MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
February 26, 2020
Washington, D.C.

1. DESIGNATED FEDERAL OFFICER’S REMARKS. Colonel (COL) Mark Weathers stated for the record that the United States Military Academy (USMA) Board of Visitors (BoV or Board) operates under the authority of US Code Title 10, Section 7455. The Board is an Advisory Board subject to the Federal Advisory Committee Act.

2. CHAIRMAN’S REMARKS. Congressman Womack called the meeting to order and welcomed the members. He thanked them for taking the time out of their busy schedules to attend the meeting and reminded the members that the BoV has an advisory role and is not in USMA’s chain of command. Meetings are a way for members to gather information in an official capacity.

3. SUPERINTENDENT’S REMARKS. Lieutenant General (LTG) Williams thanked the Board members for their attendance at the meeting, and their continued support to the United States Military Academy and the Corps of Cadets. Specific thanks for helping prepare these events went to Beau Walker and Madison Nash from Congressman Womack’s staff, and Samantha Bopp and Benjamin Gardenhauer of the Republican House Budget Committee.

The Superintendent welcomed the newest Members of the Board: GEN(R) Jack Keane, the 29th Vice Chief of Staff of the Army, and LTG(R) H.R. McMaster from West Point’s Class of 1984, former National Security Advisor to President Trump, and former member of our faculty - who taught Military History back in the ’90s.

The Superintendent introduced his team, and included CSM Ken Killingsworth, the 25th Command Sergeant Major for the Corps of Cadets. He then recognized the two cadets in attendance: The Brigade First Captain, CDT Daine Van de Wall, and the Brigade Trust Captain, CDT Samantha "Sam" Sullivan. She’s the principal advisor to the First Captain regarding the climate of the Corps with regard to sexual assault and sexual harassment-related issues. He then mentioned a couple of themes that would be heard throughout the meeting: Winning and Character. The Superintendent reminded the members of his decision a few Board meetings ago that it would be better for the members to hear from the Staff, Faculty, Coaches, NCOs, TAC Officers, and the Cadets whose lives they touched every day, rather than receive briefings and updates from members of his staff. As an example, he spoke about Joe Alberici, the Lacrosse Coach, who touches the Cadets he coaches several hours each day, while their instructors only interact with them a few hours each week. Character and winning must be in the classroom, on the athletic and training fields. He introduced Brigadier General (BG) Curtis Buzzard, the 78th Commandant of Cadets, Class of 1992, and Mr. Michael Buddie, the new Director of Athletics. Lieutenant General Williams then took a moment to acknowledge the passing of Cadet Kade Kurita, from the Class of 2021. He appreciated everyone’s thoughts, prayers, and support to the family. As the investigation is ongoing, LTG Williams would not comment or share many details with the Board members. Numerous resources were made available to Cadets, Staff and Faculty, and support was received from the US Army; a team from the Surgeon General’s Office and the G1’s Ready & Resilient Director visited West Point to review support programs at West Point, from an outsider’s perspective. They then shared some best practices with West Point to help strengthen these programs. In October, several members of the USMA staff attended the Association of the United States Army (AUSA) annual meeting and had the opportunity to hear the new Chief of Staff of the Army (CSA), General
(GEN) James McConville spoke. General McConville spoke about the Army's top priorities, Readiness, Modernization, and Reform. General McConville made clear his top priorities all came down to people – the Army's greatest strength and its most important weapon system. When the CSA spoke about readiness, readiness comes from cohesive teams which are trained, disciplined, and fit who win by doing things right. As the CSA said, the Army Strategy calls for smart, thoughtful, innovative leaders of character who can lead and operate in complex environments. Lieutenant General Williams then noted there would be three panels of Cadets, Staff, Faculty, and Coaches, who would show how USMA is cultivating the culture of character growth through discipline and standards through honorable living, and how the culture of character growth is being cultivated through discipline, standards, and honorable living, and how they're being developed through critical thinking.

Chairman Womack introduced the Assistant Secretary of the Army for Manpower & Reserve Affairs, the HON Dr. E. Casey Wardynski.

4. HONORABLE E. CASEY WARDYNSKI REMARKS. HON Casey Wardynski: HON Wardynski noted that he is attending on behalf of Secretary of the Army, Ryan McCarthy and Chief of Staff of the Army, General James McConville, who sent their greetings to Board Members and USMA Staff. He stated West Point plays a key role in building the leadership of the Army. West Point has a bigger role to play, under the Army's People Strategy. The Army has moved from seeing itself as a “brand” to becoming more of a “house of brands.” New Army ads include flights, medicine (medics), Cyber and Signal Corps, and some element of lethality, which are really resonating with young adults. It is an approach which emphasizes all the different ways to become a Soldier. One great way to become a warrior is through West Point. The Army is emphasizing ways to become an officer and is ramping up the way Junior ROTC is approached. West Point plays a significant role in both the domains (ROTC and West Point).

In 2006, West Point played a very important role with regards to ROTC, in cross-marketing young adults who applied to West Point, but weren't able to secure a nomination or appointment, and were guided to ROTC. Today, about 20 to 30 percent of ROTC commissions come from someone who originally applied to West Point. West Point took it upon themselves to interest these candidates in ROTC is an appointment wasn’t available. In 2006, the Army faced a challenge to keep about 60 percent of its officers through 8 years of service and faced a dramatic shortage of senior Captains and Majors at that point. The shortage accumulated over time and got worse over the years.

Because of this, in 2006, the Army implemented a Career Satisfaction Program, a program where Cadets graduating from West Point or ROTC had the following programs to add three additional years of service for:

a. Their branch of choice if they couldn't secure it through Order of Merit Listing (OML)

b. Their post of choice if they wanted a specific duty station they couldn't get through OML

c. Graduate school for education

This program was open to all graduating Cadets regardless of their OML standing. The additional three years of service ensured newly graduated Cadets remained in the Army for eight years. Between these programs, retention went from 49 percent to 67 percent, which allowed the Army to get its promotion rates under control. Promotion rates that were well above 95 percent for Major and Lieutenant Colonel, which crowded that for Colonel back down into the
80 percent range, so the Army can continue to advance the higher grades to those with the greatest capacity to serve.

All new battalion commanders now go through the Battalion Commander Assessment Program (BCAP), which is relatively new and adds a new level of rigor in order to make sure officers are ready for battalion command. West Point will be making its effect felt in this realm as well. Through this effort and the Career Satisfaction Program, which began at West Point, retention of West Point and ROTC officers has risen.

The Army’s new “people strategy,” which was approved by the Chief of Staff of the Army and Secretary of the Army in October focuses on acquiring, developing, retaining, and employing talent. The “acquire” part of this strategy allows for Officers to see every job in the Army, and the agencies that ‘owned’ the positions could see every Officer. The opportunities were communicated, and agreements were reached on where officers wanted to go, which creates a very high level of satisfaction. It’s designed to increase the fit for officers with their duties; readiness by having the right person for the right job, at the right time; and officer satisfaction. Honorable Warynski then noted that most college and university tuition is quite high, and can be discounted with scholarships. The scholarships accomplish two things: the first is to balance their class; the structure of the class the college or university is looking for, and second, to balance their books. The Army isn’t balancing the books, except for retention, and want West Point to have the option to balance its classes.

Last summer, the Army asked West Point to undertake a pilot program, which has been done. When the applications went out, applicants were asked for normal information: SAT/ACT scores, extracurricular activities, sports leadership, etc., they were also asked one other question: would the applicant prefer five years active duty service obligation (ADSO) and three years inactive reserves or six years ADSO and two years inactive reserves. This is known as the “Variable Service Obligation.” About 62 percent indicated they would be willing to take the second option, six/two. There was a supplementary question about ADSO asked: Would the applicant be willing to take five years ADSO, one year in selective ready reserve, and two years in inactive ready reserve. It is difficult to get Soldiers in the selective ready reserve when they leave active duty, as they have to marry up states and jobs. Among females, about 35 percent preferred sticking with the five/three option, which was concerning, and 24 percent liked the six/two option. Among non-Caucasians, about 38 percent preferred the five/three option and 21 percent preferred the six/two option. Secretary R. James Nicholson, Vice Chair of the Board had a question regarding the variable service obligation, however Congressman Steve Womack, Board Chair, tabled further discussion of this topic, as it was a topic that would be discussed after the roll call. Congressman Womack then thanked the Honorable Warynski for his opening remarks.

5. ADMINISTRATIVE ANNOUNCEMENTS. Colonel Weathers noted the last meeting of the Board was November the 13th, 2019, in Washington, D.C. A quorum was present, and the Board meeting included the following:

Board members received updates on Board business and reviewed the Superintendent's topics, which included a review of the events at the previous Board meeting; and a discussion on the Superintendent's priorities, which included accreditation status update and three panels. The first panel was Cultivation Of Character Growth with a focus on Honorable Living, the second, the Cultivation of Character Growth with a focus on Disciplinary Standards; and the last panel was on Developing Leaders of Character.
5. **ROLL CALL.** For the record, a quorum of the Board was present. A list of attendees annotated to reflect members arriving late or departing early is appended to these minutes.

Colonel Weathers directed the Board members' attention to their packets which included the agenda, meeting slides, and the following documents,

a. Minutes from the November 13, 2019 meeting  
b. Most current USMA placemat with a description of Academy activities and priorities  
c. Statement from Mr. Wayne Lela as a concerned citizen  
d. Draft updated rules of the USMA Board of Visitors  
e. Two articles related to the Honorable Living Day.

6. **Board Business:**

a. Chairman Womack addressed a three matters of Board business before the Superintendent's update. These topics included the following:

   Variable Active Duty Service Obligation

   Annual Report on Sexual Harassment and Sexual Violence in the Military Service Academies

   **Honorable Living Stand-Down Days**

   **(1) Topic 1: Variable Active Duty Service Obligation.** The first topic for discussion with members of this Board on the Active Duty Service Obligation (ADSO) and a follow-up to a question raised by SEC Nicholson, after HON Wardynski's remarks.

Secretary Nicholson noted that he had been an Admissions Officer at West Point, and that the market has changed since then. There's more interest in attending West Point, than there was in the Viet Nam Era. By adding a year to an 18-year-old's ADSO, is it too long? His feeling is that it's a deterrent effect. Colonel Deborah McDonald, the Director of Admissions thanked Secretary Nicholson for his question, as it gets to the crux of this pilot program: To see if there's an appetite for extended service. The mid-1990's was the last time USMA had a six-year service obligation, however that was across all the service academies. West Point didn't see a degradation of the applicant pool at that time, however with the changes in college admissions, with scholarships and the economy going up and down, this pilot program helps USMA determine what the appetite for a six-year ADSO is. As the Honorable Wardynski explained, in certain demographics, the desire is not as robust as in other demographics. Therefore, having a unilateral six-year ADSO would be problematic. Other ways of increasing the ADSO past Admissions, is with one of the following programs: Post of Choice (PADO) Program, the Branch of Choice (BRADSO) program, and Graduate School Option (GRADSO) program, and other initiatives; or there's the Variable ADSO before admission program. There are a number of applicants interested in serving longer than five years. This pilot program will inform USMA, long-term, how policies can be enforced or new ones introduced. As a Field Force member, LTG(R) Swan noted that fellow Field Force Members are coming to him asking questions, including if these individuals could have been better used to get the information out about this program. He then asked HON Wardynski if the other service academies were doing the same thing. Honorable Wardynski noted the other service academies aren't necessarily doing the same program. Secretary Esper, the Secretary of Defense, has asked the Service Secretaries to look at the Army's program, in response to interest from the Senate. SEC Esper has asked
each Service Secretary to get back to him on how they would approach the Variable ADSO. The other Service Secretaries would maintain their service obligations are already longer than the Army's due to training such as flight and nuclear duties, which entail longer service obligations. Through other programs, West Point has a ratio of over 5.5 years of ADSO. Mr. Urban asked if there would be a way to make the program voluntary? Such as, if a Soldier wanted to sign up for six years of ADSO, in order to guarantee they get their first post, or first branch pick. This would entice more individuals to apply without it becoming mandatory. The Honorable Wardynski noted that there are some districts where it is difficult to distinguish one applicant from another. At Affirmation, at the beginning of a Cadet's Junior Year, if there isn't interest in the six-year ADSO, one of the other programs could help increase the ADSO. Mrs. Mobbs asked what the demographic makeup was of the 100-person pilot, and if so, could it be provided to the members. She also asked if there was the ability to provide feedback as to why the six-year option was selected instead of the five-year option, particularly the women. The Honorable Wardynski noted that there was not an option on the application to indicate why one ADSO option was chosen over the other. Congressman Warren Davidson asked about his comments regarding differentiating between applicants, and if the Variable ADSO is determined on a district level? HON Wardynski stated, the Variable ADSO is determined at the applicant level. Congressman Davidson then asked if there was an adverse impact due to applicants not feeling as strong as another candidate, such as not having been the Captain of a high school sports team, not having a 4.0 GPA; however, if they agree to six years ADSO, they may increase their odds of getting the branch or post of choice. Does this disproportionately affect any particular demographic? The Honorable Wardynski noted that it wasn't noticed in the number of applicants for the Class of 2024, which is up dramatically and b hao no idea if a district would be levied as a six- or five-year district. LTG(R) H.R. McMaster asked what affect does the Variable ADSO have on career patterns and career timelines? Officers at the five- or six-year mark are making decision about their career course and then command. The Army doesn't need an officer, going into that phase of their career, half-heartedly, knowing they have two years of active duty remaining, sit through the career course, and languish in a staff job, or worse, be a half-hearted commander. Honorable Wardynski noted there are two sides of the coin. Officers should be engaged throughout and officers need to have enough experience to make the choice to stay or leave the Army. The reason earlier programs pushed towards eight years of service was because it tended to give them two experiences, with two different command environments. If their first command environment wasn't what they were looking for, but the second was, they would have had the experience and then judge whether to stay or leave based on this. The Army is trying to get the Cadet Experience to be long enough to give the Cadet a good idea of what service looks like. First and foremost, the Army wants people to be in the Army, who want to be in the Army. Congressman Womack wrapped up this topic and moved to the next topic, the Annual Report on Sexual Harassment and Sexual Violence at the Military Service Academies.

(2) Topic 2: Release of DoD SAPRO Report. Congressman Womack introduced the second topic of discussion for the Board, the Results of the DoD SAPRO Report, which was released on January 31, 2020. Lieutenant General Williams stated that the SHARP (Sexual Harassment / Assault Response and Prevention) Program Manager, Mrs. Samantha Ross, would take the Board through the report and answer questions, as well as lay out the Congressional requirements that are reported. Every other year, the service academy cadets and midshipmen take the Service Academy Gender Relations (SAGR) survey. West Point Cadets should be taking this survey in about two months; the last time it was taken was in 2018. He then introduced Mrs. Ross to the Board.
Mrs. Ross began by providing background information on the SAGR survey. The survey is done in even years. In odd years, a focus group is conducted to gather information that was found in the data that was reported in the even year, when the survey is taken. The survey is taken in April of even years, and the results are available in December, or January, provided all goes well. The news that sexual assaults had increased at the service academies by 50 percent was significant. She then explained what the numbers meant. In 2018, when the last SAGR survey was taken, there was a 92 percent response rate, which was incredible, as it hadn’t happened before. Cades are asked if, in the previous nine months, had they experienced any of the behaviors that are defined in the UCMJ (Uniform Code for Military Justice). According to the way the survey laid out the story, 88 percent of the respondents were assaulted by another cadet, which is a 50 percent jump from 2016, when the number was 132; in 2018 it went up to 273. Mrs. Ross then discussed the number of reports, which wasn’t reported in the news. She noted there is a difference between the anonymous data that comes from the survey, and provides the prevalence rate, and actual reports. In 2018, USMA had 58 reports. It was the second year USMA had more than 50 reports, which is another significant piece of data when looking that matters when looking at the “big picture.”

USMA’s efforts, after the 2016 SAGR Survey results were released, were deliberate. USMA was taking measures to try and change the dynamics of the problem at West Point and were focused on three items:

a. Increase Reporting. Some very specific changes were made, including:

   (1) Co-locating the two direct service providers, the Victim Advocate (VA) with the Sexual Assault Response Coordinator (SARC)
   (2) Moved the location of the VA and SARC to the Cadet Area so it is easy, accessible, and a private area to see the individuals who could help Cadets
   (3) Changed USMA policy to align with the DoD Directive which allows “third-party disclosures” which opened a window of opportunity for Cadets to talk to just about anyone about something that happened to them, until they could decide what to do. This removed Cadets from the ‘need-to-know’ and ‘need-to-report’ process. Up to this point, had an incident become known by a TAC (Tactical Officer), they would talk to the Cadet’s chain of command and work through a solution. The problem with this was, Cadets aren’t necessarily equipped to handle this type of very sensitive information, which led to rumors getting out, which couldn’t be controlled.

b. Reduce Victim Blaming. This is one big reason Cadets don’t report. They’re afraid of what their peers may say about them because of the incident. Discussions were had about what it is to have experienced a sexual assault, traumatic issues, and victimology in very simple and small group-oriented ways to encourage them to recognize this experience is something everyone has the same reaction to, nor is it easy to talk about.

c. Ensure USMA Isn’t Hiding Behind the Numbers. Talking about the issue frankly and openly, trying to encourage and empower them to recognize actions that are not okay. A great deal of time was also spent talking about behaviors that aren’t acceptable, as well as helping to define the issue more clearly, to remove the “gray area” and ensure everyone has a clear understanding of the behaviors that are not okay.

The number of 273 sexual assaults wasn’t a surprise, however USMA wasn’t okay with the difference between the anonymous number as compared to the actual number of reports, but it is something USMA will continue to focus on.
Lieutenant General Williams asked if the increase of 32 percent was just for the Academy (USMA)? Mrs. Ross answered that the 32 percent is across all three Service Academies. In 2017/2018, it was 92, based on extrapolations done with some of the data; 122 for 2018/2019, which is a 32 percent increase. West Point, however, was not part of that increase. The other two Service Academies had the largest jump from last year’s report; however, USMA is still above 50, which it has been since 2018. She also noted that the report discussed the fact that West Point had followed all the guidance that had been provided; is the only Service Academy that allows third-party disclosure. The Army doesn’t allow third-party disclosure.

GEN (R) Keane asked, of the Cadets reporting, was there any pattern in terms of upper class versus lower class, or is it just peer-to-peer? Mrs. Ross responded that the most vulnerable classes are the Sophomores and Juniors for being victims and the most likely classes for perpetrators was Cows (Juniors) and Firsties (Seniors).

Mrs. Mobbs had two questions: The first question was, what less serious behaviors is Mrs. Ross talking about, after she had stated that the Cadet culture is tolerant of less serious behaviors, creating a gray area. The second question was, at what point does USMA acknowledged that increases in reporting are related to some type of fundamental character issue, or related to other extraneous factors that occur at the Academy? Mrs. Ross stated that the less serious behaviors are low-grade sexual harassment or activities that are sexist, that Cadets are exposed to and have become immune to them; it’s not something that is just happening at colleges. They’re informed, socialized, that their behaviors that don’t respect someone of a different gender is something that isn’t learned at West Point. Many Cadets come to West Point with these behaviors. Because they’re used to it, they don’t consider it as problematic. In answer to the second question, Mrs. Ross noted that USMA is taking groundbreaking measures to understand more clearly how the Cadets come to West Point with these behaviors. One of the initiatives is a program called EVERFI, a third-party organization that does online training and gives USMA data. For the third year in a row, a link to this online training will be sent to the Cadet Candidates who will enter USMA on Reception Day (R-Day). The response rate is significant. The training is to baseline the new Cadets on cultural issues and societal issues around sexual violence, but it also will be their first opportunities to see what USMA’s policies are. USMA’s policies are embedded in the training, and makes clear which behaviors will not be acceptable while they are a student at West Point. The link to training will go out in the first week of April. Mrs. Ross also mentioned that every Cadet at West Point takes an EVERFI refresher training course as well. Congressman Womak stated he had a question, but would let Mr. David Urban ask his questions first.

Mr. Urban had a follow-up question. How is USMA compared to the other service academies? Does USMA excel, or ‘beat’ its peers in this arena? He realizes that zero is the goal, but wanted to know where USMA stood among its peers. Mrs. Ross answered that, yea, the goal is zero. The great thing about EVERFI is it allows USMA to create a benchmark to compare nationally, and even within the Patriot League. Generally, USMA is on par with Patriot League institutions. The national aggregate is 87,000 students, so statistically, will look far different from USMA. To follow up on Mrs. Mobbs question, Mr. Urban then asked if the problem is societal, across the spectrum? Is there something going on with 17- and 18-year olds? Mrs. Ross stated that the EVERFI data gave USMA information. The training has about 20 questions, such as, whether they have received any formal education while in high school related issues specifically connected to sexual assault. The incoming cohort had less than two hours in a formal setting, talking about issues such as consent, boundaries, healthy sexuality, healthy relationships, stalking, etc. This data is something USMA has never had access to before. Many of the steps that have been taken help to decrease barriers to reporting; the
Collateral Misconduct Policy was a big step to decreasing barriers to reporting. West Point now has more responsive and reactive services, and has added a Sexual Assault Forensic Exam (SAFE) Nurse. West Point and USMA has had more SAFE exams done this year than ever before; the number of female investigators for CID (Criminal Investigations Division); a Prevention Specialist was hired. She has a background in human sexuality and understanding human dynamics, as well as a social work and education background. The goal is to inspire and empower the Cadets to see this issue as their own and determine what can be done internally, among themselves to make culture changes.

General (Ret) Keane stated that anyone who started in the Army deals with this issue. One thing he noticed is when talking to people about this issue, many of them may report a previous incident, which they hadn’t reported, and the question becomes, “Why didn’t you report?” Some say they don’t have confidence leadership will do anything – Do you get feedback like that? If someone is going to take a risk to come forward and expose themselves, they need to have confidence that the institution is going to respond to them as a victim. Lieutenant General Williams answered this question. One of the questions on the SAGR survey is “what confidence do you have in your senior leaders?” Cadets trust the Superintendent and others, but it’s their peers they have a problem with. In answer to GEN (R) Keane’s question, Cadets do have confidence that something will be done when an incident has been reported. Congressman Mike Conaway then asked if the Board members could get a blank copy of the survey; LTG Williams stated we could get it, however, the survey is a Congressional survey, which comes from the Department of Defense; it isn’t USMA’s survey. Congressman Womack asked if there was any further discussion before moving onto the final topic, Honorable Living Stand Down Days.

(3) Topic 3: Honorable Living Day

Lieutenant General Williams opened the discussion by stating the outcomes at West Point are leading honorably and demonstrating excellence. Dr. Jeffrey Peterson is going to walk the Board through the guidance he was given with respect to how USMA’s Character Program was developed. It is very comprehensive and interdisciplinary. Three Honorable Living Stand Down Days have been held over the last year:

(a) The first one was soon after the Military Service Academies report was released; after LTG Williams had testified in Congress and returned to West Point

(b) The second Stand Down Day focused on dealing with sexual assault and sexual harassment

(c) The third one focused on Honorable Living and Character Development, which Dr. Peterson will address

Dr. Peterson introduced himself and thanked the Board for the opportunity to brief them about how West Point is pursuing its mission of developing leaders of character. West Point’s strategy for developing character aligns to support the “Army People Strategy” which HON Wardynski discussed, and it aligns with very specific guidance provided to USMA by General McConville, the Chief of Staff of the Army. The challenge is how does USMA take these 47 months and use them to best develop leaders of character who will build and lead cohesive teams. This starts with Line of Effort (LOE) 1, in the Army People Strategy, “acquired” talent. The USMA acquires very diverse talent. The talent is diverse in multiple dimensions, not just diversity that can be seen, but a diversity of experience, diversity of their upbringing, and where
they grew up. The Candidates and Cadets bring different sets of skills, talents, abilities, and different aspects of their character to this 47-month experience. The next effort in the Army People Strategy is LOE2, to develop leaders. How is that talent developed? They are developed to be leaders of character, and a specific task, from the Chief of Staff of the Army, is to also build cohesive teams. The USMA must follow Commander’s Guidance, which highlights a series of behaviors that are “trust-breaking behaviors.” At the top of that list is sexual assault and sexual harassment, but it also includes hazing, bullying, cyber bullying, discrimination, etc. These are issues which must be dealt with when considering developing character, so Cadets, then 2LTs can lead their teams. This is also a retention issue, as if individuals don’t feel like they belong, are included, or are a contributing member, they may leave the army, which could undermine efforts at retention.

Dr. Peterson went on to discuss programs that deal directly with changing these specific behaviors, however Cadets need to be taught to live honorably so they aren’t guilty of these bad behaviors themselves. They also need to learn to lead honorable. Cadets, then 2LTs, will be responsible for more than just their own, individual, behavior. They will be responsible for their organizations, starting at the Platoon level.

The belief is that in many ways, these behaviors are symptoms of a different kind of problem about character. The real question then becomes, how does USMA develop character in such a way Cadets will live honorably, and lead honorably, so they eliminate these trust-breaking behaviors from their formations. This is the context in which USMA’s Character Development Strategy was created.

Then USMA must move towards bigger ideas at the institutional level. First is to realize the problem, or challenge, of character development is more detailed, complicated, and complex than it was considered to be before. In order to understand how this can be done better is to resource a full-time effort at the institutional level, to dedicate the time, talent, and resources to develop better strategies on how character development can be more effectively developed. Lieutenant General Williams made a decision to pilot what is called the “Character Integration Advisory Group” which will add an additional 9-10 personnel on the faculty, dedicated to the mission, to elevate character development. Character Development will be promoted in several different activities and integrate them across all of the developmental programs and then take the lead in character development. Not just within West Point, but externally, too. The talent that is being brought in is different now than what had been brought in before, therefore our character development program has to be adjusted appropriately.

The next aspect of character development is to change the culture at West Point and signify commitment to show this institution is serious about this subject. Changing the culture, means changing it from the Senior Leaders down to Cadets. This is the first operational step being taken to integrate character across the entire culture. On the “Stand-Down” days, the Academy stands down, everyone listens to difficult material, has small-group discussions usually facilitated by faculty or Cadets, in order to get the conversation started. These discussions are a way to increase awareness of the problem and remind everyone USMA has a challenge and everyone needs to act to make change. Dr. Peterson added one last comment before turning the discussion over to Cadet Daine Van de Wall, the Cadet First Captain: Finally, USMA will be hosting the National Discussion for 2020 on behalf of the Secretary of the Army. It will be at West Point on April 1-3, 2020. To date, 364 participants have signed up – experts and leaders from other colleges and universities and various government agencies. All the military service academies will be represented, and the Service Secretaries will be in attendance, as well as the Secretary of Defense, who will participate and present some remarks on the first day of the
conference. LTG Williams noted that many of the participants are from Tier 1 institutions. The National Discussion allows USMA to determine how data is being gathered and how outcomes are assessed from the various institutions, as well as seeing what type of pilot programs there are for the college-age population that may be showing results, in order to move West Point in the right direction. Dr. Peterson then turned the floor over to Cadet First Captain, Daine Van de Wall.

Cadet Van de Wall introduced himself and pointed out that, with regards to the Honorable Living Day, the Cadets efforts were to take ownership of the various programs being implemented. He attended the University of Florida before West Point and did a semester exchange program at the Naval Academy. He’s also had an opportunity to attend conferences and talk to students at civilian universities. Cadet Van de Wall then noted that West Point is doing more than any other school across the nation to change culture and behaviors. This ownership manifests itself in two ways:

(a) The planning of Honorable Living days, which LTG Williams has entrusted to himself and Cadet Samantha Sullivan, the Brigade Trust Captain, to have a vision for what they should look like, and have the opportunity to help select the speakers, and also what the topics of discussion would be.

(b) More important, is the Cadets are leading the discussions. The Superintendent and Commandant, BG Curtis Buzzard, are able to implement policy changes and talk to them about the importance of eradicating sexual assault and sexual harassment from the ranks. When Cadets lead these discussions, the issues are being tackled head on, and they’re learning where communications issues are and what sort of misconceptions Cadets have, going into the discussions.

He then noted the top-down approach, isn’t getting to the core of the problem at West Point. For example, a Cadet going to a celebration, such as 100th Night, where they might drink too much, or not properly convey their intentions for the weekend, etc. How does he, as a leader, ensure they stay safe and look after each other? These are the types of discussions that Cadets are starting, and it’s the level of ownership Cadets are starting to take on in the process.

In 90 days, he and Cadet Sullivan will graduate and commission, and will have these same discussions with their future Soldiers. Therefore, it’s crucial that Cadets start having these conversations and forcing other Cadets to think about these problems. This will not only benefit West Point, but also the Army. He then introduced Cadet Samantha Sullivan, the Brigade Trust Captain.

Cadet Sullivan introduced herself, and explained her role within the Academy is to advise Cadet Van de Wall on the climate of the Corps, in terms of sexual assault and harassment, and come up with a plan based on his intent, as well as that of the Superintendent and Commandant, to make it a Cadet-let, Cadet-owned issue. September was the first Honorable Living Day. February was a “Stand-Down” day, but has since been turned into an “Honorable Living Day.” Between September and February, there has been an increase in Cadet ownership of this issue. Ninety-two percent of the Corps recognizes this is an issue, and also recognize that she and Cadet Van de Wall, as well as USMA leadership are acting to increase honorable living and decrease sexual assault and harassment. During the planning, a focus group was created and surveys were sent to the Cadets to see what they wanted to get from February’s Honorable Living Day, and they decided instead of just focusing on sexual assault and harassment, to also focus on the “failure of character” which can lead to sexual assault and harassment. Inclusivity was the main topic for Honorable Living Day, more specifically, gender relations was a focus.
throughout the day. Two documentaries were watched and were used as points of discussions from the Cadet facilitators. The focus groups were to lead each other, as opposed to top-down leader discussions. Cadets wanted to own this issue. Throughout the day, as Cadet Sullivan walked around, she was thrilled to see her peers stepping up as facilitators and leading conversations; there was agreement and disagreement on both sides. In her opinion, building empathy, and understanding different viewpoints on both sides, was a goal that was reached. Many main lines of effort that came outside of Honorable Living Day cadets, themselves, have owned, and are part of her Trust Teams. She explained that as the Brigade Trust Captain, the four Regiments beneath the Brigade, each has a Regimental Trust Representative. Each Regiment has Companies under it, and each Company has a Trust Representative. They are trained to deal with personnel coming to them with issues and it is their responsibility to get these individuals to the right place, usually Mrs. Ross or the Sexual Assault Response Coordinator (SARC). Cadet Sullivan then addressed Mrs. Mobbs question about ‘gray areas’ of behavior. She explained a pilot program was started to address behaviors in the ‘gray area’, where Cadet Trust Representatives are able to anonymously take reports from Cadets within their respective Company on minor issues which could lead to larger issues. She gave an example: A Cadet notices a Cadet Sergeant, a Cow (Sophomore), possibly going into a Plebe’s (Freshman) room more than twice in the same day or the same week. The Cow and Plebe are in the same squad. This can be problematic, however the Cadet who noticed this can mention the incidents to their Company’s Trust Representative. The Trust Representative can then have a conversation with the Cow to find out the story.

Congressman Warren Davidson thanked Dr. Peterson and Cadets Van de Wall and Sullivan for their excellent overview. He then asked if they thought the Honor Code, and character development accomplish the mission, have initiative is done in an ethical way? Is it a different program, or just SHARP training with ‘accessories’ around it? LTG Williams answered that honorable living, the Cadet Honor Code, sexual assault/harassment prevention, et., are all comprehensive in USMA’s Character Development initiative. Cadet Van de Wall added that it is better to group these issues under Honorable Living. Prior to this initiative, sexual assault and sexual harassment prevention training was a PowerPoint presentation, and “check-the-box” type of scenario that was done weekly or monthly. However, now these issues are tied into the Cadets’ daily interactions with each other, such as his walking a drunk Cadet, with another Cadet, back is an action of honorable living, so it’s reinforced. Congressman Davidson noted that he wholly embraces the idea of honorable living, but wanted to ensure he understands it correctly. Ninety-five percent of what the Board discusses deals with honorable living. Cadet Sullivan responded by noting the model for the next steps, starting with Stand Down Day being a focus on sexual assault and harassment. On this Honorable Living Day, there was a portion in the afternoon which included vignettes and scenarios that ranged from a wide variety of topics, including honor, respect, and sexual assault and harassment, because it’s an issue at the Academy that hasn’t been stalled. She also agreed that honor and respect are big portions of honorable living. Follow-on Honorable Living Days Cadets may take steps to start focusing on a wider range of topics. The Cadet Honor Captain, Bradley Wannovich, who is working on the next Honorable Living Day, to add different topics related to honorable living and character development. Lieutenant General Williams added the intent of the last Honorable Living Day was to broaden the topics and expand on honorable living, not just focus on sexual assault and harassment.

General (Ret) Keane stated he had lost touch with this age group, and asked about the change in the current climate. Dr. Peterson noted that there have been two major changes:
(a) The impact of smartphones on this generation’s ability to communicate effectively, interpersonal relationships, and how to resolve conflict in an interpersonal way. They don’t know how to confront each other when they’re uncomfortable.

(b) As part of the smartphone phenomenon in that coming forward with an issue can be put online so quickly. What used to be a challenge between one Cadet and their small circle of friends, now becomes a challenge between the Cadet and anyone else who happens to read a post on social media. This increases the obstacles to report.

The second issue is big also because this generation is transitioning to adulthood later. Young men and women come to West Point and haven’t worked through the challenges of interpersonal communications. As Mrs. Ross mentioned, the education on healthy relationships, and what that means. This generation is also very task-accomplishment oriented and less reflective in what they do. These are all challenges that present obstacles to overcome in the character development piece.

Mr. David Urban had a few observations. He thinks it is the lack of cohesiveness; simply eating meals together. Cadets don’t eat all their meals together and get to know each other. In his opinion, West Point has become more and more isolated. Cadets are on their phones, eat separately; everyone does things separately. They go to the gym by themselves, and do well individually, but not cohesively. The Cadets need to be more cohesive as a Corps by eating meals together, which could alleviate some of these issues because the Cadets get to know one another and are forced to interact. Lieutenant General Williams noted that the Commandant would address this during his update to the Board.

Mrs. Meaghan Mobbs asked What USMA is doing in terms of investment and commitment to the “second” graduating class? Is USMA providing the character foundation and sitting in on any of these conversations? Is USMA doing anything to help bolster them in character development while they are at USMA? Lieutenant General Williams stated that the Dean would talk about the “second” graduating class during her update to the Board. He spoke to every new faculty member last summer, with the Dean. These were Majors who went to graduate school and came back to USMA to teach.

Mr. Urban then talked about the press release regarding Honorable Living Day (Appendix D). His feeling is that the Honorable Living Day received bad press, and the military does a bad job of pushing back; that the allegations made should not go unanswered. West Point’s ability to push back on bad press like this is very important due to the narrative it lends itself to. If USMA can anticipate bad press, it is good for Board members to get a head’s up, and what the real story is. Mr. Urban also feels that USMA should have a “Press Day” in order to bring reporters to West Point and show them the good things the Academy does, they may not know about. The (National Discussion) conference on April 2 is a great example. The Secretaries of the Services, as well as the Secretary of Defense will be there. It would be an opportunity to shine a light on the great things happening at USMA. Then there’s Sandhurst, that is another example of an opportunity to show the press what USMA is doing. Mr. Urban then offered to work with the Public Affairs Office to try and push positive messages about happenings on west Point to avoid negative stories that may not necessarily be true.

Lieutenant General (Ret) Guy Swan noted, to Mr. Urban’s point, the Honorable Living Day had some form of agenda focusing on masculinity. He asked how much of the curriculum for the day focused on masculinity, and what’s the real deal on this issue. Dr. Peterson answered that the broader issue of Honorable Living Day was to expand the discussion to other issues besides
sexual harassment and assault and expand into honorable living by way of inclusive leadership. Part of this is to understand where an individual's experiences bring them into their situation, while at West Point; an exercise in building empathy in genera. One aspect was how are individuals socialized in terms of their gender identities? What are the expectations society or culture might have for a man that they might not have for a woman? That was how "masculinity" was brought into the discussion and the feeling was that it was important for Cadets to be able to talk about the issues. One of the recommendations made by a Cadet was to have discussions where men and women are in a room talking about what they had seen, in order to have an honest, open, frank, discussion. Another recommendation was to have some of these Companies get back together, as men and women, and talk about what they had learned, and share ideas between each other. Cadet Sullivan noted the intent of talking about masculinity was never supposed to be from an educational standpoint, merely a way in which to bring about the conversation. This is especially true at a place like West Point, where the Cadets are taught to 'think their heads and make it through.' This is where Cadets can be most vulnerable and breakthrough happens with building cohesive teams. She walked through classrooms where males and females were discussing both topics. She was surprised to see that not only were the men understanding the women's standpoint and what they go through, but many times in those conversations, particularly in previous Sand Down Days, men hadn't felt comfortable talking through these topics. The intent was to start off with gender separated discussion, in order to give both genders the opportunity to talk openly and candidly about some of the hardships that are gender-specific or gender-non-specific. In the conversations where both men and women shared, it created a space where they felt more comfortable sharing some of these hardships that the opposite gender might not understand, otherwise. Overall, Cadet Sullivan felt more cohesiveness was built within these Companies. Lieutenant General (Ret) Swan noted, that to Mr. Urban's point, the press reports, in order to set the record straight, West Point needs to be ready to do that. Mr. Urban stated West Point is doing a great job, but it isn't being messaged properly.

Congresswoman Stephanie Murphy agreed with Mr. Urban that USMA should push back, particularly when some of the articles are so salacious. Congresswoman Murphy asked Cadet Sullivan if she had received any feedback from Cadets after these experiences; if there was any sense that Cadets were uncomfortable. Cadet Sullivan responded that this Honorable Living Day had Cadet facilitators for the first time within these conversations, so there was a mixed bag of responses. Of the negative responses, many Cadets in the classrooms may not have been comfortable because, frankly, not every Cadet is at the same level of preparedness when it comes to talking about these issues. The Superintendent recognized it, which is why not all the Cadets, men and women, weren't talking about this issue. There was only a select few Cadets that they felt were ready to have these conversations together. Cadet Sullivan went on to state it was a learning point for them. This was the first Stand Down Day that had Cadet facilitators. The feedback was appreciated and needed, in order to inform future Honorable Living Days and Lunches, moving forward. There was some negative feedback, but not in a sense where one comment of someone being attacked or made to feel lesser due to their views.

Lieutenant General (Ret) H.R. McMaster noted that there's a belief that there's attention for better curriculum, as well as an effort to prevent sexual harassment and assault, and the Warrior Ethos. He sees them as complete compatible. A cohesive team based on a sacred trust that is within a team, and anyone who violates that sacred trust is undermining the combat effectiveness of the organizations. As Soldiers, what is expected of one another becomes the norm, and that becomes much more effective than any regulation or policy; it becomes the expectation. He concurred with the recommendation of a Press Day at West Point. The American people don't understand the Warrior Ethos, which has been cheapened and
coarsened by pop culture and Hollywood. He recommended the theme be to show the compatibility between the Warrior Ethos and preventing sexual harassment and assault.

Congressman Mike Conaway provided the final comments on this subject: As a man of faith he feels culture is being the arbiter of what character is. He sees this as dangerous, particularly if there isn't a faith structure on which to ground it. Congressman Womack thanked everyone for their candid discussion on all three topics and moved onto Board Business.

b. The second item of Board Business was the election of the 2020 Chair and Vice Chair of the USMA Board of Visitors.

**CHAIR:** Congressman opened the floor for nominations. LTG(R) Swan nominated Congressman Steve Womack to be the 202 Chair of the Board. It was seconded by Congressman Stephanie Murphy. With no further discussion, a vote was held, and Congressman Womack was unanimously re-elected 2020 Chair of the USMA Board of Visitors. Congressman Womack thanked the Board for honoring him in a special way by giving him the opportunity to lead the Board in 2020.

**VICE CHAIR:** Congressman Davidson nominated SEC R. James Nicholson to be the Vice Chair of the 2020 USMA Board of Visitors. It was seconded by Mrs. Meaghan Mobbins. With no further discussion, a vote was held. SEC Nicholson was unanimously re-elected as the Vice Chair of the USMA Board of Visitors.

c. The third item of Board Business was approval of the "Rules of the USMA Board of Visitors" for 2020. The Rules were sent to members on February 20, 2020. Recommended changes include naming the office that maintains Office of Government Ethics (OGE) 450s for Presidential Appointees and adds compliance information to paragraph 203, Calling A Previously Unscheduled Board Meeting. Congressman Womack asked if there was a motion to approve the Rules of the USMA Board of Visitors. Mr. David Urban made a motion to approve, which was seconded by SEC Nicholson. With no further discussion, a vote was held, and the 2020 Rules of the USMA Board of Visitors was unanimously approved.

d. The fourth item of Board Business was the swearing in of Presidential Appointees. Members of Congress were invited to participate as well. COL Mark Weathers, USMA Chief of Staff, swore in the Presidential Appointees.

e. The fifth item of Board Business was approval of the minutes from the November 2019 meeting of the USMA Board of Visitors. Congressman Womack asked if there was a motion to approve the minutes. A motion was made to approve the minutes, and seconded. Without further discussion, the minutes from November’s meeting were unanimously approved.

f. The final item of Board Business was confirming the date of the Summer meeting of the USMA Board of Visitors at West Point, on July 6, 2020. Discussion included when members would arrive to West Point, and what the visit would entail. Members were advised they could opt to arrive on Friday, July 3, 2020; Saturday, July 4, 2020; or Sunday, July 5, 2020; the meeting would be held in the morning on July 6, 2020. Weekend events include the Independence Day concert and fireworks on July 4, 2020; on Sunday, July 5, 2020, Board members would observe Cadet Summer Training at Camps Buckner and Natural Bridge, as well as at training ranges, as well as a cruise on the Hudson River in the Superintendent’s boat. The date was confirmed for the Summer meeting. A date for the Fall meeting would be determined.
during the Summer meeting, likely in mid-to-late November, or December, due to this year being a Presidential Election year.

7. **Superintendent’s Update**: Before getting started on the Superintendent’s update, Congressman Womack noted that there were three major topics discussed as the first part of Board Business that would normally be heard during the Superintendent’s update. Those important topics would be condensed during the Superintendent’s lengthy update. He asked if anyone had feedback on this change to the Board Business section of the meeting, and if important topics should be discussed at the beginning of the meeting as Board Business. With that, he introduced LTG Williams, the 60th Superintendent of the US Military Academy.

LTG Williams first congratulated Congressman Womack and SEC Nicholson for their reelection as 2020 Board Chair and Vice Chair, respectively. He also thanked them for their continued service to the Board and looked forward to their continued leadership. Today’s update will show the alignment that exists between West Point and the Army. The Academy is purposefully evolving Academy to advance leader development that is in step with the Army’s “People First” philosophy: Readiness, modernization, reform priorities, winning matters, and attitude. He noted Secretary of the Army Ryan McCarthy spoke to the National Press Club a few weeks ago and highlighted some of the transformation taking place in the Army as it postures for future fights. The Army transformation centers on three priorities:

a. Readiness. Ensuring cohesive teams are trained and ready to rapidly deploy when the call comes, anywhere around the world.

b. Modernization. Ensuring the Army maintains its competitive edge in the 21st century battlespace, shaped by great power, competition, and multi-domain operations.

c. Reform. Moving the Army from the industrial age to the information age, while transforming processes to be more effective and making sure the Army gets the most out of every dollar.

Currently, the Army is a persistent presence around the globe with more than 180,000 Soldiers in 140 countries, working with allies and partners. He then quoted Secretary McCarthy, “The sun never sets on the United States Army.” The Army is a force of choice, dynamic, fast, and lethal, as evidenced by a no-notice emergency deployment of the 82nd Airborne Division to the CENTCOM area of operations on New Year’s Eve. The Superintendent then shared another quote from Secretary McCarthy, “There is no other service more relevant than the United States Army. Around the globe, we are partnering where and with whom it matters most on land where people live. There’s no one else that has the staying power and the consistency for deterrence than the United States Army. No one on Earth.” As Secretary McCarthy and Chief of Staff of the Army McConville have made clear, this isn’t possible without people, the Army’s greatest strength, and most powerful weapon systems. This is the Army of the 21st Century and beyond, in which the Army is preparing Cadets to serve, lead, fight, and win in the crucible of ground combat. It’s the young men and women who will build and lead the cohesive teams that are the foundation of the Army’s readiness.

Lieutenant General Williams went through a few slides, to set the stage for the Dean’s Athletic Director’s and Commandant’s updates. Two items he wanted to leave the Board with

a. That he tries to inculcate in Cadets is winning and character

b. Winning and Character aren’t mutually exclusive
He then showed a video from the previous weekend, 100th Night, and highlighted Corps Squad athletic events of the Army vs. Navy Men's and Women's Basketball; the Army Men's team went into overtime to win; the Army Wrestling team's win came down to the last wrestler, but they won over Navy; the Army Hockey Team dominated the team they played. He noted that 25 percent of the Cadets are NCAA Division 1 athletes, however, as the saying at West Point goes, every Cadet is an athlete, every Cadet a warrior. Lieutenant General Williams then highlighted some recent events since the last Board meeting, which are in the slide deck at Appendix B. The next topic was reviewing the Mission and Vision for the US Military Academy. When talking to groups or families, he mentions the most important part of the Mission is "leader of character. In everything Cadets do during their 47-month experience at West Point, they are shaping their character, whether it's in the classroom, leaving a helicopter in the summer, etc., it's all about being a leader of character. The Superintendent shared his strategic priorities with the Board:

a. Develop Leaders of Character  
b. Cultivate a Culture of Character Growth  
c. Build Diverse and Effective Winning Teams  
d. Modernize, Sustain, and Secure  
e. Strengthen Partnerships

If the Superintendent had a main effort, he stated it would be to build 2LTs for the crucible of ground combat. The Army is about toughness, grit, tenacity, ability to think, to defeat the Nation's enemies, and support and defend the Constitution of the United States. The first priority, to develop leaders of character will always be his number one priority. He then went over each of the priorities and spoke about each one. One group LTG Williams highlighted were the Tactical non-commissioned officers (TAC NCOs). When he, and many of the Board members attended West Point, there weren't many NCOs. Now, there are quite a lot of NCOs! They're great trainers who work with the instructors. The staff and faculty, coaches, and West Point Community at large are very important in developing leaders among the Corps of Cadets. He expects Cadets to have the same warrior mentality on the football field to develop character, as there is in the classroom. Building character development happens in every aspect of Cadet life, whether on the athletic fields, classrooms, or at the range and training areas. He touched on keeping West Point viable. The Board would be updated about the training areas, Camps Buckner and Natural Bridge – in July 2019, there was a Congressional Delegation and BoV Informational Visit for Board Members, and members of Congress to view the sad state of the Camps, which were World War II Nazi POW camps. The protection of West Point and infrastructure are other topics to be discussed. The final priority, strengthening partnerships is important – West Point is authorized to have 60 international Cadets who, after their 47-month experience, will go on to serve in positions of leadership in their respective countries.

General (R) Kearie noted that when he was the Vice Chief of Staff of the Army, he had to change the Mission Statement of West Point. The mission statement at that time included "providing leaders to the Nation" which surprised him. It's honorable, but that's not what West Point is about. West Point is providing officers for a career of service, otherwise people will want to challenge why there is a "West Point." West Point is not just providing leadership for the nation, but, most importantly, providing warriors to protect the Nation. At that time, the Army had problems retaining West Point graduates as career officers. He asked where the Academy is now, what percentage of West Point graduates are retained? The Honorable Wardynski answered, that when the People Strategy was built, two of its four elements are linked: Retain and Acquire. A seal of approval is put on these young adults, as a country and Army, which industry hasn't failed to take notice of. When these young adults are offered admission, they're set apart, and the Army makes a tremendous investment in them. West Point is training people
who can run Armies and coalitions. The career service programs mentioned early in the VADSO topic, are tied directly to being commissioned. It’s made a big difference in the Army’s ability to retain officers. In 2006, the retention rate was about 35 percent. Now it is much higher, and the Army continues to bring up the retention rate. The employee piece of the Army People strategy is ensuring officers have jobs that excite them. All of these strategies is how leaders are retained. Key leaders, such as the Chief of Staff of the Army, or Colonels don’t laterally enter into the Army; they’re developed. Retention is key. The Army is now able to retain up to about 70 percent of graduates through 20 years of service, a third of the class. Typically, once an officer gets beyond eight years of service they face significant challenges; retaining them until they reach Lieutenant Colonel or Colonel is what the Army is trying to do. Honorable Wardynski concluded his response to General (Ret) Keane, and LTG Williams asked BG Curtis Buzzard, Commandant of Cadets, to brief the Board about US Corps of Cadets (USCC) programs.

8. Commandant’s Update: Brigadier General Buzzard thanked the Board for the opportunity to give them an update on USC. The focus for him remains mastering the fundamentals, getting the basics right and building the foundation. Standards and discipline are his number one focus, it’s the cornerstone of being a leader of character. There’s been an overall adherence to standards with respect to discipline, a downturn in discipline last semester versus the two previous semesters, probably because of the increase of Cadet ownership and holding one another accountable. Cadets Van de Wall and Sullivan, as well as others in leadership positions are doing an outstanding job of holding their peers accountable. In terms of physical fitness, over 1,300 Cadets took the first Army Combat Fitness Test (ACFT) last Saturday. Two Cadets scored 600. In the spring, every Cadet will take the ACFT. The focus on physical fitness is related to combat skills. Gyms are being refined, with the focus on future fitness activities and an emphasis on holistic health and fitness. A monthly lecture series has been started. The first was given by Major Nick Barringer, who started the Ranger Athletic Warrior Program in the 75th Ranger Regiment. He gave a great lecture on performance nutrition. He mentioned Cadet Trey Turner, a Cow, who has the fastest indoor obstacle course test (IOCT) time, ever, at 1 minute, 54 seconds. When watched on TV, it appears to be at double-speed, but it isn’t—it’s in real time. A “Go Pro” virtual reality headset can be used by the Cadet in order to observe the IOCT to help those challenged by it, so they can visualize themselves accomplishing the test. He then recognized Cadet Elizabeth Bradley, who has the women’s highest IOCT time this year. She also did 32 leg tucks. Regardless of male or female, a lot is going on with respect to physical fitness.

In terms of military training, Plebes (Freshmen) and Cows (Sophomores) take a talent assessment battery of tests which will help them see themselves with respect to their different skills and attributes and inform them of the branch they’re best suited for. Cognitive and non-cognitive skills come from these tests. This year USCC implemented the market model. Before, Branches, via representatives, Battalion Commanders, etc., interviewed Cadets, who were placed in a category, such as most preferred, preferred, or least preferred, based on their interview. It is an equalizer with respect to the Order of Merit List. The outcome of the market model is that 88 percent of Cadets received their first choice in branch, and it helped align them better with the right branch. Ninety-five percent received one of their top three branch choices; 80 percent of the Cadets went into Combat Arms branches, with six percent branch-detailing Combat Arms. The Sandhurst competition will be held on April 17-18, 2020. It’s like the “Superbowl” of military competitions. The ROTC Teams are very proud when they have earned an opportunity to participate. There are 15 events, and a crucible event that takes place over 36 hours. There will be 15 ROTC teams, 14 international teams, 3 from other service academies, and 16 teams from West Point, for a total of 48 teams. The US Corps of Cadets is making
progress enhancing the simulations capability at West Point. There’s been a growth of about 30 percent in the use of simulations. They are working with PEO STRI and other people who manage simulations; it's one of the best ways to gap USMA's large amount of field training in the summer, with simulation training throughout the year. The Modern War Institute is a center that is making great strides, “above its weight class” with about 20,000 followers on its podcast. The Honorable Wardynski has done a podcast. It informs others about ILE, SAMS, and a variety of other programs which looks at global competition and near-peer adversaries. General Buzzard then asked Cadet Van de Wall to brief "Commandant's Weekend Training" for this semester. Cadet Van de Wall explained that Commandant's Weekends are five weekends each semester that is time allocated on Friday evenings and Saturday mornings for military training opportunities. It sets the conditions for summer training and is determined by a committee structure. Previously each company would have their own training. This training became widespread and diverse, but wasn't getting Cadets ready for Summer Training. The decision was made to align each of the four regiments with one of the classes to ensure that each of the training populations received the best training to ensure the Cadets are successful during summer training. Friday afternoon starts with character training. The 4th regiment takes scenarios from Cadets who have conducted summer training, or recent graduates who return and tell stories of adversity they had faced. An example was of a female Cadet who attended Airborne School, who was not allowed to speak to men, or anyone who wasn't her rank; she was only allowed to speak to female Cadets. This allows the Cadets to discuss their role as a Cadet, a future leader, Lieutenant, or Captain who may be coming to the course. Saturday morning transitions to PT (physical training). Since the priority now is the ACFT, many Cadets are learning to deadlift. There are four additional "CONNX" gyms, which are basically a gym in a box with a lot of weights to ensure the Cadets and companies have the opportunity to train outdoors and practice for the deadlifts, knee tucks, etc. The six events of the ACFT are:

a. Deadlift, with a maximum weight of 345 pounds
b. Ball throw, throwing a 12-pound medicine ball as far behind your head as possible
c. Push up test, which is "hands-release" pushups as opposed to regular pushups
d. Sprint, drag, carry, sprinting, then transition to pulling weights, then side-shuttling, finally, kettlebell carries
e. Knee tucks, which are pullups, but the knees are brought to the elbows, and hanging perpendicular to the bar instead of parallel
f. Two-mile run

There's also a leader-team academy, which teaches the Cadets what it means to be a leader, such as, initial counseling, roles and responsibilities as a rising Yearling (Junior), land navigation, and marksmanship. Driver safety training has been revamped, with an NCO, who is a Master Driver, to ensure all Cadets drive safely during summer training. The Cadets also learn about property management, resilience training, which was instituted by the Brigade Tactical Department. Mandatory Company PT has been instituted at the platoon level. On Sunday evenings, Cadets come together and sitting as a squad in the Mess Hall. Corps Squad athletes sit with their squads, not their teams. The Cadets have about 40 minutes without cell phones. The focus is on ensuring all the cadets are okay and to see how they, and their families, are doing. Finally, there are a lot of fitness competitions. There’s a CrossFit team at West Point, the CrossFit Black and Gold Team, which Cadets can compete in. Many times, this is combined with a Brigade Bar-B-Que and bond over fitness. Cadet Van de Wall then mentioned two speakers in the series the Commandant spoke about. One was Jason Pak, a 2011 graduate, who is a double-amputee, and another was MSG King, an 82nd Airborne NCO, who is also a double-amputee. Dr. Jean Twenge spoke to the Cadets as well, about human dynamics, including loneliness and people relying on cellphones for human interaction.
LTG Williams then asked if there were any further questions for the Commandant before it is turned over to BG Cindy Jebb, the Dean of the Academic Board. Mr. Urban asked what was being done about mandatory meals? BG Buzzard noted that for upperclassmen, breakfast is optional. It is mandatory for freshmen (Plebes), and upperclassmen escort them to breakfast. Lunch is mandatory, and dinner is optional, except for Thursday nights, when it's mandatory. A new program is bringing the whole Corps of Cadets together on every other Sunday night. BG Buzzard noted, he is now allowing Cadets to wear their PT uniform to the first formation, because they're working out in the morning. Mr. Urban then asked if at some point, every Sunday night the Corps of Cadets will have dinner together. Lieutenant General Williams indicated, that at some point it may happen. Cadet Van de Wall informed Mr. Urban that when Cadets come back from a weekend off, they may have eaten dinner before they returned, and wanted to get back to their rooms to finish homework, or other priorities; they are competing for time and may not have time to eat in the Mess Hall. Lieutenant General Williams further noted that West Point is building cohesion; the best way to build cohesive teams, is by training together, doing PT together, eating together, etc. Mr. Urban then moved onto the day rooms and Cadet rooms, noting many of them had some type of game system, such as Xbox in their rooms, as well as small kitchen appliances, such as blenders, rice makers, hot water heaters, etc., which he stated he was strongly opposed to. He feels Cadets having appliances in their room drives them apart, it doesn't bring them together. Mr. Urban stated if Cadets wanted milk shakes, coffee, rice, etc., they should have to go to the Cadet Mess Hall for them, not make them in their rooms. He asked what is being done in the barracks to bring the Cadets together to form cohesive teams? BG Buzzard responded that there are still day rooms in the barracks, and there is a good amount of collaborative space for Cadets to get together and work together. Rooms are being redeemed as part of the barracks modernization, there may also be opportunities to add simulations, which would link in with the Cadets' Military Science Training, and use collectively throughout the year. The Superintendent noted that things have changed since he and Mr. Urban attended West Point. Mr. Urban went back to earlier point about sexual assault – the new young adults who attend West Point don't know how to talk to one another. When he was a Cadet, they ate Sunday dinner together, and society as a whole, has disintegrated this. Mr. Urban observed that eating together, the day room space, helps to teach new Cadets how to interact with each. He had heard Cadets don't have the social skills or social cues to interact, because they grew up with social media. The Cadets aren't forced to interact with each other. Everyone has a computer and phone in their room, as well as small kitchen appliances, so they have no reason to leave. When he was a Cadet, they had to go out, to the Mess Hall to get food. Cadet Van de Wall responded that Davis Barracks, the newest barracks on West Point, has some of the best collaboration rooms on West Point. He meets with his brigade staff in the collaboration rooms occasionally. There is a new Warrant Officer in the Mess Hall, who is revamping the food they're serving, so the numbers in the Cadet Mess Hall have gone up. Further, the Commandant is considering removing all phones from summer training, to parallel a JROTC rotation, so Cadets can interact more with others, rather than being on their phones when they're not busy. Lieutenant General Williams also pointed out that the Library has several great collaborations rooms as well, and then introduced BG Cindy Jebb, the Dean of the Academic Board, to give her update to the Board.

9. Dean of the Academic Board Update: Brigadier General Cindy Jebb noted, to Mr. Urban's point, that not only did the Library have many collaboration rooms, also housed within the Library are the Writing Center, and the Center for Enhanced Performance, as well as a very strong tutor program. She remembered when she was a Cadet when the Library was a cave. Cadets, and others, enjoy the Library now, it even has a Cafe. The Academic Program is nested into the Superintendent's Priorities. West Point is all about developing leaders of
character who think critically, can internalize their professional identity, and know how to use their education for the good of the Army. She stated she would talk about the three outcomes in terms of updates. The three outcomes are:

a. Second Lieutenants who graduate each year
b. The Second graduating Class, 55 percent of the faculty, who were in the field, attend graduate school and return to West Point as instructors
c. The faculty and intellectual capital

Brigadier General Jebb then offered three outputs that would recur during her update:

a. West Point is aligned with the Army
b. Developing leaders of character
c. Continuous improvement and posturing for the future

The first output she briefed the Board on was developing leaders of character. In terms of the curriculum, there has been a lot of innovation. The Academy’s core curriculum is half STEM (Science, Technology, Engineering, Math) and half Humanities and Social Sciences that is focused on how to think quantitatively, engineering problem solving, technological literacy, as well as humanity, social sciences, historical perspective, ethical reasoning and qualitative analysis. The “Majors Program” is a study-in-depth program, for example, if something were to occur in China, USMA has graduates who are know the language, culture, and the region; if there is a “cyber” event, USMA graduates are able to assist with the knowledge they have. The Academy’s curricular innovations are in the core curriculum for the first time. Every Plebe took a history course, The Army of the Republic, which was a great introduction to the profession these Cadets chose to join. The course starts with the Revolutionary War and goes through September 11, 2001. It’s the anchor to a new “Study of War Threat” which takes, and integrates, knowledge across disciplines through the core curriculum, the capstone is the Superintendent’s course that she and the Commandant share, which is the Officership Course. There is also a new Plebe Book Program. Before the Candidates become Plebes, or new Cadets, they receive a book in the mail, along with their admissions packet. The Commandant and her sign a welcome letter, along with a book. This year, the book they will be getting is “Washington’s Crossing” with is also used in the Plebe History course. The Dean’s Office is working with the Commandant’s team to integrate some of the book during Cadet Basic Training. New majors have been added, including Applied Statistics and Data Science Major, and a Space Science Major and Minor, and Cyber Science Major. With the faculty, a deliberate and intentional effort has been made regarding how to have uncomfortable conversations, such as those discussed earlier in the meeting. The Dean needs to ensure faculty are comfortable by having deliberate sessions about practicing teaching and practicing conversations, even uncomfortable ones. The Superintendent, the SHARP Program Manager, herself, and others have been at these sessions, to ensure everyone is ‘on the same sheet of music. Brigadier General Jebb then briefed the Board on intellectual capital. West Point has always been connected with the Army Futures Command, and has had many visitations with them. Currently there are 80 Capstone Projects that are connected to the Army Futures Command. She hopes to see General Murray at the MIT Soldier Design Competition in April, where she expects the Cadets to do very well again, against graduate students. There are countless collaborations, including:

a. A 50-kilowatt laser, parked in front of the Library, which will soon be moved to the Range and Training Area to conduct some tests, in collaboration with the Space and Missile Defense
Command, Rapid Capabilities and Critical Technological Command which has a habitual relationship with the Physics Department.

b. Joint Special Operations Command (JSOC) is working with some Cadets who have developed robotic devices.

c. The Center for Counterterrorism (CTC) faculty returned from Afghanistan, working with the Ranger Regiment.

This is very inspiring because the Cadets and Faculty are able to work on real world problems and it allows them to give back as well. Current events that are upcoming include an evaluation team from Middle States Commission on Higher Education (MSCHE) will visit West Point at the end of March. The Academy is being re-evaluated for reaccreditation, as part of a three-year, ongoing project. Over 80 members of the staff and faculty have been working on this self-study, which is about continuous improvement, self-assessment and ensuring the Academy has the processes in place and that processes are followed. The USMA G5 (Policy/Institutional Research) are providing great leadership for the MSCHE re-accreditation process. Brigadier General Jebb ended by briefing the Board on Projects Day. The Association of the United States Army (AUSA) sponsors a faculty panel on the eve of Projects Day, where faculty members present their research that has been collaborative with the Army Futures Command. The following day is Projects Day, which she encouraged all the Board members to attend, if their scheduled allowed. Projects Day allows the Firsties (Seniors) to present their projects. Some of the Capstone projects are collaborative efforts with industry, to DoD, etc. It is a day everyone looks forward to. Congressman Davidson stated he was encouraged by the Dean's emphasis on the integration of history. It's a great legacy that is key, and all too often, under-resourced at many high schools. There should be an emphasis on Citizen Soldier; he was at the Academy when the mission was more focused on a lifetime of service to the Nation, rather than commissioning leaders of character. However, he continued, the idea of the civil-military ethos, so that a warrior-class is formed is disconnected from the culture. The emphasis now is on honorable living, which he is glad to see in the classroom. With this, BG Jebb concluded her update and introduced Mr. Mike Buddie, the new Athletic Director.

10. Athletic Director Update: Mr. Mike Buddie, the new Athletic Director, introduced himself to the Board members and thanked them for their support for the Academy. He went over the Athletic Department’s Mission Statement, which is designed to ensure it is aligned with the Superintendent’s priorities and Army Leadership. The Directorate of Intercollegiate Activities (ODIA) exists to provide an extraordinary Division I athletic experience. As a former Division I athlete, that is important to Mr. Buddie. The men and women who commit to attend West Point, and compete on the field, track, courts, pool, etc., do so knowing this will be the last four years they will get the opportunity to compete. Mr. Buddie noted that winning matters, however, people come first. His staff and coaches know that the way they interact with the Cadets will have an impact either very positive or very negative. He ensures his staff and coaches are aligned with their words and actions. Twenty-five percent of the Corps of Cadets participate in varsity athletics and the coaches need to know it is their responsibility to ensure the Cadets not only become better competitors, but also that they compete and represent USMA will make them better Soldiers and students. In support of the Superintendent's Lines of Effort, Mr. Buddie sees the Athletic Department as a living laboratory, and an opportunity to stress the cohesive, diverse, and effective winning teams. He highlighted some of the successes to the Board. The Academy won two championships in the fall (Sprint Football and Men’s Cross Country), and is hoping to add more this winter. Further, Army West Point is favored to win several championships in the Spring. In addition to sports competition, the Athletic Department also celebrates academic achievements of the Cadets. At the end of the day, the academics will last them a lifetime and the experience is very important.
Ho then went over some key initiatives, including Line of Effort 5, Strengthen Partnerships. In a way, the Athletic Department is kind of the ‘Front Porch’ of the Academy. Young leaders may have their first experience with the Academy by watching the Army/Navy football game, or attend a local game, when an Army West Point team travels. One partnership that has been developed since Mr. Buddie started eight months ago, is with the City of Philadelphia. The Army-Navy Football Classic used to be just a football thing. Now it has morphed into a stronger partnership. The Men’s Soccer Team now competes every year in Philadelphia, the Baseball Team will play against the Naval Academy at the Philadelphia Phillies Stadium this spring. Philadelphia is also halfway between Annapolis and West Point. Another partnership is with Legends Entertainment, a company founded by George Steinbrenner and Jerry Jones, as part of the Dallas Cowboys and New York Yankees, based out of Manhattan, which has allowed the Athletic Department to extend its reach outside of West Point, and make strategic contacts with people who can learn a lot from coming onto Post to give the Academy additional exposure.

Mr. Buddie’s final topic was about Line of Effort 4, Modernize and Sustain, regarding some of the facility upgrades. The Athletics Center is close to completion, which will impact three or four of the Olympic sports teams with locker rooms and a weight room. The Michie Preservation Project will affect every Cadet and fan who attends football games, which is why it is a number-one priority from a fundraising standpoint. The Truxton Wrestling Center will free up space in Arvin Gym in order for the Cadets to reclaim the space. He noted the Wrestling Team is in the Top 20 in the country. Space and time are two important issues at West Point. On that note, Mr. Buddie introduced COL Greg Boylan, who briefed the Board on Line of Effort 4.

11. Modernize and Sustain Update: Colonel Greg Boylan, Director of Strategic Resource Planning and Integration at West Point, introduced himself. His shop is responsible for planning, developing and managing the Academy’s 20-year modernization plan. The plan is holistic; a whole system approach which looks across all the domains that have been discussed thus far: academic, military, physical, and character development. It integrates them and is expansive-looking out over about 20 years in time. The Cadet Barracks upgrade was the first modernization program, and is in the 7th year of a 10-year program that not only recapitalizes barracks space, but also looking at barracks space in a completely different way. At West Point, the primary barracks are for Cadets. They are Leadership Laboratories where Cadets engage in leadership and unit activities. In talking about these collaborative spaces and capabilities that are put into these barracks, that was thought of along the way. Three barracks, Bradley, Lee, and Sherman will be completed in fiscal year (FY) 2023. He noted that the Academic Building Upgrade Program is getting ready to kick off, starting next year. This is a 17-year program, which will go through 2037 and is a holistic approach to how the Academy’s academic programs are delivered. It’s an opportunity to rearrange how the Academy delivers academic programs, and reorganizes the disciplines into hubs, such as:

a. Engineering and STEM
b. Humanities
c. Applied Sciences
d. Environmental Engineering
e. Military Development

The last discipline will remain in the hub of Washington Hall. “Patton” will be a complex that allows the Academy to implement this. It will be a ‘swing’ facility which will be in place for about 17 years and will be between the Library and baseball field. In addition to renovations, space will be gained back. Currently the Academy is about 700,000 square feet short in required
academic space, and what is authorized. As buildings are recapitalized, how to get the space back is being looked at. Two floors will be added to Thayer Hall, which will be completely redesigned from the ground up. All academic facilities are being looked at, including the new Cyber and Engineering Academic Center (CEAC). West Point was the Nation’s first engineering school. Now, its facilities and capabilities in this domain lag behind other schools and institutions with whom the Academy competes for critical STEM talent. This is a critical component that will set the conditions for the Academic Building Upgrade Program. There are also plans for Trophy Point. Trophy Point is one of two critical portals through which West Point communicates with America – through Band Concerts throughout the Summer and the thousands of visitors who visit West Point throughout the year just to visit Trophy Point. There are plans to build a Humanity Center on Trophy Point – the only one in the Department of Defense and will be a way to link people to the human dimension of warfare, as well as how the Academis is preparing young men and women to operate and lead, and lead honorable. Colonel Boylan then discussed the Michie Preservation Project, another critical portal through which the Academy communicates with America. This project isn’t just about football, it’s about West Point. For many Americans, Army West Point football may be the only way they see and perceive West Point and its meaning to the country. The last item COL Boylan briefed the Board on was the West Point Military Complex, for which there are significant plans. The camps, Camp Buckner and Camp Natural Bridge are very old. They were built by POWs, for POWs during World War II. The camps were re-purposed at a later date, but were never designed, nor intended, for the kinds of activities, training, etc., that are done in this day and age, in terms of flexibility and adaptability with regards to war-fighting, training, and leading. There are two phases of this plan. The Academy was in Phase 1 with a ‘bridge strategy’ The first phase is military construction efforts at Camp Natural Bridge and portions of Camp Buckner to create a year-round capability, which will allow to them to be used throughout the year and create a readiness capability for the Army. A task force is deployed to the Camps during Summer Training for about four to five months, every year. These task forces must retain unit readiness levels, and creates the capability to do so while they are at West Point. It also provides a capability West Point can use at West Point throughout the year, as well as the Guard and Reserve Forces in the region, who already use our facilities. Upgrading the Camps also creates a capability for the Guard and Reserve to focus more time on training, rather than traveling to places like Indiantown Gap and Fort Drum. It allows the Academy to expose Cadets to multi-component operations, and what it’s like to work with Guard and Reserve components before they get into the real Army and are expected to operate almost immediately. Phase two addresses the Range capabilities to integrate the Live Virtual Constructive Component. A parade field has been planned, will link in with what is being done in the SIMS Center on main post, in Washington Hall. This will expand the Range capabilities and provide something that allows the Cadets to be exposed to in the Army, to train other and implement as leaders in the future. Line of Operation Zero, is the critical infrastructure upgrades. Over the last 100 years, there were three major expansion periods:

- The early 1990’s
- The 1960’s
- The 1930’s

The supporting infrastructure was never upgraded in parallel to these expansion periods. For this reason, it has been kept together haphazardly. The idea is to incorporate a whole system approach to ensure the entire system is reestablished and ready, through the 21st century. There are significant challenges that the Garrison Commander and his team deal with on a daily basis that needs to be taken care of now, and done right. Colonel Boylan noted there is a plan, which will be addressed with the Army Materiel Command and the Facility Investment Strategy.
to go over these issues. Lieutenant General (R) Swan asked if there was an opportunity for USMA to acquire land from the state, outside of the reservation, or if it was even possible. Colonel Boylan responded, that the Camps, Range, and Training area land was acquired in the 1930s, by either condemnation or eminent domain, which wouldn't go over well today. If he had to answer, though, COL Boylan would say no, particularly with the way the state is expanding and using the land. COL Boylan also noted that Harriman State Park hits up against West Point to the south. Mr. Urban asked if the Science Center was appropriated funds from MILCON (Military Construction), which COL Boylan stated it was in the FY 2020 National Defense Authorization Act (NDAA) at $197 million. Mr. Urban then asked about Camp Buckner and the amount needed for the upgrades to the Camps, which COL Boylan answered was about $281 million. Mr. Urban then asked about funding for the Stadium, which is gift-funded, no appropriated funds, he also asked if there was a Plan B or Plan C, for the stadium. Gift-funded facilities, such as Michie Stadium, is the Academy's way of ensuring that some of the cost-sharing is shouldered by the Academy, and is critical to the Division I program that is critical to developing Cadets. Gift-funded facilities allow this to happen, and they come with a maintenance endowment, so the Army isn't saddled with the maintenance costs which can become unsustainable in the future.

12. Garrison Commander's Update: The final briefing of the meeting was given by COL Cecil Marson, the Garrison Commander. He noted that underpinning everything that was discussed today, is Force Protection for West Point and keeping everyone safe. What wasn't shown was weekends at West Point, where there are 20 to 40 high schools, every weekend, from the Hudson Valley coming onto West Point for meets, such as Track at Gillis Field House. The Garrison is under immense pressure to bring in people and open up West Point, so he has two worlds to wrestle with:

   a. The “open gateway” to bring people onto West Point
   b. Making sure the Cadets, Staff & Faculty, and Residents are safe

Unique to West Point is that 30 weekends a year, the Emergency Operations Center (EOC) is up and running, with a full staff. Colonel Marson stated that there is no better Military Police(MP) detachment or Directorate of Emergency Services (DES), than West Point, to handle the safety and security of the Post. Recently, a tabletop exercise was conducted about three weeks ago, when individuals were brought in from Virginia Tech, to get their perspective on some active shooter events they have had. Also, a team from Fort Hood was brought in, as well as outside experts to observe the force protection planning. Anytime the EOC is operating, the FBI and NY State Police are involved. It's personal for all of these entities to take care of West Point. There are many graduates within the FBI and NY State Police, who are available for every event on West Point. On the technology side, in the last 10 months, the LiveSafe App has been integrated at West Point. The App is for every member of the community to track and know what's going on at West Point. Examples included the Mom who is jogging when an incident arises; she is notified by phone to stay out of the area; or the employee, whether in the Department of Public Works, a professor, or Cadet, also has access to know exactly what's going on, and it speeds up the notification time if there is an incident. Last week, a system called "JASPER" was tested at the USMA Prep School (USMAPS), for the Army. JASPER is an active shooter system hardwired into the entire Prep School with the MPs. Each MP has a computer screen on their sleeve, called a “NTAX,” it's like a blue force tracker, or FBCB2, to quickly identify and know where the active shooter was. The next step is to get the system in to about 20 building-the barracks and some academic building, which will increase the safety of the Cadets and the West Point Community. Security-wise, West Point must be vigilant, that's
the priority. Colonel Marson asked if there were any other questions, with there being none, LTG Williams took over.

13. Closing Comments: The Superintendent provided upcoming events to the Board, including Plebe-Parent Weekend, the National Discussion Conference, Sandhurst, Projects Day, to name a few. He then showed a video from the 2019 Sandhurst competition and invited Board members to attend. Congressman Womack thanked LTG Williams and his staff for their updates and insights and asked if any member of the Board had final comments. Mr. Urban commented that he doesn’t think West Point does a good job of telling its story. He’d like to see Sandhurst televised and wondered if USMA could pursue a package with a network. There were no further comments, and Congressman asked if there was a motion to adjourn, which there was, as well as a second. The Organizational meeting of the USMA Board of Visitors was adjourned at 1:17pm.

Certified by:

STEVE WOMACK
US Representative
Chair, USMA Board of Visitors

24 July 2020
Appendix A: Attendance

**Congressional Members:**
- Senator Richard Burr Arrives 11:54 a.m.
- Senator Tammy Duckworth
- Senator Jerry Moran Departs 11:19 a.m.
- Congressman Steve Womack-Chair Arrives 10:56 a.m.
- Congresswoman Stephanie Murphy Departs 11:14 a.m. Returns 11:20 a.m.
- Congressman Anthony Brindisi Arrives 11:23 a.m.
- Congressman Warren Davidson Departs 1:10 p.m.
- Congressman Conaway Arrives 10:34 a.m.

**Presidential Appointees:**
- SEC R. James Nicholson – Vice Chair
- Mrs. Meaghan Mobbs
- Mr. David Urban
- LTG (Ret) Guy C. Swan III
- GEN(Ret) John M. “Jack” Keane Departs 11:28 a.m. Returns 11:31 a.m.
- LTG(Ret) H.R. McMaster

The following members were absent:
- Senator Joe Manchin

Based on the BOV attendance, a quorum was present.

**Other attendees:**
- HON Dr. E. Casey Wardynski - ASA(M&RA)
- LTC Adam Lewis, MA-ASA(M&RA)
- MAJ Cory Kastl, OCLL
- MAJ Jeffery Kocian, OCLL

**USMA Command and Staff Members in Attendance:**
- LTG Darryl A. Williams, Superintendent of the United States Military Academy
- CSM Jackie H. Love, USMA Command Sergeant Major
- COL C. Mark Weathers, USMA Chief of Staff
- LTC Angelica Martinez, Superintendent’s XO
- LTC Justin Miller, Secretary of the General Staff (SGS)
- Ms. Deandra Ghostlaw, Designated Federal Officer (DFO)/Ass’t SGS
- Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO
- Ms. Lori Doughty, FACA Counselor
- BG Cindy Jebb, Dean of the Academic Board
- BG Curtis Buzzard, Commandant of Cadets (USCC)
- CSM Kenneth Killingsworth, USCC Sergeant Major
- Mr. Michael Buddie, Athletic Director
- COL Deborah McDonald, Director of Admissions
- COL Holly West, USMA G5
- Ms. Samantha Ross, SHARP Program Manager
- Mr. Timothy Boyd, Protocol
- COL Gregory Boylan, G5-R
SFC Giovanni Cardoza, Communications NCO
COL H. Cecil Marson, Commander, USAG West Point
Dr. Jeffrey Peterson, Character Integration
Mr. David Skoglund, Public Affairs/Visual Information
COL William Smoot, Staff Judge Advocate
MAJ Ireka Sanders, Deputy Public Affairs Officer
Mr. Charles Thompson, Public Affairs/Visual Information
Cadet Daine Van de Wall, Cadet First Captain
Cadet Samantha Sullivan, Brigade Trust Captain
AGENDA
- Introduction
- Board Business
- Superintendent’s Remarks
- Academy Topics:
  - Develop Leaders of Character
  - Modernize, Sustain, and Secure
- Upcoming Events
1. **BOV discussion topics:**
   - Variable Active Duty Service Obligation (pilot)
   - Results of DoD SAPRO report
   - Honorable Living Day

2. Elect new officers

3. Swearing in of Presidential Appointees

4. Approve Minutes (Nov 2019 Meeting) & 2020 BOV Rules

5. **Reconfirm Summer Meeting**
   - **Summer 2020**
     - Monday, 6 Jul (4Jul Concert, Summer Training 5Jul)

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Superintendent’s Opening Remarks
Weekend at West Point
West Point is the world’s preeminent leader development institution.

Our mission is 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*.
• **Develop Leaders of Character (LOE1)**
  - Integrate and synchronize all Pillars (character, military, physical, academic)
  - Build 2LTs for our Army; prepared for the “crucible of combat”

• **Cultivate a Culture of Character Growth (LOE2)**
  - Create a safe and secure environment...built on “trust” and “Army/Cadet Values”
  - Focus our efforts on inclusion, and preventing sexual assault and harassment

• **Build Diverse and Effective Winning Teams (LOE3)**
  - Cadets, Staff and Faculty, Coaches, and the West Point community

• **Modernize, Sustain and Secure (LOE4)**
  - Infrastructure development and investment
  - Energy Resilience
  - Protect the Force

• **Strengthen Partnerships (LOE5)**
  - Seek opportunities to contribute to the Army Profession
  - Sustain partnerships with Academia, Alumni, Congress, and the American Public
  - Grow international partnerships

(As of FEB 2020)
West Point video
13 Nov  Branch Night for Class of 2020
14 Dec  Army vs Navy Football
10 Jan  Chief of Staff of the Army Visit
14 Jan  Honorable Living Day
18 Jan  RMC Weekend
24-25 Jan 500th Night for Class of 2021
1-2 Feb  Yearling Winter Weekend for Class of 2022
5 Feb  Post Night for Class of 2020
6 Feb  Flipper Dinner
10 Feb  Secretary of the Army visit
10 Feb  Honorable Robert Gates lecture
14-15 Feb 100th Night Weekend for Class of 2020
Overall Focus: Master the Fundamentals

Standards and Discipline
• Cornerstone of Being a Leader of Character
• Overall Positive Trends
• Increased Cadet Ownership

Physical Fitness
• ACFT Implementation
• Functional Fitness Focus
• Holistic Health and Fitness Lectures

Military
• Talent Based Branching / Market Model
• Sandhurst Competition (17-18 April)
• Simulations Center
• Modern War Institute

Cadet Leadership
• Weekend Training Plan
• Resiliency and Wellness
Academic Program Update

Leaders of Character
- Army of the Republic: Leading Citizen Soldiers (HI101)
- Study of War Thread
- Washington’s Crossing
- Applied Statistics and Data Science Major
- Space Science Major and Minor
  - 3Y Space Cadre Additional Skill Identifier
  - Basic Army Space Badge
- Cyber Science Major

Faculty
- Battalion Commander Assessment Program support
- Prepare faculty for difficult conversations

Intellectual Capital
- Army Futures Command
  - Faculty embedded in Army Futures Command
  - Over 80 Army Futures Command client research projects
  - Visits to Army Futures Command
  - Hosted Army Futures Command visits to USMA
- Countless other partnerships

Events
- Directed Energy Science and Technology Symposium (9-13 March 2020)
- McDonald Leadership Conference (19-22 March 2020)
- Middle States Commission on Higher Education visit (29 March - 1 April 2020)
- Projects Day AUSA Sponsored Faculty Panel (29 April 2020)
- Projects Day (30 April 2020)
Intercollegiate Athletics

Provide an extraordinary Division I athletic experience that develops leaders of character committed to the values of Duty, Honor, Country.

Athletic Highlights

• 150-114-11 Record (.565)
• Championships: Sprint Football, Men’s Cross Country
• Wins over Navy: Women’s Cross Country, Volleyball, Golf, Men’s Basketball, Women’s Basketball, Wrestling
• Men’s Lacrosse and Wrestling both in the Top 20 in the country
• 44 Cadet-athletes named to the 2019 Patriot League Fall Academic Honor Roll

Key Initiatives

• Anderson Athletic Center (17 JUN Ceremony)
• Michie Preservation Project
• Truxtun Wrestling Center
• Army-Navy Philadelphia Partnership
• Legends Partnership
Modernize, Sustain, and Secure
USMA 2035
Master Plan as of February 2020

1. Thayer Hall with 2-story Addition
2. Critical Infrastructure Upgrades
3. The Link: West Point Humanities Center
4. DCA Cadet Clubs & Ike Hall
   - Safety improvements to Ike Hall
   - Following ODIA move to Michie, repurpose Bldg 639 to house DCA and select Cadet Clubs
   - Eventual renovation of Ike Hall to enhance cadet collaboration and activities areas
5. Functional Fitness Facility
6. Cemetery Expansion
7. Michie Preservation Project
8. West Point Military Complex (WPMC)
9. Cadet Barracks Upgrades

- Safety improvements to Ike Hall
- Following ODIA move to Michie, repurpose Bldg 639 to house DCA and select Cadet Clubs
- Eventual renovation of Ike Hall to enhance cadet collaboration and activities areas
**Prepare**
- No-notice drills
- Cadet and Faculty Training Office
- Table Top Exercises
- Collective Training

**Partner w/ Supporting Agencies**
- Parades/ Large Events
- Joint Training—MPs w/ NY Spec. Ops. and Orange County Sheriff Office.

**Annual Full-Scale Exercise**
- Prevent: detection of a threat before “action”
- Respond: complex, coordinated attack
- Incident Command, MASCAL, HAZMAT
- Recover: fatality management, community “care”

**Technology Upgrades**
- LiveSafe APP
- Automated Inst. Entry 4.0
- Joint Active Shooter Protection and Response (JASPR)
- Android Tactical Assault Kit (ATAK)

*A Prepared, Secured and Resilient West Point*
7 Mar  Plebe Parent Weekend for Class of 2023
19-21 Mar  McDonald Leadership Conference
30 Apr  Middle States Reaccreditation Visit
2 Apr  National Discussion on Sexual Assault
8-9 Apr  Mission Command Conference
17-18 Apr  Sandhurst
23-25 Apr  Conf of Service Academy Superintendents
29 Apr  Projects Day AUSA Sponsored Faculty Panel
30 Apr  Projects Day
1 May  Coach K Awards Dinner
16 May  USMAPS Graduation
23 May  USMA Graduation - Class of 2020
29 Jun  R-day - Class of 2024
24 May-10 August—Cadet Summer Training
Sandhurst 2019
You are my brother, my sister, my fellow Soldier. It is my duty to stand up for you, no matter the time or place. I will take ACTION. I will do what's right. I will prevent sexual harassment and sexual assault. I will not tolerate sexually offensive behavior. I will ACT.

We are American Soldiers, MOTIVATED to keep our fellow Soldiers safe. It is our mission to prevent sexual harassment and sexual assault. We will denounce sexual misconduct. As Soldiers, we are all MOTIVATED to take action. We are strongest...together.

Final Remarks
Was surprised to read that West Point is spreading very questionable pro-LGBT propaganda as part of its Honorably Living Day. Some relevant thoughts on LGBT issues you should consider as you think about this serious controversy:

It's fairly obvious that female minds in male bodies and male minds in female bodies and homosexual minds in heterosexual bodies are sure signs that something went wrong somewhere (in nature and/or nurture), are sure signs of mind/body mismatches or disorders. So, to put transgenders and heterophobic homosexuals on the same level as normal heterosexuals is absurd. No rational person can deny that.

This was the commonsense position of the American Psychiatric Association for years before it became corrupted by irrational, ever-so-trendy "political correctness."

Those who value science, logic, and natural law know there are only two human genders: heterosexual males and heterosexual females. There are, on the other hand, all sorts of sexual/gender disorders.

And what is the rational thing to do with physical and psychological disorders? We try to fix them, if possible. But even if we can't fix certain disorders (e.g., we may not have enough knowledge yet), rational people do not deny reality and maintain they are NOT disorders, which is exactly what pro-homosexual and pro-transgender people are doing.

Should we build extra-large restrooms for claustrophobics who have panic attacks in normal-sized restrooms? Should we build separate restrooms for convicted pedophiles because we don't want them in restrooms with our children? (Or, to be a little facetious, should we build separate restrooms for so-called "homophobes" who don't want to use restrooms homosexuals may use?)

Let's face it, unfortunately some people have disorders. It's unreasonable to build special restrooms for them. It's unreasonable to let them use "wrong gender" restrooms. And we shouldn't "de-gender" restrooms for them. It's also unreasonable to concoct special pronouns for them.

We have laws in this country against such things as consenting-adult polygamy, consenting-adult incest, consenting-adult prostitution, consenting-adult exhibitionism, etc. For around 200 years we had laws against such things as homosexual marriage, adoption by homosexuals, and even homosexual activity (and the country did just fine, thank you). Why? Thinking people have known for centuries that homosexual activity is clearly immoral (Plato, for example, perceptively taught that over two thousand years ago). Many other intellectuals through the years have also deprecated homosexual activity.

It is relatively easy to point out serious flaws in all the arguments homosexuals use to try to rationalize homosexual activity. So, to put voluntary, aberrant, homosexual activity on the same level as, for examples, involuntary skin color or age is absurd and is downright offensive to many people of color.

It may surprise you that some colleges like Harvard now have officially recognized student groups devoted to promoting the acceptance of BDSM---sexually deviant bondage, discipline, sadism, and masochism. That's right. If you are a psychologically disturbed student who gets sexual thrills from hurting people, some colleges like Harvard now have groups for you! Is that bizarre or is that bizarre. (Are Neanderthals running that school?)

Those paying attention can see that the "logic" of heterophobic homosexuals is rapidly leading this society down a slippery slope to a more aberrant, disordered, and irrational society. Legal polygamy
is coming soon. Maybe down the line we'll see "marriage" between straight and homosexual consenting-adult incestuous people! Whoopee! Anyone who thinks this is progress is deluding him/herself.

These are bizarre times we live in, where people whose values are upside-down and backward actually think they are "progressive" while they are trying to take us back over 2000 years to ancient Greek and Roman times when relatively primitive and ignorant people irrationally valued homosexual activity. Talk about being on the wrong side of history! Unreal. Beam me up, Scotty! The inmates are taking over the asylum!

Sincerely, Wayne Lela
How the left’s brand of diversity promotes division
The Hill, Feb 12, By Mike Gonzalez, Opinion Contributor
https://thehill.com/opinion/civil-rights/482651-how-the-lefts-brand-of-diversity-promotes-division

A new Office for Diversity and Inclusion is about to open in the House of Representatives — the latest sign that identity politics continue their long march through the institutions. Last month, in yet another example, West Point cancelled classes for a day so cadets could discuss “diversity and inclusion” and be lectured on “toxic masculinity.”

And just to make it clear where this all leads, during a primary debate in New Hampshire last week, Sen. Elizabeth Warren (D-Mass.) called for “race-conscious laws.”

These seemingly discrete events are part of a pattern. “Diversity” may be outwardly sold as the hope that America, always a diverse country, can afford equal opportunities to all its citizens. It is the opposite of this color-blind promise, however; it mandates numerical proportionalism at schools and places of employment and, yes, make no mistake, eventually laws that take account of a person’s race.

Proponents of this destructive mix successfully preclude any criticism by accusing any who dare raise objections of being racist. This tactic works wonders, especially on elected officials of both parties, rendering them both deaf and mute on these issues.

Those who understand the danger should be completely undeterred by this tactic, however. The people who propose race-conscious practices are obviously the ones who make decisions based on race. We should not accept their proposals, their premises or even their language.

If we are to have any chance of making it as a diverse nation, we must demand that people be selected because of their talent, not because of their race, origin, sex or sexual orientation, and that they be legally treated according to their adherence to the law.

America has been here before, and the experiment was shameful. The hope of the 1865-1877 Reconstruction era ended completely in 1896 with Plessy v. Ferguson and the imposition of “separate but equal” Jim Crow. Brown v. Board of Education in 1954 and The Civil Rights Act in 1964 ended the Plessy era and gave hope of finally attaining color-blind laws and practices. But that victory, too, was quickly reversed.

As I describe in my upcoming book, “The Plot to Change America, How Identity Politics is Dividing the Land of the Free,” the white establishment, led by the very wealthy Ford Foundation, panicked when Northern and Western cities reacted to the civil rights era with riots. So they began to put in place what they said would be temporary race-conscious procedures, which they hoped would buy peace.

Half a century later, we know they have not been temporary but are becoming ever more entrenched in the nation’s highest places. It doesn’t get much higher than West Point and the House of Representatives.
West Point brought in a consultant to speak to the entire corps of cadets, the staff and faculty. The “bias training” of these consultants has already become the bane of the corporate world. Now, worryingly, they have arrived at the military academy.

According to the Army, the “conversations” held at West Point “included redefining what a healthy role model looks like once they took a critical perspective toward toxic masculinity that is prevalent in mainstream society.”

As for the new office in the House of Representatives, sources tell me it is about to open its doors. The House resolution creating the office notes that within 90 days of presenting an operational plan, the office will submit a “diversity plan” to the Committee on House Administration which “shall include”: 

(A) Policies to direct and guide House employing offices to recruit, hire, train, develop, advance, promote, and retain a diverse workforce, consistent with applicable House rules, regulations, and law. 
(B) The development of a survey, in consultation with the Committee on House Administration, to evaluate diversity in House employing offices.”

If this effort means that all Americans, no matter their background, will hear about employment opportunities in Congress, it will be a worthwhile project. It is difficult to see, however, how this does not turn into numerical hiring quotas.

Which brings us to Sen. Warren letting the cat out of the bag when she said in Manchester, “We need race-conscious laws in education, in employment, in entrepreneurship to make this country a country for everyone.”

Even candidate-businessman Andrew Yang realized where this potentially leads when he responded, “Elizabeth, with respect, we can’t regulate away racism with a whole patchwork of laws that are race specific.”

But that is precisely what people say they can do, and once they pass these race-specific laws, we will all be back to the Plessy Era. Unless we stop them.

Mike Gonzalez, the Angeles T. Arredondo E Pluribus Unum Senior Fellow at The Heritage Foundation (heritage.org), is the author of “A Race for the Future” (Crown Forum, 2014).
West Point takes day to reflect on honorable living
Westpoint.edu, Jan. 16, By Brandon OConnor
https://www.army.mil/article/231743/

Guest speaker Bruce Stewart, the CEO of Small World Solutions and former co-chair of the White House committee on increasing diversity in the STEM workplace, talks to the Corps of Cadets during the United States Military Academy’s Honorable Living Day in West Point, New York on Jan. 14, 2020. The event is held at various locations throughout the academy, with classes being lead by the cadets. (Photo Credit: Courtesy)

WEST POINT - All classes were cancelled at the U.S. Military Academy Jan. 14 and work was set aside as the cadets, staff and faculty came together to talk about how to live honorably, build cohesive teams and combat issues related to sexual assault and harassment at the academy.

This marked the third Honorable Living Day hosted by the academy during the tenure of West Point Superintendent Lt. Gen. Darryl A. Williams.

The first was held last February and brought the West Point community together to discuss the results of the biennial Service Academy Gender Relations survey and begin formulating responses to eliminate sexual assault and harassment at the academy. USMA stood-down again last semester to build upon that discussion and call cadets, staff and faculty to action to combat issues at the academy and improve the culture in order to combat sexual assault.

Tuesday, the entire academy once again held a stand down day. This time the goal was to expand the discussion beyond sexual assault and talk about how all aspects of the community can come together and promote an atmosphere of honorable living to include diversity, inclusion and acceptance of people from differing backgrounds, races and genders.

"About a year ago, we paused and brought the entire community together-cadets, staff, faculty and coaches-to have a hard and frank conversation about the issue of sexual harassment and sexual assault. Since then, we’ve made many strides to address this issue," Williams said. "We firmly planted ourselves in this space-you, me and the entire team-and have recommitted ourselves to ending sexual assault and the behaviors that undermine the dignity and respect each and every one of us deserve."
The stand down day featured guest speaker Bruce Stewart, Ph.D., the CEO of Small World Solutions and former co-chair of the White House committee on increasing diversity in the STEM workplace. Stewart first spoke to the entire Corps of Cadets before speaking with staff and faculty. He called on all members of the West Point community to be "game changers" at the academy when it comes to fostering inclusion and diversity by bringing out the best in others.

"This whole thing around sexual harassment, sexual assault, discriminating and saying racist things has got to stop," Stewart said. "When you're on the West Point team, the only way we can be successful is if all of us are successful. I'm not talking about bystanding or intervening or whatever the case may be. I'm talking about you. The question for you all is are you a plus or a minus? Do you bring out the best in others or do you bring out the worst?"

This stand down differed from the previous two as it was more cadet driven and facilitated than its predecessors. Following the talk by Stewart, cadets broke into gender segregated small groups facilitated by upper-class cadets to watch videos and talk about gender stereotypes created by media and social norms that lead to unhealthy behaviors for both men and women.

"Today, we got into the deeper meaning of how having respect for both genders is a deep-rooted cause of why sexual assault and harassment happen in the first place," Class of 2023 Cadet Tessa Bomke said. "The way the nomination (for admission) process works, we come from all corners of the country. It's really important to be able to have empathy for others so we can really understand where we're coming from and hopefully act with some more respect to each other in the future."

Cadets also had the chance to develop scenarios, some involving sexual assault/harassment situations, that will be used in future training that touch on issues discovered during their discussions.

As the cadets held discussions, staff and faculty attended a talk by Williams and Stewart and also took part in a wellness panel focused on support resources available to cadets and Soldiers and now the role mentors can play in helping cadets get assistance when needed.
West Point cadets attended mandatory events — framed by the military academy as educational curriculum — on “inclusion,” “diversity,” and “gender norms,” Breitbart News has learned. The programming included discussion groups led by upper-class cadets, labeled “facilitators,” making references to “toxic masculinity,” leading one cadet to comment, “I’m being taught how not to be a man.”

This was the military academy’s third “Honorably Living Day” hosted by West Point Superintendent Lt. Gen. Darryl A. Williams,” reported the Military Times, describing West Post’s characterization of “honorable living” as including “diversity, inclusion and acceptance of people from differing backgrounds, races and genders.”

Williams described the event as relevant to the development of combat “readiness.”

Cadets were obligated to view Miss Representation and The Mask You Live In, two documentary films produced by Jennifer Siebel Newsom, first lady of California and wife of Gov. Gavin Newsom (D-CA).

Miss Representation features commentary from assorted left-wing and partisan Democrat figures, including Sen. Cory Booker (D-NJ), Rep. Nancy Pelosi (D-CA), Gov. Gavin Newsom (D-CA), Katie Couric, Rosario Dawson, Jane Fonda, Rachel Maddow, Rosie O’Donnell, and Gloria Steinem.

Debuted by the Oprah Winfrey Network (OWN), Miss Representation frames American society as broadly pathologized by anti-woman sexism.

“If people knew that Cuba, China, Iraq, and Afghanistan have more women in government than the United States of America, that would get some people upset,” said Newsom. He added, “One of the first things I did when I became mayor of San Francisco is that I appointed a female police chief, and then a female fire chief. ... People thought I was trying to make some grand statement, when in fact I was actually just hiring the most qualified two candidates.”

“Without more women in politics, we just don’t really have democratic legitimacy,” alleged Jennifer Lawless, director of the Women & Politics Institute at American University. “Something looks fundamentally wrong with our political institutions.”

Barbara J. Berg, author of Sexism in America, claimed, “Patriarchy, really, is America’s default setting where men hold the positions of privilege and power, and where women, very often, are treated as second-class citizens.”

The Mask You Live In derides “hypermasculinity,” and masculinity more broadly, as stultifying boys’ and men’s emotional development. Its features commentary critiques what its speakers characterize as arbitrarily socialized “gender roles” associated with manhood.

“Be a man,’ that’s one of the most destructive phrases in this culture, I believe,” stated Joe Ehrmann, former NFL defensive lineman.
“We’ve constructed an idea of masculinity in the United States that doesn’t give young boys a way to feel secure in their masculinity, some make them go prove it all the time,” opined Michael Kimmel, a professor of sociology at Stony Brook University.

“Masculinity is not organic,” claimed Caroline Heldman, a professor of politics at Occidental University. “It’s reactive. It’s not something that just develops. It’s a rejection of everything that is feminine through our popular culture, through our parenting styles, through our educational style, and through assumptions of natural manhood and maleness.”

“Throughout most of history, there’s been this belief that men and women are fundamentally different creatures, and it probably begins with the Bible,” said Lise Eliot, a professor of neuroscience at Rosalind Franklin University. “Sex is a biological term. It refers to which chromosomes you have. ... gender is a social construct.”

After viewing the above-mentioned films, cadets attended workshops in which they were questioned about the films’ content.

In 2017, Jennifer Siebel Newsom derided Breitbart News as a “hate speech website,” calling on Amazon to withdraw its digital advertising from this news media outlet’s website. She disparaged Breitbart News as a publisher of “sexist, racist, xenophobic, and bigoted rhetoric.”

Bruce Stewart, a self-described “leading thought leader in the field of inclusive diversity”, was also hosted by West Point as a featured speaker. He lectures on “the New IQ,” which he claims is “a new way of thinking about and measuring inclusive diversity [and] a new kind of intelligence.”

Lt. Gen. Darryl Williams, superintendent of West Point, described the curriculum as conducive to improving combat readiness:

Below is the text of a schedule issued to cadets for Tuesday’s “stand down” of standard curriculum:

Session 1 (gender-based Discussion):

Cadets will bring a 3×5 card identifying 3 things that make them feel included/valued and 3 things that make feel excluded/no valued

Cadets will discuss their gender socialization and how that socialization affects behavior and relationships (facilitator questions provided)

Live Honorably Lunch:

Facilitators will invite cadets to share their thoughts from the morning discussion and examine how society/culture/West point, etc. shapes their gender norms and expectations

Session 2 (Role Play Scenario Development)

Cadets will select from 8 topics per company and create role play scenarios

Settings or topics for role play scenarios: Sexism, Racism, Cyber bullying, Alcohol, Mental Health, Sexual harassment or Sexual assault, Discrimination based no Sexual orientation, Cadet choice (other topic)
Theater Arts Guild Club will further refine one or two scenarios and will create a video example of a role play.

Top 25 scenarios will be further refined for future Honorable Living Events or Exercises.

Breitbart News received comments from several West Point cadets on condition of anonymity. Cadets are prohibited from speaking with the press without the school’s authorization under threat of disciplinary action.

“I’m being taught how not to be a man,” said one cadet.

“I’m going to quit West Point. It’s no longer teaching me to be a leader of men. It’s teaching me how to be a victim,” said another cadet.

“The real bias we need to talk about [is] why it’s scandalous to be conservative in a professional environment by ‘brave’ to follow the crowd and be liberal,” a third cadet wrote.

A fourth cadet said, “The guest speaker had us all make a black power sign a yell, ‘Fight the power!’”

Breitbart News asked West Point for comment about its “stand down” departure standard curriculum. No immediate comment was provided by the time of this article’s publication. Asked about cadets being encouraged to render a “black power” salute, West Point said it was unaware of anyone being encouraged or asked to do so.

In 2017, Second Lieutenant Spencer Rapone was discharged from the U.S. Army following his display of the message “Communism Will Win” while wearing his West Point uniform. He also expressed support for Colin Kaepernick’s political activities.

Rasheed Hosein, a professor of Middle East history, was placed on administrative leave by West Point following revelations of Rapone’s political behavior. He was in charge of Rapone’s development at the school.

Follow Robert Kraychik on Twitter.