SECRETARY OF WAR
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WASHINGTON, DC 20301-1000

SEP 29 2026

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
DEFENSE AGENCY AND DOW FIELD ACTIVITY DIRECTORS

SUBJECT: Refocusing the Military Service Academies on Warfighter Education

The primary purpose of our Military Service Academies (MSA) is to prepare the next generation of officers to lead the men and women of the greatest military on Earth. To ensure our educational institutions remain firmly focused on this warfighting mission, we must address the structural mechanisms that have allowed civilian academic norms to dilute our focus on lethality.

Among these mechanisms is the practice of granting tenure to civilian faculty. Tenure often leads to academic stagnation, faculty complacency, and institutional inability to adapt to emerging needs. Additionally, it contributes to curriculum that drifts from the mission of educating our warfighters to the research priorities of the tenured academics.

To restore accountability, I direct the Secretaries of the Military Departments to immediately cease appointing civilian employees to tenured positions and to develop hiring plans that prioritize institutional flexibility and faculty contribution to the warfighting mission.

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OSD010016-26/CMD012827-26