

# The USMA Strategy

United States Military Academy  
West Point, New York

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OFFICE OF THE SUPERINTENDENT  
**UNITED STATES MILITARY ACADEMY**  
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The Army Strategy and Vision 2028 describe a dynamic modern battlefield that is expanding across all domains, geographic scale, and types of actors. Our graduates can expect to lead in an environment marked by compressed decision cycles and less reaction time. They will operate under persistent surveillance and encounter advanced capabilities such as cyber, counter-space, electronic warfare, robotics, and artificial intelligence. Educating, training, and inspiring our cadets toward professional excellence in this contemporary operating environment requires continuous improvement and an entrepreneurial spirit by the entire West Point team. We must continually evolve to meet the challenges on the horizon and sustain the Academy's pre-eminence as a leader development institution. Every USMA graduate must possess the grit, character, competence, and commitment necessary to lead and win decisively in the crucible of ground combat. The welfare of the Army and the Nation depends on it.

USMA has a long and storied history of providing leaders of character for the nation. As we adapt the institution to meet the challenges of future combat, we must preserve the strength of our programs while embracing improvements in how we operate. Every member of the West Point team plays a critical role in developing the Corps of Cadets. We would not be successful without the team's constant efforts to evolve and adapt our programs in supporting cadet development that occur daily.

The USMA Strategy and its associated Campaign Plan plot the course for the future by establishing the priorities and efforts that will prepare USMA for mission success well into the next century. These priorities are aligned and supportive of the Army Strategy and Campaign Plan 2020+. They maintain focus on developing leaders of character in a culture of character growth, which is enabled by building diverse and effective winning teams and continuing to modernize, sustain, and secure our installation and its infrastructure. Strengthened partnerships within the Army and with external stakeholders enables each of these priorities.

In addition to being forward-looking and recognizing the complex, dynamic operational and fiscal environments we face, the USMA Strategy prioritizes efforts. Accomplishing the USMA mission while simultaneously improving in the established priorities requires the West Point Team - staff, faculty, coaches and cadets - working together in an integrated and synchronized manner. We all must be familiar with this Strategy and recognize our important and complimentary roles in making it a reality. Everyone's unique and important contributions are critical to our leader development mission.

Together, we will secure our preeminence as a leader development institution well into the future as we continue to prepare our graduates to lead in the 21st century Army.

Darryl A. Williams  
Lieutenant General, US Army  
60th Superintendent

## MISSION STATEMENT

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 the preeminent leader development institution in the world.

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# INTRODUCTION

The *USMA Strategy* first describes the strategic environment in which USMA operates. It then describes two Strategic Imperatives that provide the framework for the Academy's five Lines of Effort (LOEs):

- Strategic Imperative 1: Leaders of Character
  - LOE 1: Develop Leaders of Character
  - LOE 2: Cultivate a Culture of Character Growth
- Strategic Imperative 2: Relevance and Preeminence
  - LOE 3: Build Diverse and Effective Winning Teams
  - LOE 4: Modernize, Sustain, Secure
  - LOE 5: Strengthen Partnerships

Although these five LOEs prioritize and integrate existing and future efforts, there are several areas that are timeless in which USMA must always maintain its focus of excellence: 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 Army Ethic and West Point Motto. Members of the USMA team live by and uphold the Army Ethic—including the seven Army Values (loyalty, duty, respect, selfless service, honor, integrity, and personal courage) in all aspects of life. This ideal is reflected in the motto of the Academy, eloquently captured in General Douglas A. MacArthur's farewell address to the Corps of Cadets, "Duty, Honor, Country – those three hallowed words reverently dictate what you ought to be, what you can be, and what you will be."

Each USMA teammate is a member an Army profession and is dedicated to fostering an environment of excellence in which cadets develop into Army professionals. An Army professional is certified in competence, character, and commitment.<sup>1</sup> These three criteria are inherent within the motto of West Point – Duty (competence), Honor (character), Country (commitment), which forms the cornerstone of all we do at USMA.

- Effective planning and continuous improvement. Effective planning begins with setting attainable goals or outcomes, planning and resourcing efforts to achieve them, and then assessing our ability to meet them. A commitment to continual improvement is a hallmark of the Academy's culture. We continuously assess our efforts, which then inform future decision-making, planning and resourcing.





- **Shared governance.** At USMA, shared governance is the principle that, while its leadership exercises chain-of-command authority (legal decision-making), such authority is best exercised after carefully considering input in appropriate situations from the professional wisdom and perspective of the faculty, staff, and cadets. Effective shared governance requires time and commitment from leaders, but its benefits are numerous. Shared governance:
  - Fosters discussions that promote creative approaches to existing goals and new challenges;
  - Enhances the quality of decisions;
  - Improves the speed of implementing decisions;
  - Builds commitment to mission, goals, and outcomes;
  - Reflects the mutual trust of every member of the community.
- **Transparency.** We are committed to facilitating shared understanding of each other's efforts and accomplishments, and in general, transparent planning, resourcing, and decision-making. To do this, we continuously improve our communication processes and tools. Externally, our effective and proactive communication of Academy successes to those outside of West Point encourage USMA's broad-based support. External audiences include the American public, cadet candidates and their families, alumni, Department of the Army, Congress, other higher education institutions, and international partners. Establishing, sustaining, and leveraging relationships with these audiences encourages support of Academy initiatives and Margin of Excellence programs to further cadet development.
- **Academic freedom.** We practice academic freedom and responsibility to ensure an open and transparent educational environment that supports the pursuit of academic excellence.

# STRATEGIC ENVIRONMENT

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*Readiness means we have the right people who are psychologically and intellectually prepared to outthink, outfox and outlast our enemies with rapidly adaptive organizations and tactics....it means we are physically hardened to endure unspeakable stress and hardship under the most brutal conditions, day after day, month after month. Soldiers may bend but will never break against overwhelming odds in the chaos and unforgiving violence of close quarters combat.<sup>2</sup>*

*Our leaders are going to have to be self-starters, they're going to have to have maximum initiative, they're going to be critical thinkers, they're going to have to have huge amounts of character so they make the right moral and ethical choices, and they're going to have to have a level of mental and organizational agility that's not necessarily current in any army today. Leadership success in this operating environment requires military, physical, and intellectual expertise that is continuously developed throughout a career. However, competence without character means nothing. The Army requires leaders with character who provide values-based leadership and who have the moral-ethical understanding to successfully conduct operations in any environment. Our graduates must have the talent and skill to excel in combat, but ultimately, they must be leaders of character.<sup>3</sup>*

*General Mark Milley, Chairman of the Joint Chiefs of Staff*

As GEN Milley describes, our graduates need to be ready to serve in any environment, and these operating environments are more multi-dimensional and evolving more rapidly than ever before. New technologies enable a global information environment that empowers people to see more, share more, create more and organize faster. Individuals and groups now have access to more information than entire governments once possessed and can swiftly organize and act on what they learn, sometimes leading to rapid change. As global interconnectedness offers instant communication to multiple players with disparate views and intentions, the potential for complex and nearly unpredictable implications is accelerating. Ultimately, the need for leaders of character has become more important than ever because of changes in the operating environment that include increased expectations of all stakeholders; ethical and operational complexity; instant, global transparency; and the increased diversity of the force.

Annual feedback from focus groups at the U.S. Army War College indicates commanders expect 2nd Lieutenants (2LT) who are physically fit; ethically and morally strong; technically and tactically proficient (relative to their experience); and motivated to be the best 2LTs and Platoon Leaders (PL) that they can be. They are also dedicated to the success of their Soldiers and their units above their own interests and ready to perform whether their operational environment is ambiguous/complex or straightforward and at times mundane.

USMA graduates have honorably and courageously led Soldiers in Iraq and Afghanistan against a constantly evolving, determined enemy. Our graduates have demonstrated cultural competence, professionalism, and mission command leadership while partnering with our allies, host nation armies, government officials, non-governmental

<sup>2</sup> General Mark Milley, as Chief of Staff of the Army, 2018

<sup>3</sup> Milley, General Mark A., remarks at the AUSA Convention, Washington, D.C., 4 October 2016.

organizations, and local leaders. They have led units that 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, integrating new warfighting technologies, and addressing emerging cyber threats.<sup>4</sup> They lead in an increasingly decentralized manner as information technology enhances communication and information sharing. Finally, they operate in a wide variety of environments ranging from tropical to desert and urban to rural. Simply put, our graduates lead units that must be ready to accomplish any task, in any location, at any time, while exercising ethical judgment and providing inclusive leadership.

### **Implications for USMA**

Our graduates will continue to encounter challenges due to the country's increased global engagement and diverse partnerships. They will be expected to lead with increased autonomy at the tactical level. Additionally, since the demographics of the Corps of Cadets represent the diversity of the American people, they are different than those of a decade ago with respect to gender, ethnicity, religion, education, thought, sexual orientation, and cultural background. Other differences in today's cadets are a result of changes in parenting, technology, the preference for instant gratification, risk aversion, moral relativism, and secularism.

Amidst these changes, four themes have emerged that require our continued focus in cadet development: honor; sexism; racism; and resiliency. These themes collectively challenge us on how we educate, train, and inspire cadets, and how they will build inclusive teams that treat each other with dignity and respect. In light of this dynamic environment, we must continuously assess and improve the components that comprise the West Point Leader Development System to meet the increasing challenges our graduates inevitably face.



<sup>4</sup> Department of Defense, Sustaining U. S. Global Leadership: Priorities for 21st Century Defense, January 2012.



As mentioned above, USMA graduates must be Army professionals who are leaders of character. Strong character demonstrated by honorable living strengthens the Army Profession by enabling us to build trust. “Trust is the foundation of the Army’s relationship with the American people, who rely on the Army to ethically, effectively, and efficiently serve the Nation.”<sup>5</sup> When leaders demonstrate character, it creates trust within their unit and with the public. This trust is critical in maintaining a strong relationship with the American people. Trust enables mission command and permits leaders to conduct decentralized operations without constant oversight. In contrast, weak character breeds mistrust, undermines cohesion, and degrades military effectiveness.

West Point consists of a vibrant union of people, ideas, activities and challenges. The West Point community includes young men and women drawn from all corners of the nation, and from many other countries, but alike in their dedication to excellence and commitment to service. The 47-month developmental experience empowers cadets to further develop their character, presence, and intellect, and their ability to lead, develop, and accomplish the mission.

During the 47-month experience, cadets respond daily to strenuous physical, military, and academic demands. They are challenged to think under pressure and to make morally and ethically appropriate actions regardless of personal consequences. They are given increasingly broader leadership roles and responsibilities. The Cadets must ultimately internalize and practice the moral Imperatives of the Cadet Prayer: “To choose the harder right instead of the easier wrong, and never to be content with a half-truth when the whole can be won.” The Honor System, supported by the Honor Code, are the most evident manifestation of this Imperative.

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Reflecting the Nation's values, steeped in a tradition of selfless and disciplined service, the West Point Leader Development System (WPLDS) nurtures leaders of character — young men and women who live honorably, lead honorably, and demonstrate excellence.

Integrity is the essential and binding glue of the environment. With instructors and mentors exemplifying the values inherent in true public service, each cadet's appreciation of these ideals proceeds apace with the development of mind and body. West Point's culture of character calls from the past the ethos of "Duty-Honor-Country," passing it to those who will be leaders in the future.

We must always consider the Academy's dual-nature as both a military organization and an institution of higher education. A military organization that reports directly to the Chief of Staff of the Army, USMA is subject to federal laws and regulations, Army policy, governance structures, and public accountability. As such our planning, policies, and procedures must always address the regulatory environment and senior leader guidance that governs decision making authority, resource management, and personnel policies. As an institution of higher education, the Academy competes for talented young Americans with other top-tier universities. Changing demographic trends demand effective recruiting to achieve our goals for diverse and talent among staff, faculty, coaches, and cadets. To be successful, we must maintain a modern infrastructure, cutting edge technology, and diverse curriculum offerings, while enabling our institutional and program accreditations.

Since its establishment in 1802, USMA's history and tradition are significant aspects of our professional identity, a history during which graduates have made significant contributions to our nation. While adapting to the requirements of our dynamic environment, we must strike the right balance between preserving the goodness of USMA's unique historical tradition and updating our leader development system. This is necessary to maintain our competitive edge as we compete for the United States' best young men and women, and as we maintain relevance as a military organization. Whenever we pursue change, we serve our institution best by: rigorously assessing the need for change informed using data; determining how that change aligns with our Strategy, lines of effort, and long-standing values; incorporating diverse stakeholders into the decision-making process; and assessing the impact of change.

A final, yet critical element of our dynamic environment, is resourcing. Receiving the required and needed resources to achieve our mission and vision will always be uncertain; therefore, we must encourage an entrepreneurial spirit and the pursuit of new partnerships to support the Academy. In addition, we must all seek opportunities to establish efficiencies, improve practices, and enact sound, disciplined stewardship of resources.

# STRATEGIC IMPERATIVE 1

## Leaders of Character

***Character development is a continuous process throughout the Army as an institution, in Army organizations, and between leaders and followers that is integrated within sequential and progressive education, training, and experience. This process strengthens the resolve of Trusted Army Professionals to live by and uphold the Army Ethic, including Army Values as consistently and faithfully demonstrated in decisions and actions.***

***Army's Framework for Character Development, Aug 2018***

The United States Military Academy (USMA) accomplishes its mission through the West Point Leader Development System (WPLDS). WPLDS is the 47-month purposeful integration of individual leader development and leadership development experiences within a culture of character growth. It provides the blueprint for achieving this first strategic imperative by preparing our graduates for the uncertainties of a changing world and a career of professional excellence and service to the Nation as an officer in the United States Army. Our leader development strategies must continue to adapt while becoming more deliberate, progressive, and integrated to develop the knowledge, skills, attitudes, habits, and good judgment that make cadets trustworthy Officers in all situations. The achievement of the USMA mission is manifested when graduates consistently demonstrate the WPLDS outcomes as described in Developing Leaders of Character (DLC).

The most critical enabler of WPLDS is the ubiquitous culture of character growth. All personnel assigned or working on West Point, including cadets, are part of a living community of practice and culture that embraces the iterative and continuous process of character growth. The culture enables and promotes character growth within the cadets. All members of West Point understand their role in developing leaders of character.





# STRATEGIC IMPERATIVE 1 • Leaders of Character

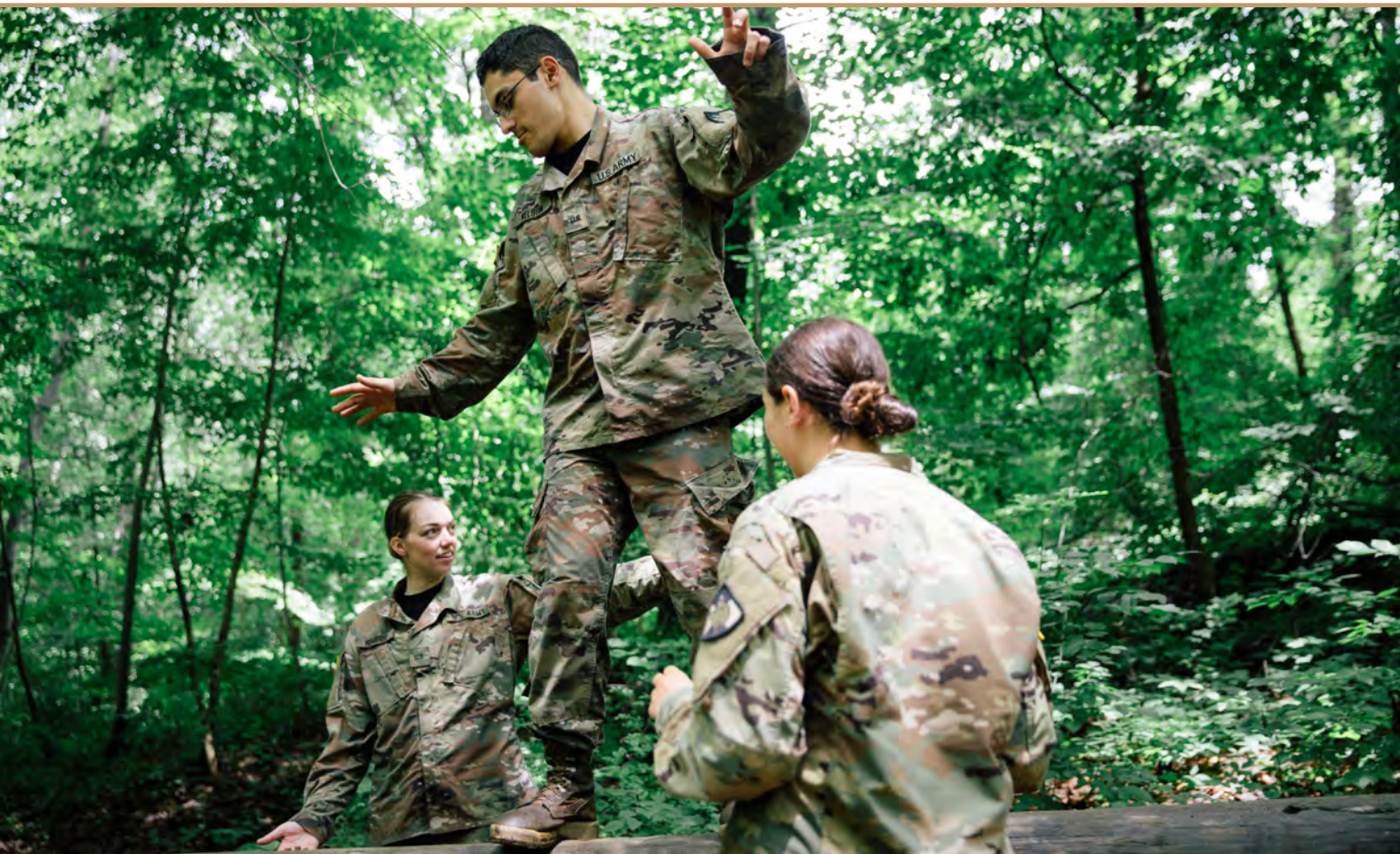
## LOE 1 Develop Leaders of Character

***USMA Graduates are leaders of character who provide values-based leadership and who have the moral-ethical understanding and intellectual, physical and military skills to successfully lead and conduct operations in any environment. Leaders of character live honorably, lead honorably, and demonstrate excellence.***

USMA's mission statement clearly identifies our requirement to develop leaders of character. This LOE not only prioritizes our efforts, but it also ensures that West Point's staff and faculty are unified in their efforts to develop leaders of character. Developing West Point graduates for an uncertain and complex future is a daunting but achievable goal. Guided in part by the Army Values and Army leadership doctrine, WPLDS develops leaders of character who:

1. Live honorably by:
  - Taking morally and ethically appropriate actions regardless of personal consequences.
  - Exhibiting empathy and respect towards all individuals.
  - Acting with the proper decorum in all environments.
2. Lead honorably by:
  - Anticipating and solving complex problems.
  - Influencing others to achieve the mission in accordance with the Army values.
  - Including and developing others.
  - Enforcing standards.
3. Demonstrate excellence by:
  - Pursuing intellectual, military, and physical expertise.
  - Making sound and timely decisions.
  - Communicating and interacting effectively.
  - Seeking and reflecting on feedback.





WPLDS consists of individual leader development and leadership development within a culture of character growth. For USMA graduates to live honorably, lead honorably, and demonstrate excellence, cadets engage in sufficient, rigorous, and challenging experiences tailored to the individual developmental needs of cadets. Through their development, cadets receive appropriate support, feedback, and opportunity for deep reflection, which enables leader and character growth over time. The two strategic efforts (SE's) in this LOE are:

- **Individual leader development** builds each cadet's knowledge, skills, and abilities necessary to develop as a leader. Individual development is enacted through USMA's four programs - Academic, Military, Physical, and Character.
- **Leadership development**, builds each cadet's ability to positively influence others. Initially, cadets develop key followership attributes, and as they progress to their more senior classes, they assume formal leadership positions in which they practice leading other cadets and cadet organizations.

# STRATEGIC IMPERATIVE 1 • Leaders of Character

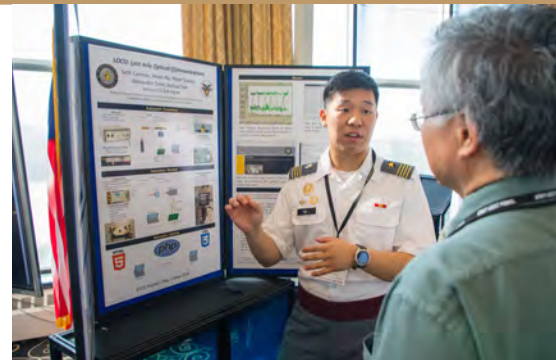
## LOE 2 Cultivate a Culture of Character Growth

***West Point cultivates a culture of character growth when staff, faculty, and cadets consistently value, reinforce, support, and pursue character development. In support of that effort, West Point strives for organizational integrity by ensuring all policies, artifacts, and social norms are consistent with the aspirational ideals of living honorably, leading honorably, and demonstrating excellence.***

Our culture of character growth is healthy when everyone in the West Point Community:

- Orients on the Army Ethic to define what is honorable.
- Believes that character can always improve and requires life-long effort.
- Shares a common character growth framework that enables unity of effort.
- Sets realistic goals and expectations for character development.
- Takes individual responsibility for their personal growth.
- Actively seeks and reflects upon feedback from multiple sources.
- Assumes shared responsibility for the growth of others.
- Serves as role models and moral exemplars by upholding the Army Ethic.
- Provides psychological and physical safety for everyone.
- Contributes to an inclusive environment where everyone is treated with respect.
- Provides a path forward after a setback, knowing that growth often follows failure.
- Ensures that policies and social norms are fair and supportive of good character.
- Supports traditions that inspire and reinforce our professional identity.

Cultivating a culture of character growth requires consistent effort and maintenance. Excellent experiences in our leader development model can be undone with cultural inconsistencies, lapses of virtue, and unhealthy role models. By steadfastly adhering to these cultural norms, we can live up to our aspirational goals and produce trustworthy leaders ready to serve honorably.



**Culture:** “The long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates.” (AR 600-100)



## STRATEGIC IMPERATIVE 2

### Relevance and Preeminence

***USMA is recognized worldwide for leadership excellence and strives to be the world's preeminent leader development institution by ensuring growth and adaptability to changes in the environment.***

The strategic question that guides the planning for this Imperative is “What is required to foster relevance and preeminence in 10 and 20 years?”

This Imperative is the supporting effort and consists of three LOEs (LOE 3, LOE 4, and LOE 5) that guide us in adapting, innovating, continuously improving, and ultimately developing leaders of character for our Nation:

- LOE 3 - Build Diverse and Effective Teams
- LOE 4 - Modernize, Sustain, and Secure
- LOE 5 - Strengthen Partnerships

While these efforts enable the four developmental programs to maximize the 47-month cadet developmental experience, they also guide the Academy towards its vision of being the world's preeminent leader development institution.



## STRATEGIC IMPERATIVE 2 • Relevance and Preeminence

### LOE 3 Build Diverse and Effective Winning Teams

***USMA is a diverse and effective team of individuals reflective of the Army today and in the future. USMA leverages talent management to build a diverse team that reflects diversity in our Army and contributes to the collective strength of the Academy.***

LOE 3 promotes a blend of excellence at USMA that reflects diversity and inclusiveness in our Army and contributes to the collective strength of the Academy. Diversity must be a thoughtful and purposeful approach to ensure we have the right talent and the right mix of talent. The strength of any team, but particularly the cohesive Army teams, is in its ability to leverage diversity across the spectrum. Maximizing the talent experiences of every person on the team and treating them with dignity and respect, enhances readiness and makes the team more combat ready. An environment that maximizes the potential of individual talents and backgrounds creates a stronger Academy able to provide the gold standard for leader development within the Army and serve as an example to academia.

- **Highly talented and diverse faculty and staff.** Preeminent leadership development begins with attracting, recruiting, hiring, and retaining exceptional, high-potential, and diverse professionals from the military, government, industry, and academia, to serve as staff and faculty. Staff and faculty members with diverse perspectives from all backgrounds support a blend of excellence at USMA that reflects diversity in our Army and contributes to the collective strength of the Academy.
- **Highly talented and diverse Corps of Cadets.** The desired result is a Corps that is stronger than the sum of its parts, populated with exceptional young men and women who are dedicated to leading our Nation's Soldiers. To achieve this result, we recruit talented candidates for admission from among the most talented young men and women across the country, who possess the physical, intellectual, moral/ethical qualifications that enhance and advance the character and skills of each individual cadet in the Corps.



To have a blended, talented, and diverse environment, USMA works in tandem with all our key stakeholders who play a role in the recruitment process of both the Corps of Cadets and the Staff and Faculty. We must seek talented professionals of diverse backgrounds to reflect those in the Army. More importantly, USMA must ensure that its environment is reflective of the Army. This better prepares our future officers to operate in a diverse, inclusive, dynamic, and potentially dangerous environment in defense of the Nation.



# IMPERATIVE 2 • Relevance and Preeminence

## LOE 4 Modernize, Sustain, Secure

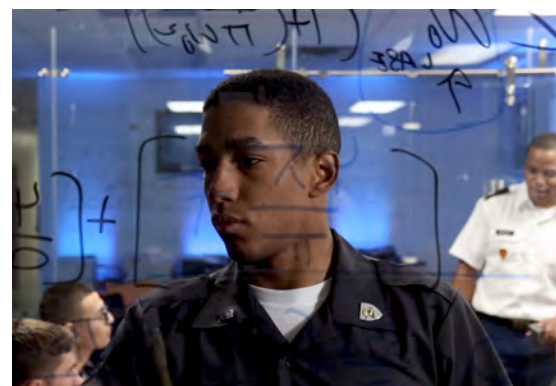
*USMA innovates and adapts to changes in the environment while maintaining excellence and being effective stewards of our precious resources. USMA continuously plans, assesses, innovates, and improves across the enterprise, thus enhancing the quality of our leader development program, posturing us to serve the needs of the Army, and strengthening our competitiveness in a quickly evolving higher education environment.*

This LOE contains three Strategic Efforts (SE): modernize; sustain; and secure.

- **Modernize.** Like garrisons at other Army installations, the Garrison at West Point provides critical support in maintaining the grounds, facilities, and infrastructure that enable USMA to sustain, secure, enable, and resource the team.
  - **Physical Infrastructure.** As part of managing our resources responsibly, we plan, build, and maintain high-quality facilities, and utilities, that promote excellence in our programs, while strengthening our ability to develop leaders of character. Our sound planning is always documented in a current masterplan that is forward-thinking, innovative and well-communicated to our constituents.
  - **Information Technology (IT) Infrastructure.** USMA is committed to build and maintain a network infrastructure that enables the Academy to retain preeminence.



- **Sustain:** USMA must ensure that people, processes and systems are integrated, synchronized and delivering effective resource management while achieving audit readiness and accountability.
  - **Mission Resourcing.** Maintaining appropriate resourcing levels is critical to effectively achieve our mission and vision.
  - **Operating Processes.** USMA must continually seek ways to operate more effectively and efficiently, particularly in those areas that might otherwise constrain both. Our continual improvement planning and assessment cycles facilitate accomplishing our mission and vision, while maintaining a leading edge of both academic and military communities. Continual improvement occurs at every USMA level to include the institution, directorate, unit, department, and center.
- **Secure**
  - **Force Protection.** Force protection is a key component of readiness, and as with any installation, it is critical for West Point and USMA. In addition to serving as a vital center for the Army's leader/officer development mission, West Point is also a National Historic Landmark that people love to visit. In any given year, millions of visitors – Americans and non-Americans alike – pass through West Point's gates to experience its historic past and to see (and be inspired by) how it prepares cadets for the future. The balance USMA faces between being accessible to the public and protecting West Point's team, is a continuous challenge and requires constant planning with innovative strategies.



# IMPERATIVE 2 • Relevance and Preeminence

## LOE 5 Strengthen Partnerships

USMA leverages relationships with external partners and stakeholders to enhance advocacy and support for the Academy and the Army. Through partnership, USMA is connected with the operational Army, academe, and our allies and partners and is a respected and sought after intellectual resource for the Army and Nation. Partnering with our alumni, local community, and the American people maintains a supportive environment built on trust in the Army profession and the Academy's contributions to the Army and Nation.

As both a military command and an academy, USMA is a unique institution of higher education that can meet the Army's and the Nation's intellectual needs for generations. As such, USMA connects, collaborates, and contributes to partnerships at home and abroad to develop the requisite skills and abilities of our cadets and faculty, leverage the intellectual capital of USMA, exchange knowledge with others, and remain connected to the higher education community. Close connection to the Army ensures that USMA continues to align with both current and future needs, not only by commissioning graduates, but also by serving as an intellectual and research focal point for the future. Synchronizing our engagement efforts ensures stakeholders are well informed of major, positive changes at USMA in all domains that reflect adaptation, innovation, and a culture of excellence and winning. USMA remains entrepreneurial in its pursuit of external partners across three strategic efforts:

- We continually explore untapped organizations to realize potential for emerging relationships.
- We refine emerging partnerships through connection, collaboration, and contribution to develop synergy.
- We realize synergistic partnerships when the mutual benefit is multiplicative and the whole is greater than the sum of the parts.

USMA's strategic partnering efforts focus on the following groups:

- **The Army and DoD (+).** USMA maximizes contributions to the Army profession by leveraging the military, academic, physical, and character capabilities of cadets, centers, faculty, and programs to meet critical operational challenges and research requirements facing the Army, DoD, and the Nation. As the world's preeminent leader development institution, USMA must serve as the Army's exemplar in leader development efforts.
- **Academe.** USMA remains enterprising in our efforts to collaborate with other military, government, and higher education organizations to provide unique and relevant developmental opportunities for cadets and faculty along with the resources to enable those opportunities. This collaboration amplifies USMA's intellectual capital in support of Army and governmental functions.





- **Alumni.** The Long Gray Line remains a key enabler for USMA across all the lines of effort within this strategy. Partnering with the West Point Association of Graduates, USMA encourages support of Academy initiatives and Margin of Excellence programs in furthering cadet development through a robust and active alumni network. It aims to inspire a deep commitment to the success of the Academy by establishing, sustaining, and leveraging relationships with alumni, donors, and other friends of the Academy.
- **Allies and Partners.** By building and sustaining relationships with Allies and international partners within the framework of the Army's and Nation's security cooperation goals, we seek to amplify international opportunities for cadets, enhance understanding of other nations and cultures, and contribute to the national security missions of our allies and partners through strategic engagement.
- **Local Community.** Success as an Academy requires the full support of our local community. This support must be maintained through a robust community partnership program that informs and develops relationships with our local government, civic leaders, and local residents.
- **Congress and the American People.** As stewards of America's sons and daughters during their development as commissioned leaders of character, USMA partners with Congress and the American people to instill trust in the Army Profession.

# The USMA Strategy



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