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USMA Board of Directors On-Site

27/28 July 2023



UNITED STATES MILITARY ACADEMY
WEST POINT.

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Supe/CSM: Introduction and Opening Remarks





0830 – 0900: Supe/CSM: Introduction and Opening Remarks

0900 – 0910: Purpose, Objectives, Overview of Days 1 and 2, and Last Year's Onsite

0910 – 1030: Discussion on USMA's Mission

- Background on changes to the Mission, and how part of planning timeline
- Rationale for any changes
- Internal implications of changes

1030 – 1045: Break

1045 – 1200: draft LOE 1 - (b) (5)

- USMA Strategy Context
- LOE and objectives feedback
- What does success look like in the LOE / objectives (MOEs and MOPs)?
- Directorate contributions

1200 – 1230: Lunch

1230 – 1430: draft LOE 1 Review (Part 2)

- Description of existing leader development publication framework
- Existing gaps, redundancy, or confusion in coverage within the framework
- COAs to meet SUPE intent and gaps
- Way ahead for further COA development

1430 – 1445: Break

1445 – 1600: (b) (5)

- LOE and objectives feedback
- What does success look like in the LOE / objectives (MOEs and MOPs)?

1600 – 1630: (b) (5)

(Part 1)

- Manning Challenges / Context

1630 – Social @ Zulu Time



DATES and LOCATIONS:

- 27 JUL at the Thayer Hotel
(Eisenhower Room)
- 28 JUL AM only (Jeff Hall, 5th Floor)

UNIFORM:

- 27 JUL Spirit / Casual
- 28 JUL OCPs

ATTENDEES:

Superintendent
USMA Command Sergeant Major
Commandant of Cadets
USCC Command Sergeant Major
Dean of the Academic Board
Athletic Director
CIAG Senior Advisor
Chief of Staff
USAG Deputy
USAG CSM
Spouses ((b) (6))

SUPPORTING STAFF

G1
G5
D/G5
XO
AIDE
G5E
SJA
Commo NCO

Read-Aheads:

- Slides
- Recommend general familiarity of the content of the publications within the framework on slide 11 – all can be found at
<https://usarmywestpoint.sharepoint.com/sites/g5.publications/SitePages/Home.aspx>
- Outlines of each will be provided at the Onsite



PURPOSE:

- Strengthen unity of purpose, effort and command within the Superintendent's vision and intent.

OBJECTIVES:

- Situate initial priorities with Guidance and draft LOEs/objectives
- Integrate strategic efforts across BOD
- Build the Team

ENDSTATE:

- Unity of purpose, effort and command strengthened across the BOD
- BOD Members oriented to the current state and way forward for the Academy

OFF-SITE OUTPUT:

1. Way ahead for any updates to the Mission
2. Synchronization across the enterprise on SUPE's AY 24 Annual Guidance
3. Refined LOEs and objectives
4. Guidance on updating the Publication Architecture for Strategic Documents (e.g., DLC, Strategy, Gold Book...)
5. August Onsite Agenda



0830 – 0845: Supe/CSM Opening Remarks; Follow Up from the previous day

0845 – 0915 Draft LOE 3 (b) (5) (Part 2)

- General LOE and Objectives Feedback
- What does success look like in the LOE/Objectives (MOEs and MOPs)

0915 – 1000: Break

1000 – 1130: LOE 4: (b) (5)

- Capitalizing on our Modernization Efforts with a review of our organizational structures – how can we become more effective and efficient?
 - Dean's considerations
- General LOE and Objectives Feedback

1130-1145 Draft LOE 5 Strengthen Partnerships

- General LOE and Objectives Feedback

1145 – 1200 Closing remarks – due outs and agenda for August Onsite



1. USMA Annual Report
2. SUPE AY23 Guidance with program updates (Aug only)
3. Commander's Ready and Resilience Council (CR2C) Way Forward (Aug Only)
4. Building Trust - Honor Review
5. Diversity, Equity, and Inclusion (DEI) at USMA
6. Validation of Mission
7. West Point's Next Strategy

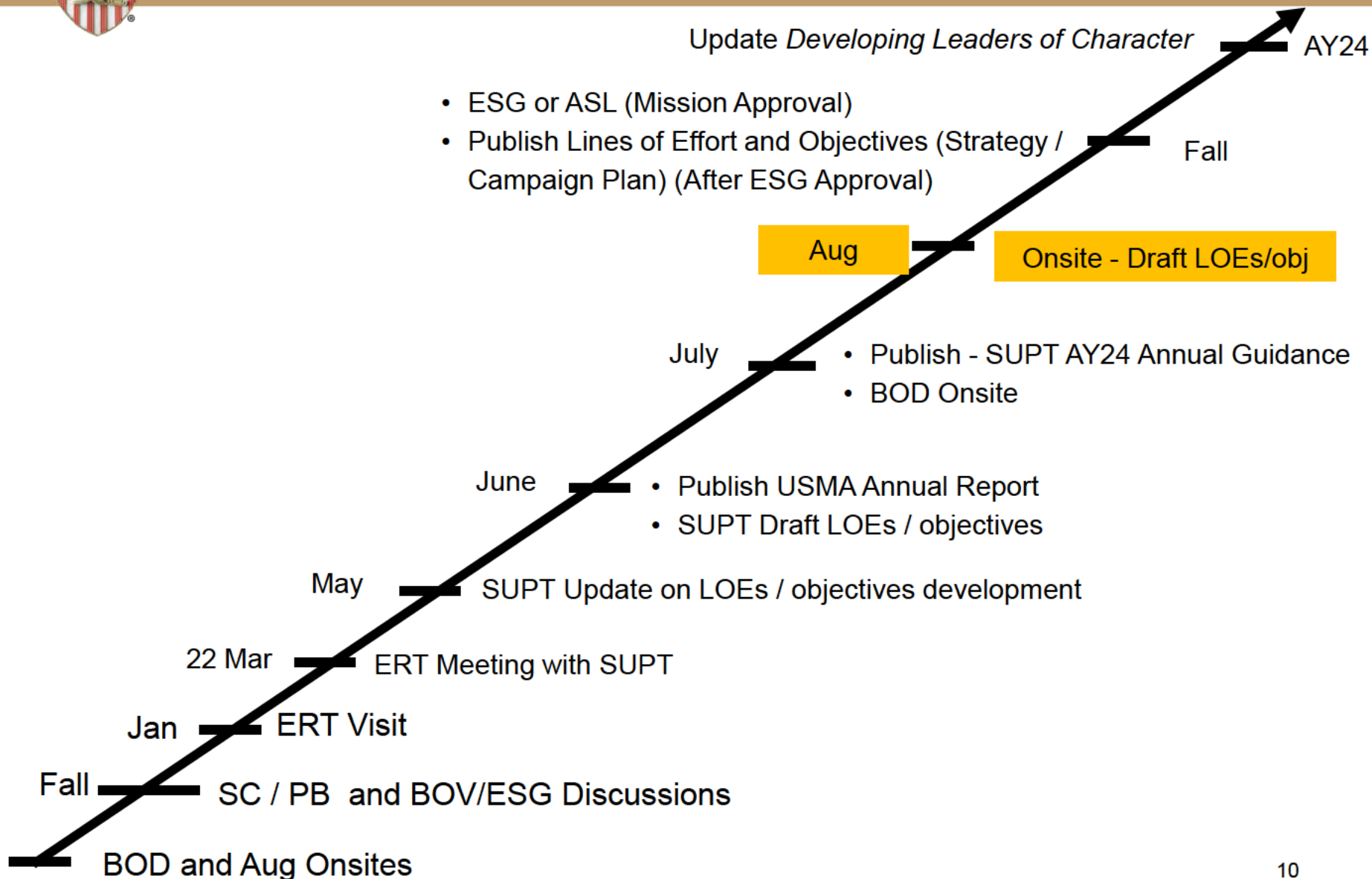
Additional BOD Onsite Discussions:

1. Strategic Communications
2. State of College Athletics
3. BOD Terms of Reference



Review of USMA's Mission

- Context – history and timeline
- Discussion points
- Implications





1. Current 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. (48 words)

2. Presented to the ESG in Nov

(b) (5)
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

3. External Review Team

(b) (5)
[Redacted]
[Redacted]
[Redacted]

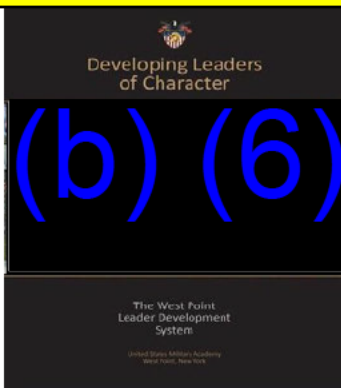
- Develop
- Educate and train
- Indoctrination
- Army Values
- Duty, Honor Country
- Neither
- Build
- Lifetime clause (graduation is not the end, but prepared for prof excellence and growth, life-time of learning)



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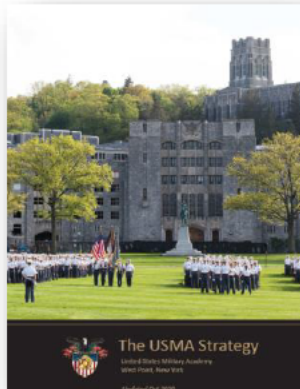
Publication
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Developing Leaders of Character - 2018

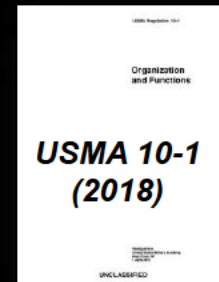


**3 WPLDS Outcomes
+ 11 Suboutcomes
and 5 Lines Effort**

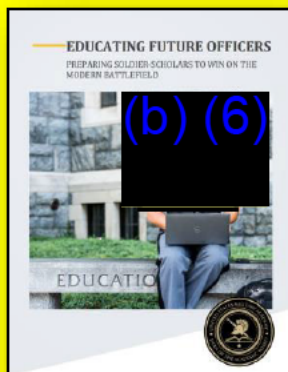
USMA Strategy - 2020 & Campaign Plan



USMA 10-1 (2018)



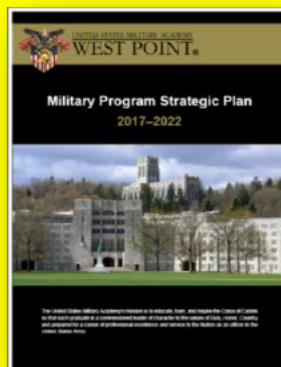
Educating Future Officers (2023)



- 7 Goals with 32 WGCD Statements
- Strategy – 2 Outcomes

Redbook

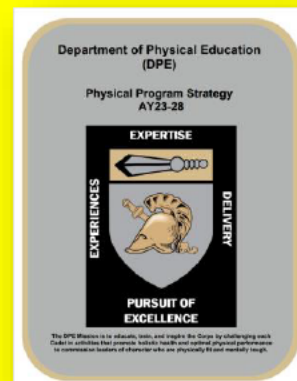
Military Program Strategic Plan (2017-2022)



- 5 Goals with 20 objectives
- 7 Cadet Development Goals

Greenbook

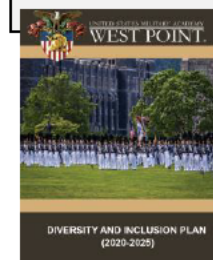
Physical Program Strategy (AY23-28)



- 4 Goals

Whitebook

West Point Integrated Prevention Plan (in development)



USCC Pam 15-1 Cadet Honor Code & System

**Goldbook
SCPME Goals**



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Break



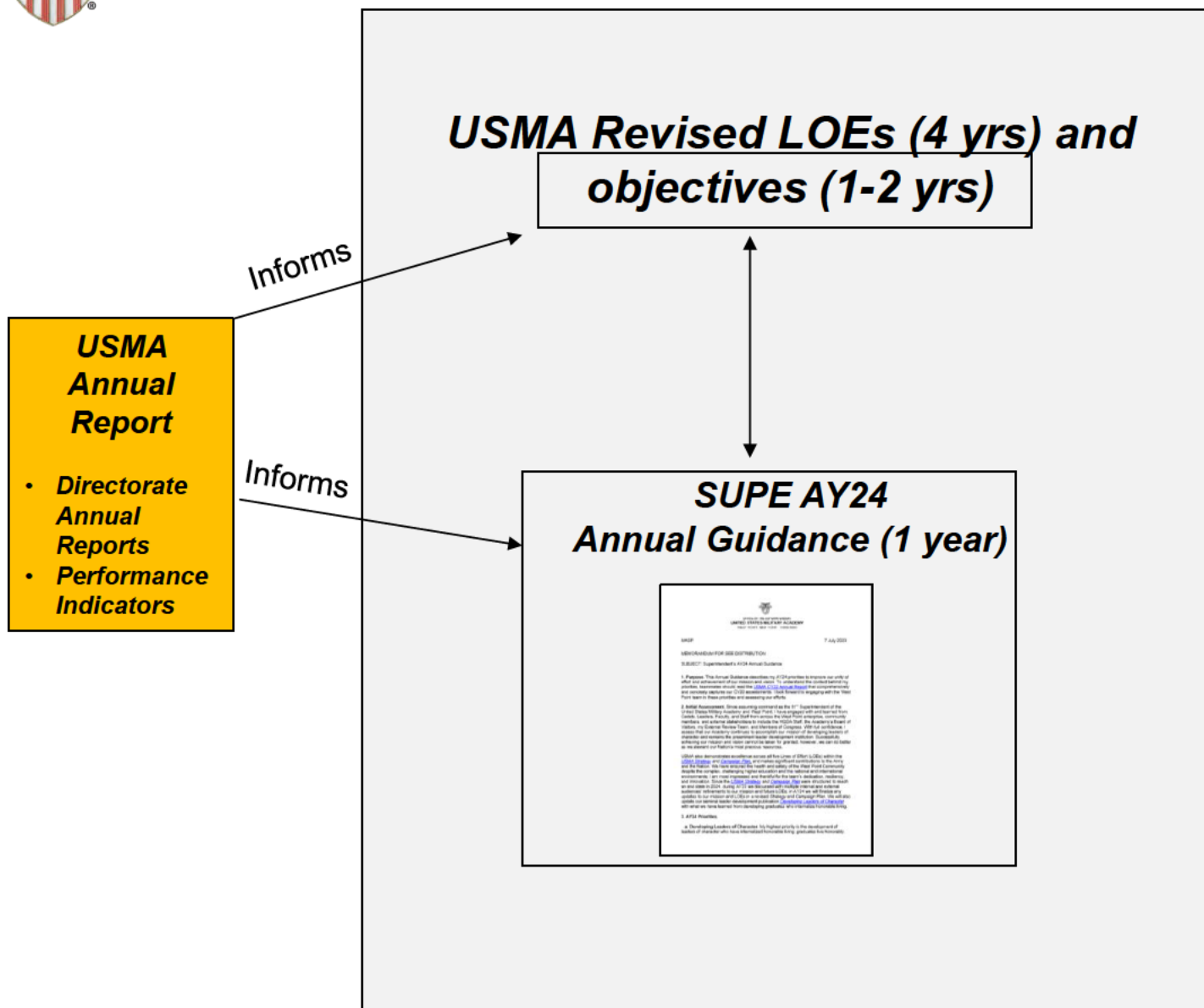
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Strategy and Campaign Plan Update (Review of LOEs)



- History of USMA's Strategy and implementation challenges
- Lines of Effort (LOEs)
 - LOEs are areas in which USMA wants to achieve **measurable progress or improvement** in an approx. 4-year cycle
 - *LOEs 2 – 5 exist in support to LOE 1 (Develop Leaders of Character)*
- LOEs are further broken into **strategic efforts (SEs) and measurable objectives**
 - Objectives are 1 – 2 year focused and are updated as needed
 - SUPE AY24 Annual Guidance is 1 year focused





1. Comments on LOE 1's objectives, and desired end state (MOEs and MOPs)
 - Directorate contributions
2. Implications for the Publication Architecture
 - COAs for improvement (Strategic and Operational)
 - Way ahead
3. Maintaining the momentum

Note that underlined areas in the draft LOE 1 and 2 objectives are components of the SUPE's AY24 Guidance



These areas are highlighted in the front of the Strategy; they are not part of the LOEs which focus on areas to improve.

Current

- Living by the Army Ethic and West Point Motto (Duty, Honor, and Country); (part of new LOE 1)
- Effective planning and continuous improvement;
- ~~Faculty and staff development;~~ (part of new LOE 1 and 3)
- Shared governance;
- Transparency; and
- Academic Freedom

Considerations

- Continued academic, military, and physical excellence and innovation;
- Effective planning, proper resourcing of priority tasks, and continuous improvement;
- Shared governance;
 - Academic Freedom
- Communication and Transparency

Timeless Areas are systematically assessed in the USMA Annual Report



Note: LOE 1 is focused on processes so that Graduates demonstrate the WPLDS outcomes.

Strategic Effort 1 Pre-R Day to Affirmation (Cadets recognize and apply honorable living)

- OBJ 1: Coordinate and integrate development on knowing and adhering to standards, followership, and teamwork (inspire the profession) across the 3rd and 4th Classes
- OBJ 2 Establish required character development experiences for the 3rd and 4th Class that:
 - Implements the Cadet components of West Point's Integrated Prevention Program
 - Integrates appropriate education on respect, equal opportunity, and inclusion
 - Utilizes the comprehensive character assessment plan
- OBJ 3 Inspire staff and faculty to identify and embrace their role in character development
 - Create and communicate a common language (and understanding) for character development
 - Improve trust in the honor system
 - Improve confidence to develop character

Strategic Effort 2 Affirmation to Commissioning (Cadets internalize living and leading honorably)

- OBJ 4: Integrate leader development on stewardship of the profession (focusing on leadership development, upholding standards and building teams)
- OBJ 5: Establish required character development experiences for the 1st and 2nd Classes
 - Utilize the comprehensive character assessment plan

Strategic Effort 3 Accountability and Sustainability

- OBJ 6: Organize staff and units to resource and enable effective character development
- OBJ 7: Codify character development expectations, responsibilities, and processes in USMA publications (strategic, operational, and tactical)



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Lunch



Publication Architecture

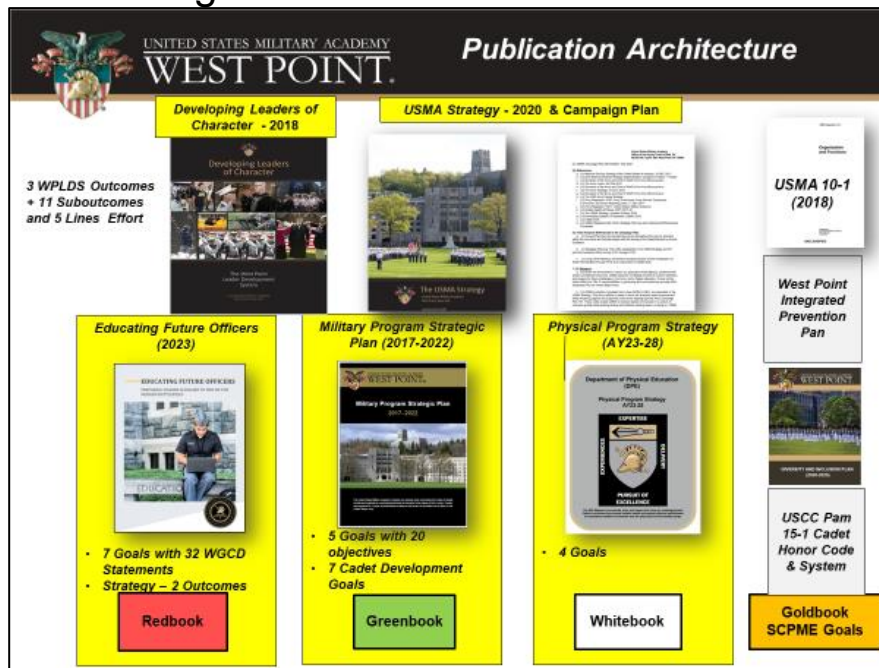
- History, purpose, and audience
- What is required (e.g., accreditation, DoD...)?
- Character development is the foundation, is it a program also?
 - Expanded content of the Goldbook
- Existing gaps, redundancy, or confusion in coverage

COAs for improvement (Strategic and Operational)

- DLC / Strategy / Campaign Plan
 - Integrated Prevention Plan
 - Diversity and Inclusion Plan
 - USCC Pam 15-1
- Program Strategies
- Program colored books

Way ahead for further COA development

Maintaining the momentum





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Strategic Effort 1: Cadets, Staff and Faculty

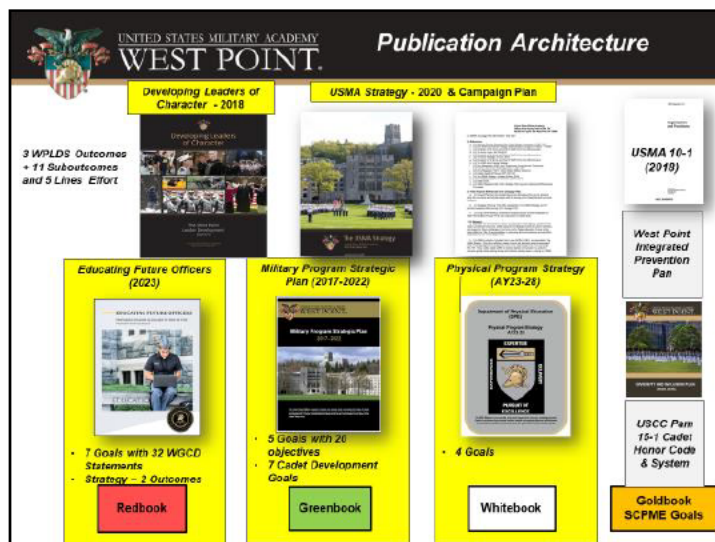
- OBJ 1: Integrate and sustain education on respect, inclusion, dignity, and opportunity for success for all personnel regardless of background
- OBJ 2: Develop and fully implement West Point's Integrated Primary Prevention Plan to include:
 - Reducing risk and increase protective factors (ensure psychological safety for those seeking help)
 - Communicating and promote usage of available resources
- OBJ 3: Know, adhere to, and steward standards.

Strategic Effort 2: West Point Organization and Community

- OBJ 4: Increase shared understanding and synchronized messaging among our West Point teammates on everyone's critical contribution to achieving our mission
- OBJ 5: Improve integrated planning for the use of West Point's resources and activities
- OBJ 6: Promote the Community's understanding and use of West Point's resources and activities
- OBJ 7: Develop and implement a sustainable West Point Comprehensive Climate Assessment Plan



1. Comments on the LOE 2's objectives, and desired end state (MOEs and MOPs)
2. How part of the publication architecture (Strategic and operational)?





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Break



Discussion - Draft LOE 3 (b) (5) (Part 1)

Strategic Effort 1 – Cadets

- Discussion on any implications on USMA's "Admissions Directives" given the recent Supreme Court ruling

Strategic Effort 2 – Staff and Faculty

- Data provided for military only

USMA Strength by Rank			
RANK	AUTH	CURR	%Fill
COL	64	97	151.6%
LTC	103	129	125.2%
MAJ	161	336	208.7%
CPT	300	94	31.3%
LT	13	17	130.8%
TOTAL	641	673	105.0%

- In general, USMA positions are filled outside of ATAP in conjunction with an ACS program.
- 68.7% of the CPT positions are currently filled by a MAJ.
- Of the 125 FA47 authorizations, only 116 are filled with a 47 series officer (92.8%).



Slant = OH/Auth (BBK positions)

	AWPAD	DAD	DEAN	HQ/HHC	OEMA	SUPE	USCC	USMAPS	TOTAL
O2 slant	0/0	2/0	0/0	0/0	0/0	1/0	0/0	0/0	3/0
O2 fill %	NA	NA	NA	NA	NA	NA	NA	NA	NA
									184/311
O3 slant	2/2	11/16	97/184 (130)	11/9 (1)	0/0	2/0	61/96 (91)	0/4 (3)	(225)
O3 fill %	100%	69%	53%	122%	NA	NA	64%	0%	59%
									234/153
O4 slant	1/2 (1)	5/0	159/122 (108)	6/6	1/1 (1)	4/1	54/19 (10)	0	(120)
O4 fill %	50%	NA	130%	100%	100%	400%	284%	200%	153%
O5 slant	0/0	2/2	98/81 (73)	5/3	2/2 (2)	4/1	19/13 (6)	0/0	130/102 (81)
O5 fill %	NA	100%	121%	167%	100%	400%	146%	NA	127%
O6 slant	1/1	1/1	58/46 (46)	5/7	1/1 (1)	1/0	9/7 (3)	1/1	77/64 (50)
O6 fill %	100%	100%	126%	71%	100%	NA	129%	100%	120%
									628/630
TOTAL slant	4/5 (1)	21/19	412/433 (357)	27/25 (1)	4/4 (4)	12/2	143/135 (110)	5/7 (3)	(476)
TOTAL fill %	80%	111%	95%	108%	100%	600%	106%	71%	100%

Caveats:

- Officers in midst of outbound PCS (loss) have been removed (includes 3 COL, 6 LTC, 55 MAJ, and 5 CPT).
- Officers that will or have retired or separated in 2023 have been removed (includes 11 COL, 6 LTC, 8 MAJ, and 5 CPT).
- Officers that will PCS to USMA this summer but have not reported have been included.
- 476 instructor positions; 27 PUSMA (5K); Average ACS/ELDP school opportunities annually = 140



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	AWPAD	DAD	DEAN	HQ/HHC	OEMA	SUPE	USCC	USMAPS	TOTAL
E4 slant	0/0	0/0	0/0	0/0	0/0	0/0	0/0	1/4	0/0
E4 fill %	NA	NA	NA	NA	NA	NA	NA	400%	NA
E5 slant	0/0	0/0	0/0	0/0	1/1	0/0	1/1	0/0	2/2
OE5 fill %	NA	NA	NA	NA	NA	NA	100%	NA	100%
E6 slant	0/0	0/0	2/1	5/4	0/1	0/0	4/2	0/0	11/8
E6 fill %	NA	NA	200%	125%	0%	NA	200%	NA	137%
E7 slant	0/0	0/0	0/1	1/4	1/1	4/2	45/52	3/5	54/65
E7 fill %	NA	NA	0%	25%	100%	200%	86%	60%	82%
E8 slant	0/0	0/0	0/0	3/3	0/0	1/2	6/1	1/0	11/6
E8 fill %	NA	NA	NA	100%	NA	50%	600%	100%	183%
E9 slant	0/0	0/0	1/1	1/1	1/1	1/1	1/2	1/1	6/7
E9 fill %	NA	NA	100%	100%	100%	100%	100%	100%	85%
TOTAL slant	0/0	0/0	3/3	10/12	3/4	6/5	57/58	6/10	84/82
TOTAL fill %	NA	NA	100%	83%	75%	120%	98%	60%	102%



1. What additional information is needed to inform decision making?
2. Where can we / do we need to improve?
3. How can this inform our objective(s) be for LOE 3 (on staff and faculty)?
4. How part of the publication architecture (Strategic and operational)?