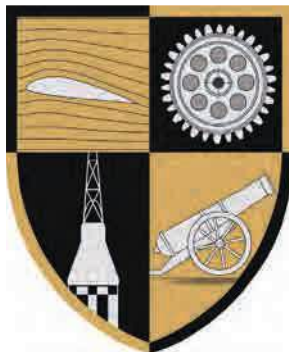
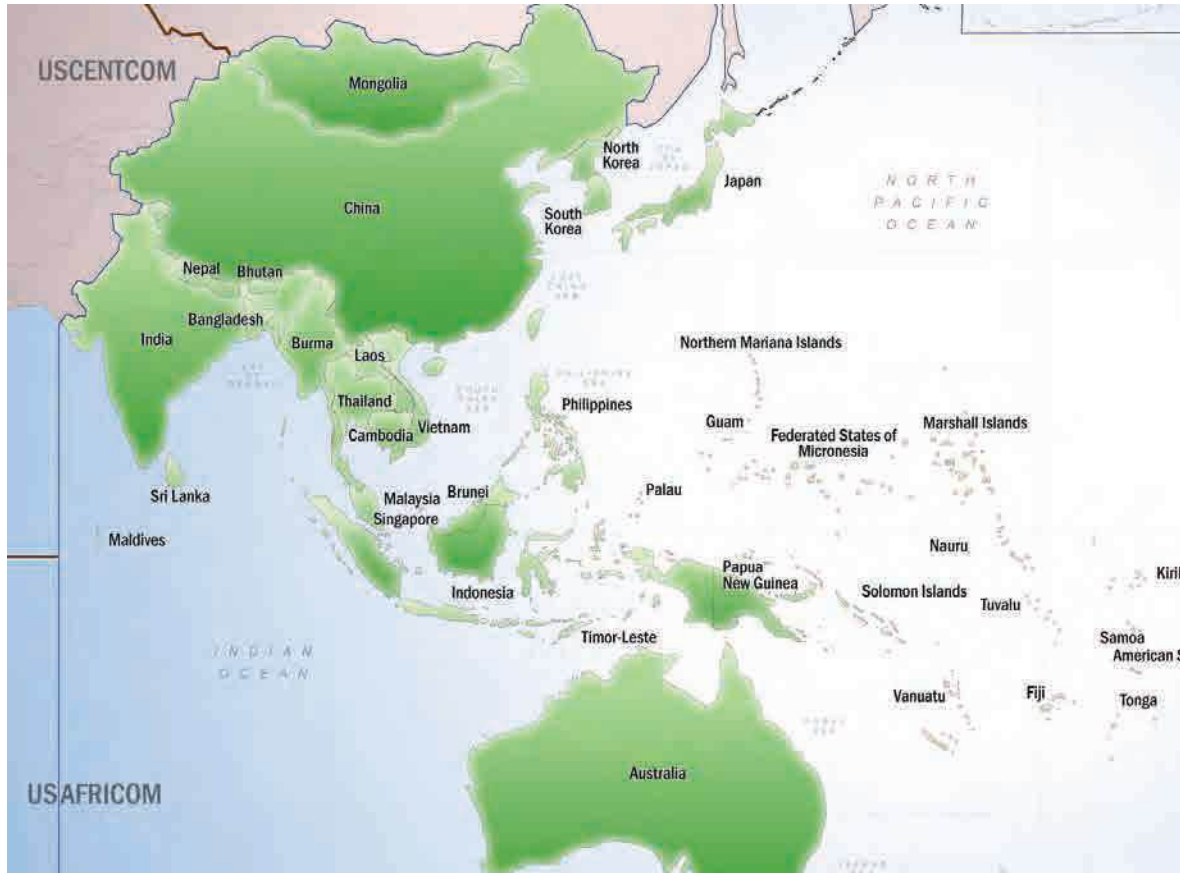


Describes how USMA executes its mission through the West Point Leader Development System (WPLDS)









Mechanical and Aerospace Engineering



Geography and Earth Sciences

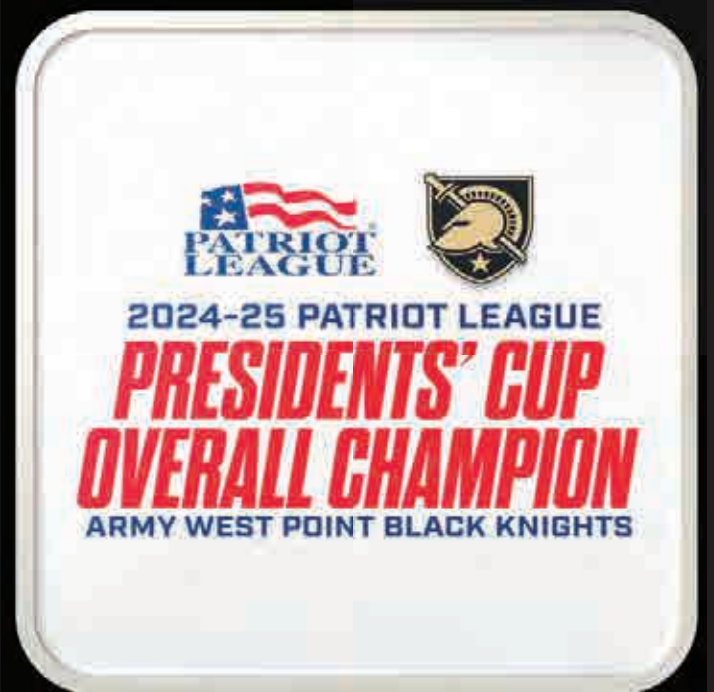


Civil and Environmental Engineering



History and War Studies

NUCLEAR POWER REACTOR OPERATOR LABORATORY
SPONSORED BY NUCLEAR POWER BRANCH OFFICE OF THE CHIEF OF ENGINEERS







Cadet Summer Training

BG R.J. Garcia
81st Commandant of Cadets



During Cadet Summer Training we...



**Develop leaders of character who live honorably,
lead honorably and demonstrate excellence**



Promote a professional climate



Build and retain talented winning teams



Continuously transform toward preeminence



Strengthen partnerships

Leaders of Character who give a lifetime of service are forged in Cadet Summer Training!



Military Individual Advanced Development (MIADs); Cadet Troop Leader Training (CTLT)

Cadet Basic Training

The Long Gray Line Starts Here

- 6 Week Training Model
- Transition Civilians into Cadets
- Introduction to West Point and the Army Profession
- Field Training

Fourth Class Cadets
(Freshmen)

Cadet Field Training

Inspire Passion for the Profession

- Team / Squad Level Operations
- Cadet Driven Operations
 - Night Missions
- Fight from the Patrol Base
 - Dynamic Enemy
- Leading in a Field Environment
 - Tactical UAS Operations
 - Robotics

Third Class Cadets
(Sophomores)

Cadet Leader Development Training

The Capstone Military Training Event

- Platoon Level Operations
- Cadet Driven Operations
 - Night Missions
- Continuous Operations
- Leading in Rigorous Conditions
 - Tactical UAS Operations
 - Robotics

Second & First Class Cadets
(Juniors & Seniors)

Cadet Leadership Details - Leading with Character and Confidence



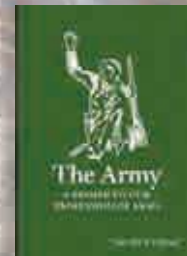
The Long Gray Line Starts Here

- 6 Week Training Model
- Transition Civilians into Cadets
- Introduction to West Point and the Army Profession
- Field Training

CBT CDR: CDT CPT William Cooper
CBT CSM: CDT CSM Lia Stokes



West Point Bugle Notes



FM 1: The Army



Admissions Statistics

Admitted on R-Day: 1231
Average: SAT: 1312; ACT: 30
Valedictorians: 57
Varsity Athletes: 1209; Varsity Captains: 806
Gold Award or Eagle Scout Recipients: 118
National Honor Society Members: 703
National Merit Scholars: 47
Student Body Presidents: 116
JROTC: 177
Boys / Girls State Delegate: 317
USMAPS Graduates: 193
Prior Service: 64
Countries represented: 14





Field Training Exercise

Nights in Field: 9
KM Traveled: 40

Basic Rifle Marksmanship

1,160 / 1,160 Qualified
Average Score: 29

Mission Types: React to
Contact, Search & Attack,
SQD / PLT Ambush

Expert: 61
Sharpshooter: 470
Marksman: 629

Land Nav

1,159 / 1,160 Qualified
Average Points: 4.5/6



Inspire Passion for the Profession

- Team / Squad Level Operations
- Cadet Driven Operations
- Night Missions
- Fight from the Patrol Base
- Dynamic Enemy
- Leading in a Field Environment
- Tactical UAS Operations
- Robotics



Field Training Exercise

9 Day Field Training Exercise
25 Kilometers traveled on foot

Mission Types:

Ambush
Attack
Raid

Crucible

6 Kilometer Movement
Longest Night Movement



The Capstone Military Training Event

- Platoon Level Operations
- Cadet Driven Operations
- Night Missions
- Continuous Operations
- Leading in Rigorous Conditions
- Tactical UAS Operations
- Robotics

CLDT CDR: CDT CPT Kylie Van Os
CLDT CSM: CDT CSM Jayram Suryanarayan





UNITED STATES MILITARY ACADEMY
WEST POINT

USCC Individual Advanced Development (IAD) Opportunities 2025



The Pentagon, CIAD



JRTC



INDOPACOM CIAD



Jungle School



AASLT

*Officership in the Indo-Pacific – Philippines and Vietnam**

Officership in Europe – France, Luxembourg, and Belgium

Character in the Profession – Philadelphia, PA and Washington, D.C.

*Character Through Challenge – Hudson Valley/New York City, NY**

*Pathfinder School- Fort Campbell, KY**

*SF Touchstone- Fort Bragg, NC**

*Tank Commanders Course- Fort Benning, GA**

*Basic Mountaineering Course- Fort Wainright, AK**

Italian Climbing School

Jungle School – Schofield Barracks, HI

Combat Dive School – Fort Bragg, NC

Sapper Leader Course- Fort Leonard Wood, MO

Reconnaissance and Surveillance Leader Course- Fort Benning, GA

Airborne School – Fort Benning, GA

Air Assault School – USMA, West Point

* Indicates new IAD



UNITED STATES MILITARY ACADEMY
WEST POINT

Discussion



Leaders of Character who give a lifetime of service are forged in Cadet Summer Training!



Appendix C: Attendance

Members of Congress:

Senator Joni Ernst
Representative Steve Womack – Chair
Representative Patrick Ryan – Vice Chair
Representative Sanford Bishop, Jr.
Representative Stephanie Bice
Representative Patrick Harrigan

Presidential Appointees:

LTG(R) Michael Flynn
MG(R) Dan Walrath
Mr. David Bellavia
Dr. Meaghan Mobbs
Ms. Maureen Bannon

The following members were absent:

Senator Tammy Duckworth
Senator Jerry Moran
Senator Elissa Slotkin
Senator Tim Kaine
Representative Wesley Hunt

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Derrick Anderson – Acting Asst. Secretary of the Army (Manpower & Reserve Affairs) (ASA (M&RA))
LTC Brittany Williams – Executive Officer to the ASA (M&RA)
MAJ Alicia Dorsett – Army Legislative Liaison
CPT Jessica Burkett – Army Legislative Liaison
Ms. Alexis Bergeron – Army Legislative Liaison

USMA Command and Staff Members in Attendance:

LTG Steve Gilland – Superintendent
BG RJ Garcia – Commandant of Cadets
BG Shane Reeves – Dean of the Academic Board
CSM Phil Barretto – USMA Command Sergeant Major
CSM Anthony Powers – USCC Command Sergeant Major
Mr. Tom Theodorakis – Director of Athletics

COL Khanh Diep – USMA Chief of Staff
 COL Tiffany Chapman – USMA Staff Judge Advocate
 COL Laura Dawson – USMA Surgeon
 COL Mark Federovich – Director, Department of Military Instruction
 COL Chad Foster – Deputy Commandant of Cadets
 COL Richard Gash – Vice Dean for Resources
 COL Nicholas Gist – Director, Department of Physical Education
 COL Terrance Kelley – Director of Public Affairs and Communications
 COL Michael Kelly – USMA Director of Operations (G3)
 COL Michael Kloepper – Brigade Tactical Officer
 COL Rance Lee – Director of Admissions
 COL Brian Novoselich – Director, Strategic Plans and Assessment (G5)
 COL Michael Rizzotti – USMA Staff Judge Advocate
 COL Patrick Sullivan – Director, Modern War Institute
 COL James Yastrzemyzsky – Director, Simon Center for the Professional Military Ethic
 LTC Jason Cody – USMA G6
 LTC Bradley Hutchison – Deputy Director, Department of Military Instruction
 LTC Bryan Jones – Superintendent's Executive Officer
 LTC James Marione – Department of Military Instruction
 LTC Clayton Merkley – Regimental Tactical Officer
 LTC Dennis Sugrue – Director, Strategic Resources (G5-R)
 MAJ Jacqueline Asis – USCC G5
 MAJ Brandon Clayton – Superintendent's Aide de Camp
 MAJ Sam Litz – Commandant's Executive Officer
 MAJ Benjamin Ordiway – USMA Department of Law & Philosophy
 MAJ Theodore Thomas – Dean's Executive Officer
 SFC Benjamin Thomas – USMA Staff
 SSG German Morales – USMA Staff
 SGT Sherlene Betarces – USMA Staff
 Mr. Carl LaCasia - USMA Multimedia Specialist
 Mr. Carmine Cocchia – Visual Information Chief, Office of Communications
 Mr. John Frost – Academy Counsel
 Mr. David Nagle – Designated Federal Officer (DFO)/Commander's Action Group
 Mr. Thomas Oakley – Director of Academy Advancement
 Mr. Jeffrey Reynolds – ADFO/Chief of Protocol
 Mr. Nicholas Tantillo – USMA Multimedia Specialist
 Mr. David Van Slambrook – Deputy Commandant (Support)
 Cadet William Cooper
 Cadet Jack Kendrick
 Cadet Owen Roy
 Cadet Lia Stokes
 Cadet Jayram Suryanarayan
 Cadet Kylie Van Os

Board Member Staff:

Capt. Simona Elvin – REP Bice Staff
Mr. Kenneth Cutts – Chief of Staff, REP Bishop
SGM Rebecca Knox – REP Bishop Staff
Mr. Niels Larson – REP Harrigan Staff
Ms. Olivia Mullaney – REP Ryan Staff
Ms. Melissa Radovich – LTG(R) Flynn Executive Assistant
CPT Derek Sanchez – REP Ryan Staff
Mr. Caden Waderstradt – SEN Ernst Staff
Mr. Beau Walker – Chief of Staff, REP Womack

Members of the Public:

Mr. Robert Akscyn
MG(R) Thomas Ayres
COL(R) Mark Bieger
Mr. Carl Cecil
Mr. Jack Collins
Mr. Kevin Cox
Mr. Jasper Craven
Mr. John Dodson
Mr. Chuck Duray
Mrs. Betsy Gilland
Mr. Doug Jeffrey
Mr. Richard Kline
Mr. John Landgraf
COL(R) Ralph Masi
Honorable Robert McDonald
Mr. Matthew Newgent
Mr. Patrick Ortland
Dr. Martha Ostrom
COL(R) William Prince
Mr. Charles Rash
Mr. James Wyman
LTC(R) Jim Young



July 1, 2025

Doug Truax
Founder and CEO
Foundation for the Restoration of America/Restoration of America
153 Fort Wade Rd, Suite 250
Ponte Vedra, FL 32081

Subject: USMA BOV Public Comment

Dear Board of Visitors,

I am Doug Truax, USMA 1992 graduate and CEO of Foundation for the Restoration of America/
Restoration of America.

I wish to provide the USMA BOV with our plan to reestablish USMA as the greatest service academy
in the world and erase the cloud of negativity that has hovered over the academy in recent years.
We request USMA take the following actions:

High Quality Education:

1. Conduct an immediate, thorough, and independent review of curriculum and instruction to make
sure cadets are receiving the highest quality education focused on creating the best leaders and
warfighters for America.
2. Conduct a thorough assessment of all professors to make sure they align fully with the mission
above and not on "social justice" agendas.
3. Eliminate the Rhodes Scholar program that seeks to indoctrinate students in Marxist ideals.
Read [our report on the topic here](#).
4. Increase the percentage of professors who have a previous or current military background.

Admissions:

1. Conduct a thorough review of the recruitment and admissions process to make sure employees
are seeking candidates that align with USMA's traditional mission without regard to non-merit
factors such as race or gender.
2. Immediately remove all data tracking related to race and gender for admission and appointments.
3. Remove the requirement for photos to be submitted with applications.

Staff:

1. Remove any staff member with a political agenda.

It is our desire at Foundation for the Restoration of America/Restoration of America to be a resource
and advocate for West Point. Please reach out if we can assist in any way.

Very Respectfully,

Doug Truax

Glenn M. Peach
USMA 76

PSC 3, Box 1594
APO AE 09021
Tel. +49 631-3507965

Mrs. David Nagle
Federal Officer for the Committee
West Point Board of Visitors

Comment for 11. March Organizational Meeting and new members

I hope this letter finds you well. Congratulations on your selection as an advisor to the president concerning the nation's oldest military academy. As you learn about this institution and form your views, the positions you take and the valuable recommendations you make will contribute to the future quality of our professional officer corps. Your responsibility to inform the president in good conscience and with the best interests of the nation at heart will help shape the strategic direction of life as a cadet at USMA. The curriculum prepares future junior officers to enter the Army to meet the needs of a complex world, having sworn an oath to defend the US Constitution and to lead soldiers recruited from the broad social fabric of America and our allies.

What you will see at West Point is a tough and robust 47-month character-centric experience that extends from the classroom, to the training range, to the fields of friendly strife. No issue threatens West Point's capability to function as the premier and steadfast force in America's defense structure more right now than the fact that a liar, cheater, and thief – a person whose word and oath to uphold the Constitution has been shown to mean nothing – has been elected as the commander-in-chief. That alone is a problem for all graduates of West Point, who admire honest dealing and clean thinking. The Cadet Prayer expresses our perspective: "... scorn to compromise with vice and injustice and have no fear when truth and right are in jeopardy." Character is not being instilled if some graduates sacrifice honor for personal gain or a political movement. I sincerely wish, for the good of the country, that you hold each other accountable to the ideals instilled by our alma mater and affirmed by each of us at graduation. Join us in working to resist the oncoming political pressures and remain committed to upholding our values and preserving our heritage as we navigate the future together.

I would hope the Board's report for 2025 and subsequent years will focus more on solid analyses of academics, honor, and other training and fiscal matters. The military must be at the forefront not only in technical breakthroughs, but also in understanding the systemic social behaviors of cohesive units and the foreign cultures in which we are tasked to operate. I believe that your group offers a critical source of outside and expert evaluation, and I count on your informed judgment to help guide West Point in maintaining the high standards required to produce dedicated leaders of character for the United States Army and the nation in the 21st century.

Thank you for the opportunity to comment on the role of the nation's military academy. Once again, I extend my sincere gratitude for your willingness to serve the interests of the country and support USMA.

Duty, Honor, Country!

With respect,

Glenn Peach
US Army, retired

21 January 2025

Senator Roger Wicker
Chairman, Committee on Armed Services of the Senate (SASC)
228 Russell Senate Office Bldg
Washington, DC 20510

Congressman Mike Rogers
Chairman, Committee of the Armed Services of the House of Representatives (HASC)
2216 Rayburn House Office Bldg
Washington, DC 20515

Subject: USMA Board of Visitors (BoV)

Dear Senator Wicker and Congressman Rogers:

Under 10 US Code 7455 (a), (1), you (or your designee) are to be a member of the BoV. My purpose is to point out that the current USMA BOV is non-functional and to ask for you to fulfill that role, or appoint serious members to the USMA BoV as your designee

As a citizen, retired military officer, and a graduate of USMA, I have attempted over the last four years to request that the BoV address, or have USMA leadership address, two significant topics as agenda items in their formal meetings. I resorted to contacting the BoV after my direct requests to USMA staff, and direct communications sent to the Superintendent (LTG Gilland) to do so were ignored. These two significant and foundational topics for the USMA are:

a). Allegations of institutional racism made in a 2020 letter known as the “Anti-Racist West Point Policy Proposal”, and

b). The potential modification of the Honor Code to “make it more aspirational”.

My experience with the BoV has been revealing and uniformly unsatisfactory. My requests to the BoV (both directly as members of Congress and via the official conduit - i.e., the Designated Federal Officer (DFO) to the BoV have similarly been ignored and never been addressed by the BoV. Neither has the BoV, nor its representatives ever explained the opaqueness of the process by which they consider and address requests and statements from the public. These requests too are routinely and simply just ignored. My requests are public record in the BoV minutes of:

- 2 March 2022 (pgs. 140 -145; 139-164; 186-187; & 213-214 of 230)
- 1 July 2022 (pgs. 340-349 of 349)
- 21 October 2022 (pgs. 43-72 of 72)
- 28 March 2023 (pgs. 27 & 28 of 28)
- 6/7 March 2024 (pgs. 29, 30, 33, & 34 of 50)
- 26 July 2024 (pgs. 48 & 49 of 55) and
- 23 November 2024 (pgs. 19-23 of 23)

My observations and conclusions are that the BoV is an unserious body, and as such is derelict in fulfilling its statutory charter (10 US Code 7455 (e)) that provides that **“The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods and other matters relating to the Academy that the Board decides to consider”**. The BoV does not develop its own agenda – merely accepts the USMA proposed agenda without any probative rigor or follow-up to critical issues. Because the Board has consistently ignored not only my requests, but also those of numerous other citizens, I have requested and continue to request the resignations of each BoV member.

Additionally, the attendance record of Senate and House members is abysmal! The following is a summary of their attendance:

	Mar/22	Jul/22	Oct/22	Mar/23	Jul/23	Mar/24	Jul/24	Nov/24	%
Ernst				P	P	P	A	A	60%
Duckworth	A	A	A	A	A	A	A	A	0 %
Manchin	A	A	A	A	A	A	A	A	0%
Moran	P	A	A	A	P	A	A	A	25%
Womack (Chair)	P	P	P	P	P	P	P	P	100%
Ryan					P	P	P	P	100%
Davidson	P	P	P	P	P	P	P	A	88%
Green	A	A	P	P	A	A	A	A	25%
Bishop						P	P	P	100%
A= Absent									
P =Present									

I therefore request that either you personally fulfill your role as a BoV member as outlined in 10 US Code 7455, or if you select a designee, that you require and monitor their attendance and replace them if they miss two consecutive meetings.

I ask too that if you select a designee that you most carefully do so. The recent confirmation hearings for Mr. Hegseth as the nominee for Secretary of Defense demonstrated that there are many unserious and non-substantive members of the SASC who demonstrate the lack of comportment, character, composure, and insight needed to be effective members of the BoV. The abysmal attendance by current BoV members, the BoV not developing an independent agenda, and their lack of addressing public requests is a dereliction of responsibility. This is a disservice to USMA and U.S. taxpayers.

There are any number of sober-minded and qualified Senators and Congressmen from whom to choose who can bring needed discipline and direction to the BoV.

While I write specifically about the USMA BoV, I must imagine the same issues and dereliction applies to the BoVs of the USNA and USAFA, and their BoVs are similarly in need of revision.

I will be addressing these concerns with the Vice President, the Speaker of the House of Representatives, the Chairpersons of the Committees on Appropriations of the Senate and the House, all of whom are to appoint members of the BoV or are likely consulted on appointees.

Walter Heinz
USMA Class 1971
303 807 5901
heinzwall@gmail.com

Cc:

Vice President J.D. Vance
Speaker of the House of Representatives (Mike Johnson)
Chairpersons of the Committees on Appropriations of the Senate and the House (Senator Collins and Congressman Cole)

From: [Abn_Rngr75th](#)
To: [Nagle, David](#)
Subject: Question for 11 March 2025 Board of Visitors meeting
Date: Tuesday, February 25, 2025 1:41:48 PM

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

Greetings Mr. Nagle,

Pursuant to 41 CFR 102-3.105(j) and 102-3.140 and section 10(a)(3) of the Federal Advisory Committee Act, I submit the following written question for review by the West Point Board of Visitors Committee Chairperson, and that this question be provided to all members of the Committee for their review and consideration prior to the 11 March 2025 West Point Board of Visitors meeting. I further request that this question be formally added to the minutes of the meeting.

Does the United States Military Academy continue to offer the following courses, previously offered in support of the now terminated Minor in Diversity & Inclusion Studies:

SS392: The Politics of Race, Gender, and Sexuality.

HI461: Sex and Civilizations (aka Topics in Gender History: Sex and Civilizations).

HI463: Race, Ethnicity, Nation (aka Race, Ethnicity, Nation & Gender).

Name: Col. (Ret.) William F. Prince

Affiliation: USMA class of 1970

Address: 1773 Independence Ave., Melbourne, FL 32940

Daytime phone #: 321-514-7177

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

From: Virginia Shea <virginiashea2@gmail.com>

Sent: Thursday, February 6, 2025 3:41 PM

To: Board of Visitors <BOV@westpoint.edu>

Subject: West Point's Disbanding of Clubs for Women and Ethnic or Racial Groups

Honorable Members of the West Point Board of Visitors:

I am the mother of two West Point “Old Grads.” As cadet candidates, my children were required to answer the following question, which to date, remains a question that all cadet candidates must address:

West Point and the Army are committed to the idea that respect for others and an understanding of diversity are important leadership traits.
Why Will you be successful in working with leaders, peers, and subordinates of a gender, color, ethnicity, and/or religion different from your own?

As you may know, this week, West Point issued a directive disbanding twelve officially sanctioned clubs for women and ethnic or racial groups. The clubs were ordered to shut down immediately, to comply with President Trump’s DEI executive order.

Respectfully, the shuttering of the twelve clubs is inconsistent with West Point and the Army’s “commitment” to the “understanding of diversity” as an important leadership trait.

Arguably, the DEI executive order may not apply to West Point. As you may recall, the United States Supreme Court recently determined that race-based admissions programs violate the Equal Protection Clause of the Fourteenth Amendment, but stated that it was not imposing that finding on any military academy, due in large part to “the potentially distinct interests that military academies may present.” *Students for Fair Admissions, Inc. v. President and Fellows of Harvard College et al.*, 600 U.S. 181, 213 at fn 4 (2023). Accordingly, to the extent there is a carve-out for military academies with respect to race-based admission programs due to diversity considerations, by analogy, the DEI executive order should not apply to West Point.

I ask that the Members of the West Point Board of Visitors consider this issue at its organizational meeting on March 11, 2025.

Respectfully,

Virginia Shea
62 Franklin Tpke
Allendale, NJ. 07401
(201) 819-3439

**USMA BOARD OF VISITORS
ATTENDANCE REPORT FOR 2025**

MEMBER	ORGANIZATIONAL MEETING (March 11, 2025)	SUMMER MEETING ¹ (July 11, 2025)	ANNUAL MEETING (November 3, 2025)
Duckworth, SEN Tammy	MEETING CANCELLED	Absent	MEETING CANCELLED
Ernst, SEN Joni		Present	
Kaine, SEN Tim		Absent	
Moran, SEN Jerry		Absent	
Slotkin, SEN Elissa		Absent	
Bice, REP Stephanie		Present	
Bishop, REP Sanford		Present	
Harrigan, REP Patrick		Present	
Hunt, REP Wesley		Absent	
Ryan, REP Patrick		Present	
Womack, REP Steve		Present	
Bannon, Ms. Maureen		Present	
Bellavia, Mr. David		Present	
Flynn, LTG(R) Michael		Present	
Mobbs, Dr. Meaghan		Present	
Walrath, MG(R) Daniel		Present	

¹ – Summer meeting served as organizational and annual meeting for 2025

MATERIALS FURNISHED TO 2025 BOARD OF VISITORS

ORGANIZATIONAL MEETING (July 11, 2025)

- Certified minutes from the November 2024 BOV meeting
- Draft Rules for the USMA BOV
- Agenda
- Briefing slides
- Statements from members of the public
- USMA Strategy
- “Developing Leaders of Character”

BOV MISSION STATEMENT

To inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

BOV AREAS OF INQUIRY – 2025

MORALE & DISCIPLINE

Character Development and Integration

PHYSICAL EQUIPMENT

Infrastructure Modernization Efforts

ACADEMICS & INSTRUCTION

Intellectual Theme

Academic Program Transformation Efforts

Cadet Summer Training

Military Development Program

FISCAL AFFAIRS

Infrastructure Modernization Efforts

OTHER MATTERS

USMA Strategy

West Point Leader Development System

AN EXTRACT OF THE UNITED STATES CODE

SECTION 7455. Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of-

(1) the chairman of the Committee on Armed Services of the Senate, or his designee;

(2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

(3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;

(4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and

(5) six persons designated by the President.

(b) The persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser shall be reimbursed under Government travel regulations for his travel expenses.

Charter
United States Military Academy Board of Visitors

1. Advisory Committee's Official Designation: The committee shall be known as the United States Military Academy Board of Visitors (USMA BoV).
2. Authority: The Secretary of Defense, pursuant to 10 U.S.C. § 7455 and in accordance with chapter 10 of title 5, U.S.C. (commonly known as "the Federal Advisory Committee Act" or "FACA") and 41 C.F.R. § 102-3.50(a), renews the charter for the USMA BoV, which was established as a non-discretionary advisory committee.
3. Objectives and Scope of Activities: The USMA BoV provides independent advice and recommendations on matters relating to the United States Military Academy (USMA), as set forth in paragraph four below.
4. Description of Duties: The USMA BoV, pursuant to 10 U.S.C. § 7455(e), shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and any other matters relating to the USMA that the USMA BoV decides to consider.

Pursuant to 10 U.S.C. §§ 7455(d) and (f), the USMA BoV shall visit the USMA annually. With the approval of the Secretary of the Army, the USMA BoV or its members may make other visits to the USMA in connection with the duties of the USMA BoV or to consult with the Superintendent of the USMA. Within 60 days after its annual visit, the USMA BoV shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the USMA BoV, be submitted to the President within 60 days after the approval.

5. Agency or Federal Officer Receiving the Advisory Committee's Advice/Recommendations: The USMA BoV reports to the President of the United States. The Secretary of the Army, in accordance with Department of Defense (DoD) policy and procedures, may act upon the USMA BoV's advice and recommendations.
6. Support: The DoD, through the Department of the Army and the Superintendent of the USMA, provides the necessary support for the USMA BoV.
7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, federal staff payments, and contract support, is approximately \$118,500. The estimated annual personnel cost to the DoD is 0.50 full-time equivalents.
8. Designated Federal Officer: The USMA BoV's Designated Federal Officer (DFO) shall be a full-time or permanent part-time DoD civilian Federal officer or employee, or active-duty member of the Armed Forces, designated in accordance with DoD policy and procedures. The USMA BoV's DFO shall ensure that all activities of the USMA BoV comply with the FACA, the FACA Final Rule (41 C.F.R. 102-3), DoD policies and procedures, and other applicable laws and regulations.

The USMA BoV's DFO is required to attend all USMA BoV meetings for the entirety of each meeting. However, in the absence of the USMA BoV's DFO, a properly approved Alternate

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United States Military Academy Board of Visitors

DFO, duly designated to the USMA BoV in accordance with established DoD policy and procedures, shall attend the entire duration of all USMA BoV meetings.

The DFO, or the Alternate DFO, approves or calls all meetings of the USMA BoV; approves all meeting agendas; and adjourns any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policy and procedures. The DFO, or the Alternate DFO, shall fulfill the requirements under section 1009(b) of title 5, U.S.C., subject to section 552(b) of title 5, U.S.C.

The DFO shall maintain information on the activities of the USMA BoV and provide such information to the public, as applicable, in accordance with existing statutes, Federal regulations, and DoD policies and procedures. When authorized by the Secretary of the Army as the Sponsor, the DFO shall establish and maintain a public facing website for the USMA BoV in accordance with existing statutes, 41 C.F.R § 102-3.120(b), and DoD policies and procedures.

The DFO shall ensure advisory committee members receive the appropriate training (e.g., FACA overview, ethics training) for efficient operation and compliance with the FACA and FACA Final Rule.

9. Estimated Number and Frequency of Meetings: The USMA BoV shall meet at the call of the USMA BoV's DFO, in consultation with the USMA BoV's Chair and the Secretary of the Army. The estimated number of meetings is three per year.

Pursuant to 10 U.S.C. § 7455(i)(1) and (2), a majority of the members of the USMA BoV may call an official meeting of the USMA BoV once per year and a member may attend such a meeting in person, at the USMA, or remotely, at the election of such member.

10. Duration: The need for this advisory committee is on a continuing basis; however, the duration of the USMA BoV is subject to the Termination Section below.

11. Termination: The USMA BoV will terminate upon rescission of 10 U.S.C. § 7455.

12. Membership and Designation: The USMA BoV, pursuant to 10 U.S.C. § 7455(a), shall be constituted annually and composed of the following 15 members:

- a. The Chair of the Committee on Armed Services of the Senate, or designee;
- b. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;
- c. The Chair of the Committee on Armed Services of the House of Representatives, or designee;
- d. Four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and
- e. Six persons designated by the President of the United States.

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United States Military Academy Board of Visitors

Pursuant to 10 U.S.C. § 7455(b), USMA BoV members designated by the President shall serve for three years each, except that any member whose term of office has expired shall continue to serve until a successor is appointed by the President. The President shall designate two persons each year to succeed the members whose terms expire that year. Pursuant to 10 U.S.C. § 7455(c), if a member dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

USMA BoV members who are not full-time nor permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. USMA BoV members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. The USMA BoV members shall select the Chair and Vice Chair from the total membership.

Each USMA BoV member is appointed to exercise his or her own best judgment, without representing any particular point of view, and to discuss and deliberate in a manner that is free from conflicts of interest.

Except for reimbursement of official USMA BoV-related travel and per diem, members serve without compensation.

13. Subcommittees: The DoD has determined that subcommittees are not authorized for this advisory committee.
14. Recordkeeping: The records of the USMA BoV will be managed in accordance with General Record Schedule 6.2, Federal Advisory Committee Records, or other approved agency records disposition schedule, as well as the appropriate DoD policy and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act (5 U.S.C. § 552).
15. Filing Date: November 8, 2024