USMA Strategic Plan
2015 - 2021

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The United States Military Academy Strategic Plan, 2015-2021, provides strategic guidance for the Academy to accomplish its mission. It is aligned with the Army’s Campaign Plan, policy, and resources and is designed to focus the efforts of all Academy personnel around the strategic priorities, goals, and objectives for the Academy.

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. This plan coordinates the actions of everyone at USMA—the cadets, staff and faculty, and the community—supporting a common plan to ensure that there is unity of effort.

The success of the plan is only as good as its execution. It is important that all leaders understand and follow this plan and then provide assessment and feedback so that the plan can be improved in the future. The action plans and indicators provide initial guidance with regard to the execution and assessment of the strategic plan, but it is the disciplined implementation of this plan that is critical to the continued success of the United States Military Academy and its stakeholders.

By continuing to focus on working as one team, communicating with each other, and remaining aligned with the mission, objectives, and values of the United States Army, we will ensure that the goals and objectives of this strategic plan are achieved.

Robert L. Caslen, Jr.
Lieutenant General, U.S. Army
Superintendent
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

Within an Army in transition, West Point is the preeminent leader development and academic institution whose graduates thrive in tomorrow’s complex security environments and are inspired to a lifetime of service to our Army and the Nation as leaders of character.
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 its Honor Code, which is inculcated in cadets from their first day at the Academy and remains with them for a lifetime. It simply states:

“A cadet will not lie, cheat, steal, or tolerate those who do.”

Faculty, staff and coaches live the Army Values that form the cornerstone of what cadets learn and exemplify as they become leaders in Army. The Army values are:

- **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.
Strategic Environment

West Point’s strategic environment has two important components. First, the national security operating environment determines the organization’s development goals for each graduate. Greater familiarity with the operating environment will help us better prepare our graduates to lead honorably and accomplish their mission. Second, the Academy operates in an education market as a unique institution with the dual nature of a “military-college.” Understanding the factors that influence, support, or challenge our ability to develop leaders of character for the Nation will help us seize, retain, and exploit the initiative in the pursuit of our mission.

Operating Environment

For more than a decade, USMA graduates have honorably and courageously led Soldiers in combat operations in countries such as Iraq and Afghanistan against a constantly evolving, determined enemy. They demonstrated cultural competence, professionalism, and mission command expertise while partnering with our allies, host nation armies, government officials, and local leaders. USMA graduates made significant contributions from the strategic to the tactical levels of war.
West Point faculty members have also contributed to the Army and Department of Defense over the last decade. The West Point faculty, military and civilian, comprise the most unique blend of interdisciplinary scholarship found anywhere in the DOD. That interdisciplinary strength has been invaluable to the Army and Nation during the most recent conflicts as faculty members have served and advised senior staffs on strategic policies and programs. They have also produced products useful to the force in preparation for deployments and operations for the Army in transition. Organizations co-located at West Point such as the Army Cyber Center, the Center for Army Professional Ethics (CAPE), the Office of Economic Manpower Analysis (OEMA) and Combating Terrorism Center (CTC) conduct unique and invaluable analysis and studies for the Army and the Nation.

The Army now faces a transition away from recent campaigns in Iraq and Afghanistan to a broader approach of continuous conflict throughout the globe while facing the reality of smaller budgets. The operating environment is multi-dimensional: we are witnessing an increased velocity and momentum of human interaction and events, one in which the speed at which information diffuses globally through multiple means increases the velocity, momentum, and degree of interaction among people.¹

In the coming years, USMA graduates will lead units that must be prepared to conduct missions spanning the spectrum of conflict including defeating adversaries in high intensity combat, conducting irregular warfare, providing stability and security operations, supporting humanitarian assistance, and addressing emerging cyber threats.² They will build partnerships and integrate with joint, interagency, intergovernmental, and multinational organizations while operating under a mission command philosophy. They will lead in an increasingly decentralized manner as information technology enhances communication and information sharing. In addition, these smaller dispersed units will be more capable than ever before. Finally, they will operate in a wide variety of environmental conditions such as the tropical climates of the Asia-Pacific, the desert climate of the Middle East, and urban environments throughout the world. In essence, USMA graduates will lead units that must be capable of doing anything, anytime, anywhere.

Leadership success in this operating environment requires military, physical, and intellectual expertise created over time in a system that demands and develops strong character. First and foremost, USMA graduates are members of the Army Profession who provide values-based leadership. These values are defined by a combination of Army Values, the West Point Honor Code, and the motto, “Duty, Honor, Country.” These guideposts determine how graduates conduct operations in any environment. Secondly, the operating environment requires exceptional intellectual capabilities, critical thinking, and creative problem solving. Graduates will be required to solve complex problems with very little structure and no approved solution. Finally, graduates must demonstrate the physical, mental, and moral courage to make ethical and effective decisions while leading Soldiers through uncertainty and danger. As commissioned leaders of character, they must have the talent to excel in combat so that their Soldiers and, ultimately, the Nation can rely on their leadership.

In light of this operating environment, West Point must continuously adapt its leader development system so graduates can meet the increasing challenges they will inevitably face. A study of this environment provides clear themes of varying missions, global engagement, diverse partnerships, increased autonomy, rapidly changing technologies, and values-based leadership. These themes collectively challenge us to educate, train, and inspire cadets across a broad array of basic skills and to instill in them a desire for lifelong learning.

¹ Odierno, General Raymond T., remarks at the AUSA Convention, Washington, D.C., 14 October 2014.
West Point Environment

While the operating environment helps determine development goals for its graduates, the USMA team must also consider the “military-college” environment of accessing, educating, training, and inspiring leaders of character. The Academy operates with the dual-nature of a military organization and an educational institution. As a military organization, USMA is subject to federal laws and regulations, Army policy, governance structures, and public accountability. As a college, USMA excels in an education market subject to competition for students, competition for faculty, demographic trends, infrastructure requirements, and instructional improvements.

As a military organization that reports directly to the Chief of Staff of the Army, the Academy must consider the regulatory environment and senior leader guidance that governs decision making authority, resource management, and personnel policies. Formal governance structures such as the Executive Steering Group and the Board of Visitors provide oversight and strategic guidance that augment legal and regulatory requirements. USMA is also subject to informal governance through members of Congress, who represent the needs of the American people. In some cases, military constraints on the Academy’s mission create challenges for innovation. This military environment is both a challenge and opportunity. For example, financial management, personnel, and information security policies sometimes constrain the academic mission. When appropriate, the Academy will seek changes or exceptions to policy with the intent of improving our product while adhering to the spirit of the laws and regulations. However, USMA’s interdisciplinary intellectual prowess can also serve as an engine of change for the Army.

As a college, USMA competes in an educational market with other top tier universities. With our unique combination of programs that develop leaders of character, the Academy provides more than a college education. However, when prospective students consider alternatives, they often compare the Academy to other four-year undergraduate experiences. To successfully compete in this market, the Academy must maintain its status as a preeminent educational experience through Middle States accreditation, quality faculty, modern infrastructure, leading edge technology, and diverse curriculum offerings. USMA should be cognizant of demographic trends as we recruit athletes, leaders, and scholars to achieve a diverse student body representative of America in appearance, thought, and talent. Additionally, USMA should be aware of the media and social media environment that impacts its reputation and can communicate the advantages of the West Point leader development experience to the American people.

West Point’s mission has often been viewed as the synthesis of Athens, concerned with developing well-educated and cultured individuals, and of Sparta, focused on developing officers who possess discipline, honor, physical and military prowess and courage. Achieving these goals requires an integrated faculty where both military and civilian members play synergistic roles. All faculty must be devoted to core institutional values of integrity, excellence, selfless service, and a commitment to the development of the whole person. Even so, distinctive roles of military and civilian faculty can be identified. Military faculty members must not only be competent in their disciplines, but also must preserve and exemplify officership. Military faculty members have different roles. Junior military faculty bring recent and relevant operational experiences, as well as the most recent and current knowledge from their disciplinary fields, having just completed masters degrees at the Nation’s top graduate schools. While also maintaining operational relevance through short assignments with field units, senior military faculty comprise an interdisciplinary strength that is invaluable to the Army and Nation in numerous capacities. The civilian faculty not only must be competent in their disciplines,
but also must be adept at educational innovation, and be abreast of educational advances. Furthermore, civilian faculty members will be expected to participate in the full spectrum of Academy programs, to include providing leadership for curricular and extracurricular activities of the cadets and participating in academic governance. All faculty members act in unity, but not identically—a blend of excellence.

West Point’s history and tradition are significant aspects of our professional identity. We can certainly look with pride at the contributions the Academy and its graduates have made since its establishment in 1802. While adapting to modern requirements, finding the right balance between preserving goodness of West Point’s unique historical tradition and updating our leader development system will make it more competitive in the education market and relevant as a military organization. The diverse stakeholder community at West Point guarantees vigorous debate as we adjust our institution to remain relevant and competitive. Whenever we pursue change, we serve our institution best by rigorously accessing the need for change and determining the change’s alignment with our long-standing values. Change for the sake of change is just as damaging as avoiding change solely because of tradition.

Finally, the Academy supports the Army Profession by practicing good stewardship of the resources entrusted to our care. Resource reductions are probable and USMA must constantly seek opportunities to establish efficiencies and improve practices that allow us to maintain our status as the world’s premiere leadership development institution while exercising effective stewardship as we develop the Army’s most important strategic resource—leaders of character.
Overall Strategic End State

*West Point is the preeminent leader development and academic institution whose graduates thrive in tomorrow’s complex security environments, and are inspired to a lifetime of service to our Army and the Nation.*

**Strategic Goals:**

1. **Develop the United States Corps of Cadets.**
   - USMA provides a world-class leader development experience that prepares cadets to become leaders of character.
   - USMA graduates serve with distinction as Army officers.

2. **Inspire to Live Honorable and Build Trust.**
   - USMA Cadets internalize the values of Duty, Honor, Country.
   - USMA graduates demonstrate all five facets of character.

3. **Develop Exceptional Intellectual Capacity.**
   - USMA is consistently recognized as a top-tier institution of higher education in competitive national rankings.
   - USMA is valued by the Army and the Nation as a trusted source of human intellectual capital used to address issues of significant importance.

4. **Sustain Professional Excellence and Develop a Culture of Winning.**
   - USMA graduates earn the trust and confidence of the Nation to win its wars.
   - USMA Cadets have the tenacity to thrive and lead in complex environments, strive for excellence always, and have the resilience to reach their full potential.

5. **Leverage Diversity and Foster Inclusiveness.**
   - Leaders at all levels at West Point are fully committed to diversity and inclusion principles, practices and outcomes.
   - USMA graduates and staff and faculty depart West Point with the capacity and commitment to be the Army’s foremost leaders of multicultural organizations.
   - Among academic, military and federal institutions, West Point is a recognized leader in maintaining an inclusive environment.

- USMA Cadets, faculty and staff embrace the tenets of mission command, effectively and efficiently undertaking tasks large and small with confidence and a clear sense of purpose.

- Through a robust and respected system of governance, all USMA stakeholders are engaged, involved and enfranchised in support of decision-making and organizational assessment.

7. Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty.

- USMA faculty and staff provide world-class education, training, and inspiration to the Corps of Cadets.

- Members of USMA’s faculty are recognized by our Army and by their academic colleagues across the Nation for excellence, professionalism, and character.
GOAL 1
Develop the United States Corps of Cadets

Strategic Goal 1: Develop every cadet to be a commissioned leader of character, reflecting the diversity of the Nation, so that each is 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.

Goal 1 concentrates efforts on the principal focus of West Point—the United States Corps of Cadets. We must attract and admit high-quality young men and women and then develop and sustain them throughout a comprehensive 47-month experience. The West Point Leader Development System describes the expected outcomes 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.

Objective 1.1. Recruit, admit and sustain the exceptional young men and women of the Corps of Cadets: Recruit candidates for admission from among the most talented young men and women across the country, possessing talents and backgrounds that will ensure that the character and skills of each individual complement and reinforce those of others in the Corps. The end result is a Corps that is stronger than the sum of its parts and populated with exceptional young men and women dedicated to leading the Nation’s most precious resource – its youth.

Objective 1.2. Develop leaders who thrive in tomorrow’s complex security environment and are inspired to a lifetime of service. Ensure USMA graduates achieve the desired outcomes of the West Point Leader Development System and all graduation and commissioning requirements through an integrated, challenging, and evolving 47-month experience that relies upon military, intellectual, physical, and character programs that develop graduates who will thrive in tomorrow’s security environments. Upon commissioning, these graduates will:

- Live honorably and build trust.
- Demonstrate intellectual, military, and physical competence.
- Develop, lead, and inspire.
- Think critically and creatively.
- Make sound and timely decisions.
- Communicate and interact effectively.
- Seek balance, be resilient, and demonstrate a strong and winning spirit.
- Pursue excellence and continue to grow.

Objective 1.3. Create and expand a culture of mutual trust, respect and value of every individual and eliminate sexual harassment and sexual assault. Develop leaders who lead with a command climate of dignity and respect, where everyone feels valued and lives and works within an environment in which he or she feels secure, both physically and emotionally. Ensure that climate permeates the Corps of Cadets.
GOAL 2
Inspire to Live Honorably and Build Trust

**Strategic Goal 2:** Each member of the staff and faculty, coach, and cadet makes a daily commitment to internalize and uphold the values inherent in West Point’s motto “Duty, Honor, Country” and the Army Ethic. In doing so, each member of the West Point team builds trust throughout the organization.

The Academy’s mission clearly identifies the overarching requirement to produce individuals who are certified in the character (honor), competence (duty), and commitment (country) of a commissioned officer in the Army Profession. Leaders from every team, club, department, and directorate have an overarching responsibility to build character or facilitate character development in each individual during the 47-month cadet experience.

Living honorably is the evidence that a graduate’s character is consistent with both West Point and Army Values. Here is a working definition: *Living honorably is the daily commitment to internalize and uphold the values inherent in West Point’s motto “Duty, Honor, Country” and the Army Ethic; to strive for excellence, and to develop character, competence, and commitment in us and others; to serve the Nation as members of the Army Profession now and into the future.*

Character development starts with Cadet Basic Training and continues through graduation. Cadets enter West Point with their own set of personal values shaped by their family, friends, communities, school, athletic teams, etc. Ideally, their values align with Army Values. However, the West Point Character Development Strategy describes how we close any values gaps that might exist between what a cadet candidate brings to West Point and the internalization of Army Values by graduation.

The process begins with education so that they understand what is expected of them as cadets and officers. This establishes their “left and right” limits for acceptable behavior as a member of the Army Profession. They will then experience several challenges that require them to exercise one or more of the five facets of character—moral, performance, civic, leadership, and social. After the experience, which should make them uncomfortable, we must provide them time for structured reflection and introspection so they understand where they are and where they need further development. This iterative, continuous process does not happen in a single event. Every year, we begin character development for 1,000 new cadets and continue developing 3,000 other cadets, all of whom are at a different level of internalization.

**Objective 2.1.** Develop and formalize a West Point Character Development Strategy that sets the conditions for integration, synchronization, and assessment of character development.

**Objective 2.2.** Develop five facets of character (moral, performance, civic, leadership, and social) in each graduate as described in the Character Development Strategy.

**Objective 2.3.** Demonstrate a positive command climate, establish a winning culture, enforce professional standards, and maintain the proper loyalties within each cadet company, corps squad team, and cadet club.

**Objective 2.4.** Set conditions for character development and honorable living to flourish across the Academy.
GOAL 3
Develop Exceptional Intellectual Capacity

**Strategic Goal 3:** Develop graduates who have the intellectual capacity, adaptability, and agility to understand and thrive in the Army’s complex security environments.

Goal 3 derives from the lessons of more than a decade of war which have made it clear that the intellectual foundation provided by West Point has been critical to the success of our graduates in combat. Paramount to that success is a leader’s ability to quickly assess a situation, analyze the various influences bearing on the problem, and take immediate steps to implement an effective solution. Providing these abilities to our graduates requires an institution that is flexible, forward-leaning and poised to take advantage of opportunities, and dedicated toward maintaining a position of leadership within the larger academic environment of the Nation.

We will sustain academic excellence through a focus on USMA’s academic goals. These academic goals are tested and effective measures of the ability of our graduates to face the challenges of future operational environments as leaders of the Army and the Nation. These goals will be the driving force behind all of our efforts toward the objectives of Goal 3. Our graduates will:

- Communicate effectively with all audiences.
- Think Critically and Creatively.
- Demonstrate the capability and desire for Lifelong Learning.
- Recognize ethical issues and apply Ethical Reasoning in decision-making.
- Apply Science, Technology, Engineering and Mathematics concepts and processes in problem-solving.
- Apply concepts from the Humanities and Social Sciences to understand and analyze the human condition.
- Through Disciplinary Depth, apply knowledge and methodological approaches.

**Objective 3.1. Seek Operational Relevance.** Ensure that the cadet development experience is relevant to the complex challenges graduates will face by maintaining continuous integration with the operational environment. All our military faculty members must remain operationally relevant.

**Objective 3.2. Encourage Academic Currency.** Teach the best ideas and techniques available from throughout the larger academic community through constant outreach to and interaction with other peer academic institutions at both the cadet and faculty level.

**Objective 3.3. Promote Academic Freedom.** Promote academic freedom and responsibility, ensuring an open and transparent educational environment that supports the pursuit of academic excellence.
Objective 3.4. Provide Developmental Experiences. Provide cadets with rich developmental experiences in the academic, military, and international domains so that they can gain an understanding of practice and validate the relevance of their education.

Objective 3.5. Build Collaborations and Partnerships. Enhance the intellectual capacity of cadets, staff, and faculty through partnerships with other organizations at home and abroad.

Objective 3.6. Solve Problems of National Significance. Use the unique interdisciplinary talent resident at West Point to help solve problems of national significance while enhancing and validating cadet education and faculty development. Additionally, leverage the intellectual capital of cadets, centers, faculty, and programs to meet critical operational challenges and research requirements facing the Army and DOD.
GOAL 4
Sustain Professional Excellence and Develop a Culture of Winning

“Upon the fields of friendly strife, are sown the seeds that, upon other fields, on other days, will bear the fruits of victory.” -- General Douglas MacArthur

Strategic Goal 4: Establish a dedication to professional excellence and a culture of winning that aligns with our values. Members of the Army Profession are dedicated to fostering an environment of excellence. Therefore, the Academy must forge Cadets who have the tenacity and agility to thrive in complex environments, the ambition to strive for excellence, the resilience to realize their full potential, and the commitment to live with honor and integrity. This winning attitude will push all members of the Academy to continually strive to achieve accomplishments of ever-increasing magnitude.

When America puts its Army in harm’s way, they do not expect us to “look good” or to “do our best.” They expect us to accomplish our national objectives and win. Winning is who we are as an Army. Our very ethos says we do not accept defeat and that we never quit. The attributes of discipline, toughness, resilience, commitment and competence that produce winning teams, are the same traits that produce leaders who will command winning platoons, and companies and other formations.

West Point is unique among both colleges and universities worldwide and within the U.S. Military. While providing a world-class undergraduate education, it is the world’s preeminent leadership development institution. As such it must continue to evolve and constantly improve so that it remains at the leading edge of both academic and military communities. This continuous vigilance requires that the entire West Point community aspire always to a life dedicated to excellence – a winning spirit that allows the institution to overcome all adversity and achieve exceptional results in all that we do.

Objective 4.1. Pursue Professional Excellence and Win Honorably. Instill in all members of the West Point community a:

- deep desire to reach their full intellectual, physical, and professional potential.
- dedication to excel in all endeavors both individually and as a member of a team.
- personal determination never to settle for anything less than full effort toward mission accomplishment while doing so honorably and remaining true to our institutional values.

Objective 4.2. Support and Celebrate Excellence. Foster an environment where everyone has a stake in each other’s pursuit of excellence. We should yearn for a teammate’s success as much as our own, take part in it, and celebrate it.
GOAL 5
Leverage Diversity and Foster Inclusiveness

**Strategic Goal 5:** Develop and leverage a diverse and inclusive USMA team to provide leaders of character capable of effective leadership in a multicultural Army.

Goal 5 recognizes the strategic multicultural context in which our graduates will lead in the 21st century. It lays the foundation within the Corps, staff and faculty, and graduates to leverage diverse perspectives for better teaching, learning, problem-solving, and full-spectrum readiness. This goal supports a blend of excellence at West Point that reflects diversity in our Army and contributes to the collective strength of the Academy. An environment that maximizes the potential of individual talents and backgrounds will create a stronger Academy able to shepherd leader development within the Army and stand as an example to academia. The 40-year all-volunteer Army gave us the Army we have now, but it does not reflect our Nation’s diversity. There are critical gaps geographically and within some ethnicities. If those gaps are left unaddressed, we risk becoming illegitimate in the eyes of some Americans.

**Objective 5.1. Foster an organizational culture that understands and values diversity and employs inclusive practices.**

**Objective 5.2. Attract, recruit, and admit a talented and diverse Corps of Cadets.** Recruit a Corps of Cadets comprised of a population of high-quality candidates that meets USMA's entry qualification and whose composition reflects the population of the Army and the Nation. Ensure that the Corps is equipped with socio-cultural competencies essential to multicultural leadership in the 21st century.

**Objective 5.3. Retain and graduate a talented and diverse Corps of Cadets.** Maximize, through a supportive and developmental environment, the potential for diverse and talented candidates to meet and exceed the high standards of the United States Military Academy and to graduate as commissioned officers.

**Objective 5.4. Recruit, hire, and retain a highly qualified and diverse faculty and staff.** Recruit, hire, and retain a highly qualified and diverse faculty and staff committed to leader development, professional excellence, and continual growth within the context of diversity and inclusion principles and practices.

**Objective 5.5. Provide Support to the Army.** Leverage USMA research, analysis, and education capacities to enhance diversity and inclusion efforts across the Army.
GOAL 6
Build Effective Stewardship and Shared Governance

Strategic Goal 6: Build effective stewardship and shared governance so that USMA is an institution where ideas and innovation thrive and the success of our people is celebrated. This will be accomplished through a command climate that rewards positive innovation, encourages flexibility and careful stewardship of resources, values input from all stakeholders and effectively communicates the West Point story to broad audiences.

The tenets of mission command, especially clear intent, shared understanding, freedom of action and acceptance of prudent risks, will allow the Academy to effectively meet future challenges. By inspiring each member of the West Point community to achieve their personal best through feelings of shared purpose and personal empowerment, USMA will maintain its position as one of the most well-respected institutions in the country.

Objective 6.1. Practice Mission Command. The concept of mission command, described in the overall Goal 6 summary, provides the Army’s best current thinking on management of organizations focused on broad-based success. This is how we aspire to operate.

Objective 6.2. Embrace Shared Governance. Develop and maintain an environment that respects and capitalizes on diverse, well-reasoned opinions. Decision-making will embrace the resident expertise of an organization whose members provide complete information and excellent advice. This is how we aspire to decide.

Objective 6.3. Communicate Effectively. Encourage broad-based support for USMA efforts through effective, proactive communications of Academy successes to those outside of West Point. External audiences include the American public, cadet candidates and their families, alumni, Department of the Army, the U.S. Congress, other higher education institutions, and international partners. Internally, mission command demands free flow of information up and down the chain of command. The Academy will continually refine communications tools and methods to ensure that the commander’s intent is understood at all levels, that initiative within the command flourishes and that successful practices and outcomes are shared throughout West Point.

Objective 6.4. Manage Resources Responsibly. Ensure that every member of the organization accepts responsibility as a steward of the resources needed to execute the West Point mission.

Objective 6.4.a. Financial Management. Effectively manage resources from a variety of funding sources according to established best practices and regulations while remaining responsive and innovative through robust, transparent and nimble business processes.

Objective 6.4.b. Infrastructure Management. Plan, build, and maintain high-quality facilities, utilities, information technology, and other infrastructure that promote excellence in our programs, and reflect the Army’s high standards for West Point.
Objective 6.4.c. Personnel Management. Through innovative and adaptable personnel processes that align with Department of Defense and Army regulations, facilitate the continued accession and realignment of personnel as shrinking resources require changes at the Academy.

Objective 6.5. Engage Alumni, Parents, Friends, and Donors in Support of Cadet Development. By partnering with the West Point Association of Graduates, inspire a deep commitment to the success of the Academy by establishing, sustaining, and leveraging relationships with alumni, donors, parents, and other friends of the Academy. Encourage support of Academy initiatives and ‘margin of excellence’ programs in the furtherance of cadet development.

Objective 6.6. Protect the Force. Ensure the safety of the Corps of Cadets and USMA staff and faculty while allowing the flexibility necessary to maintain West Point as a working Army post and treasured national landmark.
GOAL 7
Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty

Strategic Goal 7: Attract, recruit, develop, and retain a high-quality staff and faculty dedicated to leader development, professional excellence, and continuing growth.

Producing exceptional graduates requires that everyone working with cadets must reflect the highest standards of professional expertise, leadership, and character in accordance with the Army values. Having USMA staff and faculty members from all backgrounds and with diverse perspectives supports a blend of excellence at West Point that reflects diversity in our Army and contributes to the collective strength of the Academy. The Academy supports the development of its staff and faculty so that they can be exemplary professional role models for cadets. The net result is a stronger Academy that effectively develops leaders of character for our Army and the Nation.

Objective 7.1. Attract and Recruit a High Quality Staff and Faculty. Attract and recruit exceptional, high-potential, and diverse professionals from the military, academia, government, and elsewhere to serve on the staff and faculty in support of our mission. Academy leaders are engaged with the Army and with professional societies to ensure we have access to top talent, and so that top talent knows about and is excited to work at West Point. The diversity of the staff and faculty should represent the blend of military and civilian professionals from all backgrounds at both the junior and senior levels of military and academic ranks.

Objective 7.2. Develop a High Quality Staff and Faculty. Develop our staff and faculty in all domains so that they are top performers at West Point and ready for increased responsibility after their time here. For faculty, this requires growth as teachers, as scholars, as servants, and as developers of both cadets and other faculty members. The diverse talents of the faculty are leveraged to enhance the span and scope of their contributions to our mission. All USMA team members possess exemplary character and are trustworthy. Maintain high quality personnel to serve as members of the staff and faculty, who are competitive with their counterparts in the Army and academia through effective accession practices and professional development opportunities that meet the needs of the Army and the Academy.

Objective 7.3. Retain High Quality Staff and Faculty. USMA staff and faculty are supported with positive command climates, desirable working conditions, and meaningful professional opportunities. They are recognized and valued throughout the Army and the Nation for their efforts.
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