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OVERVIEW

USMA Strategic Communication (STRATCOM) is the process that integrates activities and information to engage key audiences while achieving goals consistent with United States Military Academy mission, vision, and goals. USMA STRATCOM is nested within current U.S. Army doctrine, priorities, and objectives.

This STRATCOM Plan provides guidance for effectively communicating messages to key internal and external audiences, particularly Soldiers and families. The plan focuses communication to ensure key audiences and stakeholders are well-informed about USMA’s mission, vision, and goals. The responsibility for effective strategic communication begins with the Superintendent, is implemented by the Director of Strategic Initiatives, and is communicated by all leaders in the West Point Community.
STRATEGIC COMMUNICATION PLAN GOAL

To best communicate the story of USMA to key audiences in order to generate broad understanding, advocacy, and support for USMA, and in support of the United States Army. Reinforce core key themes and message aligned with the USMA Strategic Plan.

STRATEGIC CONTEXT

Department of the Army Strategic Communication goals for our expeditionary Army at war are:

- To attract, retain and sustain a quality All-Volunteer Force (Soldiers, families, and civilians).
- To gain and maintain public trust, confidence, and active support for the Army.
- To restore balance and set conditions for the future by gaining and maintaining public, Office of the Secretary of Defense (OSD), and Congressional support for resourcing the full cost of an expeditionary Army.
- To broaden understanding and advocacy by gaining and maintaining a well-informed community of Soldiers, families, Army civilians, key stakeholders, allies, and alumni.

In turn, USMA Strategic Communication goals are:

- To attract, retain and sustain a quality Corps of Cadets, as well as staff and faculty.
- To maintain public trust, confidence and active support for the United States Military Academy through a variety of communications means.
- To set conditions for future mission success by gaining and maintaining Department of the Army, Department of Defense, and congressional resources and support for USMA. These include infrastructure support (e.g., cadet barracks and academic buildings), manning of the TDA, and adequate funding in the POM, as well personnel policy, curriculum, and military training support.
- To broaden understanding and advocacy by gaining and maintaining a well-informed West Point Community of Soldiers, families, Army civilians, as well as key stakeholders (e.g.,Board of Visitors), alumni, national academic institutions, and international counterparts.
ANALYSIS

a. Strategic Environment

Over the past decade-plus of continuous warfare, our graduates have led Soldiers in combat with tremendous valor, honor, and skill against a constantly evolving enemy. They have demonstrated skill in cultural adaptability, professionalism, and mission command in partnerships with our allies and with host nation armies, government officials, and local leaders. As we disengage from those major campaigns, the evolving national security environment will include new levels of complexity. It will be characterized by increased focus on capacity across the full spectrum of operations, from humanitarian assistance and disaster relief to general war, and a need for increased interoperability with international partners. An effective Army response to this challenge will require a greater degree of intellectual capability derivative of critical thinkers and creative problem solvers.

To lead our future formations, USMA graduates will need strong foundations of values-based leadership skills and professional competence that apply with equal effectiveness across that broad spectrum of complex operations.

Strategic guidance from national, Department of Defense, and Army levels all emphasize the importance of our values. Those values define how and under what conditions we conduct operations in engagements worldwide.

For cadets, they are defined by a combination of Army Values, the Cadet Honor Code, and the motto, “Duty, Honor, Country.” Our graduates will need these collective values to guide them in the complex decisions they will make leading Soldiers in the contemporary operating environment.

In the coming years, U.S. armed forces will conduct missions that span the spectrum of conflict including defeating adversaries in high intensity combat, conducting irregular warfare, providing stability and security operations, and addressing emerging space and cyber requirements. The Army’s Strategic Planning Guidance addresses these mission requirements with a call for operational adaptability: “...the ability to shape conditions and respond effectively to a changing operational environment with appropriate, flexible, and timely actions.” Over a career of service, our graduates will be expected to train for and conduct operations across that spectrum of conflict. Moreover, our Nation’s global engagement and shaping operations will be characterized by decentralized, complex interactions conducted in a joint, interagency, intergovernmental, and multinational (JIIM) environment, in accordance with the doctrine of Mission Command.

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2 Department of the Army, 2012 Army Strategic Planning Guidance, April 2012.
USMA’s leader development process must instill military, intellectual, and physical capacity to set the conditions for future success. It must also provide leader development experiences for cadets to develop adaptive and open mindsets that they will carry though their careers of service.

The Army of 2020 will continue operational adaptability and integration with JIIM partners by focusing even more effort at lower-level tactical units while providing the necessary information and autonomy to conduct these operations through mission command. Those units will have increased access to precision fires; better access to digital networks, unmanned aerial reconnaissance and robotics; and improved mine-clearing capabilities. Those systems require an improved understanding of technical capabilities along with an ability to integrate them into small unit operations.

*Our graduates will need to both master advanced technical capabilities themselves and lead their subordinates in an environment that will continue to be increasingly decentralized as technology advances.*

b. Internal Environment

No amount of technology, however, will remove the human, physical, often brutal, and volatile conditions that have characterized warfare throughout history.

*Our graduates must have the physical, mental, and moral strength to make decisions and to lead Soldiers in conditions of significant uncertainty and danger. As commissioned leaders of character, they must have the military, intellectual, and physical talent to excel in combat so that their Soldiers and, ultimately, the Nation can rely on their leadership.*

*USMA must continue to adapt its leader development processes to meet the increasing challenges presented by our Nation’s emerging national security environment. Clear themes of varying missions, global engagement, diverse partnerships, increased autonomy and capabilities in small units, rapidly changing technologies, and values-based leadership emerge from a study of this environment. Those themes collectively challenge us to educate, train, and inspire cadets across a broader array of basic skills and to instill in them the desire for lifelong learning throughout their careers of service as officers in the U.S. Army.*

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AUDIENCES

a. **Internal**: Foster two-way strategic communication to ensure cadets, staff, faculty, and all others in the West Point Community clearly understand the intent of the USMA leadership, and can effectively execute that intent at all levels.
   - Cadets
   - Staff and Faculty
   - Tactical Officers/Tactical NCOs
   - West Point Leaders
   - Garrison Leaders and those from related support elements and tenant organizations
   - Coaches

b. **External**: Engage with those outside the Academy so they understand the work being done at USMA, and are encouraged to support the Academy’s mission.
   - Senior Army leadership
   - Department of Defense
   - Executive Branch
   - U.S. Congress
   - The American People
   - Leaders in the Private Sector
   - Professional Organizations (e.g., Engineers)
   - State and Local Officials
   - Academia (Accreditation)
   - Think Tanks / Forums
   - Cadet Candidate Influencers
   - Media
   - Foreign Nations / Allied Militaries and International Counterpart Institutions
c. **Additional Stakeholders:** Ensure stakeholders understand and can help communicate the work being done at USMA, and are encouraged to support the Academy’s mission.

- Presidential Board of Visitors
- Headquarters, Department of the Army (SA / CSA)
  1. Assistant Secretary of the Army for Manpower and Reserve Affairs
  2. Army G-1
  3. Army Accessions Command
  4. Training and Doctrine Command
  5. Army Cadet Command
  6. Forces Command
- Middle States Commission on Higher Education
- West Point Association of Graduates
- Graduates (+/- 50,000)
- West Point Societies
- West Point Parent Clubs
- Civilian Aides to the Secretary of the Army
- NCAA (Patriot League)
COMMUNICATION

a. KEY ELEMENTS

Mission:
The mission of the United States Military Academy 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.

Vision:
West Point is recognized as a preeminent leader development institution whose graduates—a major source of commissioned officers for the U.S. Army—are leaders of character, the bedrock of our professional military ethic, and a principal source of intellectual capital for the Nation.

Values:
The values of West Point are enshrined in its motto: Duty, Honor, Country.

One of the most recognizable aspects of West Point’s values is the Honor Code, which is inculcated in cadets from their first day at the Academy and remains with them for life. It simply states: “A cadet will not lie, cheat, steal, or tolerate those who do.”

Similarly, the Army Values also form a cornerstone of what cadets learn and exemplify, and staff/faculty live every day, as they become leaders in our Army.

The Army Values:

• **Loyalty.** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone.

• **Duty.** Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team.

• **Respect.** Treat people as they should be treated. In the Soldier’s Code, we pledge to “treat others with dignity and respect while expecting others to do the same.”

• **Selfless Service.** Put the welfare of the Nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain.

• **Honor.** Live up to Army values. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.
- **Integrity.** Do what’s right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others.

- **Personal Courage.** Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety.

b. **KEY THEMES AND MESSAGES**

**Superintendent’s Priorities:**

- United States Corps of Cadets
- Connection to the U.S. Army
- STRATCOM and Transparency
- Collaborations and Partnerships
- Leader Development of the Staff and Faculty
- Sustainment of Excellence and Commitment to Innovation and Adaptation

**Message #1**

USMA is recognized for leadership excellence throughout the Nation and around the world. To continue to be a world-renowned leader development institution, we must ensure that the Academy grows and adapts to changes in the environment. Although there are many different programs and agencies at West Point, all work together to achieve our mission: to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.

**Message #2:**

Everything begins and ends with the mission. Our number one priority is the United States Corps of Cadets. We must develop commissioned leaders of character committed to the values of Duty, Honor, Country, and prepared for a career of professional excellence and service to the Nation as officers in the United States Army. We must attract and admit high-quality young men and women and then develop them as cadets throughout a comprehensive 47-month experience. The West Point Leader Development System describes the process of cadet development across all aspects of cadet growth. Through the achievement of the objectives supporting this goal, USMA will provide to the Nation high-quality commissioned leaders for our Army.
Message #3:
USMA must solidify and expand its connection to the United States Army by aligning the Academy with Army and DoD initiatives, standards, plans, programs, and policies and by providing essential intellectual capital to help meet critical Army and DoD challenges. There is an inextricable link between USMA and the Army. As both a military command and an academy, USMA is a unique institution within the Army that must be organized to meet the Army’s and the Nation’s needs for generations to come. Close connection to the Army ensures that USMA continues to align with both current policies and future needs, not only by commissioning graduates, but also by serving as a repository of knowledge and intellectual strength for the future.

Message #4:
We must effectively communicate with appropriate audiences to tell the story of USMA in order to generate broad understanding, advocacy, and support for the Academy and the United States Army. This expands on the connections with the Army and focuses our effort to ensure our internal and external audiences are well-informed on major, positive changes at USMA in all domains that reflect success, adaptation, and innovation. That includes proactively explaining successes and effectively responding to inquires to provide the most accurate and current information.

Message #5:
We will establish, support, and foster collaboration and partnerships at home and abroad in order to develop the requisite skills and abilities in our cadets, leverage the intellectual capital of the Academy, exchange knowledge with others, and remain connected to the higher education community. USMA is enhanced when it engages with other institutions, agencies, and partners. These collaborations and partnerships support the success of the U.S. Army, reinforce the strategic communication and transparency objectives, and facilitate comparative benchmarking with others to help assess and improve Academy programs.

Message #6:
We must continue to attract, recruit, retain, and develop a high-quality staff and faculty dedicated to leader development, professional excellence, and continuing growth. To produce exceptional graduates, everyone working with cadets must reflect the highest standards of professional expertise, leadership, and behavior inherent within Army values. The Academy supports the development of staff and faculty so that they can be exemplary professional role models for cadets. Providing staff and faculty members from all backgrounds supports a blend of excellence at West Point that reflects the diversity in our Army and contributes to the collective strength of the Academy.

Message #7:
We will commit the entire institution to adapting and innovating during a period of declining resources by sustaining and improving excellent administrative processes and infrastructure. This message concentrates on the efficiency and effectiveness of the processes that achieve all
of the myriad tasks that together accomplish the mission of USMA. In a period of constrained resources, we must be agile enough to innovate and adapt, while ensuring that we comply with fiscal constraints, legal obligations, and other requirements. As changes at USMA continue, we must treat change as an opportunity rather than a disruption, continuing to align USMA processes with the realities of a fast-paced, ever-evolving operating environment.

c. COMMUNICATORS AND CHANNELS

Through continuous analysis and evaluation, we will ensure that the strategies and vehicles used to communicate to various audiences are appropriate, effective, and are consistent with Army, DoD, and other U.S. Government messages.

1. Existing Vehicles and Strategies
   - West Point Visitors Center
   - USMA Websites
   - Social Media
     - Facebook
     - YouTube Channel
   - Admissions Materials/Briefings
     - Briefing slides
     - Candidate interviews/questionnaires
     - Brochures
   - West Point Association of Graduates
     - Quarterly Publication
     - Website
     - First Call eNewsletter
     - Founder’s Day Presentations
   - Traditional Media Outlets (intentional release by PAO)

2. Communication Triggers
   A communication trigger is an event, activity, accomplishment, or challenge that necessitates a communication activity. Triggers include, but are not limited to: major conferences, key leader speaking events, installation and community events, general officer or VIP visits, emerging media stories.

   Communicators must also be aware of unexpected triggers to optimize opportunities. Unexpected triggers demand our solid and speedy response.

   Below are a few examples of potentially unplanned communication trigger events that require USMA to adapt quickly and to communicate effectively:

   - Major DoD funding/budget adjustment affecting the Academy
   - Natural disasters, civil disturbances, terrorist attacks
• Breaking news stories (print, broadcast, or other medium) associated with USMA and/or the local communities
• NCAA and other sports stories connected to USMA
• Major crimes in the installation local area
• Accidents and deaths involving cadets, Soldiers, family members, civilian staff and faculty
• Senior Military Leader changes of command, conferences, or speaking events. Senior International Visitors (e.g., Head of State or Minister of Defense)

d. TOOLS

1. 2013-2014 Calendar

**AUG 13**
Cadet Summer Training
West Point Orientation (WPO)
March Back
Reorganization Week
Acceptance Day
Affirmation Ceremony
Ring Weekend
Football game: Morgan State

**SEP 13**
Branch Week
Combined Arms Tailgate
Football Games: @ Ball State, Stanford, Wake Forest, Louisiana Tech-Dallas

**OCT 13**
Thayer Award
Football Games: @Boston College, Eastern Michigan (Homecoming), @Temple

**NOV 13**
SCUSA
Football Games: @Air Force, Western Kentucky, @Hawaii

**DEC 13**
Tree Lighting
Holiday Concert
Winter Leave
Army / Navy Football Game, Philadelphia, PA
December Graduation
JAN 14
Reorganization Week
Royal Military College Canada Weekend
USMA @ RMCC Hockey
500th Night Weekend

FEB 14
Yearling Winter Weekend
100th Night Weekend

MAR 14
Plebe Parent Weekend/Crest Dinner
Spring Leave
Foreign Academy Exchange Program (Phase I: Deploy)

APR 14
Sandhurst Competition
FAEP (Phase II: Host)
Scouting Jamboree

MAY 14
Special Olympics
Graduation Week

JUN 14
Cadet Summer Training
Summer Leaders Experience
Army Birthday Celebration
USMA Reception Day Rehearsal
Reception Day
Summer Concert Series
Sports Camps

JUL 14
Cadet Summer Training
Independence Day Concert
Sports Camps
2. 2013 Command Brief

**Leaders of Character**

**Mission**

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

**Overview**

- 4,400 cadets from all 54 U.S. states and territories, and up to 60 foreign cadets from around the world
- Provide the Army with approximately 1,000 second lieutenants each year
- As a minimum, graduates serve five years on active duty and three years in a reserve status

**Graduates**

**Class of...**

- 2015
  - 13,954 Applicants
  - 1,263 Admitted
  - 14 Internationals
  - 17 Prior Service

- 2016
  - 15,168 Applications
  - 1,193 Admits
  - 15 Internationals
  - 108 Prior Service

- 2017
  - 15,450 Applications
  - 1,200 Admits
  - 16 Internationals
  - 125 Prior Service
**Admissions Process**

- 75% enter by congressional nomination
- 25% enter through service-connected nomination programs
- Corps of Cadets represents all segments of society in every region of America

**International Cadets**

- 56 Cadets from 36 countries for 47 months
- 27 Cadets from 5 countries for fall semester
- 249 Cadets from 18 countries for summer training

**Faculty**

- 55% Active Army officers on 3-4 year assignment
- 18% Active Army officers permanently assigned to USMA
- 27% civilian professors

**Social Media**

- Various social media platforms

**Typical Cadet Day**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>0600</td>
<td>Breakfast Formation</td>
</tr>
<tr>
<td>0700</td>
<td>Lunch Formation</td>
</tr>
<tr>
<td>1100</td>
<td>Intramural Club or Intramural Athletics</td>
</tr>
<tr>
<td>1200</td>
<td>Class or Study Time</td>
</tr>
<tr>
<td>1300</td>
<td>Class or Study Time</td>
</tr>
<tr>
<td>1400</td>
<td>Dinner</td>
</tr>
<tr>
<td>1930</td>
<td>Evening Study Period</td>
</tr>
<tr>
<td>2230</td>
<td>Lights Out</td>
</tr>
<tr>
<td>2400</td>
<td>Taps</td>
</tr>
</tbody>
</table>

**Academic Development**

**The Academic Curriculum for Bachelor of Science**

<table>
<thead>
<tr>
<th>Year</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Chemistry x 2</td>
</tr>
<tr>
<td></td>
<td>History x 2</td>
</tr>
<tr>
<td></td>
<td>Math x 2</td>
</tr>
<tr>
<td></td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>English x 3</td>
</tr>
<tr>
<td></td>
<td>Psychology</td>
</tr>
<tr>
<td>Second</td>
<td>Physics x 2</td>
</tr>
<tr>
<td></td>
<td>Philosophy</td>
</tr>
<tr>
<td></td>
<td>Math x 2</td>
</tr>
<tr>
<td></td>
<td>Foreign Language x 2</td>
</tr>
<tr>
<td></td>
<td>Economics</td>
</tr>
<tr>
<td></td>
<td>American Politics</td>
</tr>
<tr>
<td></td>
<td>Geography</td>
</tr>
<tr>
<td>Third</td>
<td>Leadership</td>
</tr>
<tr>
<td></td>
<td>International Relations</td>
</tr>
<tr>
<td></td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>Law</td>
</tr>
<tr>
<td></td>
<td>Officership</td>
</tr>
<tr>
<td></td>
<td>Engineering x 2</td>
</tr>
<tr>
<td></td>
<td>Electives in major x 5-8</td>
</tr>
<tr>
<td>Fourth</td>
<td>Military History x 3</td>
</tr>
<tr>
<td></td>
<td>Military History</td>
</tr>
<tr>
<td></td>
<td>Physical Education</td>
</tr>
<tr>
<td></td>
<td>Military Science</td>
</tr>
<tr>
<td></td>
<td>Physical Education</td>
</tr>
<tr>
<td></td>
<td>Multi-disciplinary</td>
</tr>
</tbody>
</table>
37 total to include...
- Arabic, Chinese, and Russian
- Art, Philosophy, and Literature
- Civil and Mechanical Engineering
- Defense and Strategic Studies
- Economics
- Electrical Engineering
- Environmental Engineering
- History
- International Relations
- Kinetics
- Life Sciences (pre-med)
- Management
- Operations/Research (Math)
- Physics
- Psychology
- Systems Engineering

Supporting Strategy
- International Cooperation: 36 countries
- International Summer Experience:
  - 350 cadets
  - 56 events across 46 countries
- Study Abroad (SDP):
  - 250 cadets
  - Study in 11 countries
- Foreign Military Exchange Program (FEMP):
  - 34 Army Cadets
  - 36 USMMA Cadets
  - 16 countries
- Cadet Competition:
  - 60 NROTC Cadets
  - 11 countries
- Languages:
  - Arabic, Chinese, French, German, Persian, Portuguese, Russian, Spanish
- Military Faculty:
  - West Point, Spain, Japan, Germany, Britain, ICDS, France

Military Development

<table>
<thead>
<tr>
<th>Summer Training</th>
<th>Academic Year Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st year / Freshman</td>
<td>Cadet Basic Training (Pilgrimage)</td>
</tr>
<tr>
<td></td>
<td>Introduction to Warfighting</td>
</tr>
<tr>
<td>2nd year / Sophomore</td>
<td>Cadet Field Training</td>
</tr>
<tr>
<td></td>
<td>Fundamentals of Army Operations</td>
</tr>
<tr>
<td>3rd year / Junior</td>
<td>Chain of Command - HCO Role</td>
</tr>
<tr>
<td></td>
<td>Military Development School</td>
</tr>
<tr>
<td></td>
<td>Airborne</td>
</tr>
<tr>
<td></td>
<td>Air Assault</td>
</tr>
<tr>
<td>4th year / Senior</td>
<td>Leader Development Training</td>
</tr>
<tr>
<td></td>
<td>Chain of Command - Officer Role</td>
</tr>
<tr>
<td></td>
<td>Cadet Troop Leadership Training</td>
</tr>
<tr>
<td></td>
<td>Military Development School</td>
</tr>
<tr>
<td></td>
<td>Airborne</td>
</tr>
<tr>
<td></td>
<td>Air Assault</td>
</tr>
</tbody>
</table>

Physical Development

Cadets must pass the Army Physical Fitness Test twice a year; cadets in first and second years must pass the Indoor Obstacle Course Test

1st year - Freshman
- Boxing: Combatives
- Military Movement

2nd year - Sophomore
- Fitness Leadership I
- Close Quarters Combat

3rd year - Junior
- Fitness Leadership II
- Survival Swimming
- Lifetime Sport (Athletic)

4th year - Senior
- Lifetime Sport (Required)

Physical Development

Every Cadet an Athlete:
- 25 intercollegiate sports
- 26 club sports
- Company athletics (Intramurals)

Character Development

Cadet Honor Code
I will not lie, cheat, steal, or cause harm to others who do.
EVALUATION

The ongoing USMA Strategic Communication Planning and Assessment Process:

This section explains the overarching strategic communication planning and assessment process designed to carry out the Superintendent’s intent and to ensure the objectives of the strategic communication plan are achieved. The annual cycle begins when the Superintendent publishes the Annual Planning Guidance (APG), normally in August, which identifies any particular adjustments or areas of emphasis during the upcoming academic year. Publishing the USMA APG in August facilitates execution during the academic year and supports budget submission in the fall as part of the Army budget cycle.

Execution of the plan and related action plans—including the Strategic Communications Plan—is ongoing throughout the year and is directed through the chain of command. Assessment is ongoing with the USMA staff and agencies capturing information from various sources, much of which is also collected for other Academy needs. Some of the most important inputs are from the West Point Leader Development System (WPLDS). Each February, the WPLDS Assessment Committee will brief its assessment of the 10 institutional student learning outcomes. This analysis will incorporate data from the end of the previous spring semester, summer term, and fall semester.

The assessment of the USMA Strategic Plan is led by the chain of command. The Director of Strategic Initiatives (DSI) will conduct the assessment of the Strategic Communications Plan based on identified indicators. The USMA Chief of Staff will direct the staff to compile both agency assessments and data on the indicators by the end of April. These plans will be reviewed based on analysis of the input from the staff and each USMA agency in preparation for the annual Strategic Plan Assessment Meeting.

Each spring, the Superintendent will host the Strategic Plan Assessment Meeting. At this meeting, under the direction of the USMA Chief of Staff, the Strategic Plan Working Group will present to key leaders the analysis of the assessment data to facilitate a discussion of the overall assessment of each goal. These key leaders will include the Superintendent, Dean, Commandant, Director of Intercollegiate Athletics, Chief of Staff, Director of Strategic Initiatives, Director of Admissions, and others designated by the Superintendent. The results of this meeting will be the Strategic Plan Assessment Report published at the end of the spring term. This report will serve as the basis for the development of the Annual Planning Guidance for the following academic year, which will be published in August.