



DEPARTMENT OF THE NAVY
UNITED STATES NAVAL ACADEMY
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USNAINST 5420.38B
31/DepDirector
7 Apr 2026

USNA INSTRUCTION 5420.38B

From: Superintendent, U.S. Naval Academy

Subj: U.S. NAVAL ACADEMY LEADERSHIP EXCELLENCE COUNCIL

1. Purpose

a. To update and reform the U.S. Naval Academy (USNA) Leadership Excellence Council (LEC) and promulgate the Council's mission, objectives, and composition. The LEC is designed to operate cross-functionally and collaboratively, focused on the USNA mission, with a common goal of leader development. The Council will be vested with the responsibility to coordinate, integrate, and align all leader development efforts both internal and external to the Academy. The LEC, with guidance from the Superintendent and the Senior Leadership Team (SLT), will provide a unified vision to optimize the development of midshipmen, staff, faculty, and coaches as leaders of character and assess the effectiveness of this developmental process.

b. The revision is to elevate LEC membership to the heads of the three primary cost centers (Commandant, Provost, Athletic Director) and the Director of the Stockdale Center for Ethical Leadership. Those four will make up the LEC Board of Directors while a group of their direct subordinates will make up the LEC Working Group. This expansion and elevation is an important step in codifying and normalizing the "cross-functional and collaborative" purpose of the LEC as we look forward to the creation of the Leadership Institute.

2. Cancellation. USNAINST 5420.38A.

3. Applicability. This instruction applies to all personnel and subordinate unit identification codes that report to the Superintendent.

4. Background. Historically, initiatives pertaining to leader development at the Academy have occasionally lacked effective coordination. Due to the fact that leader development occurs across multiple institutional domains and addresses both internal and external audiences, inadequate coordination, integration, and alignment have prevented the Academy from optimizing this developmental effort. The LEC will address this shortfall. Bringing together key stakeholders in such a collaborative forum will achieve greater organizational synergy and executive-level oversight in the leader development process.

5. Composition and Organization. The LEC is comprised of a Board of Directors to provide strategic oversight and guidance and a Working Group to carry out Board-approved policies and

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tasking. To ensure Yard-wide, cross-cost center collaboration, the LEC Board of Directors is made up of the following members:

a. Director, VADM James B. Stockdale Center for Ethical Leadership (Chairman)

(1) Commandant of Midshipmen

(2) Provost

(3) Athletic Director

b. The LEC Working Group is made up of the following standing members:

(1) Deputy Director, VADM James B. Stockdale Center for Ethical Leadership
(Executive Secretary)

(2) Deputy Commandant of Midshipmen

(3) Deputy Commandant for Leadership Education and Development

(4) Deputy Commandant for Professional Development

(5) Vice Provost for Academic Affairs

(6) Senior Associate Athletic Director for Military Administration and Operations

c. Additional members may be assigned to the LEC Working Group on a temporary basis, at the discretion of the Chairman, for specific issues/initiatives.

6. Scope and Tasks

a. As the coordinating authority for leader development, the LEC provides strategic oversight and guidance to all leader development activities across USNA. With a cross-functional approach, the LEC will explore opportunities to expand leader development programs within the USNA, aligning outreach efforts with critical outside entities while postured to influence key external partners. Through the development and update of a Leadership Excellence Action Plan, the LEC will establish priorities and promote effective allocation of finite training and educational resources to maximize return on investment, while identifying gaps/challenges to meet USNA's mission.

b. Specific Tasks

(1) Act as the Superintendent's advisory board on all matters pertaining to the coordination, integration and alignment of leader development efforts at the USNA.

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(2) Provide updates to the Superintendent and SLT semi-annually on the LEC's activities and lines of effort.

(3) Develop and update the USNA's Leadership Excellence Action Plan.

(4) Maintain situational awareness of all leader development activities and programs at USNA and those provided to external organizations.

(a) Focus broadly across all institutional domains responsible for leader development of midshipmen and identify opportunities to enhance effectiveness in producing future military leaders.

(b) Foster a collaborative forum for promoting idea development and dissemination: that creates innovative, adaptable, and economical solutions to overcome challenges encountered by the various stakeholders in USNA's leader development process.

(5) Distribute LEC best practices with all cross-functional teammates focused on midshipman leader development.

(6) Identify leadership-oriented programs and initiatives that may be at risk of failing to meet their stated objectives and implement corrective action per existing or programmed resources.

(7) Provide a single USNA interface with all external organizations for discussions about leader development programs including, but not limited to, the Naval Academy Alumni Association and Foundation, federal government entities, and other public and private organizations.

(8) Promote and coordinate USNA-sponsored research and assessment efforts which can inform current and future leader development practices.

7. Business Rules. The LEC Working Group shall generally meet monthly. The LEC Board of Directors will meet quarterly and will report to the Superintendent and SLT semi-annually.

8. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the DON Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact your local record custodian or the USNA Records Manager.

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9. Review and Effective Date. Per OPNAVINST 5215.17A, the Director of the Stockdale Center for Ethical Leadership will review this instruction annually on the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction.



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Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the USNA Issuance Website, <https://www.usna.edu/AdminSupport/Inst/>.