



DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY
West Point, New York 10996

MAOR

30 November 2023

MEMORANDUM FOR Superintendent, USMA

Subject: TPs on USMA Mission and Strategy for ASL

1. USMA requests ASL approval on revisions to the USMA Mission and Strategy (Lines of Effort – LOEs). These revisions are informed by a thorough analysis which began at the beginning of my assignment as Superintendent in June 2022.

2. Requested change for USMA Mission.

a. **Current:**

To educate, train, and inspire the Corps of Cadets so that each graduate is a 4 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.

b. **Revised:**

(b) (5)

3. Rationale for USMA Mission key edits:

- a. Streamline. One of the overarching findings of my transition team in January 2023 was to shorten our lengthy mission statement to simplify and better focus effort on USMA's essential task. The requested change shortens the total word count from 48 words to 36 words.
- b. Add "Build" to USMA's essential task. USMA is not immune to the challenges in higher education and in the Army for finding applicants who are qualified. Adding "Build" will better communicate this effort and ensure this effort is appropriately supported and assessed as mission essential.
- c. Substitute "Army Values" for "Duty, Honor Country." We expect leaders of character to demonstrate all seven Army values. This change strengthens our connection to the Army. We will retain Duty, Honor, Country as the USMA Motto.
- d. Substitute "ready for a lifetime" for "prepared for a career." Ready is consistent with the Army's focus on readiness. Additionally, we expect graduates to continue to serve our nation in other ways after leaving the service.

4. Background on USMA Mission:

- a. USMA's first official mission statement was published in 1925. Since then, the mission has changed eight times over approximately 100 years. The current version of the mission has existed since 2005.

- b. First appearances in mission statement:
 - 1) “Character” in 1977, but left in 1987, and then reappeared in 1998 as a “Leader of Character.”
 - 2) “Educate” in 1977.
 - 3) “Duty, Honor, Country” also appeared for the first time in 1998.
- c. USMA defined a “leader of character” for the first time in 2018 in the publication *Developing Leaders of Character*, the document that describes the West Point Leader Development System.

5. Requested changes for the Lines of Effort within USMA’s Strategy.

a.	Current	Revised
	LOE 1: Develop Leaders of Character	LOE 1: Develop Leaders of Character who live
	LOE 2: Cultivate a Culture of	honorably, lead honorably, and demonstrate
	Character Growth	excellence
	LOE 3: Build Diverse and	(b) (5)
	Effective Winning Teams	LOE 3: Build and retain a diverse and talented
	LOE 4: Modernize, Sustain and Secure	team
	LOE 5: Strengthen Partnerships	(b) (5)
		(b) (5)
		LOE 5: Strengthen Partnerships

- b. Rationale for USMA Strategy Edits:
 - 1) LOE 1: USMA’s priority of effort continues to be to develop leaders of character. “Live honorably, lead honorably, and demonstrate excellence” are USMA’s three overarching institutional development outcomes codified within the West Point Leader Development System (WPLDS). Explicitly stating these three outcomes focuses Academy effort on these three outcomes and their supporting sub outcomes.
 - 2) LOE 2: To eliminate any confusion, efforts under the previous LOE 2 on our culture of character growth are now part of the revised LOE 1 since these efforts have been focused on cadet development. The revised LOE 2 addresses climate throughout the West Point community and better supports ASL objectives and focus areas.
 - 3) LOE 3: “Talented” replaces “Effective Winning” to better support the importance of diverse talent for the Army and West Point.
 - 4) LOE 4: The revised LOE 4 continues to prioritize our efforts for modernization, sustainment, and security, but now generalizes this effort focusing on continuously transforming. This change also better supports the Army’s focus areas.
 - 5) LOE 5: No change.

6. Way Forward:

- a. Obtain CSA and SA concurrence on edits to USMA’s Mission and Strategy.
- b. Submit the requested change in Mission (only) through TMT for Army Staffing.
- c. Codify edits to USMA’s Mission in AR 150-1 (revision on-going).

7. The POC for this paper is (b) (6)