USMA Campaign Plan (2019-2024)

References.

d. Secretary of the Army and Chief of Staff of the Army Memorandum; The Army Strategy, 23 OCT 2018.
e. Secretary of the Army and Chief of Staff of the Army Memorandum; Modernization Priorities for the United States Army, 03 OCT 2017.
g. (FOUO) U.S. Army Modernization Strategy, 30 APR 2018.
h. Army Regulation 10-87; Army Commands, Army Service Component Commands, and Direct Reporting Units; 11 DEC 2017.
i. Army Regulation 150-1, United States Military Academy
j. United States Military Academy Strategy, Commitment to Character and Excellence, 2019
k. Developing Leaders of Character, USMA, 2018
l. Additional references included in para. 5, Command and Signal.

1. **Situation:** Given the environment in which our graduates will be fighting, combined with constrained resources, USMA must balance competing priorities to sustain readiness and prepare for future challenges in higher education and in the Academy’s infrastructure. It must do this while maintaining the ability to fulfill its Title 10 responsibilities and graduate and commission 900 lieutenants into the United States Army. The USMA Campaign Plan (USMA CP) is the institutional method to manage that balance by ensuring coordinated execution of the USMA Strategy toward achieving the USMA Vision.

USMA graduates must be prepared to go and lead in combat in an era of accelerated human and technical progress, which could fundamentally change the character of warfare. The increasingly dynamic and complex strategic environment stresses international stability and security. The adversaries whom our graduates will be fighting will take advantage of new technologies, concepts, and doctrine to challenge the Army’s conventional superiority and overmatch for high-intensity conflict across multiple domains. Political and fiscal uncertainty threatens the Army’s and USMA’s ability to prepare for this complex environment, requiring institutional reforms while making difficult choices between prioritized investments to reduce strategic risk. USMA must always seek to optimize the finite resources available to achieve its vision while developing leaders of character who are prepared to fight and win our nation’s wars.
2. **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.

3. **Execution:**
   a. **Intent**: The USMA CP operationalizes USMA’s LOEs defined in the USMA Strategy and ensures coordinated execution and integration. The USMA CP provides direction for integration, synchronization and assessment of institutional efforts during each academic year of execution. It also places strategic guidance in context, promoting mission command and enabling leaders to make informed choices that balance priorities with the means available to achieve them. Finally, the USMA CP informs the development of annual guidance to support the prioritization of planning tasks and the alignment of resource requirements to strategic priorities.

   b. **Concept of the Operation**: Similar to the USMA Strategy, the USMA CP provides faculty, staff, coaches and cadets a better understanding of how everyone contributes to achieving the Academy’s mission and vision. It is organized around two Strategic Imperatives defined in the USMA Strategy, Develop Leaders of Character, and Foster Relevance and Preeminence, both of which shape the future direction of efforts at USMA. Embedded in the imperatives are the Superintendent’s priorities, which are translated into the five Lines of Effort (LOEs). These LOEs focus our efforts while remaining aligned and supportive of the Army Strategy and Campaign Plan 2019+. Each LOE contains Strategic Efforts (SEs) and within each SE are objectives, which further prioritize actions. While the LOEs and SEs promote focus on improvement and transformative areas to prepare for the future, the Enduring Objectives are necessary to ensure we meet not only the mission, but also our desired endstate, the USMA vision.

   Academy strategic leaders will focus their planning, resourcing, and assessment within the Strategic Efforts (SEs) and their corresponding objectives to direct priority initiatives while remaining committed to the Academy enduring objectives. Together, attainment, of the LOEs and the Enduring Objectives will lead to achievement of the USMA Vision. Figure 1 shows the relationships between USMA’s LOEs, SEs, and Enduring Objectives and captures this framework that will organize Academy-level activities and nest subordinate efforts. Underpinning this approach is an enduring commitment to take care of our people and live the Army values in everything we do.
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Figure 1 USMA Campaign Plan Framework

Lines of Effort: The first and second LOEs, **Develop Leaders of Character (LOE1)** and **Cultivate the Culture of Character Growth (LOE2)**, are the two main efforts. These two LOEs are co-main efforts because of their importance in developing leaders of character. **Build Diverse and Effective Teams (LOE3)** is a supporting LOE that focuses on cadets and staff and faculty. **Modernize, Sustain, and Secure (LOE4)** is a second supporting effort that facilitates USMA reaching the desired endstates in the other four LOEs, in particular, LOE1. **Strengthen Partnerships (LOE5)** is the last supporting LOE and describes how USMA will strengthen its partnerships to further expand success in the LOEs.

Enduring Objectives: The first Enduring Objective is to **Educate**. We are always striving to educate cadets to develop the critical thinking and problem-solving skills needed for a global, multi-domain environment. **Train** is the next enduring objective. We must train cadets to develop the military and physical skills needed for the crucible of ground combat. Another enduring objective is **Inspire**. We will always strive to inspire cadets to a lifetime of service to the nation. **Develop Staff and Faculty** is the final enduring objective. West Point graduates a second class each year, our 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. USMA must also continuously provide development opportunities for our senior faculty and staff, both military and civilian, to be leaders in their disciplines, to develop cadets into leaders of character, and to make significant contributions to the Academy in various leadership roles.

Coordinated through the Academy governance processes, SEs and objectives focus the fiscal year execution of requirements and drive informed decision making based on risk and available resources. The Strategic planning and Institutional Effectiveness document will outline the planning, resourcing, assessing process for Academy. Each of the LOEs will have an annex that describes the plan for the LOE. Within each of these plans, there will be objectives, with measures of effectiveness and timelines. Additionally, there will be specific tasks for the subordinate organizations. The USMA CP spans three planning and execution horizons, annual, strategic, and long-term:

Phase I: Annual. This phase begins at the beginning of the Academic Year (AY) 20 in August of 2019 through July 2020. In addition to encompassing efforts in AY20, this phase also sets the conditions for the initiatives and planning in Phase II.

Phase II: Strategic. This phase begins in AY20 and continues through AY24 (July of 2024) with USMA achieving success or significant improvement in all the LOEs.

Phase III: Long-Term. This phase begins in 2024 and continues through 2035.

c. Scheme of Maneuver. USMA will organize and prioritize efforts aligned to LOEs and their intermediate strategic efforts as described below. Within each effort, there are specific objectives that will help further prioritize efforts.

1) **Develop Leaders of Character (LOE1)**: LOE 1 is one of two main efforts. Leader development is the deliberate, continuous, and progressive process—founded in Army values—that grows cadets into competent, committed officers who are leaders of character. LOE 1 consists of two strategic efforts, Individual Development and Leadership Development, both of which focus on developing leaders of character. In this LOE USMA will develop a holistic approach to character development. The endstate of LOE1 is for all graduates to achieve the WPLDS outcomes: Live Honorably, Lead Honorably, and Demonstrate Excellence.

   The USMA G5 serves as the Office of Primary Responsibility (OPR) for LOE1 with the WPLDS committee in support.

2) **Cultivate Culture of Character Growth (LOE2)** is the second main effort, therefore is closely aligned with LOE1. The culture enables character growth for not only the cadets, but also for the staff, faculty and coaches. All
members of West Point need to understand their role and commit to developing leaders of character. They must fully understand what the standards and expectations of behavior. The only SE for LOE2 is **Dignity, Respect and Inclusivity**. The endstate of this LOE is that West Point is a safe environment where all individuals feel that they are valued members of the community.

The USMA G5/Integration serves as the OPR for LOE2, with the USMA Sexual Harassment/Assault Response and Prevention program manager (SHARP PM) and Office of Diversity and Inclusion and Equal Opportunity (ODIEO) in support.

3) **Build Diverse and Effective Teams (LOE3)** addresses **Staff and Faculty** and the **Corps of Cadets**. For the Staff and faculty Strategic Effect, USMA must be successful in attracting, hiring, and retaining exceptional and diverse civilian and military professionals who will develop leaders of character. Through the increased collaborative efforts with our partners, the endstate is that USMA will be comprised of a diverse and effective team of professionals and USMA will become the employer of choice for the best and brightest throughout the region and the Army.

The next Strategic Effect is building a diverse **Corps of Cadets**. This strategy includes **inspiring, recruiting, and admitting** an exceptional and diverse candidate population who are seeking a career in the Army and continued service to the Nation. The endstate is that the Corps of Cadets is comprised of highly qualified individuals who come from diverse backgrounds, both geographically and experientially, to meet USMA’s needs as a Tier one college and to meet the needs of the Army in an officer cohort, representative of the Army and the Nation it will serve.

The USMA G1 serves as the OPR for LOE3 with USMA’s ODIEO and Director of Admissions in support.

4) **Modernize, Sustain, and Secure (LOE4)** is a supporting effort to the first three LOEs with the primary goal of ensuring that USMA has the means through which to maintain preeminence within each of this USMACP’s enduring objectives. This LOE involves a holistic, integrated approach to **modernizing** both the **physical infrastructure** and the **information technology** infrastructure through which we execute our academic, military, and physical programs. It also includes ensuring that we program adequate **mission resourcing** to sustain Academy efforts while continually seeking to **reform and optimize operational processes** to enhance the Academy’s operational effectiveness. Finally, LOE4 ensures that the appropriate level of **force protection** to ensure the safety and security of all who live and work at West Point and of those who visit as well.
The USMA G5/Resources serves as the OPR for LOE4, with the USMA Garrison, and USMA G8 in support.

5) Strengthen Partnerships (LOE5): LOE5 complements and supports the other four LOEs within the USMA CP. LOE5 is structured across three SEs that elicit an entrepreneurial mindset within the Academy toward developing synergistic partnerships. In the first SE, USMA continually seeks to explore untapped organizations and engage them to identify opportunities to create emerging partnerships. In the second SE, we refine emerging partnerships to deepen the relationship and create synergy through connection, collaboration, and synchronization of engagement across the USMA enterprise. Finally, the Academy leverages strategic partnerships across six priority audiences to prioritize partnership efforts across the USMA enterprise.

LOE5 draws initiatives from and is informed by the other four LOEs so that Academy partnerships are nested in the strategic efforts. In the near term (AY20), this LOE directs the Academy enterprise to create understanding of its current strategic partnerships and associated initiatives so that engagements may be synchronized for greatest effect. This LOE then shifts focus initially to visualize the future of strategic partnership (AY21) to maximize effects for the Academy based on the understanding developed in AY20. Finally, this LOE transitions to integration of partnerships (AY22-beyond) across the Academy to create a more strategic mindset toward how the Academy leverages its partnerships for maximum benefit. Endstate for this line of effort is the realization of the USMA vision enabled by a complex network of synergistic partnerships that evolves in a dynamic environment.

The USMA G5/Engagement serves as the OPR for LOE5, with the USMA PAO and USMA DAA in support.

d. Tasks to USMA Staff
   1) Specific tasks for each LOE will be in the annual guidance each year.
   2) All organizations will be responsible for submitting their plans and assessment in accordance with the SPIE Processes Regulation.

e. Tasks to subordinate units
   1) Specific tasks for each LOE will be in the annual guidance each year.
   2) All organizations will be responsible for submitting their plans and assessment in accordance with the SPIE Processes Regulation.

5. **Command and Signal.**

a. 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 efforts within the assigned LOE. Coordination includes:

1) Identifying and collecting initiatives across the Academy;
2) Ensuring sufficient effort is dedicated to the LOE to meet the desired endstate;
3) Requesting resources from the Policy Board when required;
4) Developing and implementing an assessment plan of the strategic efforts and supporting objectives;
5) Communicating the above to the appropriate governing boards when appropriate for decisions.

b. Proponent for this Campaign Plan is the USMA G5--Office of Strategic Planning and Assessment.

c. Additional References:

1) 23rd Secretary of the Army’s Initial Message to the Army, 20 NOV 2017.
2) 39th Chief of Staff of the Army’s Initial Message to the Army, 26 AUG 2015.
4) Headquarters, Department of the Army General Order 2017-01, Assignment of Functions and Responsibilities within Headquarters, Department of the Army, 05 JAN 2017.
6) Army Regulation 1-1; Planning, Programming, Budgeting, and Execution; 23 MAY 2016.
7) Army Regulation 5-1; Management of Army Business Operations, 12 NOV 2015.