



# USNA STRATEGIC PLAN



# United States Naval Academy



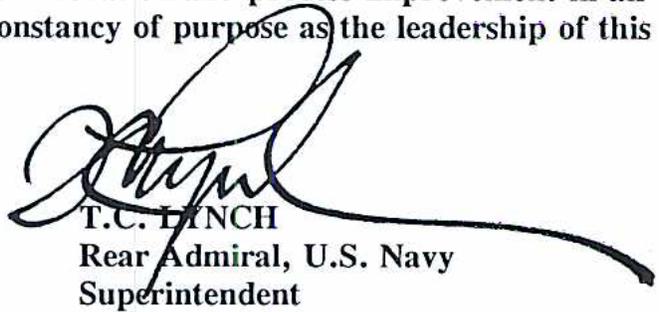
USNA 2000

## STRATEGIC PLAN

*June 1992*

## FOREWORD

This plan charts the Naval Academy's course as we enter the 21st century, and it provides a strategy to achieve our vision of the future. It will focus on opportunity, capitalize on our many strengths, stimulate innovation and process improvement in an ever changing environment, and provide constancy of purpose as the leadership of this institution changes.



T.C. LYNCH  
Rear Admiral, U.S. Navy  
Superintendent

# U.S. NAVAL ACADEMY STRATEGIC PLAN

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## INTRODUCTION

"If a man does not know to what port he is steering, no wind is favorable."

Seneca, 8BC-65AD

### DEFINITION

Strategic planning is the process by which the members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

### PURPOSE

This strategic plan provides a road map that will lead us to our vision of the future. As a living document, it will require periodic updates and course corrections. The plan should be used as a framework for decision making, a guide to action, and a pattern for shaping the Academy's priorities as we move into the 21st century.

### BACKGROUND

In the spring of 1991, the Superintendent distributed the initial planning guidance for the Naval Academy's strategic planning process; and in the fall of that same year, all efforts to date were brought together into one common focus as leadership planned and prepared for this process. A series of strategic planning conferences were conducted during the winter of '91-'92, culminating in a final draft plan that was presented to all USNA personnel for review and comment. After receipt and consideration of all inputs and comments, the plan was finalized.

## METHODOLOGY

### APPROACH

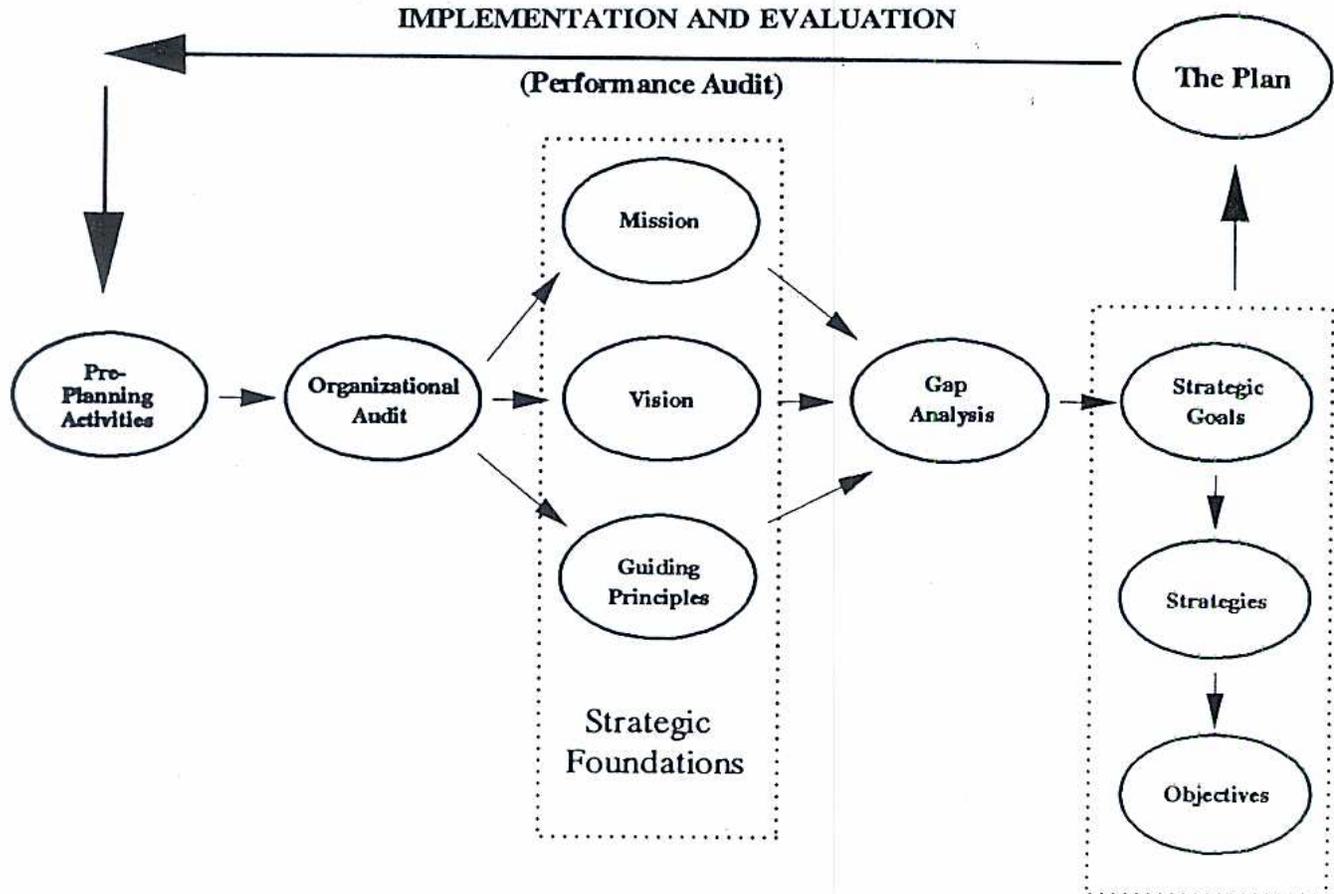
Although formal strategic planning has existed in the private sector for more than 30 years, its application in the public sector is relatively new. During the last 10 years, successful strategic planning efforts in the public sector included Naval Aviation Depots, the Navy Medical Department, shipyards, and NASA. Universities and colleges throughout the United States are also moving rapidly to take advantage of its obvious benefits. Those benefits include improved quality, better communications, team building, and the proper allocation of resources and focus on common goals.

Strategic planning helps leadership mold an organization's future and manage positive change. Strategic planning focuses leaders on the methods to achieve an ideal vision (what the organization should be and could be) 10-20 years in the future, whereas long range planning may only mean one year in the future or the next budget submission. Strategic plans are developed at the very highest level and deployed throughout the organization. The leadership first explores and agrees upon the mission, vision, and guiding principles; and this forms the foundation for the strategic plan. The mission defines the reason for our existence, the vision describes where we are headed, and the guiding principles guide our behavior on the journey to that vision. Following the development of this foundation, the next step is to develop goals, strategies, and objectives that will enable the organization to bridge the gap between the present and the future organization as described in its vision. Most organizations then present the draft plan to all of its members for review and comment prior to deployment.

The Naval Academy has followed the CNO's strategic planning approach as outlined below.

## STRATEGIC PLANNING OVERVIEW

IMPLEMENTATION AND EVALUATION



## DEVELOPMENT

The Naval Academy's mission, vision, and guiding principles are the foundation of the strategic plan and were developed by USNA's leadership during the first strategic planning conference using trained facilitators. The goals, strategies, and objectives were then developed during several follow-on sessions as the academy's leaders split into goal groups to develop supporting strategies and objectives. After each iteration, the results of each group were presented back to all conference attendees until consensus was reached. The final draft copy was then presented to all USNA personnel via their cost center heads with an invitation for review and comment on the goals, strategies, and objectives prior to finalizing the plan. Upon receipt, review, and consideration of all inputs and comments, the strategic plan was then finalized.

## EXECUTION

The USNA Executive Steering Committee (ESC) will oversee the execution of the strategic plan, evaluate its effectiveness, ensure the commitment of subordinate levels, and approve modifications to the plan. The ESC membership is as follows:

<b>Chairperson:</b>	<b>Superintendent</b>
<b>Secretary:</b>	<b>Assistant Deputy for Management</b>
<b>Advisor:</b>	<b>Total Quality Leadership (TQL) Coordinator</b>
<b>Members:</b>	<b>Academic Dean and Provost</b>
	<b>Commandant</b>
	<b>Chief of Staff</b>
	<b>Deputy for Management</b>
	<b>Dean of Admissions</b>
	<b>Director of Athletics</b>
	<b>Command Chaplain</b>

Everyone assigned to the Naval Academy is a member of the USNA team, and all are invited to participate in the execution of this plan. The USNA team includes the Naval Station, Naval Academy Preparatory School (NAPS), USNA organizational components, Naval Medical Clinic, Dental Clinic, and other Annapolis area activities. Action officers for the objectives will initiate action to gather data, coordinate efforts, accomplish the objective(s), and report completion to the Executive Steering Committee (ESC) as follows:

<u>GOAL</u>	<u>RESPONSIBLE ESC MEMBER</u>
1	<u>Academic Dean and Provost/Commandant/Athletic Director</u>
2	<u>Deputy for Management/Dean of Admissions</u>
3	<u>Commandant/Chief of Staff</u>
4	<u>Chief of Staff/Athletic Director</u>
5	<u>Dean of Admissions/Academic Dean and Provost</u>

Note: Underline denotes ESC member having primary reporting responsibility.

On a regularly scheduled, periodic basis, the Executive Steering Committee (ESC) will meet to review progress on all objectives included in this plan. During these sessions, those ESC members having primary responsibility for each objective will be expected to report on current accomplishments.

The point of contact for the ESC is Mr. Mark Crane, Assistant Deputy for Management, x2877, mail stop 1D.

#### FUTURE PLANS AND UPDATES

The Naval Academy's strategic plan is a living document and will require updates as we periodically review our progress and make midcourse corrections in order to realize our vision of the Naval Academy in the 21st century.

The plan will be revised and re-issued on an annual basis. New revisions will reflect the progress achieved during the previous year as well as revised/added strategies, goals, and objectives.

## **MISSION**

**The mission of the Naval Academy is:**

**To develop midshipmen morally, mentally, and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship, and government.**

## **VISION**

**We are the United States Naval Academy.**

**We serve the nation as its premier undergraduate institution that produces motivated officers imbued with the highest ideals of leadership and professionalism. The fleet recognizes us as the standard bearer in officer accession.**

**We are a TEAM that provides a total quality education which fully integrates a curriculum of academic studies, athletics, leadership, and ethics.**

**We challenge each midshipman to achieve his or her full potential in mind, body, and spirit. We provide a comprehensive support system to ensure individual growth and success.**

**We value the cultural and ethnic diversity of our men and women.**

**We, the people of the Naval Academy TEAM, are the cornerstone of our reputation for excellence. We provide a supportive work environment that promotes personal growth and excellence. We take pride in producing the highest quality officers for the fleet.**

## GUIDING PRINCIPLES

### Quality

We are committed to the philosophy of Total Quality Leadership in everything we do. We support a focus on our customers; continuous improvement, growth and learning; attention to individual needs; and promotion of personal excellence.

### Unity of Purpose

We are united in our vision and the accomplishment of our mission.

### Accountability

We are committed to accountability for process improvement and individual quality performance.

### Loyalty

We are patriots, dedicated to the highest principles of inter-personal and organizational trust, honor, and loyalty while maintaining ethical conduct.

### Integrity

We are committed to integrity in all our actions, words, and deeds. Only through the courage of our convictions, tempered with a sense of personal honor, humility and ethical behavior, can we achieve our goals.

### Teamwork

We are committed to the principles of teamwork, selfless service, professionalism, mutual respect, trust, free and open communications, concern for the well-being of the individual, and an appreciation for cultural and gender diversity.

### You

You are an essential part of the quality process; you can make a difference!

## **GOALS/STRATEGIES/OBJECTIVES**

**PURPOSE.** Goals, strategies, and objectives were developed to bridge the gap between where we are now and where we want to be at some time in the future based upon our vision of that future. They reflect those things that must be done in order to fill that gap. This is not a list of our functions and tasks, and it is not intended to describe all of our existing programs and ongoing efforts. The objectives that follow have been developed so as to require specific future actions that are measurable and support our vision of the Naval Academy's future. For quick reference, a summary of the five goals is first provided as follows:

### **GOAL 1**

The United States Naval Academy will provide every midshipman with a Total Quality Education (TQE). This educational process involves the development of the whole person: mind, body, and spirit. Implicit in TQE is the creation of an environment which encourages creativity and a lifelong thirst for knowledge.

### **GOAL 2**

Embrace and implement Total Quality Leadership (TQL) throughout the USNA complex.

### **GOAL 3**

USNA will excel in Equal Opportunity (EO) and Equal Employment Opportunity (EEO).

### **GOAL 4**

Provide living and working facilities, equipment, systems, and training which contribute to more efficient mission accomplishment.

### **GOAL 5**

Continually improve our officer accession program through an enhanced admissions process, retention, and a graduate evaluation and feedback system.

## GOAL 1

THE UNITED STATES NAVAL ACADEMY WILL PROVIDE EVERY MIDSHIPMAN WITH A TOTAL QUALITY EDUCATION (TQE). THIS EDUCATIONAL PROCESS INVOLVES THE DEVELOPMENT OF THE WHOLE PERSON: MIND, BODY, AND SPIRIT. IMPLICIT IN TQE IS THE CREATION OF AN ENVIRONMENT WHICH ENCOURAGES CREATIVITY AND A LIFELONG THIRST FOR KNOWLEDGE.

**STRATEGY 1.1** Ensure that midshipmen receive a reasonable and integrated balance of academic, athletic, professional, personal, social, and ethical development.

**Objective 1.1.1:** Establish a daily window of time under the direct control of the midshipmen.

**Task 1.1.1.1:** Establish a process and use data to review, evaluate, integrate, balance, and reapportion academic load, professional development, athletics, personal development, and other activities affecting midshipmen in order to develop a creative and positive learning experience. Publish a guideline of requirements governing all departments that directly affect the daily lives of midshipmen. Reduce structured time demands on all midshipmen, and create a proper balance of personal time.

**Action:** ESC  
Computer Services  
**Completion Date:** DEC 92

**Objective 1.1.2:** Review and, where necessary, expand support systems that are accessible to all; include academic, physical and personal development.

**Action:** Ac Dean & Provost  
Commandant  
Athletic Director  
**Completion Date:** DEC/ANNUALLY

**STRATEGY 1.2** Establish an integrated educational (TQE) package that is responsive to fleet needs, fully prepares graduates for a career in the naval service, and sets the Academy as the standard bearer for all officer accession programs.

**Objective 1.2.1:** Ensure that the educational package reflects fleet needs. Determine the balance necessary between the core curriculum, athletics, ethics, professional development, summer programs, and majors.

**Task 1.2.1.1:** Annually monitor and assess the content, size and currency of the educational package to ensure that it achieves the balance identified in Strategy 1.1.

Action: ESC  
Dir Pro Dev  
Completion Date: DEC/ANNUALLY

**Task 1.2.1.2:** Using feedback/data from the fleet, formulate an educational package that prepares our graduates for future needs.

Action: ESC  
Dir Pro Dev  
Completion Date: DEC 92

**Objective 1.2.2:** Provide a command religious program which facilitates the free exercise of religion and inspires students, faculty, and staff.

Action: Command Chaplain  
Completion Date: AUG 92

**Objective 1.2.3:** Evaluate midshipman summer programs and determine their value-added to the total educational package.

Action: ESC  
Completion Date: DEC 92

**Objective 1.2.4: Emphasize that intellectual and professional development contribute to a life of leadership, self confidence, and wisdom.**

**Action: Commandant  
Dir Pro Dev  
Ac Dean & Provost**  
**Completion Date: OCT 92**

**Objective 1.2.5: Emphasize the importance of the physical mission of the academy with respect to teamwork, health, leadership, self-confidence, and discipline. Inherent in this mission are intramural, club, and intercollegiate athletics, as well as physical education courses.**

**Task 1.2.5.1: Establish and reinforce the concept at USNA that intercollegiate athletics are part of the mission of the Naval Academy and represent both the Navy and USNA. While additional support may be required to assist those who accept the challenge of intercollegiate athletic competition, it is important that USNA academic and professional standards never be compromised.**

**Action: ESC**  
**Completion Date: DEC 92**

**Objective 1.2.6: In the truly integrated and balanced educational program, the value of each contributor must be realized. In this regard, we must convince all members of the Naval Academy team that brigade support activities, professional programs, and intellectual development are all critical to the success of the total educational program and therefore may require additional support.**

**Action: ESC**  
**Completion Date: DEC 92**

**STRATEGY 1.3**

**Cultivate enthusiasm for intellectual, professional, and physical development through a mentoring partnership between teacher (faculty, staff, coaches, etc.) and midshipman.**

**Objective 1.3.1: Establish a process which clearly and consistently measures a midshipman's efforts toward personal, professional, and academic improvement. Inherent in this recognition process is the use of positive reinforcement.**

**Action:** Commandant  
Ac Dean & Provost  
Dir Pro Dev  
Athletic Director  
**Completion Date:** DEC 92

**Objective 1.3.2: Educate the faculty, staff, and brigade on the desirability and need for personal achievement; link personal achievement to the achievements of the Naval Academy as a whole.**

**Action:** Commandant  
Ac Dean & Provost  
Athletic Director  
Dir Pro Dev  
**Completion Date:** DEC 92

**Objective 1.3.3: Continually review and develop a physical education program that exceeds fleet standards and fosters a lifetime desire to maintain personal physical fitness.**

**Task 1.3.3.1: Annually monitor and evaluate the physical education curriculum and revise as needed to ensure success.**

**Action:** Commandant  
Athletic Director  
**Completion Date:** DEC/ANNUALLY

**Objective 1.3.4: Encourage teacher (faculty, staff, coaches, etc.) commitment and dedication to the principles of total quality education.**

**Action:** Naval Academy  
Leadership  
**Completion Date:** AUG 92

**STRATEGY 1.4**      **Develop mechanisms to improve the education process at USNA.**

**Objective 1.4.1:** Establish a midshipman committee to provide input to total quality education through continued review and evaluation of the educational package. This committee will interact with a parallel faculty committee and forward recommendations through the chain of command.

**Action:**                      **Commandant**  
**Completion Date:**      **AUG 92**

**Objective 1.4.2:** Establish a faculty committee to provide input to total quality education through continued review and evaluation of the educational package. This committee will interact with a parallel midshipman committee and forward recommendations through the chain of command.

**Action:**                      **Ac Dean & Provost**  
   **Dir Pro Dev**  
   **Athletic Director**  
**Completion Date:**      **SEP 92**

**Objective 1.4.3:** Establish a faculty education and training program to ensure full acceptance of the partnership.

**Action:**                      **Commandant**  
   **Ac Dean & Provost**  
   **Athletic Director**  
   **Dir Pro Dev**  
**Completion Date:**      **DEC 92**

**Objective 1.4.4:** Provide frequent reciprocal feedback to inform teachers and motivate midshipmen for an enhanced teaching and learning experience. Faculty should make an effort to show that their disciplines are relevant to naval careers.

**Action:**                      **Commandant**  
   **Ac Dean & Provost**  
   **Athletic Director**  
   **Dir Pro Dev**  
**Completion Date:**      **DEC 92**

## GOAL 2

### EMBRACE AND IMPLEMENT TOTAL QUALITY LEADERSHIP (TQL) THROUGHOUT THE USNA COMPLEX.

**STRATEGY 2.1** Educate and train all USNA personnel in TQL.

**Objective 2.1.1:** Provide initial TQL training to all USNA personnel.

**Action:** Dep Mgmt  
**Completion Date:** JAN 93

**Objective 2.1.2:** Identify and train TQL instructors, facilitators, and coordinators within each cost center.

**Action:** Dep Mgmt  
Cost Center Heads  
**Completion Date:** JUL 93

**Objective 2.1.3:** Incorporate TQL into the curriculum so as to ensure that all graduates have a working knowledge of TQL when they graduate.

**Action:** Dir Pro Dev  
Dep Mgmt  
**Completion Date:** AUG 92

**Objective 2.1.4:** Develop and implement an ongoing TQL education and training program for all personnel.

**Action:** Dep Mgmt  
Cost Center Heads  
**Completion Date:** FEB 93

**Objective 2.1.5: Establish TQL training/support system (texts, videos, periodicals, flip charts, classrooms etc.)**

**Action: Dep Mgmt  
Cost Center Heads  
Completion Date: SEP 92**

**STRATEGY 2.2**

**Build USNA TQL organization infrastructure to implement process improvement.**

**Objective 2.2.1: Establish Executive Steering Committee (ESC) to lead the implementation of TQL organization wide.**

**Action: Superintendent  
Dep Mgmt  
Completion Date: APR 92**

**Objective 2.2.2: Establish a process for developing and administering internal and external customer surveys which makes maximum use of previous and ongoing studies and data already available.**

**Action: Office of  
Institutional  
Research  
Completion Date: JAN 93**

**Objective 2.2.3: Establish a process for identifying and prioritizing key issues of greatest importance to customers.**

**Action: ESC  
Dep Mgmt  
Completion Date: JUL 92**

**Objective 2.2.4: Charter QMB(s) to execute the continuous improvement cycle.**

**Action: ES  
Dep Mgmt  
Completion Date: AUG 92**

**Objective 2.2.5: Establish a process to periodically assess TQL implementation and remove systemic quality impediments.**

**Action: ESC  
Dep Mgmt  
Completion Date: DEC 92**

**STRATEGY 2.3 Establish TQL feedback system(s).**

**Objective 2.3.1: Establish internal and external TQL communications network to enhance the sharing of TQL knowledge and process improvement ideas.**

**Action: Dep Mgmt  
Cost Centers  
Completion Date: SEP 92**

**Objective 2.3.2: Develop Public Affairs function to support TQL (ERC, Trident, WAB, visiting lecturers, etc.)**

**Action: Dep Mgmt  
PAO  
Completion Date: SEP 92**

**Objective 2.3.3: Establish recognition program for total quality achievements.**

**Action: Superintendent  
Dep Mgmt  
Completion Date: SEP 92**

### **GOAL 3**

**USNA WILL EXCEL IN EQUAL OPPORTUNITY (EO) AND EQUAL EMPLOYMENT OPPORTUNITY (EEO).**

**STRATEGY 3.1    Develop a professional environment which reflects our mutual respect for diversity**

**Objective 3.1.1: Develop a program to achieve a composition of midshipmen that equals or exceeds the diversity goals of the officer corps in the Navy and Marine Corps.**

**Action:                    Dean of Admissions  
Completion Date:    SEP/ANNUALLY**

**Objective 3.1.2: Develop a program to achieve a composition of military staff which is representative of the diversity of the Naval Service.**

**Action:                    ESC  
                                 Pers & Admin Off  
Completion Date:    DEC 92**

**Objective 3.1.3: Develop a program to achieve a composition of USNA civilian personnel which is representative of the diversity of the available labor force (ALF).**

**Action:                    DEEOO  
Completion Date:    OCT 92**

**Objective 3.1.4: Establish a program to encourage civilian minority and women instructors to seek faculty positions at USNA.**

**Action:                    Ac Dean & Provost  
Completion Date:    JAN 93**

**Objective 3.1.5:** Establish a mechanism to ensure that the contributions of minorities and women are included, where appropriate, in the presentation of new courses, existing courses, and curriculum changes.

**Action:** Ac Dean & Provost  
**Completion Date:** SEP 92

**Objective 3.1.6:** Establish a mechanism to ensure that guest lecturers and visiting professors regularly include minorities and women.

**Action:** Superintendent  
Commandant  
Ac Dean & Provost  
**Completion Date:** MAY 92

**STRATEGY 3.2** Implement a visible and effective climate that actively promotes equal opportunity and treatment for all personnel at USNA.

**Objective 3.2.1:** Establish a program for the USNA Team that deals with the transition, assimilation, and awareness of minority and women's issues at USNA.

**Action:** Superintendent  
Commandant  
Ac Dean & Provost  
Athletic Director  
**Completion Date:** DEC 92

**Objective 3.2.2:** Increase the effectiveness of the Command Managed Equal Opportunity (CMEO) Program by expanding to include the entire workforce and establishing a process for corrective action.

**Action:** Superintendent  
Commandant  
Company Officers  
**Completion Date:** JAN 93

## **GOAL 4**

**PROVIDE LIVING AND WORKING FACILITIES, EQUIPMENT, SYSTEMS, AND TRAINING WHICH CONTRIBUTE TO MORE EFFICIENT MISSION ACCOMPLISHMENT.**

**STRATEGY 4.1**    **Ensure a quality living and working environment.**

**Objective 4.1.1:** Establish a Quality of Life Board to assess the quality of life and recommend to the ESC standards and priorities for the living and working environment which meet the professional, physical, and social needs of USNA Team members (including midshipmen).

**Action:**                      **Chief of Staff**  
**Completion date:**        **AUG 93**

**Task 4.1.1.1:** Establish a Quality of Life Board and develop a Plan of Action and Milestones (POA&M).

**Action:**                      **Chief of Staff**  
**Completion date:**        **AUG 92**

**Objective 4.1.2:** Evaluate regulatory requirements and programs and take action to ensure that the living and working environment is free of health and safety hazards.

**Action:**                      **PWO**  
                                      **Safety Mgr**  
**Completion date:**        **SEP/ANNUALLY**

**Objective 4.1.3:** Determine baseline funding requirements and obtain funding to achieve a quality living and working environment.

**Action:**                      **Dep Mgmt**  
                                      **Chief of Staff**  
**Completion date:**        **OCT 93**

**STRATEGY 4.2**      **Improve the quality, efficiency, and effectiveness of support services.**

**Objective 4.2.1: Develop and implement a conservation program to assess usage and reduce consumption of resources to the maximum extent practicable.**

**Action:**                      **Chief of Staff**  
**Completion date:**      **OCT 92**

**Objective 4.2.2: Provide efficient and effective information/technology systems (voice/data/video) to support USNA requirements.**

**Action:**                      **ESC**  
   **Dep Mgmt**  
   **Dir Comp Svcs**  
**Completion date:**      **MAY 93**

**Objective 4.2.3: Identify opportunities to improve the quality, effectiveness, and efficiency of support functions (e.g., information technology, training, purchasing, staffing, accounting, etc.) and develop a prioritized implementation plan for ESC approval.**

**Action:**                      **ESC**  
   **Chief of Staff**  
**Completion date:**      **OCT 93**

**Task 4.2.3.2: Establish a QMB and develop a Plan of Action and Milestones (POA&M).**

**Action:**                      **ESC**  
   **Chief of Staff**  
**Completion date:**      **AUG 92**

**STRATEGY 4.3**      **Provide quality orientation, indoctrination, and training to improve performance and enable employees to achieve their maximum potential.**

**Objective 4.3.1: Evaluate the quality and effectiveness of USNA orientation programs for staff and faculty and modify as required to improve assimilation of new personnel as members of the USNA team.**

**Action: Dir M&S Div  
Dep Mgmt/Dir CPD  
Completion date: SEP 92**

**Objective 4.3.2: Establish an Indoctrination and Training Board to assess requirements and recommend to the Executive Steering Committee priorities for indoctrinating and training USNA civilian employees and assigned military members.**

**Action: Dep Mgmt  
Completion date: FEB 93**

**Objective 4.3.3: Determine baseline funding requirements and obtain funding to achieve quality training programs.**

**Action: Dep Mgmt  
Dir Civ Pers  
Completion date: OCT 93**

## **GOAL 5**

**CONTINUALLY IMPROVE OUR OFFICER ACCESSION PROGRAM THROUGH AN ENHANCED ADMISSIONS PROCESS, RETENTION, AND A GRADUATE EVALUATION AND FEEDBACK SYSTEM.**

**STRATEGY 5.1** Continually enhance the recruitment and selection of candidates from diverse backgrounds with the highest potential for completing the naval academy program and for development as career naval officers.

**Objective 5.1.1:** Review and revise admissions marketing plan annually to ensure the plan is designed to reach the maximum number of high quality, eligible college age students and enlisted personnel of the Navy and Marine Corps.

**Action:** Dir Cand Guid  
**Completion Date:** FEB/ANNUALLY

**Objective 5.1.2:** Establish a program to integrate and coordinate USNA faculty and staff participation in USNA recruiting and command information efforts.

**Action:** Dir Cand Guid  
PAO  
Alumni Association  
**Completion Date:** SEP 92

**Objective 5.1.3: Review preparation programs (NAPS, BOOST, Foundation) to ensure appropriate composition of midshipmen candidates from the fleet and those from diverse backgrounds receive the education and training necessary for successful completion of the Naval Academy program.**

**Action:** Ac Dean & Provost  
CO, NAPS  
Dean of Admissions  
USNA Foundation  
**Completion Date:** JAN 93

**Objective 5.1.4: Review the recruiting and selection programs with the objective of providing earlier identification and evaluation of prospective candidates.**

**Action:** Dir Cand Guid  
Admissions Dir  
**Completion Date:** JAN 93

**Objective 5.1.5: Review and revise annually the objectives, criteria, and procedures used by the Admissions Board to ensure that there is consistency in the selection of candidates for admission to the Naval Academy and that there are provisions to continue to enhance the quality and diversity of the brigade of midshipmen.**

**Action:** Academic Board  
**Completion Date:** SEP/ANNUALLY

**STRATEGY 5.2** While maintaining high academic and military standards for graduation, improve the retention of motivated midshipmen who have the potential of completing the Naval Academy program.

**Objective 5.2.1: Publish a complete directory of Naval Academy support systems and programs available to all midshipmen.**

**Action:** Commandant  
Ac Dean & Provost  
**Completion Date:** AUG 92

**Objective 5.2.2:** Continually review the services necessary to accommodate those midshipmen requiring special assistance and intervention.

**Action:** Commandant  
Ac Dean & Provost  
Athletic Director  
**Completion Date:** OCT/ANNUALLY

**Objective 5.2.3:** Improve orientation, coordination, and communications with midshipmen, parents, and sponsors.

**Action:** Commandant  
Ac Dean & Provost  
Alumni Association  
**Completion Date:** JAN 93

**STRATEGY 5.3** Gather and evaluate data from internal and external customers regarding the quality of our graduates.

**Objective 5.3.1:** Complete establishment of an Office of Institutional Research.

**Action:** Dean of Admissions  
**Completion Date:** JAN 93  
(POM 94 Issue)

**Objective 5.3.2:** Establish communications with the appropriate external naval offices and activities to obtain relevant data on the performance of USNA graduates.

**Action:** Office of  
Institutional  
Research  
**Completion Date:** JAN 93

**Objective 5.3.3:** Establish and coordinate means to collect and evaluate internal and external data.

**Action:** Office of  
Institutional  
Research  
**Completion Date:** JAN 93

**STRATEGY 5.4** Disseminate institutional data to stimulate positive changes to the integrated educational package (TQE).

**Objective 5.4.1:** Maintain data/information in a form which is easy to access and retrieve.

**Action:** Office of Institutional Research  
**Completion Date:** JUN 93 (on line)

**Objective 5.4.2:** Act as a single information source of midshipmen and graduate performance.

**Action:** Office of Institutional Research  
**Completion Date:** JAN 93

**Objective 5.4.3:** Make available a listing of available research/analysis data to cognizant offices within USNA.

**Action:** Office of Institutional Research  
**Completion Date:** JAN 93