USMA Strategic Plan
2013 - 2019

Superintendent’s Letter 5
Mission 6
Vision 6
Values 7
Strategic Environment 8

Strategic Goals and Objectives:
  Goal 1 - United States Corps of Cadets 10
  Goal 2 - Connection to the United States Army 12
  Goal 3 - Strategic Communication and Transparency 13
  Goal 4 - Collaborations and Partnerships 14
  Goal 5 - Leader Development of the Staff and Faculty 15
  Goal 6 - Sustainment of Excellence and Commitment to Innovation and Adaptation 16

Planning and Assessment Process 17
The United States Military Academy Strategic Plan, 2013-2019, 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.

DAVID H. HUNTOON, JR.
Lieutenant General, US 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

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 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.”

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 the 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

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, such as that provided by critical thinkers and creative problem solvers. To lead our future formations, USMA graduates will need a strong foundation 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 West Point 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, US 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. 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 a adaptive and open mindsets they will carry though their careers of service.

2 Department of the Army, 2012 Army Strategic Planning Guidance, April 2012.
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.\textsuperscript{4} 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 master advanced technical capabilities themselves and to lead their subordinates in an environment that will continue to be increasingly decentralized as technology advances.

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 a desire for lifelong learning throughout their careers of service as officers in the U.S. Army.

GOAL 1

United States Corps of Cadets

Strategic Goal 1: 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.

Goal 1 concentrates efforts on the principal focus of the Military Academy—the United States Corps of Cadets. 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.

Objective 1.1. Leader Development/Enrichment Opportunities: Implement an integrated, challenging, and evolving 47-month experience that ensures USMA graduates have attained the desired outcomes of the West Point Leader Development System and all graduation and commissioning requirements.

The West Point Leader Development System seeks to develop officers who:

- Lead and inspire their units to accomplish the mission.
- Embrace their roles as United States Army officers.
- Demonstrate a broad perspective that is open to new ideas and experiences.
- Understand ambiguous situations and solve complex problems.
- Make sound and timely decisions under stress.
- Communicate effectively with all audiences.
- Demonstrate proficiency in military and physical skills required to succeed in combat.
- Demonstrate mental and physical toughness with the strength of spirit to win.
- Demonstrate respect for others and work effectively with different cultures and peoples.
- Live the Army values.
Objective 1.1a. Military Program: Provide sequential and progressive military training and leadership development experiences to develop cadets into commissioned leaders of character who embrace their roles as United States Army officers.

Objective 1.1b. Academic Program: Sustain and improve a vibrant curriculum and enrichment activities so that graduates anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world.

Objective 1.1c. Physical Program: Sustain and improve a rigorous Physical Program that includes a demanding physical education curriculum, enrichment activities, and company, competitive club, and Division 1 athletics that contribute to leader development and instill physical and mental toughness in every cadet.

Objective 1.2. Honor Code and Accountability: Maintain policies and procedures that foster an overall culture of honesty and accountability within the Corps of Cadets, to include an effective honor code and system as essential elements in cadet character and leader development.

Objective 1.3. Respect: Foster an environment in which all cadets are treated with dignity and respect and are able to lead in execution of the Army Values and Warrior Ethos.
GOAL 2

Connection to the United States Army

**Strategic Goal 2**: Solidify and expand USMA's 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.

Goal 2 focuses effort on the importance of the 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. 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.

**Objective 2.1. Connection with Army Organizations**: Align standards, practices, and priorities with those of Headquarters, Department of the Army, so that USMA remains connected to current and emerging Army missions, vision, and requirements.

**Objective 2.2. Leader Development**: Provide leadership development expertise for the Army.

**Objective 2.3. Support to the Army**: Leverage the military, academic, and physical capabilities of cadets, centers, faculty, and programs to meet critical operational challenges and research requirements facing the Army and DoD.
GOAL 3

Strategic Communication and Transparency

**Strategic Goal 3:** Effectively communicate with appropriate audiences to tell the story of USMA in order to generate broad understanding, advocacy, and support for USMA and the United States Army.

Goal 3 expands on the connections with the Army discussed in Goal 2, 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 information.

**Objective 3.1. External Audiences:** Engage with those outside the Academy so that they understand the work being done at USMA and are encouraged to support the Academy’s efforts. External audiences include candidates, families, alumni, Department of the Army, the U.S. Congress, other higher education institutions, the American public, and international partners.

**Objective 3.2. Internal Audiences:** Foster two-way strategic communication to ensure that cadets, staff, and faculty clearly understand the intent of the USMA leadership and can effectively execute the command’s intent at all levels.

**Objective 3.3. Strategies and Messages:** Through continuous analysis and evaluation ensure that the strategies and vehicles used to communicate to various audiences are appropriate and effective, and are consistent with Army, DoD, and other U.S. Government messages.
GOAL 4

Collaboration and Partnerships

**Strategic Goal 4**: 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 USMA, exchange knowledge with others, and remain connected to the higher education community.

Goal 4 recognizes that 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 in Goal 3, and facilitate comparative benchmarking with others to help assess and improve Academy programs.

**Objective 4.1. Government, Military, and Higher Education**: Collaborate with other military, government, and higher education organizations to provide opportunities for cadets and to leverage the intellectual capital of USMA in order to support the Army mission, improve national security, and align with best practices in higher education.

**Objective 4.2. Academic**: Foster cooperative initiatives with other academic institutions and industry partners, in order to increase educational opportunities for cadets; utilize and improve the scholarship and professional expertise of the staff and faculty; and produce relevant scholarly research.

**Objective 4.3. International**: Support the security cooperation plans of each regional combatant command through developing and maintaining relationships with international partners to enhance understanding of other nations and cultures and to contribute to the national security missions of our allies.
GOAL 5

Leader Development of the Staff and Faculty

**Strategic Goal 5**: Attract, recruit, retain, and develop a high-quality staff and faculty dedicated to leader development, professional excellence, and continuing growth.

Goal 5 recognizes that 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 diversity in our Army and contributes to the collective strength of the Academy.

**Objective 5.1. West Point Leader Development System**: Promote leader development of staff and faculty through West Point’s unique leadership environment and the associated assessment and feedback protocols of the West Point Leader Development System.

**Objective 5.2. Diversity**: Improve diversity within the staff and faculty to reflect a blend of military and civilian professionals from all backgrounds at both the junior and senior ranks.

**Objective 5.3. Professional Development**: 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 5.4. Role Models**: Foster an environment in which all members of the West Point team, including the community, are treated with dignity and respect and serve as exemplary mentors and role models for cadets, staff and faculty.
GOAL 6

Sustainment of Excellence and Commitment to Innovation and Adaptation

**Strategic Goal 6:** Sustain and improve excellent administrative processes and infrastructure, committing the entire institution to adapting and innovating during a period of declining resources.

Goal 6 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.

**Objective 6.1. Admissions:** Recruit from across the Nation and admit diverse, high-quality candidates who meet USMA’s entry qualifications.

**Objective 6.2. Cadet Time:** Recognizing that the time available to develop cadets is our most precious resource, develop and maintain an Academy schedule and commensurate resources that effectively balance available time against the demands of the West Point Leader Development System.

**Objective 6.3. Operations and Financial Management:** Employ robust, transparent and nimble business processes to manage resources from a variety of funding sources according to established best practices and regulations while remaining responsive and innovative. This includes effective management of USMA’s organizations, property, information technology infrastructure, personnel processes, and safety procedures.
Objective 6.4. Infrastructure Management: Sustain and improve processes to 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 6.5. Personnel Management: Effectively execute, innovate, and adapt personnel processes in alignment with DoD and Army regulations to facilitate the continued accession and realignment of personnel as shrinking resources require changes at the Academy.

Objective 6.5. Athletic Management: Provide efficient and effective organizational structures and processes that support cadet development and winning teams.
Planning and Assessment Process

Development of this Strategic Plan, 2013-2019

This Strategic Plan, 2013-2019, provides strategic guidance for the United States Military Academy (USMA) to accomplish its mission as the needs and resources of the Army and the Nation evolve in the next several years. It is based on command guidance and previously developed plans and it links USMA with the Army Campaign Plan. It ensures unity of effort among several operational level documents, including the West Point Leader Development System, the West Point Installation Master Plan, the USMA submission to the Army Program Objective Memorandum (budget request documentation), the Admissions Directive, and Army policies. These operational documents, in turn, provide the overall campaign guidance for cadet development specified in the Academic, Military, and Physical Programs.

After assuming command as Superintendent, LTG Huntoon directed that the existing strategic plan (written in 2010) should be updated to reflect new priorities. In June 2012, the Superintendent charged the Strategic Planning Working Group (SPWG) with the mission of writing a new institutional strategic plan that would cover years 2013-2019. This timeframe would align the institution with the current budgetary planning process.

Using the plan from 2010 and the Superintendent’s priorities as building blocks, the group began by articulating the Superintendent’s priorities as goal statements. After these goal statements were developed and presented to the Superintendent, the SPWG validated the goal statements, developed the objectives, and aligned action plans and indicators of success for each objective.

Through the active involvement of the West Point community in the planning process, the strategic plan has been improved and the discussion has contributed to better understanding of the mission, goals, and objectives of USMA.

The ongoing USMA Strategic Planning and Assessment Process

This section explains the overarching strategic planning and assessment process designed to carry out the Superintendent’s intent and to ensure the objectives of the strategic 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 Annual Planning Guidance 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 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 to the WPLDS Executive Committee. 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. Each USMA agency (including Dean, Commandant, Director of Intercollegiate Athletics [DIA], Chief of Staff, and Director of Strategic Initiatives [DSI], Director of Admissions) will conduct its own assessment based on the identified indicators, with particular focus on those areas in which they have the lead. The USMA Chief of Staff will direct the staff to compile both agency assessments and data on the indicators by the end of April. The SPWG has responsibility for compiling and providing analysis of the input from the staff and each USMA agency in preparation for the Strategic Plan Assessment Meeting.

In May, the Superintendent will host the Strategic Plan Assessment Meeting. At this meeting, under the direction of the USMA Chief of Staff, the SPWG 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, DIA, Chief of Staff, DSI, 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.
Implementation in AY 2012-2013

To begin this process, after the publication of this strategic plan, the USMA Chief of Staff will direct the USMA staff to conduct an initial baseline assessment of objectives and goals through existing indicators in Spring 2013. That will prepare for an annual cycle for the execution and assessment of the strategic plan, which will take place throughout the academic year.