

**United States Military Academy
Office of the Deputy Chief of Staff, G5
BLDG 600, Taylor Hall, West Point, NY 10996**

(U) USMA Campaign Plan (2019-2024) - Mar 2021

(U) References.

- a. (U) National Security Strategy of the United States of America, 18 DEC 2017
- b. (U) 2018 National Defense Strategy Implementation Guidance FY2020 – FY2024
- c. (U) Secretary of the Army and Chief of Staff of the Army Memorandum
- d. (U) The Army Vision, 06 JUN 2018
- e. (U) Secretary of the Army and Chief of Staff of the Army Memorandum
- f. (U) The Army Strategy, 23 OCT 2018
- g. (U) Secretary of the Army and Chief of Staff of the Army Memorandum
- h. (U) The 2020 Army People Strategy
- i. (U) Army Regulation 10-87; Army Commands, Army Service Component Commands, and Direct Reporting Units; 11 DEC 2017
- j. (U) Army Regulation 150-1, United States Military Academy
- k. (U) Holistic Health & Fitness (H2F) FM 7-22
- l. (U) The USMA Strategy, updated October 2020
- m. (U) Developing Leaders of Character, USMA, 2018
- n. (U) USMA 2035
- o. (U) USMA Regulation MA-19-02, Strategic Planning and Institutional Effectiveness Processes

(U) Time Horizons Referenced in the Campaign Plan.

- a. (U) Annual Planning: Annual planning occurs throughout the year by all levels within the command and formally begins with the issuing of the Superintendent's Annual Guidance.
- b. (U) Strategic Planning: The LOEs established in the USMA Strategy and CP prioritize Academy efforts during AY21 through AY25.
- c. (U) Long-Term Planning: this horizon focuses primarily on the revitalization of West Point facilities through FY35 and is described in USMA 2035.

1. (U) Situation:

- a. (U) Given the environment in which our graduates will be fighting, combined with always constrained resources, USMA balances competing priorities to sustain readiness and prepare for future challenges in the Army, and in higher education. It must do this while fulfilling its Title 10 responsibilities in graduating and commissioning annually 900+ lieutenants into the United States Army.
- b. (U) USMA's priorities, translated into Lines of Effort (LOEs), are described in the USMA Strategy. They focus efforts in areas in which the Academy seeks improvement while remaining aligned and supportive of the Army Strategy and the Army Campaign Plan 19+. These LOEs enable USMA to develop leaders of character in a culture of character growth while building diverse and effective winning teams. In doing so, USMA

continues to modernize, sustain, and secure the installation and infrastructure, and seeks to strengthen our partnerships within the Army and with other external stakeholders to complement and support all LOEs within the Campaign Plan.

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

3. (U) Execution:

a. (U) Intent. The LOEs are prioritized areas in which USMA seeks improvement. The USMA Campaign Plan (CP) operationalizes the LOEs by:

- (1) Promoting mission command by enabling leaders to make informed choices that balance priorities with the means available to achieve them.
- (2) Providing direction and opportunities to integrate institutional efforts both vertically and horizontally (directorates and staff). With appropriate assessment, effective integration:
 - Improves achievement of stated objectives / outcomes.
 - Identifies gaps in efforts leading to the achievement of stated objectives / outcomes.
 - Enables appropriate reinforcement and support of efforts to maximize effect.
 - Reduces redundancies when appropriate.
- (3) Informs decision making based on assessment and available resources.
- (4) Informing the Superintendent's Annual Guidance.

b. (U) Concept of the Operations. The USMA Strategy is organized by two imperatives, Develop Leaders of Character and Relevance and Preeminence; the first imperative contains two LOEs and the second imperative contains three LOEs. Within each LOE are one or more Strategic Efforts (SEs) each of which contain outcomes/objectives. Figure 1 provides an overview of the imperatives, LOEs, SEs, and outcomes/objectives. Note that higher education reserves the term "outcomes" for student learning, and thus outcomes are used only in LOE 1, Develop Leaders of Character. The remaining LOEs use objectives.

Although the five LOEs shown in Figure 1 prioritize and integrate existing and future efforts, there are several areas described in the USMA Strategy that are timeless in that USMA must always maintain its focus of excellence. These areas are: living by the Army Ethic and West Point Motto; effective planning and continuous improvement; faculty and staff development; shared governance; transparency; and academic freedom. The assessment plan described in paragraph 4 incorporates these areas to ensure continuous excellence.

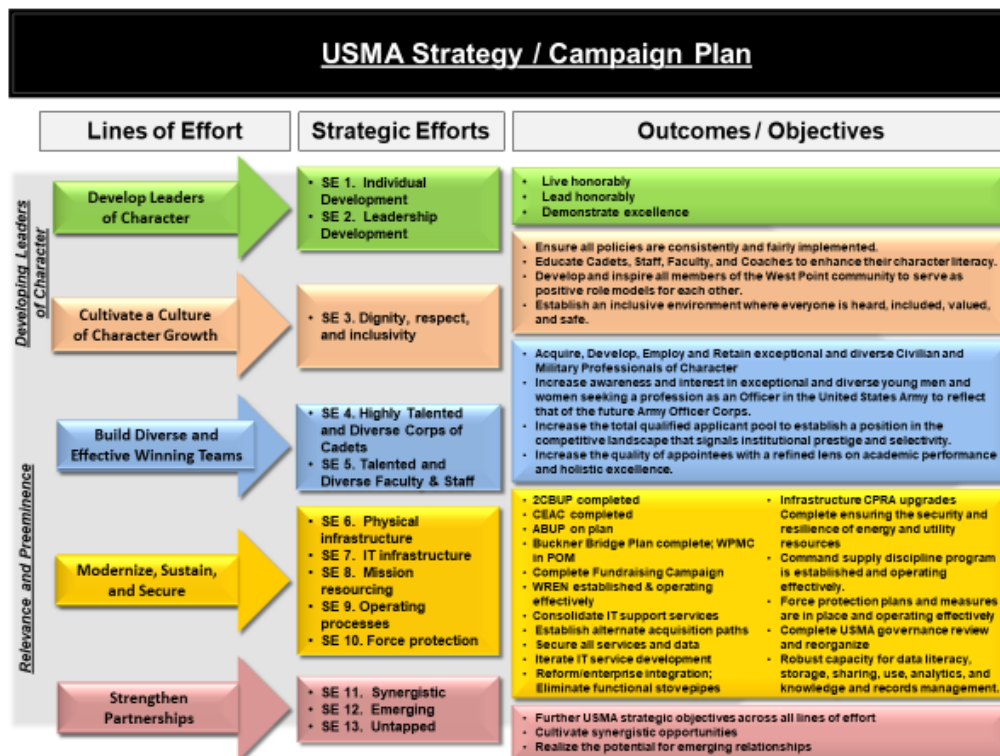


Figure 1 USMA's Lines of Effort, Strategic Efforts, and Outcomes/Objectives

c. (U) Scheme of Maneuver. USMA will organize and prioritize efforts aligned to LOEs and specific objectives. The first and second LOEs, Develop Leaders of Character and Cultivate a Culture of Character Growth, are the main efforts, while the remaining three are supporting efforts.

(1) (U) Develop Leaders of Character: The USMA Mission is achieved primarily through the implementation of the West Point Leader Development System (WPLDS) which is a deliberate, continuous, and progressive developmental process. "Develop" correlates to "educating, training and inspiring" in the USMA Mission. USMA **educates** cadets with critical thinking and problem-solving skills needed for a global, multi-domain environment, **trains** cadets to develop the military and physical skills needed for the crucibles of ground combat, and **inspires** cadets to live and lead honorably and to commit to a lifetime of excellence and service to the nation. This LOE's end-state is for graduates to achieve the WPLDS outcomes, Live Honorably, Lead Honorably, and Demonstrate Excellence.

There are two strategic efforts in this LOE, Individual Development and Leadership Development, both of which are defined in Developing Leaders of Character. For Individual Development, USMA ensures the appropriate level of knowledge, skills, and abilities are equitably provided to all cadets in an integrated and robust academic curriculum, a relevant military training program, a rigorous physical development program, and a comprehensive character education program.

Individual Development also includes cadet wellness, an emerging imperative across higher education. USMA ensures cadets receive sufficient individual development in the five areas of cadet wellness shown below.

- Physical Wellness
- Emotional / Mental Wellness
- Spiritual Wellness
- Social Wellness
- Environmental Wellness

Individual development is augmented with leadership development in which cadets practice following and leading. USMA equitably tailors the appropriate level and number of leadership experiences throughout the 47-month experience for each cadet to maximize leadership development.

The WPLDS outcomes and associated processes are systematically assessed every year according to an approved schedule. The required balance between individual and leadership development for cadets is informed by these assessments where the assessment of the outcomes – live honorably and demonstrate excellence – focus on individual development, and the assessment of lead honorably focuses on leadership development.

The performance indicators shown in Appendix 1 provide opportunities to continuously assess the WPLDS. The USMA G5 serves as the Office of Primary Responsibility (OPR) for this LOE with the WPLDS committee in support.

(2) (U) **Cultivate a Culture of Character Growth** is the second main effort and is closely aligned with the Develop Leaders of Character LOE. Character development occurs in a complex adaptive system in which every member of the West Point community is both influencing others and being influenced. Character is caught, taught, and sought. We catch character from those around us, can be taught to understand and practice it theoretically, and can develop our own character intentionally through sought opportunities. Cultivating a Culture of Character Growth is how character is caught and is reflected in how we educate, train, and inspire our community to intentionally seek opportunities for character growth. SE for this LOE is dignity, respect, and inclusivity. This SE will reinforce the importance of moral virtues, relational character, and inclusive leadership as critical components of an inclusive culture and a lifetime of character growth. The endstate of this LOE is a healthy culture in which staff, faculty, and cadets consistently value, reinforce, support, and pursue the type of character growth that promotes dignity, respect, inclusivity, and trust (See the USMA Strategy for the characteristics of a healthy culture.). The objectives of this LOE are:

- Ensure all policies are consistently and fairly implemented.
- Educate Cadets, Staff, Faculty, and Coaches to enhance their character literacy.
- Develop and inspire all members of the West Point community to serve as positive role models for each other.

- Establish an inclusive and equitable environment where everyone is heard, included, valued, and safe.

The multi-modal framework of Caught, Taught, & Sought, shown in Figure 2, enables progressive development within a community that encourages and assists each other in the never-ending pursuit of strong character. This requires: an inclusive environment that provides psychological and physical safety for everyone; a community that adopts a growth mindset for character development; and a shared understanding of the espoused values, policies, artifacts, and social norms that reflect organizational integrity. Cultivating this culture of character growth to achieve our objectives and produce the desired endstate requires consistent effort and maintenance.

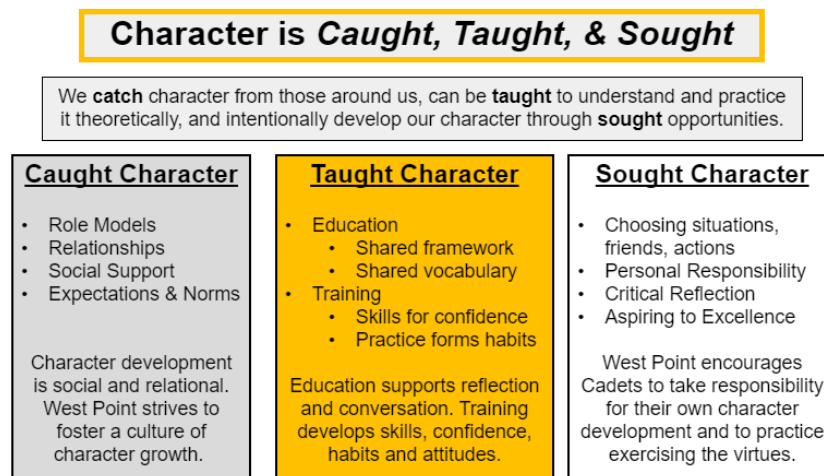


Figure 2 Multi-Modal Framework of Caught, Taught, & Sought

Enabling initiatives for this LOE include:

- Establishing the Character Integration Advisory Group (CIAG) to achieve fully operational capacity.
- Socializing the newly designed character education framework.
- Providing faculty development to promote character literacy.
- Developing Cadet facilitators for Honor, Trust, Wellness, and Respect to promote character growth across the Corps of Cadets.
- Focusing on teaching of character and wellness through both core courses and supplemental instruction, e.g., Cadet Character Education Program (CCEP), Character Growth Seminar (CGS) Pilot, Relational Character 101, and Honorable Living Day.

The primary assessment focus of LOE 2 includes the degree in which the above enabling initiatives are achieved. As a pilot, USMA is exploring the feasibility of using performance indicators that measure the progress and achievement of these three objectives (See Appendix 1). The USMA Character Integration Advisory Group (CIAG) serves as the OPR for this LOE, with the USMA G5, SHARP Office, and ODIEO in support.

(3) (U) **Build Diverse and Effective Winning Teams** prioritizes diversity of the Staff, Faculty, and the Corps of Cadets, which contribute to the collective strength of the Academy. The two SEs within this LOE are highly talented and diverse Corps of Cadets and highly talented and diverse faculty and staff.

Highly Talented and Diverse Corps of Cadets. Achievement of this SE requires meeting the following three objectives:

- Increase awareness and interest in exceptional and diverse young men and women seeking a profession as an Officer in the United States Army to reflect that of the future Army Officer Corps.
- Increase the total qualified applicant pool to establish a position in the competitive landscape that signals institutional prestige and selectivity.
- Increase the quality of appointees with a refined lens on academic performance and holistic excellence.

Highly Talented and Diverse Faculty and Staff. Achievement of this SE requires meeting the following objectives:

- Acquire, develop, employ and retain exceptional and diverse civilian and military professionals of character who model Corps of Cadet proportions.
- Develop a robust marketing strategy aimed at increasing diversity.
- Improve processes for reporting acquire efforts, e.g., directorate recruiting efforts targeting diversity.

Acquiring a highly talented and diverse faculty and staff who will develop leaders of character is highly dependent upon aggressively pursuing our objectives and initiatives to meet requirements. This includes the proactive advancement of existing relationships with USMA's key partners such as the Civilian Personnel Advisory Center (CPAC) and the Human Resources Command (HRC) partners who play a vital role in attracting highly qualified and talented professionals. Also critical is the internal collaboration among the Directorate of Admissions, the USMA G1, and the Office of Diversity, Equity, and Inclusion (ODIEO). This collaboration promotes:

- Keeping pace with the growing ethnic diversity in the Cadet population
- Sharing best practices during talent searches across the nation
- Maximizing opportunities to engage with Cadet diversity clubs to communicate future faculty opportunities at West Point.

West Point graduates a second class each year, the junior rotating military officers who return to operational assignments in the Army. These officers refine their critical thinking, problem-solving, and communication skills in graduate school and during their West Point assignment, and then serve with distinction in the Army at field grade levels and higher. They are also great resource for encouraging cadets to follow in their footsteps to serve at West Point.

The performance indicators that measure the progress and achievement of the objectives are shown in Appendix 1. The USMA G1 and Director of Admissions serve as the co-OPRs for this LOE, with the USMA ODIEO in support.

(4) (U) **Modernize, Sustain and Secure** is a supporting effort with the primary goal of ensuring USMA has the means to maintain preeminence across each of the CP's LOEs. This LOE involves a holistic, integrated approach to modernizing both the physical infrastructure (SE 6) and the information technology infrastructure (SE 7) needed to execute our academic, military, physical and character programs. It also includes programming adequate mission resources (SE 8) to sustain Academy efforts while continually seeking to reform and optimize organizational processes (SE 9) to enhance the Academy's operational effectiveness. Finally, this LOE ensures that all of this occurs within the appropriate level of force protection (SE 10) needed to ensure the safety and security of all who live and work at West Point. As the proponent for this LOE, the USMA G-5R will lead Academy efforts among the staff, directorates, and supporting units on West Point to develop, integrate, synchronize, and prioritize mission resourcing requirements across CP LOEs, in time and space, and across potential funding streams.

Achievement of the following major objectives over the next five years will signal success in this LOE:

- The Cadet Barracks Upgrade Program (CBUP) is complete (by FY24).
- The Cyber and Engineering Academic Center (CEAC) is complete and in operation.
- The Academic Building Upgrade Program (ABUP) is underway and on schedule with the first four major projects complete (Patton Swing Facility, Cullum Hall, MEDDAC/DENTAC relocations, and Lincoln Hall).
- Camp Buckner renovations are complete and WPMC MILCON efforts are in the POM and ready for execution.
- Associated enabling infrastructure upgrades throughout the CPRA are complete, ensuring the security and resilience of USMA's energy and utility resources.
- The comprehensive fundraising campaign is underway and achieving critical fundraising targets.
- The WREN established and operating effectively.
- IT support services are consolidated and providing effective and efficient IT support across the Academy.
- All IT services and data are secured.
- IT service development is iterated effectively and efficiently.
- Alternate acquisition paths have been established and are operating effectively.
- Operational processes across USMA enterprise have been reformed and integrated (i.e., functional stovepipes are eliminated) to ensure effective execution of mission requirements.
- The command supply discipline program is established and operating effectively.
- Force protection plans and measures are in place and operating effectively to secure the West Point mission, installation, and community.
- Complete USMA governance review and reorganize appropriately to ensure effective and efficient decision-making.

- Continue to build and improve a robust capacity for data literacy, storage, sharing, use, analytics (predictive, strategic, and learning), and knowledge and records management.

The performance indicators that measure the progress and achievement of the objectives are shown in Appendix 1. The USMA G-5R serves as the OPR for this LOE with the USMA G4, G6 and G8 in support. There are also two committees that support this LOE – the PPBC and SRPICO.

(5) (U) **Strengthen Partnerships:** The strengthen partnerships LOE complements and supports the other four LOEs within the CP. This LOE is structured across three strategic efforts, each with a supporting objective, that elicit an entrepreneurial mindset within the Academy toward developing synergistic partnerships:

- USMA leverages synergistic partnerships across six priority audiences.
 - Objective: Further USMA strategic objectives across all lines of effort.
- USMA refines emerging partnerships to create synergy through connection, collaboration, and synchronization of engagement.
 - Objective: Cultivate synergistic opportunities.
- USMA continually seeks to explore and engage untapped organizations.
 - Objective: Realize the potential for emerging relationships.

LOE 5 draws initiatives from and is informed by the other four LOEs so that Academy partnerships are nested in its strategic efforts and objectives. There are three enduring priorities for strengthening partnerships:

- Seek opportunities to contribute to the Army Profession.
- Sustain partnerships with Academe, Alumni, Congress, and the American Public.
- Grow international partnerships.

In the near term (AY21), this LOE guides the Academy enterprise in creating an understanding of its current strategic partnerships and associated initiatives so that engagements may be synchronized for greatest effect. LOE 5 then shifts focus initially to visualize the future of strategic partnership (AY22) to maximize effects for the Academy based on the understanding developed in AY21. Finally, this LOE transitions to the integration of partnerships (AY22-beyond) across the Academy to create a more strategic mindset toward how the Academy leverages its partnerships for maximum benefit.

The performance indicators that measure the progress and achievement of the objectives are shown in Appendix 1. The USMA G5/Effects serves as the OPR for this LOE, with the USMA PAO and DAA in support. The Strategic Effects Working Group (SEWG) is the collaborative hub in support of LOE 5.

(6) (U) Tasks to USMA Staff

- (a) G1. Serve as the OPR for LOE 3 along with DAD.
- (b) G4. Support the LOE 4 OPR (G5R).
- (c) G5.

- Serve as the overall proponent for the USMA Strategy and CP.
 - Serve as the OPR for LOE 1.
 - Support the LOE 2 OPR (CIAG).
 - Serves as the USMA proponent for assessment.
- (d) G5R. Serve as the OPR for LOE 4.
- (e) G5E. Serve as the OPR for LOE 5.
- (f) G6. Support the LOE 4 OPR (G5R).
- (g) G8. Support the LOE 4 OPR (G5R).
- (h) SHARP. Support the LOE 2 OPR (CIAG).
- (i) ODIEO. Support the LOE 2 OPR (CIAG).
- (j) PAO. Support the LOE 5 OPR (G5E).
- (k) DAA. Support the LOE 5 OPR (G5E).
- (7) (U) Tasks to subordinate units
- (a) Directorates. Submit annual plans and assessments in accordance with USMA Regulation MA-19-02, Strategic Planning and Institutional Effectiveness Processes (See paragraph 4 Sustainment through Assessment.).
- (b) CIAG. Serve as the OPR for LOE 5.
- (c) DAD. Serve as the OPR for LOE 3 along with the G1.

4. (U) Sustainment through Assessment.

a. (U) General. Effective assessment is critical to achieving USMA's mission and LOE objectives. Assessment answers the question of how we know something is working as we intended and promotes continuous improvement. Assessment also ensures we do not maintain a "more is better" philosophy. Opportunities for assessment are limitless. Thus, assessment must be deliberate (planned), systematic and integrated vertically and horizontally across the enterprise. Areas that are assessed include the LOE objectives/outcomes. Additionally, new and existing efforts at the directorate and staff levels are assessed on how they contribute to the LOE objectives/outcomes. These assessments then inform future planning and resource allocation.

b. (U) Assessment of the USMA Campaign Plan. Figure 2 provides an overview of the assessment of the CP and will also further be described in USMA Regulation MA-19-02, Strategic Planning and Institutional Effectiveness Processes. The LOE OPRs provide an update to the Superintendent on the assessments of their objectives semiannually, once near the end of the spring and then again prior to the end of the year. The end of year updates provides the foundation for the USMA Annual Report completed in early spring. Critical inputs for the LOE assessments are the directorate annual reports, results of the previous and current years' Annual Guidance, institutional performance indicators, and additional institutional assessments, some of which are listed in Figure 3 (USMA Regulation MA-19-02).

c. (U) Use of data. The appropriate and effective use of the exponential growth in available data demands a framework to move from data collection to storage (e.g., data lake), to informative analytics. As mentioned above, the institutional performance

indicators for each of the LOEs are shown in Appendix 1. These indicators will continue to evolve as the CP continues to adapt to the changing environment.

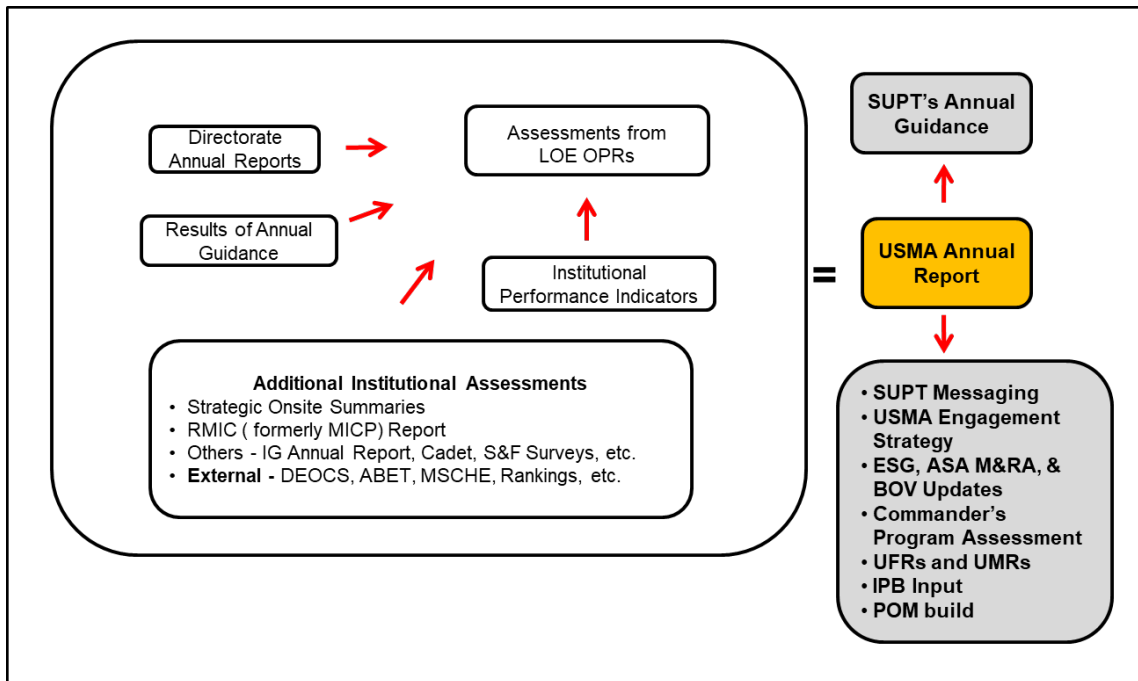


Figure 3 Assessment of the USMA Campaign Plan

5. (U) Command and Signal

a. (U) There is an assigned Office of Primary Responsibility (OPR) for each of the five LOEs. Because multiple organizations contribute to each LOE, the Superintendent has delegated to the OPRs the responsibility to coordinate and integrate efforts within the assigned LOE. OPR responsibilities include:

- (1) Identify and document initiatives across the Academy.
- (2) Ensure efforts are coordinated and integrated, and that sufficient effort is dedicated to the LOE to meet the stated objectives.
- (3) Request additional resources through USMA governance when required.
- (4) Develop and implement an assessment plan of the LOE objectives.
- (5) Present assessment results and any required resources semiannually to the appropriate governing boards and to the Superintendent.

b. (U) The proponent for this Campaign Plan is the USMA G5, Office of Strategic Planning and Institutional Effectiveness.

Appendix 1 Performance Indicators Mapped to LOE Objectives

LOE 1	Live honorably
	- # honor cases Found/Unfound per year
	- # REG Boards per year
	Lead honorably
	- Equal Opportunity complaints
	- % Military Science lessons with vignettes
	- % first-time pass / go of pre-BOLC-A tasks taught in CST
	Demonstrate excellence
	- Faculty to cadet ratio
	- Ratio stem / humanities
	- # of Cadets in the first year and beyond program
	- % of Cadets with validations
	- % of Cadets in STAP
	- Grad rate: USMAPS (annual) and USMA (6yr) (total and disaggregated by class composition goals)
	- Cadet Scholarships: Fulbright, Rhodes, Truman, Marshall, NSF, and Lincoln Labs (total scholarships won)
	- ACFT Average
	- % of Cadet Regression
LOE 2	Ensure all policies are consistently and fairly implemented
	- Cadets Abide by Honor Code: Extent to which cadets believe they and their peers adhere to the tenets of the honor code.
	- Trust: Extent to which cadets believe that they and their peers trust other cadets, faculty, and the honor system.
	Develop and inspire all members of the West Point community to serve as positive role models for each other
	- Growth Mindset: Extent to which cadets believe that character can improve over time.
	- Motivation to Act Ethically: Extent to which cadets report that they and their peers place value on acting ethically.
	Establish an inclusive environment where everyone is heard, included, valued, and safe
	- SHARP Incidents
	- Culture survey: "All personnel, regardless of rank, gender, or race are treated with equal respect."
	- Cadets Behave Ethically: Extent to which cadets report that they and their peers act ethically.
LOE 3	- Cadets Respect Others: Extent to which cadets believe they and their peers treat others (even those who are different from them) with respect
	Acquire, Develop, Employ and Retain exceptional and diverse Civilian and Military Professionals of Character

	- Civilian hire efficiency (average # of days)
	- Civ fill rate TDA
	- Military fill rate TDA
	- Faculty Composition by Ed Level
	Inspire, recruit, and admit exceptional and diverse young men and women seeking a career in the Army
	- Cultural Diversity: USMA (5yr) - % of African Americans, Hispanics, and Asians
	- Gender Diversity: USMA (5yr) - % of Women
	- Recruited Athletes: USMA (5yr)
	- Soldiers Admitted: USMA (5yr)
	- Average ACT scores of incoming class
	- Average SAT scores of incoming class
	Increase quality applicant pool
	- Admission target performance (selectivity)
LOE 4	SE 8. Mission resourcing
	- Fiscal stewardship: Reduce deobligations USMA Lost Purchasing Power CAER)
	- Budget execution (percent)
	SE 10. Force protection
	- Force Protection
	2CBUP completed
	CEAC completed; ABUP on plan
	Buckner Bridge Plan complete; WPMC MCA in POM
	Comp Fundraising Campaign
	- Gift fund raised/ AOG pledges
	WREN established, operating effectively
	- Uptime per application and Network Connection (Performance)
	- Bandwidth use, MIN, MAX, by building and by time (Performance)
	Consolidate support services
	Alternate acquisition paths
	Secure all services and data
	Iterate IT service development
	Reform/enterprise integration
	Eliminate functional stovepipes
	Field new equipment
	Account for Government Property
	- Appointed Hand Receipt Holder and signed HR
	- Inventories – Goal 100% inventory conducted annually at least 25% per quarter
	- Sensitive items inventory 100% per month
	- FLIPS - Processed and closed w/75 days

	- Has all excess property been identified (number of pieces per unit) and processed for turn in
LOE 5	Leverage synergistic partnerships to further USMA strategic objectives across all lines of effort.
	- HQDA/DoD Reimbursable funding per year
	- # of international AD
	- # of international Exchanges
	Refine emerging partnerships to cultivate synergistic opportunities through connection, collaboration, and contribution.
	- WPAOG -Cash Receipts
	- # faculty publications per year
	- # Reimbursable Partners
	Explore untapped organizations to realize potential for emerging relationships.
	- % alumni who donate
	- WPAOG -Cash Receipts