



USNA Strategic Plan

Naval Academy Strategic Plan Deliverable: 4.8 Final Report

1 Aug 1999



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Executive Summary

Project Overview

The United State Naval Academy (USNA) engaged IBM and Blackwell Consulting Services to assist them in developing a 10 year Strategic Plan. This plan defines the strategic and tactical initiatives that must be completed to equip USNA's graduates of 2010 with the capabilities they need to become effective leaders in the Navy and Marine Corps. This report documents the results of the planning process. These results were the work of a team of highly motivated Naval Academy leaders guided and assisted by IBM/Blackwell consultants.

Project Organization

The USNA Strategic Plan was managed through the office of the Superintendent, with main project management responsibility assigned to the Chairman of the Core Planning Team (Commandant of Midshipmen). The Strategic Planning team consisted of the following groups:

- **The Executive Steering Committee (ESC)**

Responsible for overall project governance and final plan execution, with membership including:

- Superintendent
- Dean of Admissions
- Commandant of Midshipmen
- Director of Athletics
- Academic Dean and Provost

- **The Core Planning Team (CPT)**

Responsible for deliverables review, stakeholder input review and additional "sage" and peer school interviews, where appropriate. The membership included:

- Commandant of Midshipmen (chair)
- Director of Institutional Research
- President of the Faculty Senate
- Deputy for Information Technology Services
- Director of Professional Development
- Senior Faculty member
- Deputy for Management
- NAAA Assoc. Director, Academic & Recruiting
- Vice Academic Dean
- Representative from Brigade of Midshipmen

- **The Core Advisory Team**

Responsible to assist the CPT as needed in providing expertise in specific areas. There were members from diverse parts of the Academy, the Naval Station, and the Endowment Trust organization not otherwise represented on the CPT.

- **The Communications Team**

Responsible developing and implementing a wide-ranging communications plan to inform stakeholders and involve them in the planning process.



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Project Methodology

The Strategic Plan project consisted of three major phases:

- 1) Assessment of the current USNA environment;
- 2) Development of a future state USNA vision and the competencies USNA requires to achieve this vision;
- 3) Creation of a Strategic Plan with strategic and tactical initiatives that USNA will accomplish to move toward its future vision.

The project plan and its underlying methodology focused on two primary objectives:

- 1) Create a comprehensive Strategic Plan that defines the major needs of the Academy and means to achieve them; and
- 2) Help build a broad consensus for the plan across the major stakeholder groups.

To attain these objectives, the USNA/IBM/Blackwell project team employed a wide range of tools and methodologies during this project, including interviews, focus groups, workshops, web based feedback, electronic research and presentations. Project activities included:

- A review of existing data and prior reports (15)
- Stakeholder interviews (24)
 - Faculty/Staff/Midshipmen
 - Contributors/benefactors/Board of Visitors
- Peer institution reviews (5)
 - Notre Dame Bucknell USAFA USMA Univ. of Virginia
- Stakeholder workshops (29 workshops with approximately 300 participants)
 - Faculty/Staff/Midshipmen
 - Fleet/Fleet Marine Force
 - Alumni (active duty and civilian)
 - Contributors and benefactors
- Engagements with senior officials (34)
 - Senior civilian and military
 - Experienced influential 'sages'
- Outreach
 - Informal Engagements --e.g. weekly lunch with midshipmen (9 lunches, c. 72 midshipmen)
 - Thousands of responses from stakeholders via electronic / hard copy mail and Shipmate survey
 - Core Planning Team visit to The Pennsylvania State University



Executive Summary

Communications Plan

In addition to the three major phases of the planning process, the approach to this project included extensive communications with the broadest possible audience. Early in the project, the Communications Team, assisted by an IBM/Blackwell consultant, developed and launched a communications plan to provide ongoing two-way communications with key stakeholders. The Communications Team executed this plan throughout the life of the strategic planning project. As a result, the Naval Academy generated a great deal of interest in the plan and received many comments, ideas and suggestions, which were considered throughout the planning process.

Assessment

The assessment phase defined the current and future capabilities upon which USNA graduates must be able to draw when they commence active duty as well as the Academy's current strengths and competencies. Major themes that developed during the assessment phase included:

- USNA is a unique national institution that differentiates itself from other institutions in many ways:
 - Four year immersion in military environment
 - Primary reason for being is preparing junior officers for combat leadership
 - Bedrock of Naval tradition
 - Flagship source for line officer accession
 - Passionate stakeholders who believe in what we do
- Leadership and character development are the Naval Academy's niche
- Competition for resources is intense and increasing
- Public funding must support a solid core mission
- Private funding is necessary to ensure margins of excellence above the core mission
- The major areas upon which USNA needs to focus its efforts include:
 - Improved graduate geopolitical awareness
 - Improved graduate information technology proficiency
 - Improved marketing of the Academy
 - Improved attractiveness of USNA programs and opportunities

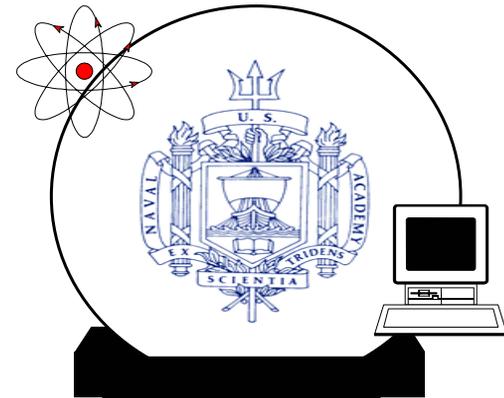


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Defining the Change Drivers of the Future

To create a backdrop for the strategic vision and outcomes of the Academy, the Core Planning Team began by developing a picture of the world in 2010. This effort defined the strategic change drivers that will shape the world between now and 2010 and the most likely description/state of these drivers in 2010. The team identified the following key high-level strategic change drivers:

- Macro level drivers (*world-changing, but only indirectly impacting the USNA*)
 - Geopolitical factors
 - Changing warfare strategies and tactics
 - Public perceptions of the military
 - Socio-educational factors
- Direct impact drivers (*directly impacting the future of the USNA*)
 - Increased reliance on technology by the Naval Services
 - Public funding for military higher education
 - Private funding for the Academy
 - Changes in the midshipman applicant pool
 - Academic, Professional, Physical Education Program drivers



The team then examined the "direct impact" drivers to create a baseline (highest probability of occurrence) and two alternative planning scenarios that described potential future states. The strategic drivers and the baseline scenario helped define parameters for the strategic vision and the context for the selection and prioritization for Strategic Plan initiatives.

The USNA Mission

As a result of the information gathered in the Assessment phase and the analysis of the change drivers, the Naval Academy Core Planning Team reaffirmed the continuing validity of the existing USNA Mission Statement:

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.



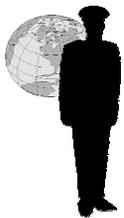
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The USNA Statement of Strategic Vision

The process of reaching consensus on a statement of strategic vision for the Naval Academy involved extensive stakeholder involvement early in the planning process through interviews, workshops, e-mails and web-feedback; considerable introspection on the part of the Core Planning Team; and repeated "testing" and revision of draft statements.

The resulting statement of vision includes three distinct parts, which are closely linked: Vision, Strategic Outcomes, and Strategies

- The succinct **Vision** describes what the Academy aspires to accomplish:
 - *Provide leaders of great character, competence, vision and drive to transform the Navy and Marine Corps and serve the nation in a century of promise and uncertainty.*
- The **Strategic Outcomes** define the results the Academy wants to produce in the institution and its graduates:
 - **The Naval Academy is...**
 - *The premier institution for developing leaders of the Navy and Marine Corps who demonstrate the moral, mental and physical attributes needed to meet the challenges of combat and make lifetime contributions to the security and well-being of our nation through continued leadership, service and citizenship.*
 - **Our Graduates are...**
 - *Prepared to lead in combat*
 - *Courageous leaders who take responsibility for their personal and professional decisions and actions*
 - *Role models of ethical behavior and moral conduct*
 - *Exemplars of academic, technical and tactical competence*
 - *Individuals with a passion and commitment to lifelong learning and physical fitness*
 - *Highly effective communicators*
 - *Leaders who recognize and value individual excellence regardless of cultural or ethnic background*
 - *Able to understand and integrate geopolitical complexities in their decision making across the spectrum of military operations*
 - *Patriots who epitomize the rich heritage, honor and traditions of the Navy, Marine Corps and our country*





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- The **Strategy** to achieve the vision and realize the outcomes is built around eight institutional focus areas, each of which has a number of descriptors under them that define specific actions:
 - *Academic Excellence*
 - Foster an educational environment that supports & encourages midshipmen learning & critical thinking
 - Employ *appropriate teaching methods that address the variety of midshipmen learning styles*
 - Provide an *outstanding civilian & military faculty & the necessary support resources to enable midshipmen to achieve academic success*
 - Provide a *stimulating environment that instills a passion for lifelong learning*
 - *Imbue our midshipmen with the intellectual curiosity & analytical rigor needed to be in the forefront of technological advances & international understanding in a rapidly changing world*
 - Provide *opportunities for our faculty & staff to remain leaders in their respective disciplines and in the latest teaching methods*
 - *Admissions Excellence*
 - *Attract the better qualified young men and women willing to accept the challenges of the naval services*
 - *Provide a Brigade of Midshipmen that reflects the needs of the Naval Service*
 - *Effective Communications*
 - *Provide academic programs & support structures to give midshipmen excellent verbal & written communications skills*
 - *Practice open, honest & respectful communications*
 - *Character Building*
 - *Do the “right thing” & promote selfless service*
 - *Ensure moral development & character building permeate the Naval Academy experience*
 - *Inculcate the core values of honor, courage and commitment*
 - *Promote a lifetime commitment to the highest standards of moral and ethical behavior*

(Strategies are continued on next page...)



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- *Leadership & Professional Excellence*
 - *Prepare midshipmen for the opportunities of command & the challenges & realities of combat leadership*
 - *Imbue midshipmen with a profound respect for the Constitution & the importance of the chain of command*
 - *Promote an understanding of & demonstrate a commitment to the highest standards of moral & ethical behavior*
 - *Foster an environment that promotes mutual trust, loyalty & personal accountability in everything we do*
 - *Provide midshipmen with the professional skills necessary to be successful Navy & Marine Corps officers*
- *Physical Fitness*
 - *Provide exemplary programs of athletic competition & physical challenge that foster decisive leadership, teamwork, character & a passion for “winning”*
 - *Promote lifelong physical fitness*
- *Naval Heritage*
 - *Imbue an appreciation of & respect for the selfless service & excellence that are the heritage of the naval services*
 - *Instill a personal commitment to uphold the traditions*
- *Academy Quality of Life*
 - *Ensure a high level quality of life for midshipmen, faculty & staff*
 - *Provide programs & facilities that enrich the cultural, recreational & spiritual experience for the various elements of the Naval Academy community*

The Vision, Outcomes and Strategies are linked closely to each other. The Vision states **what** the Academy wants to achieve. The detailed descriptors under the eight institutional focus areas define **how** the leaders of the Academy will move forward towards the vision. The Outcomes describe how the Academy will **measure** its level of success in attaining the Vision.

USNA Future Competencies

Using the USNA Statement of Strategic Vision, the strategic drivers and the assessment findings, the Core Planning Team defined the strategic competencies that the USNA must demonstrate by the end of the planning horizon -- 2010. Based on the detailed strategies embedded in the eight focus area, and the competencies associated with these same focus areas, the team outlined specific strategic and tactical initiatives that bridge the gap between the Naval Academy of today and what its leadership desires it to be in 2010. It is these initiatives that make this Strategic Plan actionable, because they clearly state what needs to be done, when it should be done, who is responsible, how much it will cost and from where the requisite money should come.



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Strategic Initiatives

To be ready in 2010 to deliver the necessary institutional competencies, the Core Planning Team developed a series of strategic initiatives. These initiatives focus on the major actions that must take place in order for the USNA to remain a distinctive institution of national stature. The team began with more than 41 potential projects and through analysis, discussion and review, pared it down to the 28 projects below that promise to have the greatest impact on the future of the Academy:

- *Center for Development of Prof. Military Ethics*
- *Military faculty development*
- *Civilian faculty development*
- *Leadership development enhancements*
- *Integral USNA at sea experience*
- *Interdisciplinary studies in behavioral sciences*
- *Academic Center excellence*
- *Decision-making & intellectual agility practicum*
- *Academic facilities rehabilitation*
- *State-of-the-art teaching & learning facilities*
- *Library excellence*
- *Increase experience in Commandant's cost ctr.*
- *Instructional skills & educational support*
- *Expand Co. Off. Leadership Masters program*
- *Net-centric operations & war fighting lab*
- *NAPS enhancements*
- *Facilities excellence program*
- *Mitscher Hall enrichment*
- *Broaden midshipmen academic opportunities*
- *Admissions marketing strategies/programs*
- *Health & wellness program*
- *Renovate/replace Halsey Field House*
- *Academy Museum expansion & renovation*
- *Athletic facilities excellence*
- *Midshipmen Activities Center*
- *Medical presence in Bancroft Hall*
- *Oral & written communications excellence*
- *Knowledge Engineer the Naval Academy*



Executive Summary

The initiatives were finally prioritized and phased across the planning horizon as shown below.

		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1	Center for the Study of Military Ethics	A										▶
2	Military Faculty Development	A B										▶
3	Civilian Faculty Development	A	B C	D								▶
4	Leadership development enhancements	A	B	C								▶
5	Integral USNA at-sea experience		A		B	▶	C					▶
6	Interdisciplinary studies in behavioral sciences		A									▶
7	Academic center excellence	A	B	C								▶
8	Decision-making & intellectual agility practicum	A										▶
9	Academic facilities rehabilitation	A										▶
10	State-of-the-art teaching and learning facilities		A B									▶
11	Library excellence		A	B	C							▶
12	Increase seniority in Commandant's cost center					A						▶
13	Instructional skills & educational support	A B	C D									▶
14	Expand Co. Officer Leadership Masters program	A										▶
15	Net-centric operations and war fighting lab					A						▶
16	NAPS enhancements	A	A									▶
17	Facilities excellence program	A										▶
18	Mitscher Hall enrichment			A	B							▶
19	Broaden midshipmen academic opportunities					A						▶
20	Admissions marketing strategies/programs	A	B	C								▶
21	Health and wellness program	A										▶
22	Renovate / replace Halsey field house						A					▶
23	Athletic facilities excellence	A	B	C D	E	F	G		H	I		▶
24	Academy museum expansion & renovation	A										▶
25	Midshipmen activities center					A	B					▶
26	Medical presence in Bancroft Hall			A								▶
27	Oral and written communications excellence	A										▶
28	Knowledge engineer the Naval Academy	A B	C D									▶

- 1A Resident Fellows & Lecture Series
- 2A Develop awareness program
- 2B Implement Qualification program
- 3A Faculty skills development
- 3B Funded faculty chairs
- 3C Expand research opportunities
- 3D Hire & Compensation plan
- 4A Leadership Education
- 4B Leadership Program
- 4C Leadership Support

- 5A Robt Crown Sailing Center
- 5B Replace 44' Sloops
- 5C Replace YP's
- 6A Create behavioral science minor
- 7A Needs assessment
- 7B Plan / fund expansion
- 7C Complete expansion / relocation
- 8A Create / implement practicum
- 9A Maintain facilities master plan
- 10A Prototype classroom
- 10B Prototype lab
- 11A IT upgrade / modernization

- 11B Improve holdings quality
- 11C Bibliographic instructions rooms
- 12A Implement seniority plan
- 13A Go / No Go on current contract
- 13B Review ERC scope / structure
- 13C Assess technology requirements
- 13D Implement user support plan
- 14A Implement program expansion
- 15A Build / implement the lab
- 16A Develop / implement master plan
- 16B Modify the curriculum
- 17A Plan / implement MRP program
- 18A Design / construct Mitscher addition

- 19A Build programs / secure funding support
- 19B Implement programs
- 20A Develop & implement the marketing plan
- 20B Expand outreach programs
- 20C Establish long range program
- 21A Staff & implement the program
- 22A Compete construction
- 23A Tennis Center
- 23B Soccer facility
- 23C Bubble over Rip Miller field
- 23D Stadium infrastructure
- 23E Athletic fields
- 23F Instructional pool

- 23G Artificial turf field
- 23H Stadium design / funding campaign
- 23I Stadium construction
- 24A Expand / renovate the museum
- 25A Complete construction
- 25B Complete outfitting / staffing
- 26A Establish & operate
- 27A Develop / implement programs
- 28A Identify IT plan elements
- 28B Define/implement immediate projects
- 28C Define future projects
- 28D Establish LCM



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Tactical Initiatives

The Core Planning Team also identified the 14 Tactical Initiatives shown below. These initiatives focused on the management, organization and other near term (FY 00/01) tasks that must be completed for the Strategic Plan to succeed.

- Implement Curriculum 21 recommendations
- Assess the total physical mission
- Integrate lifelong fitness programs in PE curriculum
- Review the infrastructure support organization
- Review expanding faculty and staff excellence awards
- Review the Impact of Strategic Initiatives and Objectives on the Academic Calendar
- Increase midshipmen exchange opportunities
- Improve the safety of athletic programs
- Optimize the synergy of leadership, character development and ethics programs
- Establish midshipmen leadership and professional competency metrics
- Assess impact of USNA culture on critical thinking and decision-making
- Improve the quality and availability of small arms / live-fire training facilities
- Expand professors / staff operational command visits
- Non-Appropriated Fund Activities

Critical Success Factors

After reviewing the set of initiatives, the Core Team agreed upon the nine factors below that are critical to the success of the Strategic Plan. These are the major factors that can either promote or inhibit accomplishment of the strategies and initiatives embodied in the Plan.

- Strong / Pro-active Executive Leadership
- Adequate funding
- Effective project ,management
- Resource capacity management
- Effective communications
- Faculty/Staff support
- Alumni, parents & friends support
- Flexibility in policy
- Naval / Congressional support



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Strategic Plan Governance

The most important major Critical Success Factor is "Strong and Pro-Active Executive Leadership." Strong leadership greatly facilitates the remaining eight Critical Success Factors. To that end, the Core Planning Team designed a Strategic Plan Governance structure that stresses executive ownership and accountability:

- Executive Steering Committee (ESC)
 - Provide overall guidance and approve all changes to the Strategic Plan and 1 and 3 year execution plans
 - Approve Case Statements
 - Serve as Executive Sponsors for their respective projects

- Monitoring and Implementation Team (MIT)
 - Update status of the Strategic Plan and 1 and 3 year execution plans on a quarterly basis.
 - Recommend changes to the Strategic Plan and Execution Plans to the ESC
 - Maintain two-way communications with stakeholders

- Office of Institutional Research, Planning, and Assessment (IR)
 - Chair the MIT (Director of IR)
 - Day-to-day monitoring of Strategic Plan, 1 and 3 year execution plans
 - Maintenance of the Strategic Planning web-site
 - Strategic assessment

- Alumni Association / Endowment Trust
 - Marketing and private fund raising
 - Case Statement maintenance
 - Communications with alumni

Conclusions

The Strategic Planning process employed during the past year differs significantly from previous efforts due to the extensive involvement of midshipmen, faculty, staff and external stakeholders; and the specificity of the resultant initiatives.

This Strategic Plan is both actionable and achievable. The Academy has experience in developing and managing projects similar in nature to the initiatives defined in the Plan. While the funding requirements are large, there are already efforts underway to obtain necessary public funds and to expand the donor base for private funds. Most importantly, the Academy leadership is committed to measuring and monitoring progress and to keeping stakeholders fully informed.

The planning process showed just how fast the world is moving forward. The Academy has set the course and speed to move ahead with it.



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The Strategic Plan addresses USNA's two major objectives: attract the best candidates and graduate the highest quality junior officers.

The Challenges of These Objectives

- **Competition for qualified prospective midshipmen is fierce**
 - Peer institutions offer well-established, appealing, and competitive programs
 - National economic prosperity provides opportunities for free education
 - Demographically, ethnically, and racially diverse Brigade is a necessity
 - Fewer youth have knowledge of or ties to military
 - Attractiveness of Naval Academy is dependent on:
 - Unique institution of high moral, mental and physical standards
 - Quality and variety of academic and athletic programs and facilities
 - Leadership development and professional excellence
 - Stature and reputation of faculty and staff

- **Preparing leaders for the coming century is increasingly complex**
 - Employing extremely sophisticated, highly lethal technologies
 - Operating in a dynamic geo-political environment driven by ethnic, cultural and religious forces
 - Making moral and ethical decisions in chaotic, rapidly changing situations



The planning effort emphasized engaging USNA's major internal and external stakeholders in the process and the creation of actionable strategic initiatives.

Objectives of the Planning Process

- Create the vision of the Naval Academy graduate of 2010
- Define the role of the Naval Academy in producing that graduate
- Develop the strategies and initiatives needed to achieve the Naval Academy vision
- Build the case statement to attract public and private capital to finance necessary changes

Desired outcomes

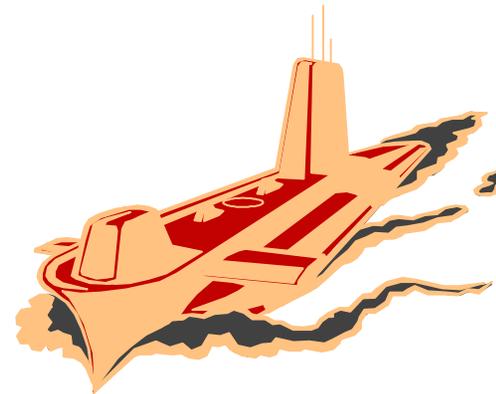
- Actionable 10 year strategic plan
- Blueprint of the short and long term initiatives to address the future USNA needs
- Case statement that will assess required stream of public appropriations and external funds

Internal Stakeholders:

- Faculty
- Staff
- Midshipmen

External Stakeholders:

- The Nation (represented by U.S. Congress)
- U.S. Navy and U.S. Marine Corps
- U.S. Armed Forces
- USNA Alumni
- Midshipmen Families





The planning process consisted of three phases: Conducting the Assessment, Building the Vision and Creating the Plan. An ongoing two-way Communications effort supported the process throughout.

Report Card



**"Where Are We Today?"
The Assessment**

Phase 1

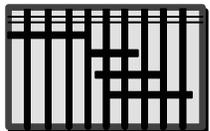
1. Define USNA's current strategic drivers and outcomes
 - Midshipmen capabilities / attributes
 - Core competencies of the Academy



**"What Do We Want To Become?"
The Vision**

Phase 2

2. Create the 2010 vision:
 - attributes and capabilities of midshipmen
 - the core competencies of the academy to develop midshipmen
3. Evaluate the alignment of the current USNA educational resources with the needs of the future vision



**"How Do We Get There?"
The Plan**

Phase 3

4. Build the plan:
 - Identify the key strategies and supporting initiatives
 - Define the high level costs and benefits for each initiative
 - Prioritize and phase the initiatives over the planning horizon
 - Identify the strategic plan's critical success factors
5. Develop Case Statement Of USNA needs



**"How Do We Build Consensus?"
Communications**

6. Develop the project Communications Plan



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In the early stages of planning, the Communications Team developed a communications plan designed to promote stakeholder participation in, and understanding of, the strategic planning process.

Communications Planning Approach

- Identify stakeholders
- Identify appropriate media
- Messages
- Timing

Keeping the following stakeholders involved with and informed about our Strategic Planning effort is critical to its success:

- Faculty
- Staff
- Midshipmen
- Alumni
- Admissions Network
- Active duty personnel
- Navy and Marine Corps leadership



The communications team developed and implemented the communications plan targeted to each of the primary audiences.

Example Communications Plan: Faculty*

Audience Categories

- Civilian
- Military
- Physical Education/NAAA
- Professional Development
- By Department (as necessary)

Appropriate Media

- Web-site
- E-mail
- Senate Meetings
- Assembly Meetings
- Smaller departmental meetings

Calendar of Faculty Communications Events

February

- Introduction at 9 Feb Senate Meeting
- Introduction at 24 Feb Academic Assembly
- Publication of workshop schedule & participants with an invitation to give them feedback, e-mail

March

- Strategic assessment documentation
- Strategic drivers
- Current capabilities
- Alternative 2010 scenarios

April

- 2010 Vision

June

- High level implementation plan

July

- Final report



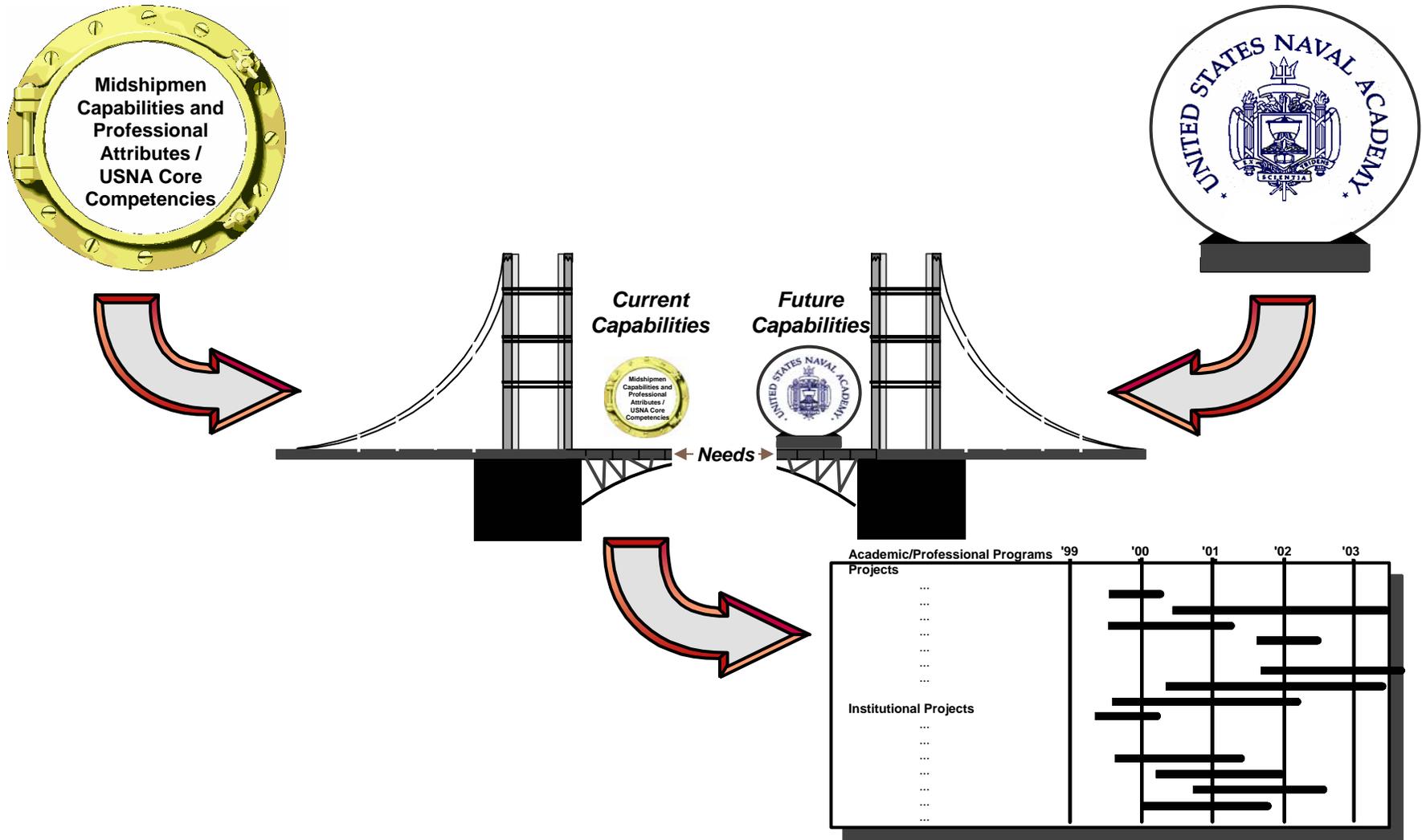
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The assessment phase identified institutional strengths and the required capabilities of USNA graduates in a world marked by dramatic change.





During the assessment phase, the planning team drew from previous planning work and the input of a wide variety of stakeholders and other interested parties.

- Reviewed existing data and legacy reports (15)
- Conducted interviews (24)
 - Faculty and Staff
 - Midshipmen
 - Contributors and benefactors
 - Peer institutions
- Facilitated 29 workshops (c. 300 participants)
 - Faculty
 - Staff
 - Midshipmen
 - Alumni and Fleet
 - Contributors and benefactors
- Engagements with senior officials (34)
 - Senior civilian and military
 - Experienced influential 'sages'
- Outreach
 - Informal Engagements --e.g. weekly lunch with midshipmen (9 lunches, c. 72 mids)
 - Thousands of responses received from stakeholders via electronic / hard copy mail and Shipmate survey

Notre Dame
USMA

Bucknell
UVA

USAFA

Additional Stakeholder Interactions:

- a) Feedback from briefings to faculty, staff and other organizations
- b) Continuous participation of the strategic planning teams
 - (1) Exec Steering Committee
 - (2) Core Planning Team
 - (3) Communications Team
 - (4) Core Advisors
 - (5) IBM/Blackwell
- c) Board of Visitors
- d) Core Team visit to Penn State



The assessment revealed the major capabilities and professional attributes that stakeholders consider critical to a USNA graduate's early success as a junior officer.

Capabilities / Attributes

Representative Stakeholder Comments

Lifelong learning attitude and aptitude	<ul style="list-style-type: none"> - Understand the need to continue to advance personal learning after USNA graduation - Make effective use of lifelong learning resources
Effective Leadership (well educated)	<ul style="list-style-type: none"> - Act decisively in the face of ambiguity - Leadership must remain at the forefront - Basics of professionalism ... and leadership
High Moral and Ethical Character	<ul style="list-style-type: none"> - Focus on ethics, moral reasoning - Enduring foundation of ethical standards - Develop individuals of the highest ethical and moral character
Effective communicator - speaking and writing	<ul style="list-style-type: none"> - Emphasis on ...writing and speaking - All workshops cited communication as an important skill
Analytical Thinker	<ul style="list-style-type: none"> - People must have intellectual tools - Develop reasoning power in students - Capable of dealing with ambiguity
Professional Military Knowledge	<ul style="list-style-type: none"> - Military traditions, cultures, and demands of service - Understanding of military history - Know the Naval service and how it works
Interpersonal Skills	<ul style="list-style-type: none"> - Know how to interact with people - Ability to deal with enlisted personnel - All workshops expressed the importance of people skills to success of graduates
Understand and can use basic technology	<ul style="list-style-type: none"> - Strong basic technical curriculum - Can understand and manage basic information technology - Understands conceptual technology architectures and bandwidth management
Geopolitical understanding	<ul style="list-style-type: none"> - Foreign language study is important - Need sophisticated understanding of historical and geographical context - Need an understanding of other cultures, languages and politics
Physical wellness & fitness	<ul style="list-style-type: none"> - Physical wellness & fitness was a common theme throughout interviews and workshops
Broad-based knowledge	<ul style="list-style-type: none"> - A basic education produces a well rounded (educated) Junior Officer - Keep Majors program - Need good grounding in math, science, engineering, social sciences and humanities



The assessment also identified the major institutional competencies that the USNA requires to support its midshipmen as they develop and refine these capabilities.

Required Institutional Competencies

- Highly qualified military and civilian faculty who show understanding and support of the Academy's mission in their teaching and promote learning in their classrooms
- Broad-based curriculum that provides a top notch education
- Educational programs that support each midshipman to the extent required to successfully complete the education requirements of USNA
- Supporting infrastructure of laboratories, classrooms, library, IT and other facilities
- Leadership development program that reinforces personal integrity, moral reasoning, ethical principles and respect for others
- Professional training and development program to prepare midshipmen for commissioned service and combat
- Competitive sports programs that promote leadership development, physical development and character building through intense team competition and strenuous physical activity
- Programs to promote lifetime physical fitness, teamwork and a sense of "winning"
- Highly trained and motivated staff, including coaches, that serve as role models and mentors to the midshipmen
- Set of traditions, history and culture that reinforces educational, professional and leadership development
- Campus environment that immerses midshipmen in a disciplined, orderly culture that values learning, professionalism, and a sense of ethics and honor
- Active alumni and other stakeholder involvement to support and promote the long-term excellence of the academy



Stakeholders identified a number of strengths that set USNA apart as an institution of higher education.

Strengths

Representative Stakeholder Comments

Full immersion military experience produces well-trained focused junior officers	<ul style="list-style-type: none"> - USNA immerses the student in military traditions, cultures, and lifestyle demands - The USNA produces well- trained and focused junior officers - The USNA steeps midshipmen in the military environment
Top quality graduates	<ul style="list-style-type: none"> - The Naval Academy produces 30% of all newly commissioned "line" Officers - "I observe that all junior officers are very well trained technically for their duty" - USNA has graduated a significant number (42) of astronauts
Broad based curricula	<ul style="list-style-type: none"> - "USNA has a good undergraduate program... a solid BS degree" - "They teach a good mix of military, academic, physical and discipline" - "We have over 600 options and choices for the midshipmen curricula" - "What kept me here (USNA) was the academic reputation of the Academy"
Lifetime value delivered (Graduates have higher retention/ promotion rates)	<ul style="list-style-type: none"> - "USNA was the best thing that ever happened to me and for that I will always be grateful" - USNA graduates have higher success and retention than officers from other commissioning sources - USNA prepares students for military careers and "success in life" (both military and civilian)
Educational support programs	<ul style="list-style-type: none"> - Intense faculty and staff commitment to the success of midshipmen - The academy promotes the use of the Academic Center for tutoring & assistance - Focused preparatory school infrastructure
Professional Development	<ul style="list-style-type: none"> - Leadership development is a key strength of the academy - We live with the Mids. We are their support and discipline. We prepare them to be Junior Officers
History & Tradition	<ul style="list-style-type: none"> - "What kept me here (USNA) was the academic reputation of the Naval Academy" - USNA is the wellspring of Naval tradition and the Navy's flagship institution - Produces USNA midshipmen with a sense of duty, patriotism and pride
Civilian & military faculty mix	<ul style="list-style-type: none"> - "Our balance of civilian and military faculty is an advantage for us"



The assessment also revealed recurring themes about the Academy and the challenges it faces in today's world.

- **Unique national institution**
 - Four year immersion
 - Primary reason for being is preparing junior officers for combat leadership
 - Bedrock of Naval tradition
 - Flagship source for line officer accession
 - Passionate stakeholders who believe in what we do
- **Leadership and character development are the Naval Academy's niche**
- **Competition for resources intense and increasing**
 - Public funding must support a solid core mission
 - Private funding is necessary to ensure margins of excellence above core mission
- **Added emphasis needed on . . .**
 - Geo-political awareness
 - Information technology proficiency
 - Marketing of the Academy



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The Core Planning Team followed a structured approach to define the strategic drivers, determine the most likely driver states, and develop probabilities of the occurrence of those states.

Strategic Driver Any internal or external force/factor that can significantly affect the Academy. There is a cause-effect *relationship* that logically flows from *macro* level drivers to those that more directly impact the institution. For example:

Good economy → *Low Unemployment* → *Potentially fewer USNA Applicants*

Driver State A description of one alternative value/view of a driver. For example:

Alternative states for # of USNA Applications: Same / +20% / -20%

Scenario A description of the future environment whose parameters are a set of assumptions and drivers, where each driver is at a defined state. Scenarios allow us to plan for the future and to proactively plan for future contingencies.

Planning Assumption These can be either:

- A condition or driver that is assumed to remain constant or which will experience only minor variations over the planning horizon
- A driver whose alternative states will not materially change the set of strategic initiatives

For example:
The USNA's mission and values will not change over the planning horizon



The Core Planning Team began by developing a set of global assumptions that define the major constants that have been assumed across all possible scenarios in the year 2010.

Global Strategic Plan Assumptions

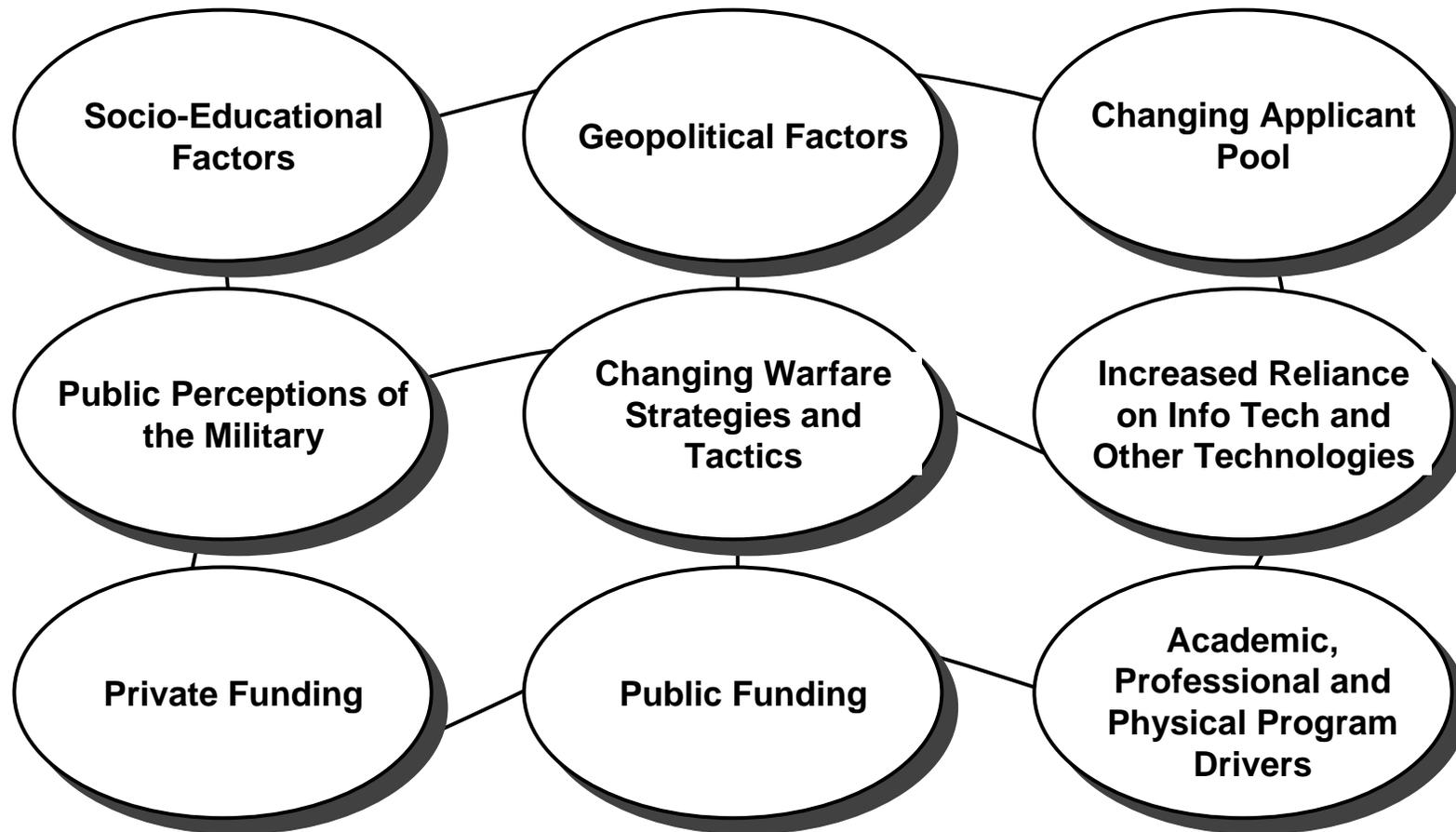
- The Naval Academy mission and its values will remain unchanged:

USNA Mission: 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.

- The Naval Academy is committed to producing an officer corps that recognizes the diversity of the naval services
- The role of the Naval Academy and other service academies will not change vis-a-vis ROTC and OCS/OTC
- Although the planning process does not anticipate catastrophic events such as worldwide war, worldwide depression, massive environmental disaster, military public relations disaster, etc., it must provide the flexibility to address these types of issues



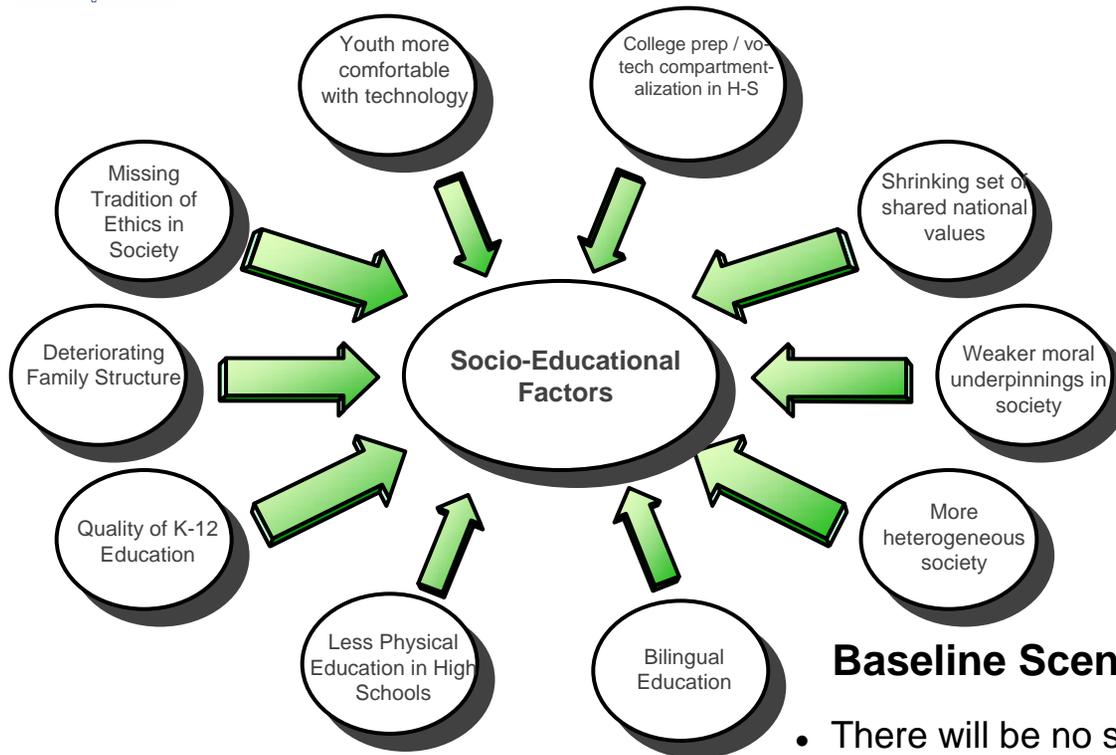
The assessment revealed 9 strategic drivers that significantly influence the capabilities our graduates must possess and the institutional competencies needed to produce those capabilities.



The following pages further amplify the forces behind these drivers and assumptions we can make about their effect...



Socio-Educational Factors drive public values / perceptions of the military and define the size and quality of the USNA applicant pool.

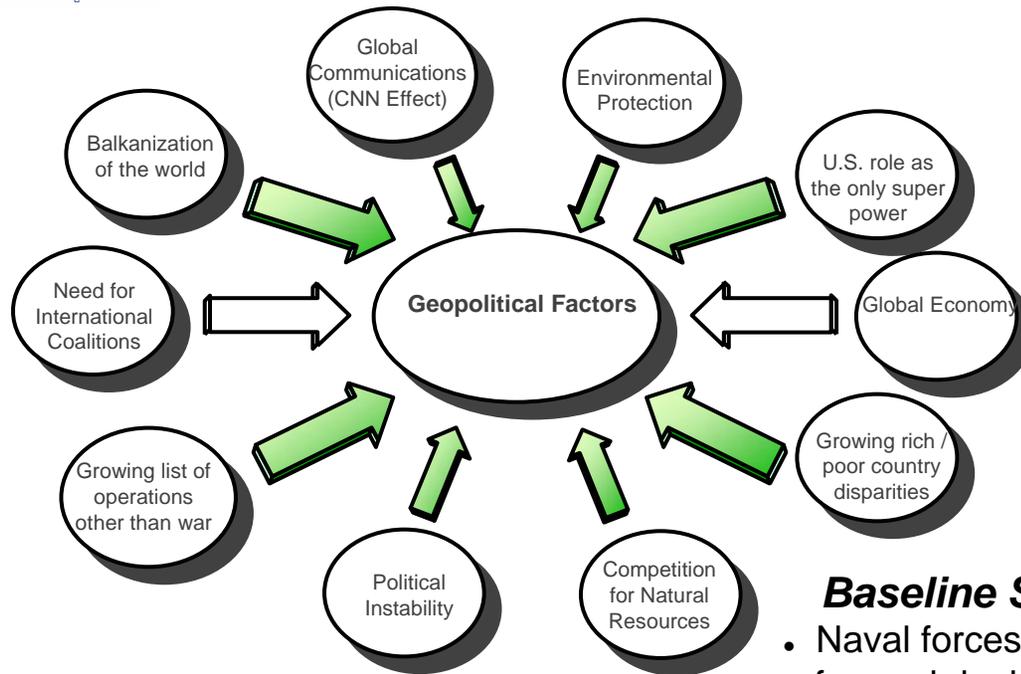


Baseline Scenario Assumptions

- There will be no substantial change in family structure
- USNA will need to continue to develop and reinforce the moral and ethical foundation of midshipmen
- The U.S. K-12 system will not improve fast enough to significantly influence 2010 applicants
- The U.S. high school age population will experience significant demographic shifts
- Youth more questioning and increasingly spiritual / fraternal



Geopolitical Factors create the political context in which warfare strategy and supporting capabilities are defined and developed.

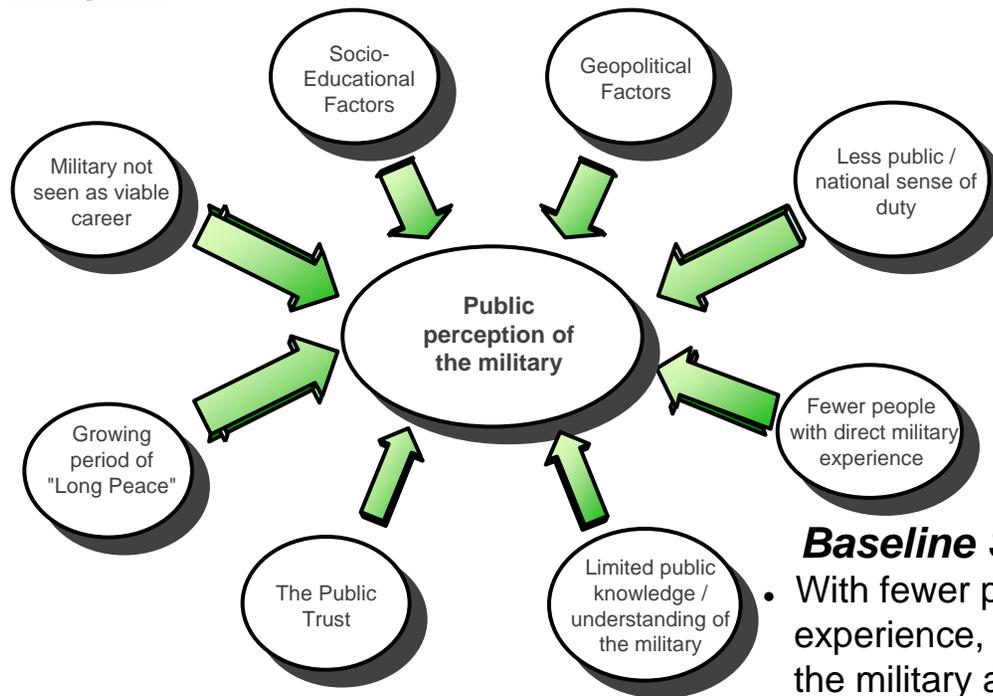


Baseline Scenario Assumptions

- Naval forces will directly influence events ashore through forward deployed combat power and controlling freedom of the seas
- Continued regional conflicts / instability based on diverse nationalistic interests and wealth / cultural disparity
- Continued need for naval mission in response to regional conflicts and smaller scale contingencies (SSC)
- No large monolithic threat to the U.S. foreseen by 2010
- Complex global economic relationships will cause the U.S. to intervene in regional conflicts to protect its national interests



Public Perception of the Military influences public support for the military and predisposes the applicant pool to accept / reject a military career option.

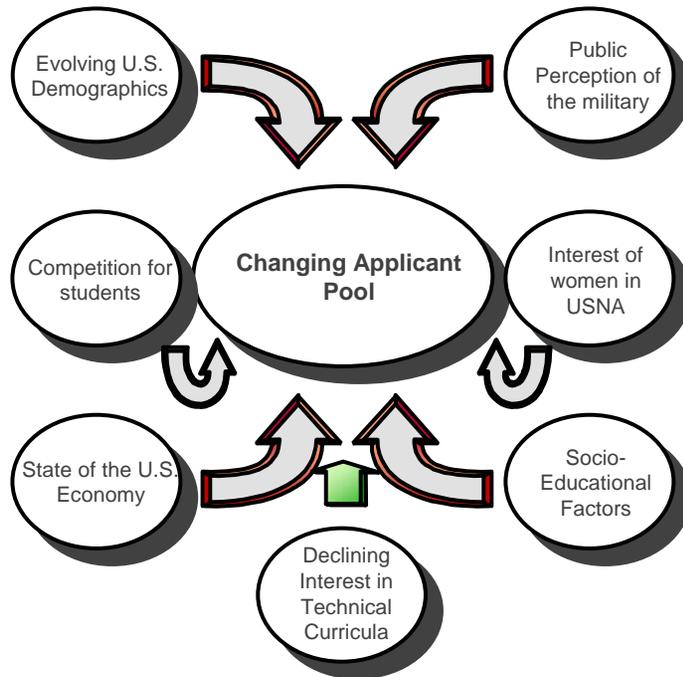


Baseline Scenario Assumptions

- With fewer people having direct or indirect military experience, there is a growing lack of understanding of the military and a military career
- The media and entertainment industries continue to have a significant impact on shaping public perceptions of the military
- The interest in and recognition of military personnel as role models continues to decline
- There is a growing gap between military and societal values and life styles
- In U.S. society there is a greater focus on business than military or public service with little sense or regard for "corporate loyalty"



The Changing Applicant Pool defines the available quantity, quality and diversity of prospective applicants.

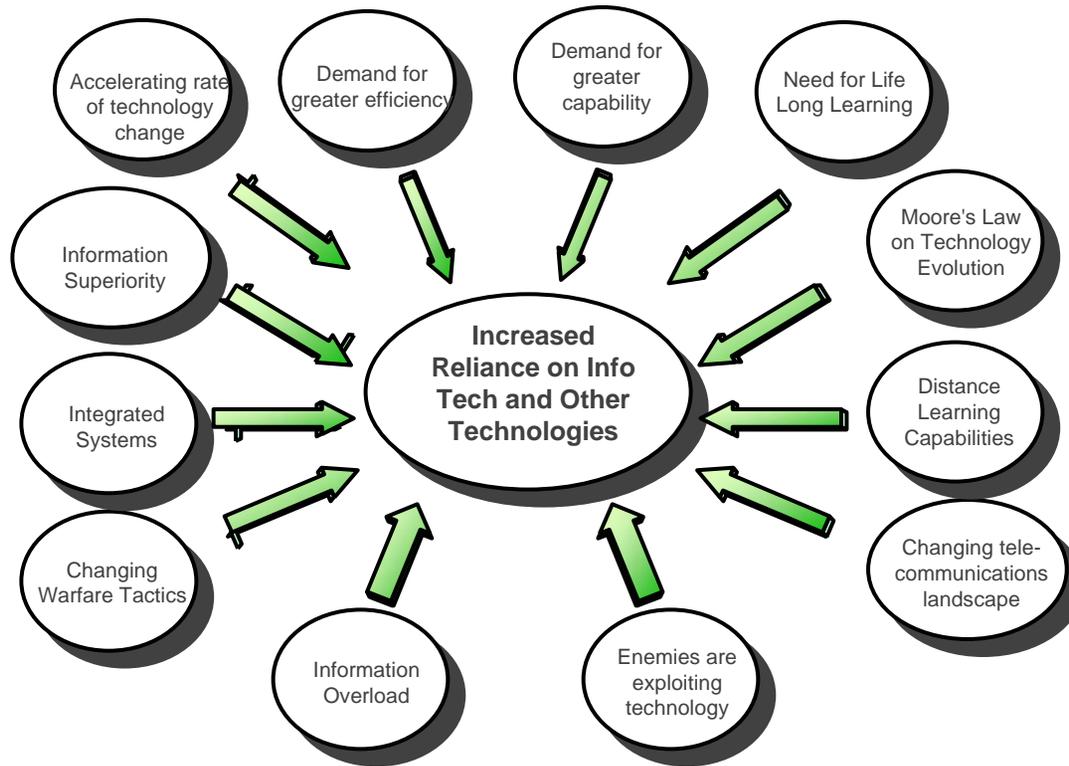


Baseline Scenario Assumptions

- The U.S. high school age population will experience significant demographic shifts
- There will be insufficient preparation among most high school students in the math and science courses needed to pursue technical degrees
- The number of U.S. high school students will increase
- Proportionately more women will go to college
- Increased competition for high SAT achievers, particularly top quality minority students - "College is free for top candidates"
- Applicants will have inadequate written and limited verbal communications skills
- Most students will shop for colleges on the Internet
- USNA will continue to maintain high admissions standards



Increased Reliance on Info Tech and Other Technologies imposes major institutional challenges to ensure that midshipmen, faculty and staff keep up with new technologies and how to apply / teach these new technologies.

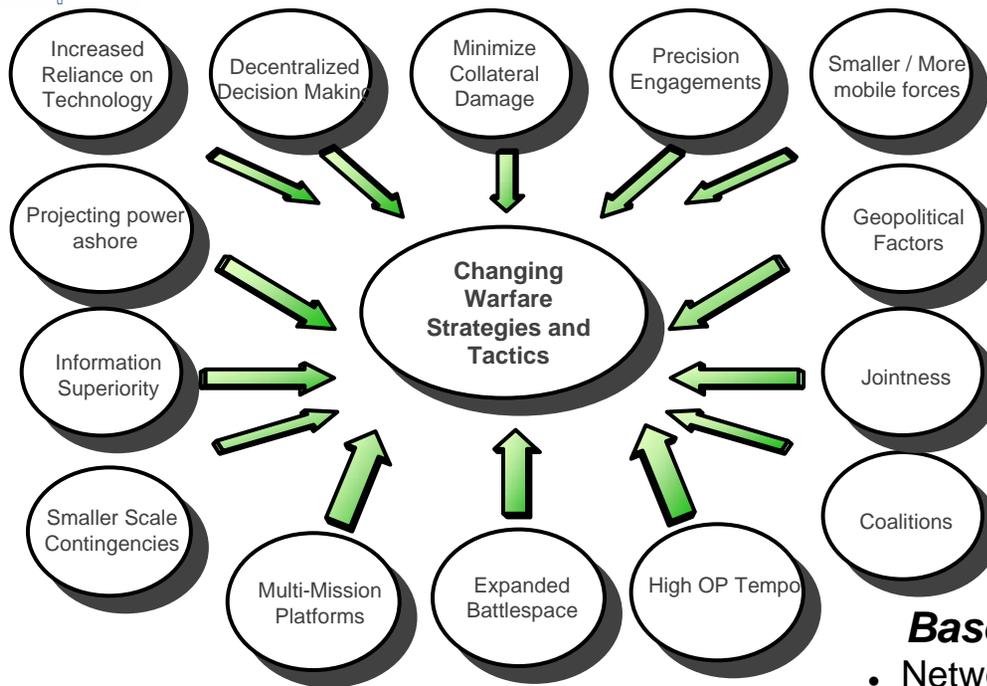


Baseline Scenario Assumptions

- Increased introduction and integration of complex systems
- Increased dependence on high tech / reduced manning
- Effective use of high technology will assume a higher skilled force and a need for continuous learning
- Increased need to critical thinking skills to evaluate and analyze information to support rapid decision-making
- Information warfare is a reality



The Changing Warfare Strategies and Tactics driver defines the military, professional and academic competencies that are required of graduating midshipmen.

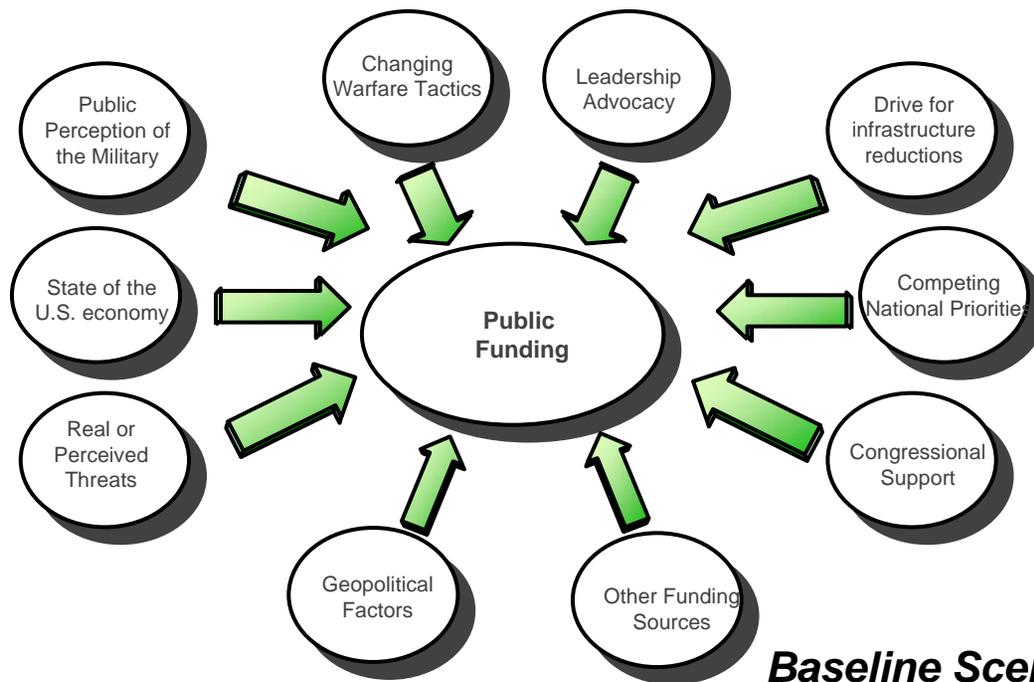


Baseline Scenario Assumptions

- Network-centric warfare
- Increased real-time exposure to military operations by the public / press
- Facing smaller, capable, less predictable and unconventional adversaries
- Information warfare is a reality
- Naval mission involves more littoral operations and smaller scale contingencies (SSC)
- Complexity and integration of weapons systems will increase



Public Funding determines the budgetary resource levels that will support USN/ operations, special projects and capital maintenance / improvements.

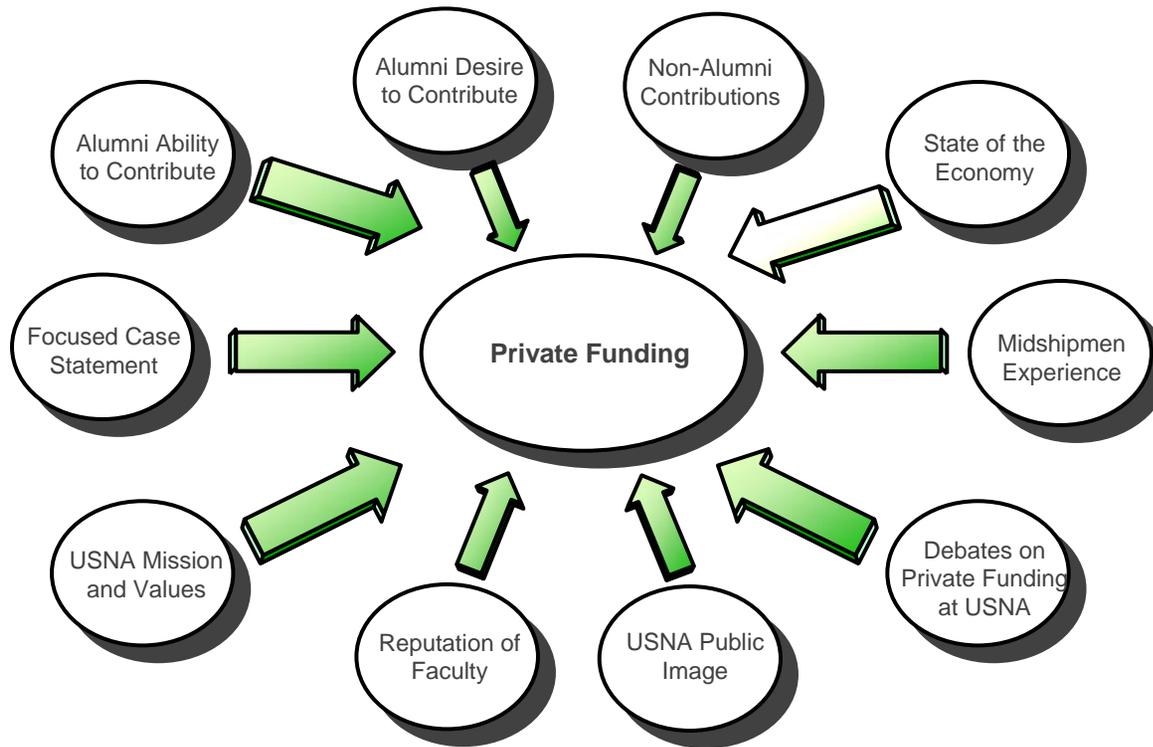


Baseline Scenario Assumptions

- While the public accepts the need for a military it continues to question the balance between military and social needs
- The U.S. economy remains robust over the short term, with likelihood of recession during the planning horizon; "baby boomers" will continue to spend U.S. away from depression
- No monolithic threat is seen that would drive a military budget increase over the planning horizon
- DoN and USNA budgets keep pace with inflation over the planning horizon



Private Funding "supplements" public funding, making it a significant catalyst to provide the margin of excellence at USNA.

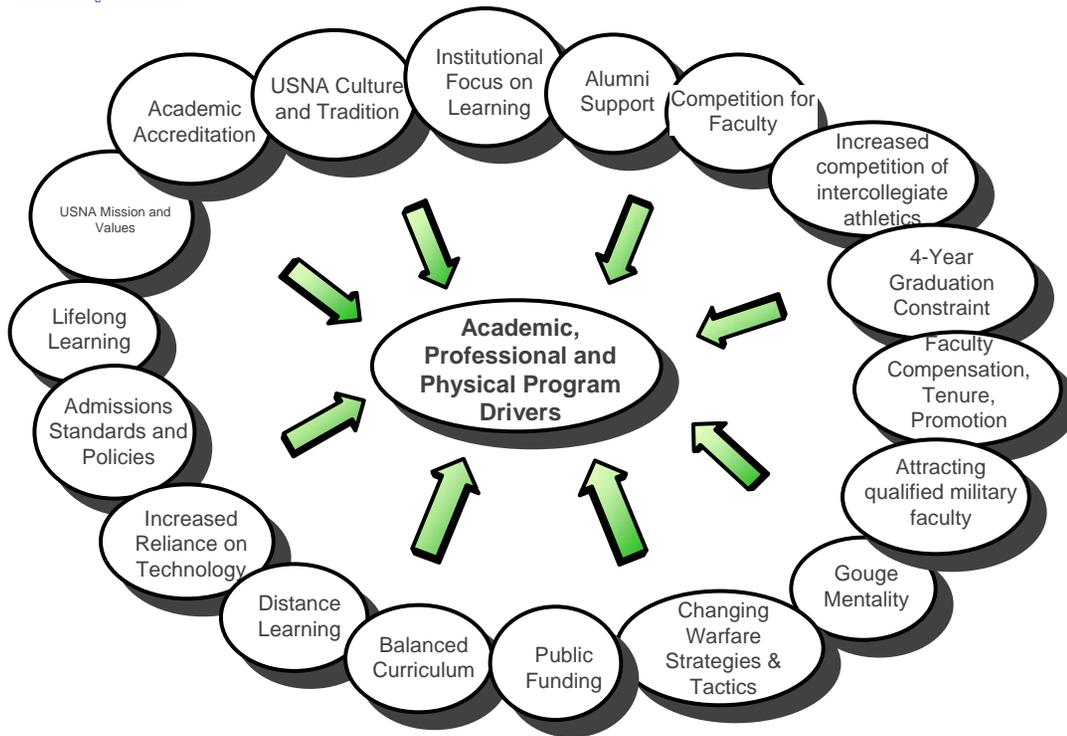


Baseline Scenario Assumptions

- Strong case statement and previous Center of Excellence initiatives will increase the level of private funds
- There is continued debate on both the appropriate degree of reliance and the spending focus of private funding
- Laws / rules on federal employees' ability to participate in fundraising do not change



Academic, Professional and Physical Program Drivers most directly impact USNA's ability to successfully imbue midshipmen with the mental, moral and physical qualities needed to be proficient junior officers.

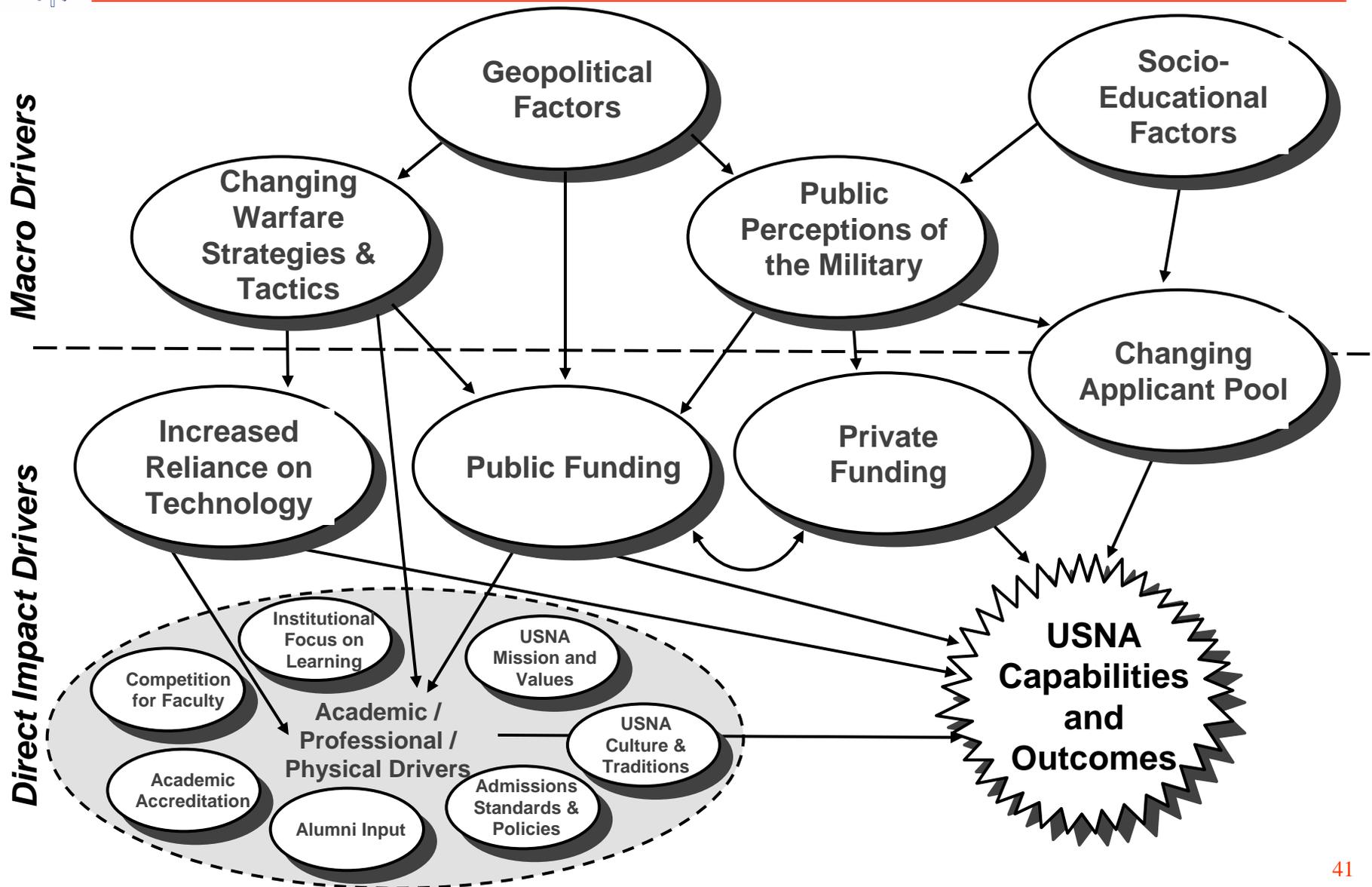


Baseline Scenario Assumptions

- While academic research activities may grow, educating midshipmen will remain the predominant focus of the Academy
- USNA's pedagogy will grow its focus on using active teaching and learning models to improve learning outcomes
- Instructional technology usage will expand across the curriculum
- The tradition of uniformed leadership turnover will continue
- Obtaining the desired number of qualified military educators will continue to be a problem
- Any changes to 4th class indoctrination and Bancroft Hall traditions will be evolutionary

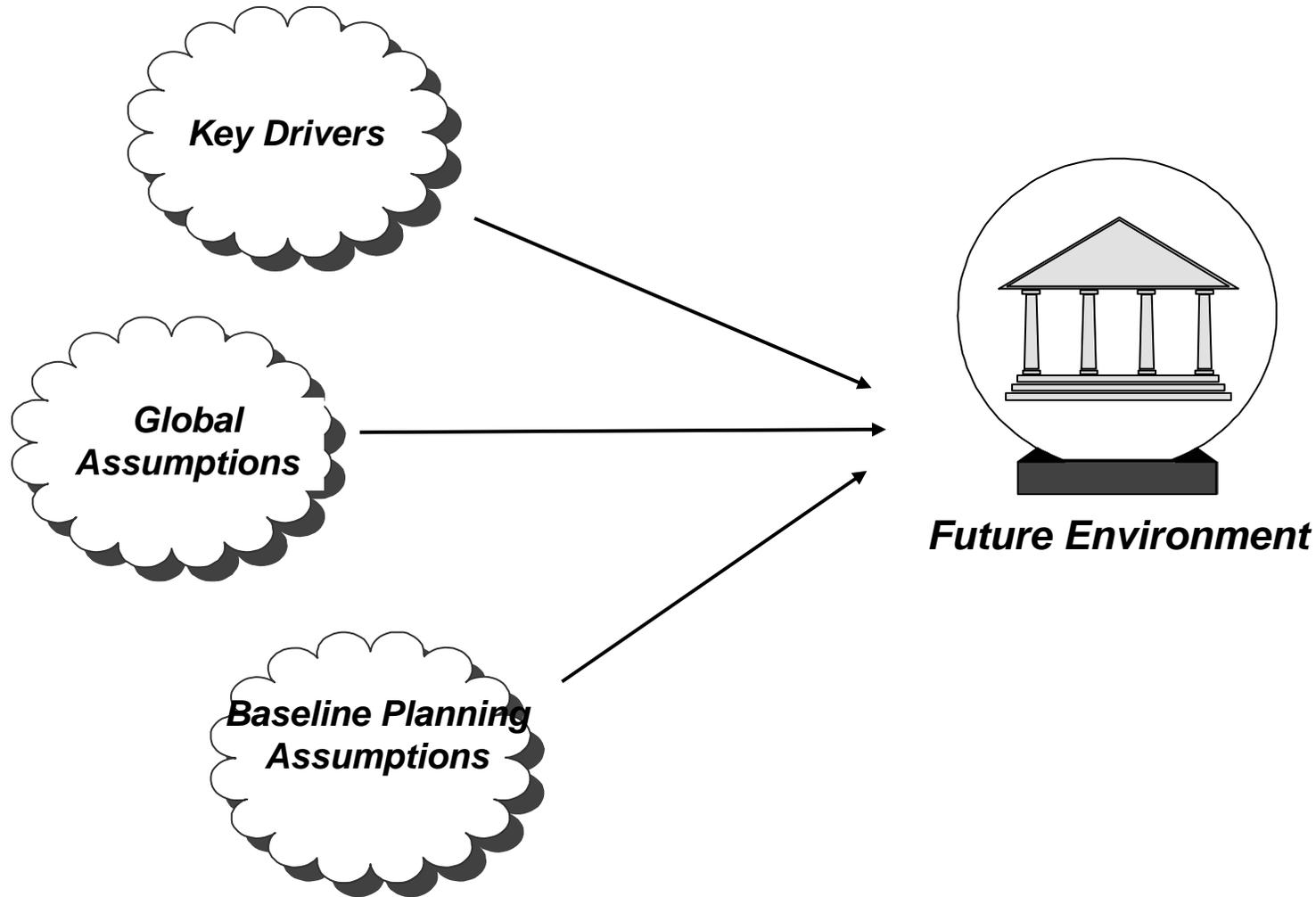


These strategic drivers are interrelated, with "macro" level drivers having influence on the Academy's capabilities and outcomes only through their influence on a set of "direct impact" drivers.





The main purpose of using scenarios is to develop a picture of USNA in 2010 if no actions are taken to react to the strategic drivers. When negative effects are encountered, the strategic plan will recommend specific initiatives to reverse these negative outcomes.





The Planning Team created a baseline planning scenario that describes the future state the team members felt would most likely occur. The first set of strategic initiatives was defined with this scenario in mind.

Baseline Planning Scenario

Drivers

Highest Probability State

Increased Reliance on Information Technology and Other Technology	Technology infusion continues at current or faster pace
Public Funding: Operating Budget	Operating budget stays level with rate of inflation - no real growth or decrease
Public Funding: Capital / Investment Budget	Capital / Investment budget stays level with rate of inflation - no real growth or decrease
Private Funding	Over next 10 years, private funding increases significantly (2x+)
Changing Applicant Pool: Diversity	The diversity mix of the applicant pool remains at current levels
Changing Applicant Pool: Academic Competency Levels / Moral Compass	The quality of kindergarten through high school public education declines further ; values base declines
Institutional Focus on Learning	Measured evolution toward active learning / outcome pedagogy
USNA Culture & Traditions	Change in culture / tradition is evolutionary , not revolutionary
Admissions Standards & Practices	USNA maintains current standards and policies regarding admissions
Faculty Competition: Civilian	Able to fill civilian faculty billets
Faculty Competition: Military	Significant difficulty in filling military faculty billets
Alumni Support	Support for operations & planning remains the same
Institutional Focus: Military training vs education	Focus and balance between military training & education remains approximately the same

NOTE: This baseline scenario initially assumes that USNA does nothing in response to these drivers / states. Pursuant planning will consider actions we can take to react or respond to these drivers / states.



Additionally, many of the drivers had alternative states which the Core Planning Team estimated to have a medium probability of occurring (> 20%).

Drivers

Alternative States

Increased Reliance on Information Technology and Other Technology	Technology infusion slows (due to overwhelming US superiority)
Public Funding: Capital / Investment Budget	Real budget decrease less than 10% (before inflation) over the planning horizon
Private Funding	Over next 10 years funding stagnates at current levels
Changing Applicant Pool: Diversity	We lose ground in achieving our diversity goals
Changing Applicant Pool: Academic Competency Levels / Moral Compass	The quality of kindergarten through high school public education remains at the current level; values base declines
Institutional Focus on Learning	No noticeable changes in pedagogy Rapid change toward active learning / outcome pedagogy
Admissions Standards & Practices	Declining applicant pool forces lowering of entrance standards
Faculty Competition: Civilian	USNA has significant difficulty in filling civilian faculty billets
Faculty Competition: Military	USNA is able to fill military faculty billets
Alumni Support	Support on operations & planning increases significantly
Institutional Focus: Military training vs education	Focus moves significantly towards education

- These alternative states represent a collection of possible events, not an integrated scenario.
- The strategic plan addresses the baseline scenario. It was reviewed against these alternative states to understand the impact if one or more of these states were to occur...
 - Would the mix of projects change?
 - Would timing / scope of projects change?



In addition, some of the drivers had alternative states that the Core Planning Team estimated to have a low probability of occurring (< 20%).

Drivers

Low Probability States

Increased Reliance on Information Technology and Other Technology	
Public Funding: Operating Budget	- Real budget decrease greater than 10% (before inflation) - Real budget increase greater than 10% (before inflation) - Significant reduction in budget (20%+)
Public Funding: Capital / Investment Budget	- Real budget increase greater than 10% (before inflation) over planning horizon - Significant reduction in budget (20%+) over planning horizon
Private Funding	Over next 10 years funding decreases significantly
Changing Applicant Pool: Diversity	We meet or exceed our diversity goals
Changing Applicant Pool: Academic Competency Levels / Moral Compass	The quality of kindergarten through high school public education improves ; values base declines
USNA Culture & Traditions	- Major move to more academically focused model - Major move to more military focused model - Move to single national military academy
Admissions Standards & Practices	USNA raises standards to create marketing niche
Alumni Support	Support on operations & planning decreases significantly
Institutional Focus: Military training vs education	Focus moves significantly towards training

- These low probability states represent a collection of possible events, not an integrated scenario.
- These states provide a starting point for contingency planning, which can begin once the basic plan is approved for implementation.



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The strategic planning process reaffirmed the validity of the Naval Academy Mission and the core values it represents. The Mission provides the grounding for the Vision



The United States Naval Academy Mission

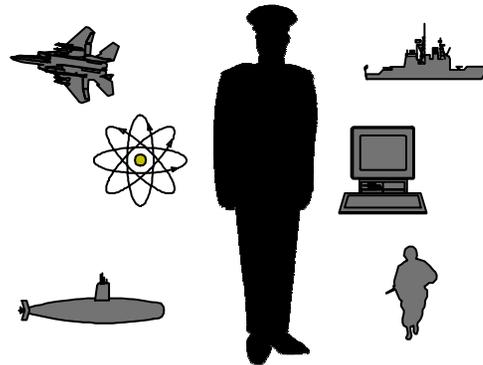
To develop midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities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



The Vision defines what we aspire to accomplish.

Vision

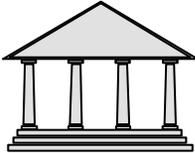
Provide leaders of great character, competence, vision and drive to transform the Navy and Marine Corps and serve the nation in a century of promise and uncertainty.





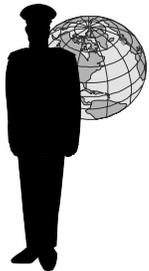
The Strategic Outcomes describe the results we want to produce in the institution and our graduates.

The United States Naval Academy is . . .



The premier institution for developing leaders of the Navy and Marine Corps who demonstrate the moral, mental and physical attributes needed to meet the challenges of combat and make lifetime contributions to the security and well-being of our nation through continued leadership, service and citizenship.

Our Graduates are . . .



- *Prepared to lead in combat*
- *Courageous leaders who take responsibility for their personal and professional decisions and actions*
- *Role models of ethical behavior and moral conduct*
- *Exemplars of academic, technical and tactical competence*
- *Individuals with a passion and commitment to lifelong learning and physical fitness*
- *Highly effective communicators*
- *Leaders who recognize and value individual excellence regardless of cultural and ethnic background*
- *Able to understand and integrate geopolitical complexities in their decision making across the spectrum of military operations*
- *Patriots who epitomize the rich heritage, honor and traditions of the Navy, Marine Corps and our country*



The Strategy to achieve the vision is built around eight institutional focus areas.

Academic Excellence

- Foster an educational environment that supports & encourages midshipman learning & critical thinking
- Employ appropriate teaching methods that address the variety of midshipmen learning styles
- Provide an outstanding civilian and military faculty & the necessary support resources to enable midshipmen to achieve academic success
- Provide a stimulating environment that instills a passion for lifelong learning
- Imbue our midshipmen with the intellectual curiosity & analytical rigor needed to be in the forefront of technological advances & international understanding in a rapidly changing world
- Provide opportunities for our faculty and staff to remain leaders in their respective disciplines & in the latest teaching methods

Admissions Excellence

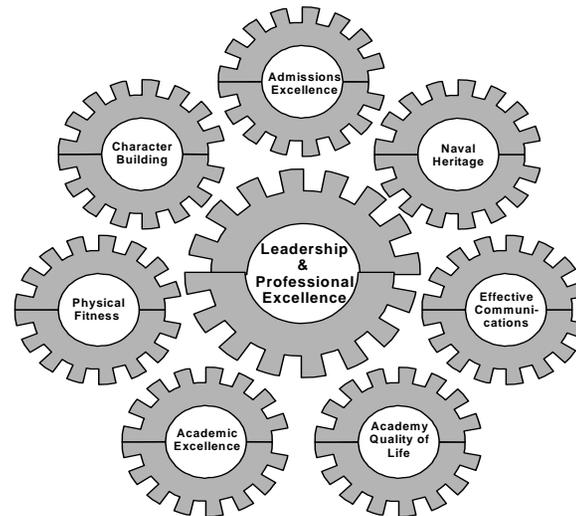
- Attract the best qualified young men and women willing to accept the challenges of the naval services
- Provide a Brigade of Midshipmen that reflects the needs of the Naval Service

Effective Communications

- Provide academic programs & support structures to give midshipmen excellent written & verbal communications skills
- Practice open, honest & respectful communications

Character Building

- Do the "right thing" & promote selfless service
- Ensure moral development & character building permeate the Naval Academy experience
- Inculcate the core values of honor, courage & commitment
- Promote a lifetime commitment to the highest standards of moral & ethical behavior



Leadership & Professional Excellence

- Prepare midshipmen for the opportunities of command & the challenges & realities of combat leadership
- Imbue midshipmen with a profound respect for the Constitution & the importance of the chain of command
- Promote an understanding of and demonstrate a commitment to the highest standards of moral & ethical behavior
- Foster an environment that promotes mutual trust, loyalty and personal accountability in everything we do
- Provide midshipmen with the professional skills necessary to be successful Navy & Marine Corps officers

Physical Fitness

- Provide exemplary programs of athletic competition & physical challenge that foster decisive leadership, teamwork, character and a passion for "winning"
- Promote lifelong physical fitness

Naval Heritage

- Imbue an appreciation of & a respect for the selfless service & excellence that are the heritage of the naval services
- Instill a personal commitment to uphold the traditions & standards of the Navy & Marine Corps

Academy Quality of Life

- Ensure a high quality of life for midshipmen, faculty & staff
- Provide programs & facilities that enrich the cultural, recreational & spiritual experience for the various elements of the Naval Academy community



The Core Planning Team identified eight critical success factors that are essential to achieving the vision.

Critical Success Factors
... and the actions needed to ensure the Strategic Plan
Succeeds
Strong Executive Leadership

- Adequate Funding**
- Prepare "business case" funding requests
 - Make creative use of existing / offsetting funds
 - Target funding campaigns
 - Develop an advocate strategy

- Champion the project at the highest levels
- Assign executive ownership
- Engage others as advocates (BOV, CNO, alumni, etc.)

- Faculty Support**
- Deploy a two-way communications plan
 - Engage faculty as planners, implementers, advisors and workers

Alumni, Parents & Friends Support

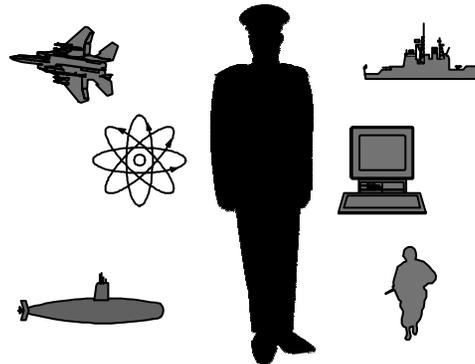
- Build an effective case statement
- Run effective communications & marketing plans / campaigns
- Employ a strategy to engage / cultivate top supporters

Naval / Congressional Support

- Engage the BOV to support the plan
- Use Superintendent presentations to CNO, CMC & SECNAV

Effective Project Management

- Appoint people with skills to manage complex projects
- Assign individual or entity responsible for metrics
- Incorporate continuous improvement / feedback model



Resource Capacity Management

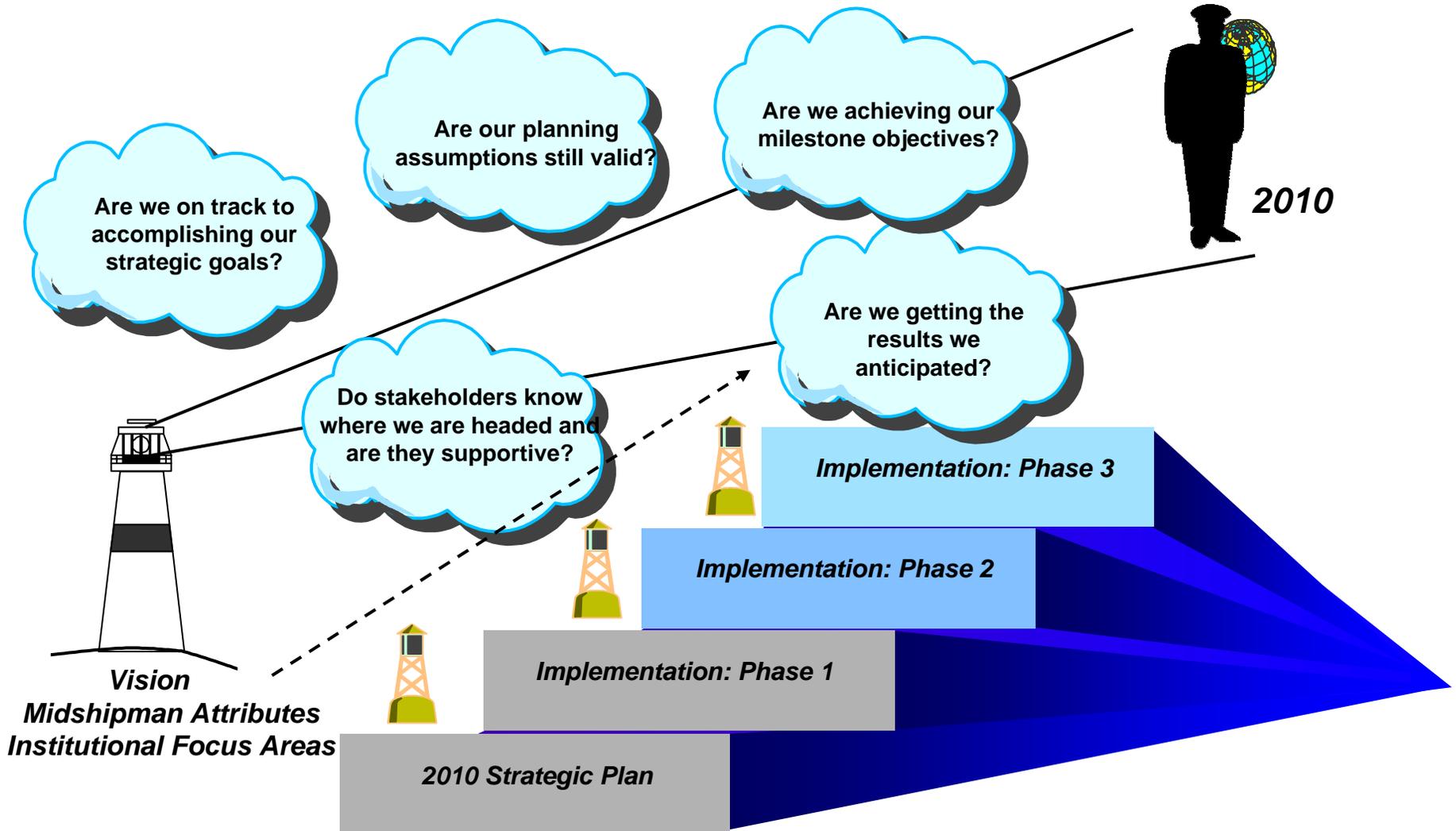
- Include capacity analysis in implementation plan

Effective Communications

- Include mechanism for two-way exchange
- Continue current communications effort (i.e. no break in the momentum)
- Continue to revise & execute the communications plan as needed



In succeeding years, the vision will continue to serve as a guidepost to ensure USNA is on a track to produce highly competent leaders for the Naval Services and the nation.





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Utilizing the strategic Vision and the current state assessment, the Core Planning Team defined the future competencies that will allow USNA to realize its strategic vision.

For the Strategic Vision to succeed, the USNA must be highly effective in...

Admissions Excellence

- Promoting applicant recruiting and marketing excellence
- Providing applicant screening excellence
- Promoting public relations and awareness programs
- Improving admissions feeder programs

Character Building

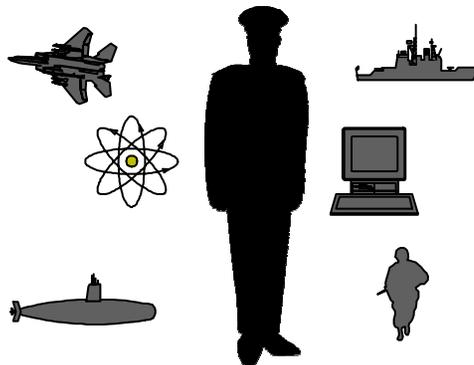
- Develop leaders of character

Leadership & Professional Excellence

- Fostering personal responsibility and accountability
- Developing leadership and professional skills
- Providing a firm understanding/support for the Constitution

Academic Excellence

- Enhancing civilian and military faculty excellence
- Providing a positive learning experience for midshipmen
- Enhancing curriculum excellence
- Inculcating a lifelong learning commitment



Naval Heritage

- Inculcating an awareness of Naval Heritage
- Instilling a strong appreciation for naval service

Effective Communications

- Promoting excellent written and verbal communications

Academy Quality of Life

- Providing a high quality living and working environment
- Providing easily accessible, modern health & recreation facilities
- Ensuring broad opportunities for cultural & spiritual enrichment

Physical Fitness

- Maintaining high physical standards
- Universal participation in athletics
- Providing athletic facilities excellence



Admissions Excellence

COMPETENCY: Promoting applicant recruiting and marketing excellence

COMPETENCY DESCRIPTORS

- Engage in communication and outreach efforts that ensure a sufficiently large, qualified and diverse candidate pool
- Provide a cadre of dedicated, devoted and informed Blue and Gold officers
- Employ an effective state-of-the-art USNA marketing program
- Ensure the availability of a quality campus visit for all qualified candidates
- Maintain effective midshipmen hometown and off-campus recruiting programs to reach and attract more qualified applicants
- Deploy recruiting/outreach efforts that begin with grades 7 through 10



Admissions Excellence

COMPETENCY: Providing applicant screening excellence

COMPETENCY DESCRIPTORS

- Maintain high admissions standards that set us apart
- Conduct a continuing re-evaluation and refinement of admissions criteria and process
- Ensure the relevancy of information obtained during the application process



Admissions Excellence

COMPETENCY: Promoting public relations and awareness programs

COMPETENCY DESCRIPTORS

- Maintain high public awareness of the mission and value of the Naval Academy to our nation
- Coordinate the proactive response to incidents that question Academy policies and actions
- Ensure that prospective applicants and those who influence their higher education decisions are aware of the opportunities and benefits provided by the Naval Academy experience
- Be proactive in providing public access to positive information concerning the Naval Academy and the Brigade of Midshipmen



Admissions Excellence

COMPETENCY: Improving admissions feeder programs

COMPETENCY DESCRIPTORS

- Provide a robust, well-structured and viable pre-admission program at the Naval Academy Preparatory School (NAPS)
- Ensure optimum utilization of NAPs, Naval Academy Foundation Scholarships, and other preparatory programs in meeting admission needs



Character Building

COMPETENCY: Develop Leaders of Character

COMPETENCY DESCRIPTORS

- Ensure a sense of honor permeates the Brigade
- Ensure a professional focus in our ethics and moral development programs
- Effectively integrate ethics and moral development in the leadership and physical education continuum
- Integrate the core values of the naval service into the Naval Academy experience



Leadership / Professional Excellence

COMPETENCY: Developing Leadership & Professional Skills

COMPETENCY DESCRIPTORS

- Develop graduates who have the potential to lead large, complex, technology driven organizations
- Provide all midshipmen with relevant USN/USMC operational experience
- Provide excellent military faculty for classroom duties
- Ensure USNA duty is professionally attractive for military faculty
- Focus the military faculty on their primary instructional duties
- Provide sufficient post-department head / company commander military staff on the Commandant's staff
- Provide state of the art technology for professional education and the development of tactical awareness / operational decisiveness
- Obtain effective feedback regarding our graduates' professional performance to ensure continuous improvement of USNA programs
- Build a love of the sea through an integral sailing and training craft experience



Leadership / Professional Excellence

COMPETENCY: Fostering Personal Responsibility & Accountability

COMPETENCY DESCRIPTORS

- Provide opportunities for midshipmen to demonstrate personal responsibility and accountability for themselves and their subordinates
- Foster a culture of tolerance for honest mistakes made in good faith
- Provide and adhere to clear outcome goals for each class
- Ensure that all graduates meet professional, physical and academic standards



Leadership / Professional Excellence

COMPETENCY: Providing a firm understanding / support for the Constitution

COMPETENCY DESCRIPTORS

- Teach midshipmen the Constitution and its implications for their professional lives



Academic Excellence

COMPETENCY: Enhancing Civilian & Military Faculty Excellence

COMPETENCY DESCRIPTORS

- Provide exceptional methods and assessment of teaching across our curriculum and programs beyond their current levels
- Attract, develop and retain outstanding faculty



Academic Excellence

COMPETENCY: Providing a Positive Learning Experience for Midshipmen

COMPETENCY DESCRIPTORS

- Develop critical thinking skills and instill a passion for lifelong learning
- Provide up to date classrooms and labs that reflect current discipline and innovations
- Provide personal and instructional technology support for all midshipmen, faculty and staff
- Provide an effective academic support system for all midshipmen
- Be receptive to advanced educational innovations that clearly benefit midshipmen, faculty and staff



Academic Excellence

COMPETENCY: Inculcating a Lifelong Learning Commitment

COMPETENCY DESCRIPTORS

- Instill an appreciation for the rewards of lifelong learning for midshipmen, faculty and staff
- Inculcate in midshipmen a sense of responsibility for their educational development
- Instill in midshipmen an understanding of the influence of academic performance at USNA on their future assignments and lifetime success
- Recognize the importance of graduate education to the naval services
- Promote continuing education for all midshipmen, faculty and staff
- Be receptive to lifelong learning innovations that benefit midshipmen, faculty and staff



Academic Excellence

COMPETENCY: Enhancing Curriculum Excellence

COMPETENCY DESCRIPTORS

- Promote the use of timely and comprehensive curriculum reviews to ensure that both degree programs and their courses remain current
- Integrate cross-disciplinary course development into all of our degree programs
- Ensure the appropriate balance between the technical and non-technical dimensions of the curriculum
- Extend educational opportunities to a broader group of our midshipmen



Physical Fitness

COMPETENCY: Maintain High Physical Standards

COMPETENCY DESCRIPTORS

- Instill an appreciation for lifelong physical fitness
- Promote USNA standards that exceed USN/USMC standards
- Promote health, wellness and fitness for all midshipmen, faculty and staff
- Maintain rigorous physical education and athletic programs relevant to the naval services



Physical Fitness

COMPETENCY: Universal Participation in Athletics

COMPETENCY DESCRIPTORS

- Require participation in sports which are physically demanding
- Encourage participation in a variety of sports as a springboard to lifelong physical fitness



Physical Fitness

COMPETENCY: Providing Athletic Facilities Excellence

COMPETENCY DESCRIPTORS

- Ensure safe, state-of-the-art athletic / physical education facilities are available to all midshipmen, faculty and staff
- Maintain midshipmen priority in using athletic facilities
- Provide and maintain athletic venues commensurate with an institution of national stature



Naval Heritage

COMPETENCY: Inculcating an Awareness of Naval Heritage

COMPETENCY DESCRIPTORS

- Ensure naval heritage is integral to the Naval Academy experience for midshipmen, faculty and staff
- Promote the Naval Academy Museum and inspirational / historical landmarks of the Academy as valued resources for naval heritage education



Naval Heritage

COMPETENCY: Instilling a Strong Appreciation for Naval Service

COMPETENCY DESCRIPTORS

- Promote a passion for the naval profession and its heritage
- Instill an aspiration to the honor and privilege of command
- Instill a love of the sea through vibrant sailing and seamanship experiences



Effective Communications

COMPETENCY: Promoting Excellent Written & Verbal Communications Skills

COMPETENCY DESCRIPTORS

- Ensure all graduates are effective communicators
- Administration, faculty and staff insist on excellent oral and written communications skills in all interactions
- Provide opportunities for midshipmen to demonstrate communications skills across the curriculum



Academy Quality of Life

COMPETENCY: Providing a High Quality Living & Working Environment

COMPETENCY DESCRIPTORS

- Ensure availability of quality housing and community support services for military faculty and staff
- Provide a quality working environment for all faculty and staff
- Provide a quality living and studying environment for midshipmen



Academy Quality of Life

COMPETENCY: Providing Easily Accessible, Modern Health & Recreation Facilities

COMPETENCY DESCRIPTORS

- Provide appealing, on-Yard, leisure and recreational facilities for midshipmen
- Ensure availability of quality recreational facilities and services for all assigned personnel
- Provide readily accessible, state-of-the-art medical and dental facilities and services for both midshipmen and assigned active duty military



Academy Quality of Life

COMPETENCY: Ensuring Broad Opportunities for Cultural & Spiritual Enrichment

COMPETENCY DESCRIPTORS

- Provide programs and facilities to support the spiritual enrichment of midshipmen, faculty and staff
- Provide viable and robust creative and fine arts programs



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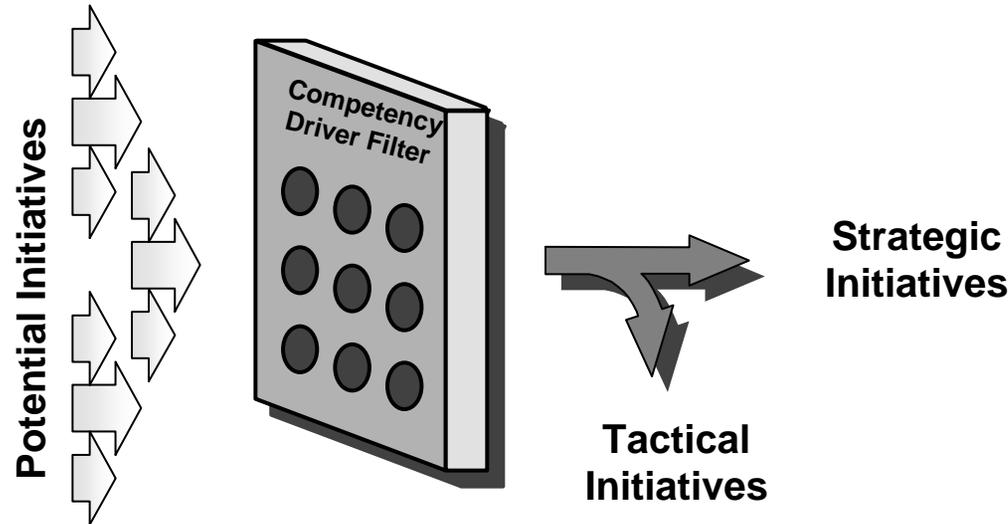


The Core Team created an initial list of 41 potential initiatives that would drive the needed critical competencies.

- Integrate character development into Commandant cost center
- Civilian faculty development
- Midshipmen exchange opportunities
- Rifle/pistol range
- Net-centric operations center & war fighting lab
- Navy YP replacement
- Navy 44 foot Sloop replacement
- Professional competency metrics
- NAPS Enhancements
- Admissions marketing strategies/programs
- Making USNA duty professionally attractive for military faculty & staff
- Transportation node
- On-yard parking
- Military faculty development
- State-of-the-art teaching and learning facilities
- Academic Center
- Library excellence
- Medical presence in Bancroft Hall
- Decision-making & intellectual agility course
- Enhanced academic year aviation indoctrination opportunity
- Oral and written communications excellence
- Mitscher Hall Enrichment
- Assessment of USNA culture on critical thinking and decision-making
- Broaden midshipmen academic opportunities
- Instructional skills & educational resource support
- Graduate feedback system
- Interdisciplinary behavioral sciences major
- Midshipmen activities center
- Facilities excellence program
- Professors/staff at sea
- Academy Museum expansion & renovation
- Leadership Excellence Center
- Expanded Company Officer LEAD Masters program
- Athletic facilities excellence
- NEX/Commissary replacement
- Increase seniority in Commandant's cost center
- State-of-the-art Navy-Marine Corps Stadium
- Replace Halsey Field House
- Increase athletic trainers and support staff
- Health & wellness program
- Knowledge Engineer the Naval Academy



The Core Team and Core Advisory Team scored and reviewed these initiatives in relation to Focus Areas / Competencies and stakeholder interests to select the set of strategic initiatives.



Completeness Review

- Do initiatives substantially achieve competencies?
- Are all focus areas / competencies represented?
- Are key stakeholder interests represented?

Strategic - Significantly alter or affect the Naval Academy over the long term and are essential to achieving the mission and vision.

Tactical/Management - Near term actions required to improve Naval Academy operations and are important to achieving the mission and vision

This analysis and review both strategic and tactical initiatives.



Through a continuing process of re-evaluation, the Core Planning Team centered on 28 strategic initiatives that will move USNA forward towards achieving the 2010 vision.

Strategic Initiatives

- Center for the study of professional military ethics
- Military faculty development
- Civilian faculty development
- Leadership development enhancements
- Integral USNA at-sea experience
- Interdisciplinary studies in behavioral sciences
- Academic Center excellence
- Decision-making and intellectual agility practicum
- Academic facilities rehabilitation
- State-of-the-art teaching and learning facilities
- Library excellence
- Increase seniority in the Commandant's cost center
- Instructional skills and educational support
- Knowledge engineer the Naval Academy
- Expand the company officer Leadership Masters program
- Net-centric operations and war fighting lab
- NAPS enhancements
- Facilities excellence program
- Mitscher Hall enrichment
- Broaden midshipmen academic opportunities
- Admissions marketing strategies / programs
- Health and wellness program
- Renovate / replace Halsey Field House
- Athletic facilities excellence
- Academy Museum expansion and renovation
- Midshipmen activities center
- Medical presence in Bancroft Hall
- Oral and written communications excellence



Strategic Initiative: Center for Study of Professional Military Ethics

Enhance the ethical development of current and future leaders at the Naval Academy, the Navy, Marine Corps, Department of Defense and beyond.

Initiative Description:

- Supports the activities/programs of the Ethics Center established by the Secretary of the Navy in 1998
- Provides relevant and innovative programs to enhance the midshipmen's ability to deal with ethical issues they may encounter as Navy and Marine Corps officers
- Programs include case studies and other curriculum materials, seminars, conferences, lecture series, the Ethics Essay Prize, Ethics for the Junior Officer, faculty development workshops, "Ethics at the Movies," a resident fellows program and sponsored research in the field of ethics

Expected Outcome/Benefit:

- Enrich the intellectual life of USNA in the field of ethics
- Enhance the teaching of ethics throughout the military education and training systems
- Conduct executive and other outreach programs in ethics, which will link the Naval Academy's work in this field to government service, academia, and the private sector



Strategic Initiative: Military Faculty Development

Attract the best officers to apply for duty at the Naval Academy and prepare them to be highly effective teachers at semester's start.

Initiative Description:

- Incentive Program
 - Develop an awareness program that includes:
 - Advertising the challenges and opportunities of teaching at USNA
 - Statutory and administrative board precepts that address the nomination process and significance of duty at USNA
 - Assurances to career officers that USNA duty is viewed favorably for promotion and follow-on assignments
 - Attractive tuition assistance for career officer graduate education while at USNA
 - Faculty Qualification Program
 - Improve military faculty teaching competency by:
 - Supporting the Navy's ongoing graduate education program
 - Encouraging the Chief of Naval Personnel to order in replacement officers to arrive in June / October to allow instructor preparation prior to the beginning of the academic semester
 - Employing USNA and department resources to formally train newly arriving military officers to become effective instructors
 - Instituting 3 year military faculty tour assignments to facilitate greater teaching experience and continuity in the classroom
- Encourage DON to establish a junior officer selection board focused on early identification and education of future military faculty* *Addition*

Expected Outcome/Benefit:

- Ensure the most competent officers are assigned to teach at USNA
- Improve the quality of military faculty instruction and the educational environment
- Maximize the benefit of a USNA tour for our military faculty



Strategic Initiative: Civilian Faculty Development

Improve the scholarship and teaching skills of our civilian faculty and continue to attract the highest quality new faculty.

Initiative Description:

- Faculty Skills Development
 - Provide development funds for faculty to:
 - Improve their teaching skills and teaching methods
 - Introduce new technologies to their courses
 - Remain current in their discipline
 - Skills development programs will include:
 - Sabbatical leave
 - Participation at professional meetings, conferences, workshops and short courses
- Funded Faculty Chairs
 - Faculty chairs make significant teaching contributions to our midshipmen by:
 - Renewing faculty expertise
 - Enhancing the reputation / credentials of the department when hiring faculty
 - Providing relief for permanent faculty to rotate on sabbatical leave
 - Begin with one chair per Division; eventually expand to one per Department
- Research Opportunities
 - Aggressively pursue faculty and midshipmen research opportunities
 - Build on current programs underway by the Academic Dean
 - Augment research through joint ventures with private industry and collaborations with other institutions.
- Civilian Faculty Hiring and Compensation
 - Ensure the total civilian faculty compensation plan is competitive with peer institutions
 - Evaluate the effectiveness of the current promotion and tenure system and the appropriate role/quality control adjunct faculty in meeting the mission of the USNA* *Addition*

Expected Outcome/Benefit:

- Improved teaching and learning environment for midshipmen
- Ability to attract and retain the best faculty



Strategic Initiative: Leadership Development Enhancements

Improve midshipmen leadership skills through better integration of leadership concepts and principles in the curriculum.

Initiative Description:

- Combines several existing efforts with new programs to further improve leadership teaching and learning in and out of the classroom
 - Leadership Education
 - Establish endowed Leadership Development Chair to lead curriculum development, and teach
 - Develop and update leadership case studies
 - Establish and coordinate an inspiring classroom guest speaker series
 - Establish funded Visiting Leadership Fellows who will bring mature leadership experience to the classroom
 - Leadership Programs
 - Continue the highly successful Class of '38 Leaders' Forum
 - Coordinate the annual Class of '64 Ethics Dinner
 - Manage the Class of '38 Leadership Library and Class of '36 "Great Leaders Biography Wall"
 - Conduct an annual Naval Leadership Conference
 - Leadership Support
 - Provide foundation for midshipmen's personal leadership library
 - Fully endow the Distinguished Leadership Chair
 - Fully endow the Distinguished Chair in Ethics
 - Conduct summer leadership instructor training

Expected Outcome/Benefit:

- Improve leadership development and education
- Enhance USNA's position as a national resource for the study of leadership
- Provide midshipmen a broader opportunity to engage proven leaders
- Allow leadership and ethics faculty to focus more on teaching and scholarship



Strategic Initiative: Integral USNA At-Sea Experience

Foster midshipmen's love of the sea and the naval service, and develop their basic seamanship skills.

Initiative Description:

- Provide the needed facilities and craft for a vibrant and dynamic at-sea training experience integral to USNA.
 - Repair and expand the Robert Crown Sailing Center to provide upgraded locker rooms for both men and women and expanded training, storage and repair facilities
 - Complete a phased / total replacement of 20 Navy 44 foot sailing craft plus the acquisition of 4 additional craft (24 total)
 - Replace 18 Yard Patrol Craft with new vessels equipped with systems that allow at-sea warfare tactical training in addition to traditional seamanship and navigation

Expected Outcome/Benefit:

- Provide improved seamanship / sailing craft for enhancing small unit leadership
- Promote character building through meeting the challenges of the sea
- Provide opportunities to instill in midshipmen the heritage of the naval service
- Enhance essential training capabilities
- Reduce maintenance costs of aging fleet



Strategic Initiative: Interdisciplinary Studies in Behavioral Sciences

Create a military behavioral science minor that emphasizes foundations in leadership.

Initiative Description:

- The behavioral science minor will emphasize:
 - The foundations of leadership in the behavioral sciences
 - The philosophical basis of ethical leadership
 - The challenges of affecting change in large and complex organizations
 - Ethical decision-making under stress
 - Leading in multicultural and multinational environments
 - An understanding of human factors in an increasingly net-centric world

Expected Outcome/Benefit:

- Expand the study of human behavior in the USNA curriculum
- Elevate the Naval Academy's behavioral science and leadership programs to a stature on par with peer institutions
- Enhance the Naval Academy's stature as a national resource for leadership development



Strategic Initiative: Academic Center Excellence

Improve the academic performance and intellectual growth of all midshipmen.

Initiative Description

- Assess the current and future academic support needs of all midshipmen
- Expand and locate the Academic Center to support the needs of midshipmen of all abilities
- Potential areas of concentration in the Center include:
 - Time management
 - Exam preparation
 - Material retention
 - Tutoring
 - Study skills
 - Note taking
 - Learning techniques
 - Other appropriate skills
- Organize and staff the Academic Center to offer distributed on-line help throughout the day. This would include study hours, Sunday evening and limited weekend support
- Coordinate the activities and daily schedule of the Academic Center with other learning facilities such as Library bibliographic instruction rooms, writing labs, and math labs

Expected Outcome/Benefit:

- Instill lifelong learning skills
- Improve learning and educational opportunities for all midshipmen
- Improve retention rates



Strategic Initiative: Decision Making / Mental Agility Practicum

Improve the decision-making skills of all midshipmen through classroom instruction and practical lab experiences.

Initiative Description:

- Create a training practicum with a practical professional focus on decision-making and mental agility
- Include a combination of theoretical classroom training, computer simulations and an outdoor venue (envisioned at North Severn) that incorporates field experience
 - Scope and timing of the practicum to be determined

Expected Outcome/Benefit:

- Addresses the "imbalance between critical thinking and rapid recall"
 - Improves decision-making skills focused specifically on practical application to naval and military operations
 - Develops intellectual agility and rapid decision-making skills needed for success in future operations
 - Provides application for Rules-of-Engagement



Strategic Initiative: Academic Facilities Rehabilitation

Maintain the facilities master plan to ensure USNA's academic facilities are modernized to support an evolving curriculum.

Initiative Description:

- Modernize academic facilities commensurate with the needs of the curriculum and our national stature
- Maintain the current schedule and scope of the master plan
 - Provide an ongoing integration of the findings from prototype classroom and laboratory analysis into USNA's renovation and rehabilitation designs and construction

Expected Outcome/Benefit:

- Enhance the faculty's ability to teach with the latest pedagogy in facilities that support these innovative methods
- Improve the learning of our midshipmen
- Help attract the best faculty and midshipmen candidates



Strategic Initiative: State-of-the-Art Teaching & Learning Facilities

Create prototype, leading-edge classroom & lab facilities and demonstrate their ability to effectively deliver teaching & learning concepts across the Yard.

Initiative Description:

- Create a prototype 'classroom and laboratory of the future' in support of the USNA academic renovation and rehabilitation initiative
 - This is a prototype project that investigates the appropriate use of information technology to support pedagogical models
 - The prototype laboratory architecture and configuration design will complement and be a natural extension of the classroom
 - Modern technology enriched classrooms and laboratories will be scaleable for use by few or many students and configured to support a variety of teaching methods and learning techniques
 - Classrooms and laboratories will be populated with technologies capable of migrating into the future without major renovation
- This project will support classroom and laboratory requirements for all Divisions as the USNA academic facilities rehabilitation effort progresses

Expected Outcome/Benefit:

- Enhance teaching and learning environment
- Integrate IT into teaching and learning models / facilities
- Provide less expensive and more functional laboratories



Strategic Initiative: Library Excellence

Enhance library resources / facilities to a level that is consistent with the growing needs of faculty and midshipmen and the technological advances of the 21st century.

Initiative Description

- Provide library materials (journals, books, monographs) and information resources appropriate for the academic programs offered at the Naval Academy
- Replace the library's INNOPAC System, including all media bases and network distribution equipment, with the System's next generation equivalent
- Enhance two Bibliographic Instruction Rooms
- Add interactive response classroom technologies such as Class-Talk, video conferencing and distance learning capabilities, and appropriate ergonomically designed furniture
- Provide online library access for Naval Academy Preparatory School (NAPS)

Expected Outcome/Benefit:

- Provide academic support for all programs as required by all midshipmen and faculty
- Provide on-line instant access to library material
- Provide local bibliographic instruction



Strategic Initiative: Increase Experience in the Commandant's Cost Center

Improve the experience & leadership base of officers in the Commandant's cost center.

Initiative Description:

- Provide Commandant's staff and Professional Development faculty with more experienced officers with a command perspective (post department head/company commander)
- Upgrade 30 Company Officer billets from 0-3 post-division officer to 0-3/0-4 post-department head/company command
- Upgrade 15 SeaNav and 5 LEL instructor billets from 0-3 post-division officer to 0-3/0-4 post department head/company command
- Upgrade 2 SeaNav billets from 0-4 to post-XO 0-4/0-5

Expected Outcome/Benefit:

- Increase the breadth and depth of leadership experience in Bancroft Hall
- Improve the quality of instruction in professional courses
- Increase the number of career officer role models for midshipmen



Strategic Initiative: Instructional Skills and Educational Support

Enhance the effectiveness of USNA's educational support functions by redefining the role of the Educational Resource Center.

Initiative Description

- Review the scope and structure of the Educational Resource Center's (ERC) contract
- Redefine how the ERC can best support the Academy in faculty technical skill development, midshipmen initiatives, courseware and classroom development, etc.
- Ensure the ERC has the skills and capability to provide support for electronic classrooms, faculty development skills, and video teleconferencing
- Develop NADN's video channel capability to support ERC's broadcast television equipment
- Develop ERC skills to instruct faculty on its use and help the faculty develop courseware
- Decide whether the ERC should be a contracted activity or a most efficient organization staffed with full time equivalent government employees
- Complete an asset inventory. Phase out old equipment. Acquire new equipment
- This project affects other strategic plan projects -- e.g., faculty development, Academic Center

Expected Outcome/Benefit:

- Enhance teaching and learning environment for midshipmen and faculty
- Improve support for faculty teaching



Strategic Initiative: Expand Company Officer's Leadership Masters Program

Increase participation in the leadership masters program.

Initiative Description:

- Expand the Leadership Development Masters Program to include incoming leadership instructors

Expected Outcome/Benefit:

- Enhance the attractiveness of USNA duty by providing additional opportunities for advanced degrees
- Foster an atmosphere of professional and intellectual growth
- Demonstrate a commitment to graduate education and lifelong learning
- Provide a common foundation for leadership instruction (Luce Hall) and the practice of leadership (Bancroft Hall/Athletic Fields/ECA/professional training/ etc.)
- Improve the quality of leadership instruction



Strategic Initiative: Net-Centric Operations Center and War Fighting Laboratory

Create an operations center / lab to improve midshipmen professional training through the introduction and simulation of advanced warfare concepts.

Initiative Description:

- Create a net-centric operations center / war-fighting laboratory to support learning and experimenting with the concepts of net-centric warfare, operational maneuver from the sea (OMFTS), information management and information warfare
- Scalable, configurable and networked with NWC, NWDC, MCCDC and other activities involved in operational concepts development
- Core courses in Tactics and Strategy, Warfare Capstone and Leadership will use the operations center
- Envisioned as located in Luce Hall Planetarium (retain planetarium function)

Expected Outcome/Benefit:

- Enhance the understanding of warfare at both operational and tactical levels through war-gaming, scenario based teaching and experimentation
- Contribute to the study of naval leadership, tactical warfare understanding and decision-making in an information-intensive environment
- Provide USNA with an advanced learning capability required to teach emerging operational concepts
- Provide a venue for military faculty and staff presentations of current and future naval and joint operations to promote professional currency and faculty development
- Support the study of information technology and leadership across the curriculum



Strategic Initiative: Naval Academy Preparatory School Enhancements

Develop a master plan to improve the quality of the NAPS program and meet the needs of incoming USNA candidates.

Initiative Description:

- Develop and implement a comprehensive Master Plan for NAPS
- Conduct a comprehensive review of the academic program to include:
 - Curriculum
 - Faculty staffing
 - Library resources
 - Information technology requirements
- Assess the funding requirement for facility improvements needed to accomplish the NAPS mission and maintain quality of life

Expected Outcome/Benefit:

- Ensure facilities and academic / athletic programs are of the highest quality
- Enhance the academic preparation of midshipmen candidates



Strategic Initiative: Facilities Excellence Program

Assess the level of funding needed for facilities maintenance (MRP) to ensure that coverage at Navy's average of current plant value is adequate.

Initiative Description:

- Develop a comprehensive plan for facilities maintenance; including planned preventive maintenance, cyclical repairs and phased maintenance for major repairs, upgrades and rehabilitations
- Obtain Department of the Navy funding to support the plan consistent with DON average percentage of current plant value

Expected Outcome/Benefit:

- Extend the useful life of our buildings and utility distribution systems
- Enhance the support of all mission functions by maintaining quality work / living / learning environments, free of leaking roofs and piping, damaged materials, malfunctioning mechanical and equipment systems, etc.
- Reduce the need for more costly emergency maintenance



Strategic Initiative: Mitscher Hall Enrichment

Expand and revitalize the Mitscher facility to support the spiritual and cultural enrichment of midshipmen.

Initiative Description:

- Design and construct an addition to Mitscher Hall to include:
 - Jewish Chapel
 - Learning center and media center that will be focused on Judaic studies
 - Social gathering venues that will enrich the spiritual and cultural experience of midshipmen
- Project includes an endowment to ensure life cycle maintenance of the new facility

Expected Outcome/Benefit:

- Revitalize Mitscher Hall as an important part of the Bancroft Hall complex
- Spiritual and cultural enrichment of midshipmen
- Increase appreciation and awareness of cultural and religious diversity



Strategic Initiative: Broaden Midshipmen Academic Opportunities

Provide midshipmen with expanded opportunities to obtain advanced degrees.

Initiative Description:

- Challenge midshipmen who have outstanding academic records and growth potential
 - Example: increase the number of IGEP / VGEP opportunities at local universities
 - Target midshipmen who traditionally have lengthy TAD periods prior to fleet assignment
- Investigate consolidating the management of all graduate education programs through the new Academic Center
 - Assess the effectiveness of existing academic enrichment programs and reallocate funding where appropriate

Expected Outcome/Benefit:

- More Naval Academy graduates will receive masters' degrees within the first six months of commissioned service
- Increases the pool of junior officers to fill teaching positions at USNA following their initial operational tours
- Reduces the burden on junior and middle grade officers who pursue a graduate degree at the expense of completing professional development requirements
- Increases the potential for the Navy and Marine Corps to profit from earlier and more payback tours
- Provides officers with a better understanding of an increasingly complex operating environment



Strategic Initiative: Admissions Marketing Strategies / Programs

Develop and implement marketing programs to attract additional high quality applicants and promote the USNA.

Initiative Description:

- Develop and implement a professional marketing plan and strategy using a top flight marketing firm with specialized experience in marketing colleges / universities
- Expand outreach programs to increase interest in and knowledge of USNA to include:
 - Additional field offices
 - Utilization of recent graduates to volunteer as recruiters/counselors
 - Expansion of the “hometown recruiting” program for Midshipmen
 - Expansion of the Summer Seminar program with more sessions (e.g. with promising 8th graders)
 - Quality on-campus visits for all qualified candidates
 - Expansion of the Blue and Gold Officer training program
 - Linkage with Navy Recruiting Command
 - Expansion of Alumni Association involvement in marketing USNA
- Establish a long range program focused on contacting, tracking and preparing potential applicants from middle to high school levels

Expected Outcome/Benefit:

- Enhance public awareness of USNA, its mission and its value to the nation
- Increase number of qualified applicants
- Improve diversity within the Brigade
- More realistic expectations / understanding of USNA culture / commitment by candidates
- Improve understanding of USNA opportunities and entrance requirements for potential applicants from middle to high school levels



Strategic Initiative: Health and Wellness Program

Provide midshipmen with comprehensive programs that promote lifelong health, nutrition and general physical and emotional wellness.

Initiative Description:

- Combine the efforts of dietitians, psychologists, athletic trainers and counselors in educating midshipmen, faculty and staff on health and wellness issues such as substance abuse, tobacco usage, physical development, use of dietary supplements, weight control, eating disorders and the value of a proper diet.
 - The near-term phase will realign the existing Midshipmen Counseling Center to broaden its scope and include the transfer of the staff dietitian to this organization.
 - The near-term phase will include the assignment of two additional full-time and one part-time staff
 - The mid-term phase will establish a permanent location to support and house this realigned activity, located potentially in either Mitscher Hall (with its renovation) or with the new medical presence in Bancroft Hall (as part of sixth wing renovation)

Expected Outcome/Benefit:

- Greater appreciation for the importance of lifelong health and fitness among midshipmen, faculty and staff
- Increase the focus on prevention rather than treatment
- Prepare midshipmen to take a leadership role in promoting healthy living at their future commands
- Provide early detection and treatment of performance inhibitors such as eating disorders, alcohol misuse and weight problems



Strategic Initiative: Renovate / Replace Halsey Field House

Renovate / replace Halsey Field House to promote a more modern, safe and varied physical fitness environment for the mixed gender Brigade.

Initiative Description:

- Renovate or replace Halsey Field House with a state-of-the-art facility capable of meeting the needs of the Naval Academy physical mission
 - Design will incorporate an indoor track, basketball courts, international squash courts and may include indoor tennis courts and a parking garage

Expected Outcome/Benefit:

- Provide a modern, state-of-the-art facility which will accommodate a wide variety of athletic activities and will correct current deficiencies related to structural deterioration, poor ventilation, inadequate office and locker space and outdated equipment
- Enhance the physical education curriculum
- Improve USNA's ability to attract top midshipmen candidates



Strategic Initiative: Athletic Facilities Excellence

Improve and expand the availability of athletic facilities to support midshipmen athletic participation and personal / professional fitness goals.

Initiative Description:

- Construct athletic facilities to promote physical education and athletic excellence.
 - Projects include:
 - Men's and Women's Varsity Soccer Facility
 - Upgraded tennis center
 - Instructional Pool adjacent to Lejeune Hall
 - Removable bubble over the artificial turf field
 - Artificial turf field adjacent to 7th wing (when reclaimed from renovation contract re-use)
 - Indoor tennis facility
 - Athletic fields at Naval Station and Greenbury Point
 - Navy - Marine Corps Memorial Stadium

Expected Outcome/Benefit:

- Increase ability to attract top midshipmen candidates
- Improve all-weather availability of athletic practice facilities
- Reduce heavy usage of existing athletic fields allowing for improved field maintenance/re-growth
- Provide athletic venues commensurate with an institution of national stature



Strategic Initiative: Academy Museum Expansion & Renovation

In conjunction with the Museum Master Plan, improve the quality of the Museum's holdings and directly enhance the teaching and learning environment of USNA

Initiative Description:

- Embark upon a significant expansion and renovation of the Naval Academy Museum in Preble Hall (as envisioned in the Museum Master Plan) to create a state-of-the-art museum that enhances classroom instruction in all disciplines, and which contributes to the professional and intellectual development of the midshipmen.
 - Part of the renovation will focus on creating interactive work stations where midshipmen can access manuscript and photographic collections from CD-ROMs and the Internet
 - Create an oral history archive that draws upon the experiences of USNA graduates to be used by midshipmen, scholars, scientists and other interested alumni, visitors and staff
 - Create the facilities that will enable the Museum to support conferences, colloquia, seminars and social venues which contribute to the mission and reputation of the Academy
 - Insure the development of a museum that will encourage midshipmen, alumni, faculty and staff to utilize the museum as a center that epitomizes the rich heritage of the United States Navy and Marine Corps

Expected Outcome/Benefit:

- Create a stimulating hands-on environment for midshipmen, faculty, staff, alumni and visitors, and an attractive and convenient venue for social gatherings



Strategic Initiative: Midshipmen Activities Center

Provide recreational and leisure facilities for the Brigade to replace a variety of equivalent facilities that are no longer available.

Initiative Description:

- Provide recreational and leisure facilities for midshipmen and their guests
 - Replace several recreation facilities that have been lost to building renovation and academic and administrative space reallocations
 - Include in either the renovation of Dahlgren Hall or as part of another initiative. If Dahlgren Hall is used, the modifications will not affect the playing of hockey or current restaurant facilities.

Expected Outcome/Benefit:

- Provide midshipmen with a much-needed facility where they can relax, meet and entertain guests, and access various services and activities (e.g. snack bar, study / meeting rooms, coffee bar, etc.)
- Provide midshipmen recreational / leisure venues that no longer exist or have become prohibitively expensive off the Yard



Strategic Initiative: Medical Presence in Bancroft Hall

Establish a satellite clinic in Bancroft Hall to significantly improve the health and safety of the midshipmen.

Initiative Description:

- Establish a satellite medical clinic in Bancroft Hall that includes:
 - A pharmacy branch and access to a medical information system and midshipmen medical records
 - A sports medicine facility (relocated from Hospital Point) with orthopedics, physical therapy, podiatry, a sports medicine physician and athletic trainers
 - Increased staffing to include physicians, nurses, general duty corpsmen, pharmacy and laboratory technicians
 - Provide basic medical observation service and a temporary ward for midshipmen not requiring hospitalization. Additional staffing and equipment will meet Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standards

Expected Outcome/Benefit:

- Reduce midshipmen absence from training / academic programs through increased access to primary / emergency medical services
- Provide transition health care for midshipmen unable to return to their room in Bancroft Hall after hospitalization or emergency care



Strategic Initiative: Oral & Written Communications Excellence

Develop a communications program that provides every midshipman with the opportunity to enhance writing and gain public speaking experience..

Initiative Description:

- Develop a public speaking program for midshipmen
 - Investigate the optimal format and time for a formal course or seminar (e.g. during the semester, summer or intersessional)
- Program concentrates on a range of public speaking requirements / opportunities for junior officers from briefings to formal professional and social presentations
 - The program covers meals and honoraria for guests and funds the staff time needed to coordinate these events
- Continue “Writing Across the Curriculum” initiative moving forward

Expected Outcome/Benefit:

- Improve midshipmen communications skills
- Develop more professional and confident public speakers and leaders



Strategic Initiative: Knowledge Engineer the Naval Academy

Create a smart ERP - knowledge engineered computing environment accessible to all users, offering standard hardware and software suites, real time access to their data, and excellent service.

Initiative Description

- Knowledge engineer the Naval Academy and North Severn enterprise, including all tenant commands and reimbursable customers. Knowledge engineering:
 - Includes seamless integration of all information technologies
 - Provides technology products and tools to all users for teaching, research, management, decision making, and communicating
 - Engineers structured data into processed and accurate information
 - Ensures complexity of technology is transparent to the user
 - Provides a scalable environment productive for all skill levels
- Emphasize implementation of smart enterprise resource planning (ERP) systems, distributed over a reliable high speed data network, accessible by all users using a standardized Naval Academy Intranet.
- Organize and staff IT as necessary

Expected Outcome/Benefit:

- Improve midshipmen, faculty, and staff productivity
- Compatible with latest Naval Service technology initiatives
- Improve learning and educational opportunities for all midshipmen
- Postures Naval Academy for future information technology migrations emphasizing optimum performance at minimum cost



The Core Planning Team also identified 13 tactical initiatives that are critical to the success of the strategic plan.

Tactical Initiatives

- Implement Curriculum 21 recommendations
- Assess total physical mission
- Integrate lifelong fitness programs in PE curriculum
- Review infrastructure support organization
- Review expanding faculty and staff excellence awards
- Review the Impact of Strategic Initiatives and Objectives on the Academic Calendar
- Increase midshipmen exchange opportunities
- Improve the safety of athletic programs
- Optimize the synergy of leadership, character development and ethics programs
- Establish midshipmen professional competency metrics
- Assess impact of USNA culture on critical thinking and decision-making
- Improve the quality and availability of small arms
/ live-fire training facilities
- Expand professors / staff operational command Visits
Structuring NAF Activities and other retail and food service operations



Tactical Initiative: Implement Curriculum 21 Recommendations

Finalize any remaining plans for the Curriculum 21 recommendations and begin their implementation.

Initiative Tasks

- Review the planning status of each recommendation contained in Curriculum 21
- Finalize plans to proceed with project recommendations: implement, modify, or reject with justification
- Develop detailed descriptions and plans for each project to be implemented
- Communicate Curriculum 21 recommendation status and implementation project plans to the USNA community

Expected Outcome/Benefit:

- Demonstrate support for the requirements documented by the Curriculum 21 project and reaffirmed by the Strategic Planning project
- Reinforce to faculty and staff that USNA planning projects can and will be implemented rather than shelved

Executive Sponsor: Academic Dean and Provost



Tactical Initiative: Assess the Total Physical Mission

Assess the USNA's physical mission requirements and review the capability of the current facilities to meet those needs.

Initiative Tasks

- Assess the required depth and breadth of the physical mission needs of the Brigade
- Review and document all major physical education and sports facilities and document their role in achieving the physical mission of the USNA
 - Review the balance among the varsity, club, intramural and PE programs
 - Monitor the dynamics of conference affiliations for all varsity sports
- Develop an integrated plan that defines and prioritizes the needed changes in the USNA physical education and sports programs and facilities

Expected Outcome/Benefit:

- Comprehensive definition of USNA's physical education needs
- Documented strengths and weaknesses of all USNA physical mission programs and facilities
- Integrated plan that ties together all USNA physical mission facilities and programs into a clearly defined program of facilities upgrades and program enhancements.
- Optimization of the physical mission facilities

Executive Sponsor: Commandant



Tactical Initiative: Integrate Lifelong Fitness Programs in PE *Develop and integrate lifelong fitness principles, materials and teaching approaches into the PE curriculum.*

Initiative Tasks

- Review the current PE curriculum for existing lifelong fitness principles, materials and teaching approaches
- Review existing fitness research / programs to learn from others
- Revise PE curriculum accordingly

Expected Outcome/Benefit:

- Improved fitness and knowledge of lifelong fitness principles

Executive Sponsor: Commandant



Tactical Initiative: Review Infrastructure Support Organization

Conduct a comprehensive analysis of the support needs and current resources of the USNA infrastructure and develop a plan to make improvements where needed.

Initiative Tasks

- Develop a comprehensive analysis of the required depth and breadth of resources needed to support the USNA infrastructure (physical plant, Information Technology, etc.)
- Review all current infrastructure support programs and resources and document their role in supporting the USNA infrastructure
- Develop an integrated organizational plan that optimizes the resources and organizations to best address the Academy's infrastructure support needs

Expected Outcome/Benefit:

- Comprehensive definition of USNA's infrastructure support needs
- Documented strengths and weaknesses of the current organizations and resources
- Integrated plan that optimizes the organization and resources
- A more efficient and effective infrastructure support organization

Executive Sponsor: Deputy for Management



Tactical Initiative: Review Expanding Faculty and Staff Excellence Awards

Assess the effectiveness of the current faculty and staff award system.

Initiative Tasks

- Review existing faculty and staff awards programs
 - Document the outcomes expected, the eligible participants and the funding provided
- Review the approaches of other institutions to recognizing and rewarding excellent performance
- Develop a plan to enhance the excellence awards program

Expected Outcome/Benefit:

- More effective and credible award system

Executive Sponsor: Deputy for Management



Tactical Initiative: Review the Impact of Strategic Initiatives and Objectives on the Academic Calendar

Assess the impact of Strategic Plan initiatives on the USNA calendar and resolve potential time and resource conflicts.

Initiative Tasks

- Review the current structure of the academic calendar as the strategic initiatives unfold
- Identify potential time / resource conflicts caused by the strategic initiatives
- Take appropriate action to resolve conflicts and enhance productivity

Expected Outcome/Benefit:

- Academic calendar that best matches the current and future program needs of the academy

Executive Sponsor: Commandant



Tactical Initiative: Increase Midshipmen Exchange Opportunities

Expand the number and variety of educational exchange opportunities to broaden the professional and educational experience of the midshipmen.

Initiative Tasks

- Review the current exchange programs
- Research interest and opportunities for expanded exchange experiences
 - e.g. Expanded Cox Fund and foreign military academies
- Assess associated staff requirements to support any expanded programs
- Implement an expanded exchange program

Expected Outcome/Benefit:

- Broaden midshipmen awareness and appreciation of other cultures and foreign militaries

Executive Sponsor: Commandant



Tactical Initiative: Improve the Safety of Athletic Programs

Increase the number of qualified trainers and athletic support staff to improve the safety of the midshipmen as they participate in physical fitness and sports programs.

Initiative Tasks

- Document current trainer and athletic support staff organizations and staffing levels
- Review national “best practices” models for:
 - Ratios of trainers and staff to participants
 - Developing and maintaining the skills of trainers and support staff
 - Funding levels and sources for these programs
- Develop plans to adjust staffing levels to ensure the safety of midshipmen and athletic events attendees

Expected Outcome/Benefit:

- Improved safety for the midshipmen participating in these programs
- Optimal use of athletic facilities

Executive Sponsor: Commandant



Tactical Initiative: Optimize the Synergy of Leadership, Character Development and Ethics Programs

Improve integration of leadership, character development & ethics programs.

Initiative Tasks

- Review the leadership, character development and ethics programs for:
 - Desired goals / outcomes / overlaps of all programs
 - Organizational structure / staffing / programs

Adjust the structure and programs to maximize their effectiveness

Expected Outcome/Benefit:

- Most effective program for the development of midshipmen

Executive Sponsor: Commandant



Tactical Initiative: Establish Midshipmen Leadership and Professional Competency Metrics

Develop metrics to assess the leadership and professional competency of midshipmen and the effectiveness of USNA leadership and professional programs.

Initiative Tasks

- Review any existing or previously used midshipmen leadership and professional competency metrics / programs
 - Document the target metrics and the assessment tools / approaches
- Review other approaches for assessing leadership and professional competencies
- Develop USNA metrics for assessing leadership and professional competencies
- Review and adjust the metrics as necessary

Expected Outcome/Benefit:

- Improved understanding of the competence of our midshipmen
- A feedback mechanism for improving the effectiveness of our programs

Executive Sponsor: Commandant



Tactical Initiative: Assess Impact of USNA Culture on Critical Thinking and Decision-Making

Focus midshipmen time usage on those tasks that will best prepare them for the demands of being junior officers.

Initiative Tasks

- Review the balance between military indoctrination objectives and undergraduate educational requirements
- Review midshipmen time usage to ensure it is being optimized to prepare them as junior officers

Expected Outcome/Benefit:

- Reduce reliance on the “gouge” mentality
- Ensure proper balance between professional and academic development of midshipmen

Executive Sponsor: Commandant



Tactical Initiative: Improve the Quality and Availability of Small Arms / Live-Fire Training Facilities

Improve the current facilities and programs that support these activities.

Initiative Tasks

- Assess the current facilities and resources assigned to these activities
- Review any “best practices” models (USMC, US Army, USMA) for:
 - Safety programs and resources
 - Training programs and resources
 - Facilities size and structure
 - Resource funding / sources
- Develop plans to improve the quality and availability of small arms / live-fire training facilities

Expected Outcome/Benefit:

- Improved quality and availability of these facilities
- Improved safety of these facilities
- Improved small arms skills of the midshipmen

Executive Sponsor: Commandant



Tactical Initiative: Expand Professors / Staff Operational Command Visits

Facilitate more faculty visits to Navy and Marine Corps operational commands to enhance their understanding of the career needs of junior officers.

Initiative Tasks

- Document the existing opportunities for faculty to visit operational commands to increase their personal understanding of the needs of junior officers
- Work with the USN and USMC to develop a program of expanded visit opportunities
- Develop the necessary programs to afford faculty the opportunity to participate (release time, funded summer time, travel funding, etc)
- Document and communicate these opportunities

Expected Outcome/Benefit:

- Expanded professional development opportunities for the faculty
- Better understanding of the naval profession

Executive Sponsor: Academic Dean and Provost



Contents

EXECUTIVE SUMMARY

- I. Introduction / Background
- II. Communications Plan
- III. Current Assessment and USNA Graduate Capabilities
- IV. Strategic Drivers and Future Scenarios
- V. The Future State Vision
- VI. Institutional Competencies
- VII. Initiatives
- VIII. The Implementation Plan**
- IX. Conclusion - Recommendations for Moving Forward



The implementation strategies define how USNA will phase, fund and manage the implementation of the strategic initiatives.

1. Phasing:

Which initiatives should we launch in the first... second... third... phase?
What task, time, resource or other dependencies will impact the phasing?

2. Funding:

What potential funding sources will support these initiatives?
How will we acquire the funding?
How long will it take?

3. Governance, Assessment and Communications

How must we be organized to successfully implement the strategic plan?
How do we ensure that progress is continuously reassessed over time against clearly defined and measurable objectives?
How can we best maintain effective two-way communications on the strategic implementation with key stakeholders?



Initial phasing was based on a mix of criteria.

Early wave Initiatives

- Potential for immediate impact on the mission of the Academy
- Already funded or underway
- Minimal cost
- High value to stakeholders
- Targets a critical need

Other Initiatives

- Future impact on the mission of the Academy
- Planned replacement of assets over time
- Require major / lengthy funding campaigns
- USNA staffing inadequate to include in the first phase



The Core Team identified thirteen initiatives for early focus.

<i>Initiative</i>	<i>Strategic Value - Early Wave Projects</i>
Admissions marketing strategies / programs	Direct impact on maintaining the quality of the brigade New focused marketing / awareness / outreach
Academic Center excellence	Directly aimed at midshipmen academic success Early implementation of midshipmen support programs
Center for Study of Prof. Military Ethics	Focused on understanding / appreciation for ethical decision making Continued support and growth of this strategic center
NAPS enhancements	Critical to USNA long term success; creates alignment with USNA Develop a Master Plan for improvements
Integral USNA at Sea Experience	Focused on fostering love of the sea and seamanship skills Crown Sailing Center expansion
Civilian Faculty development	Key initiative for supporting faculty development Begin funding departmental chairs
State-of-the-art teaching and learning facilities	Supports Curriculum 21 Information Technology initiative Contribute to academic facilities renovation Implement first prototype classroom and lab of the future
Instructional skills and educational support	Improves faculty teaching skills Demonstrates commitment to faculty development Supports Curriculum 21 Information Technology initiative Begins redesign of scope and structure of the ERC
Leadership Development Enhancements	Focus on enhancing leadership curriculum Enriches the teaching of leadership skills for junior officers Begins rollout of new programs that have strong interest
Library excellence	Provide world-class library appropriate for our programs Upgrade and modernize the INNOPAC system Modernize the bibliographic instruction room
Athletic Facilities Excellence	Build a new soccer facility and renovate the tennis center Enhance the stadium infrastructure
Military Faculty Development	Key military faculty initiative Long term fix to critical need for quality military faculty
Knowledge Engineer USNA	Supports all other Strategic initiatives Establishes Naval Academy's competitiveness in the 'Information Age'



The template below was used to define implementation strategies for each of the 13 Early Wave initiatives.

Implementation Strategy Area	Key Questions to be Answered
Executive Sponsor	<ul style="list-style-type: none"> - Who will "own" this initiative from an Executive perspective? - What executive will be responsible to the ESC for the success of these initiatives?
Project Management (to be assigned by the project executive / sponsor)	<ul style="list-style-type: none"> - Who (organization / individual) is best suited to lead this project? - How will project management interface with other management and oversight? - What major sub-projects will this initiative involve? - What time, task or resource dependencies will impact the sequencing of sub-projects on the implementation timeline? - <u>What are the major milestones in the timeline?</u>
Funding	<ul style="list-style-type: none"> - What potential funding sources will support this project? - What is our strategy to acquire the funding?
Communications	<ul style="list-style-type: none"> - Who are the key stakeholder audiences we must communicate with (i.e. can make or break the successful implementation)? - What are the 2 - 5 key messages we want to communicate?
Measurements	<ul style="list-style-type: none"> - What are our key success measures?



Additionally, a set of financial assumptions were established to frame the financial analysis.

Strategic Plan Financial Assumptions

- Budget planning numbers are stated in 1999 dollars. There are no discounted cash flow assumptions.
- Budget amounts for public funding items are incremental to current allocated resources.
- For items that will receive private funding from endowments, the budget numbers shown are for revenue generated by the endowed funds, not for the actual endowed amount.
- Our assumption is that endowed items will require a 20:1 ratio of endowed funds to revenue generated.



Strategic Initiative: Admissions Marketing Strategies / Programs

Develop and implement marketing programs to attract additional high quality applicants and promote the USNA.

Implementation Strategy

Executive Sponsor	Dean of Admissions
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	<ul style="list-style-type: none"> - Seek incremental funding from private sources (Foundation / Alumni) - Target for endowments - Little or no funding delay is anticipated - The biggest cost item is to hire / retain a top flight marketing firm
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Alumni / Foundation, Navy Recruiting Command, Congressional Offices, High School Educators, Blue & Gold Officers, ALINCS (Alumni Leaders in National Communications), NAAA - Key Benefit Statements: <ol style="list-style-type: none"> 1. Enhance public awareness of USNA, its mission and value to the nation 2. Increase number of qualified applicants 3. Improve diversity within the Brigade
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Increase in pool of qualified applicants 2. Improved brigade and active retention



Strategic Initiative: Admissions Marketing Strategies / Programs

Develop and implement marketing programs to attract additional high quality applicants and promote the USNA.

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Develop and Implement the Marketing Plan													
A. Search and hire first class marketing firm													
B. Create the plan													
C. Implement the plan													▶
Private Funding:		0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	3.00
Public Funding:													0.00
2. Expand Outreach Programs													
A. Complete initial program expansion													
B. Establish additional field offices													
Private Funding:	0.05												0.05
Public Funding:													0.00
3. Establish the Long Range Program													
A. Create the plan [subset of task 1B]													
B. Implement long range plan													▶
Private Funding:			0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.23
Public Funding:													0.00
Total Private Funding:	0.05	0.30	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	3.28
Total Public Funding:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Combined Private / Public Funding:	0.05	0.30	0.33	3.28									

Project Phasing / Budget (\$/M)



Strategic Initiative: Academic Center Excellence

Improve the academic performance and intellectual growth of all midshipmen.

Implementation Strategy

Executive Sponsor	Academic Dean and Provost
Project Manager	Academic Center Director
Funding	<ul style="list-style-type: none"> - Blend of public and private funds - Target for endowments - Course release funds for faculty volunteers
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Midshipmen, Faculty, Academic Administration, NAAA, Alumni, - Key Benefit Statements: <ol style="list-style-type: none"> 1. Will improve learning opportunities for all midshipmen 2. Will challenge midshipmen to perform to their maximum academic capabilities 3. Will encourage midshipmen to develop responsibility for their own education 4. Will foster intellectual curiosity, academic maturity, and lifelong independent learning skill
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Improved midshipmen academic performance 2. Reduced attrition due to academic failure 3. Improved professional achievement of graduates



Strategic Initiative: Academic Center Excellence

Improve the academic performance and intellectual growth of all midshipmen.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Complete a Needs Assessment													
	<i>Private Funding:</i>												0.00
	<i>Public Funding:</i>												0.00
2. Plan and Fund the Expansion													
	<i>Private Funding:</i>												0.00
	<i>Public Funding:</i>												0.00
3. Complete the Expansion and Relocation													
A. Expand / Relocate													
B. Implement Staffing Plan													
	<i>Private Funding:</i>	0.08	0.16	0.24	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	2.80
	<i>Public Funding:</i>		0.18	0.23	0.29	0.23	0.23	0.23	0.26	0.29	0.23	0.23	2.40
	<i>Total Private Funding:</i>	0.08	0.16	0.24	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	2.80
	<i>Total Public Funding:</i>	0.00	0.18	0.23	0.29	0.23	0.23	0.23	0.26	0.29	0.23	0.23	2.40
	Combined Private / Public Funding:	0.08	0.34	0.47	0.58	0.52	0.52	0.52	0.55	0.58	0.52	0.52	5.20



Strategic Initiative: Center for Study of Professional Military Ethics
Enhance the ethical development of current and future leaders at the Naval Academy, the Navy, Marine Corps, Department of Defense and beyond.

Implementation Strategy

Executive Sponsor	Director, Ethics Center
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	<ul style="list-style-type: none"> - Primary sources: private funds - Target for endowments - Some public money: 2 military officer billets / expense recovery (not included in budget figures)
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Alumni, DON, DOD, other Ethics Centers - Key Benefit Statements: <ol style="list-style-type: none"> 1. Will enrich the intellectual life of USNA in the field of ethics 2. Will enhance the teaching of ethics at USNA and beyond 3. Will create a strong link between USNA ethics programs and those elsewhere
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Number of requests for Ethics products (e.g. case statements, engagements, participants, participation in programs)



Strategic Initiative: Center for Study of Professional Military Ethics

Enhance the ethical development of current and future leaders at the Naval Academy, the Navy, Marine Corps, Department of Defense and beyond.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Continue Planned Programs													▶
	<i>Private Funding:</i>	0.54	0.59	0.62	0.65	0.69	0.73	0.73	0.73	0.73	0.73	0.73	7.47
	<i>Public Funding:</i>												0.00
2. Launch Resident Fellows Program													
A. Complete planning / identify resources needed													
B. Secure needed funding													
C. Launch the Program													▶
	<i>Private Funding:</i>	0.14	0.14	0.13	0.18	0.17	0.18	0.18	0.18	0.18	0.18	0.18	1.82
	<i>Public Funding:</i>												0.00
3. Rollout Expanded Lecture Series													▶
	<i>Private Funding:</i>	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.44
	<i>Public Funding:</i>												0.00
	<i>Total Private Funding:</i>	1.00	0.77	0.79	0.87	0.90	0.95	0.95	0.95	0.95	0.95	0.95	10.01
	<i>Total Public Funding:</i>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Combined Private / Public Funding:	1.00	0.77	0.79	0.87	0.90	0.95	0.95	0.95	0.95	0.95	0.95	10.01



Strategic Initiative: Naval Academy Preparatory School Enhancements

Improve the quality of the NAPS program to meet the needs of incoming USNA candidates.

Implementation Strategy

Executive Sponsor	Dean of Admissions
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	<ul style="list-style-type: none"> - Public money will support the planning and some implementation - Private money (alumni / foundation) will support program / facility enhancements - Target for endowments - Unable to accurately estimate the implementation cost until the Master Plan is completed
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Alumni, Foundation, High School Educators, Blue & Gold Officers, Fleet / Fleet Marine Force - Key Benefit Statements: <ol style="list-style-type: none"> 1. Will improve the quality of incoming USNA candidates 2. Will promote the diversity of incoming candidates 3. Will increase opportunity / capacity for fleet accessions
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Midshipmen performance at USNA



Strategic Initiative: Naval Academy Preparatory School Enhancements

Improve the quality of the NAPS program to meet the needs of incoming USNA candidates.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Develop and Implement the Master Plan													
A. Develop the Plan													
B. Implement the Plan													▶
	<i>Private Funding:</i>		0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	1.50
	<i>Public Funding:</i>	0.02											0.02
2. Complete Curriculum Modification													
A. Complete curriculum review / define requirements													
B. Implement recommendations (subset of Task 1B)													▶
	<i>Private Funding:</i>												0.00
	<i>Public Funding:</i>												0.00
	<i>Total Private Funding:</i>	0.00	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	1.50
	<i>Total Public Funding:</i>	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02
	Combined Private / Public Funding:	0.02	0.15	1.52									



Strategic Initiative: Integral USNA At-Sea Experience

Foster our midshipmen's love of the sea and the naval service, and develop their basic seamanship skills.

Implementation Strategy

Executive Sponsor	CO Naval Station / DNAS
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	<ul style="list-style-type: none"> - The private funding effort for the Sailing Center is underway - SCN funds will cover procurement of 18 YP's - OPN funds will cover cost of 44' sloops
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Dir Naval Academy Sailing, Director of ProDev, DON, Alumni, Fales Committee, Midshipmen - Key Benefit Statements: <ol style="list-style-type: none"> 1. Will provide enhanced at-sea experience and improve seamanship 2. Promotes character building and awareness of naval heritage 3. Reduce maintenance cost of an aging fleet
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Improved seamanship and navigation skills 2. Success of the sailing program



Strategic Initiative: Integral USNA At-Sea Experience

Foster our midshipmen's love of the sea and the naval service, and develop their basic seamanship skills.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Repair / Expand Robert Crown Sailing Center													
Private Funding:			3.50										3.50
Public Funding:													0.00
2. Replace Existing Yard Patrol Fleet (18)													
Private Funding:													0.00
Public Funding:						10.00	30.00	30.00	30.00	30.00	5.60	5.60	111.20
3. Replace Navy 44' Sloops													
Private Funding:													0.00
Public Funding:					6.00	6.00	6.00						18.00
Total Private Funding:		0.00	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.50
Total Public Funding:		0.00	0.00	0.00	6.00	6.00	16.00	30.00	30.00	30.00	5.60	5.60	129.20
Combined Private / Public Funding:		0.00	3.50	0.00	6.00	6.00	16.00	30.00	30.00	30.00	5.60	5.60	132.70



Strategic Initiative: Civilian Faculty Development

Improve the scholarship and teaching skills of our civilian faculty and continue to attract the highest quality new faculty.

Implementation Strategy

Executive Sponsor	Academic Dean and Provost
Project Manager	Associate Dean for Faculty
Funding	<ul style="list-style-type: none"> - Blend of public and private funds. Private funds will be targeted where there is a demonstrably high “return” in academic excellence on prospective donors’ “investment” (e.g. military and civilian faculty skills development) - Funded chairs include direct and indirect funding from federal agencies sponsoring a chair at USNA
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Academic Administration, Faculty (Senate, Chairs, individual faculty members, potential faculty recruits) - Key Benefit Statements: <ol style="list-style-type: none"> 1. Will improve the teaching and learning environment for midshipmen 2. Will enhance the preparation, currency and caliber of our faculty 3. Will improve our ability to attract and retain the best faculty 4. Will improve educational excellence at USNA
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Faculty acquire/maintain skills to stay at the forefront of their fields 2. USNA attracts funded chairs through outside sponsors 3. Support is stabilized for outstanding NARC and sabbatical applications 4. USNA attracts and retains the best faculty 5. Military acquire/improve skills to be effective teachers



Strategic Initiative: Civilian Faculty Development

Improve the scholarship and teaching skills of our civilian faculty and continue to attract the highest quality new faculty.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Faculty Skills Development													
A. Travel		0.05	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1.90
B. Training		0.05	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1.90
C. Labor \$ support faculty instrcl projects	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	1.10
	Private Funding:	0.20	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	4.90
	Public Funding:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2. Funded Faculty Chairs													
A. Annualized salary @ \$125K per chair													
	Private Funding:	0.38	0.75	1.13	1.50	1.88	1.88	1.88	1.88	1.88	1.88	1.88	16.88
	Public Funding:	0.38	0.75	1.13	1.50	1.88	1.88	1.88	1.88	1.88	1.88	1.88	16.88
3. Expand Research Opportunities													
A. Senior NARC grants @ \$6K each (fully loaded)	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	2.31
B. Funded sabbatical replacements @ \$10.8K/sem		0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	3.56
	Private Funding:	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	5.87
	Public Funding:												0.00
4. Compensation Assessment													
A. Cost of periodic compensation consultant		0.00	0.16	0.00	0.00	0.00	0.00	0.16	0.00	0.00	0.00	0.00	0.32
	Private Funding:												
	Public Funding:	0.00	0.16	0.00	0.00	0.00	0.00	0.16	0.00	0.00	0.00	0.00	0.32
5. Civilian Faculty Recruitment													
A. Advertisement		0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.33
B. Travel		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.22
	Private Funding:												0.00
	Public Funding:	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.55
	Total Private Funding:	1.11	1.58	2.06	2.53	2.91	2.91	2.91	2.91	2.91	2.91	2.91	27.65
	Total Public Funding:	0.43	0.96	1.18	1.55	1.93	1.93	2.09	1.93	1.93	1.93	1.93	17.75
	Combined Private/Public Funding:	1.53	2.54	3.23	4.08	4.83	4.83	4.99	4.83	4.82	4.83	4.83	45.39



Strategic Initiative: State-of-the-Art Teaching & Learning Facilities

Create prototype, leading-edge classroom & lab facilities and demonstrate their ability to effectively deliver teaching & learning concepts across the Yard.

Implementation Strategy

Executive Sponsor	Academic Dean and Provost
Project Manager	Rae Jean B. Goodman The project will involve working with each Division Classroom/Renovation committee to select specific site and exact specification on T&L facility. Sub projects could involve continued travel and research on facilities at other academic institutions, specific teaching technologies, etc.
Funding	<ul style="list-style-type: none"> - Blend of public and private funds - Target for endowment
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Navy, Faculty, Alumni, Midshipmen - Key Benefit Statements: <ol style="list-style-type: none"> 1. Enhanced teaching and learning environment 2. Integrate IT into teaching and learning models 3. Less expensive with greater function
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Improved academic performance of midshipmen (i.e. greater understanding of principles and applications) 2. Enhanced research for faculty and midshipmen 3. Greater understanding of capabilities and limitations of instructional technologies



Strategic Initiative: State-of-the-Art Teaching&Learning Facilities

Create prototype, leading-edge classroom and lab facilities and demonstrate their ability to effectively deliver teaching and learning concepts across the Yard.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Develop and Implement the Prototype Classroom													→
A. Complete classroom design													0.00
B. Build and test the classroom		0.08		0.08		0.08		0.08					0.32
C. Implement and integrate support		0.17	0.17	0.17	0.17	0.26	0.26	0.26	0.26	0.26	0.26	0.26	2.47
D. Maintenance			0.01	0.01	0.02	0.02	0.02	0.02	0.03	0.03	0.03	0.03	0.21
Private Funding:		0.06	0.00	0.06	0.00	0.09	0.00	0.09	0.00	0.00	0.00	0.00	0.30
Public Funding:		0.18	0.18	0.19	0.19	0.26	0.28	0.26	0.29	0.29	0.29	0.29	2.68
2. Develop and Implement the Prototype Lab													→
A. Complete laboratory design													0.00
B. Build and test the lab			0.12		0.12		0.12		0.12				0.48
C. Maintenance				0.01	0.01	0.02	0.02	0.04	0.04	0.05	0.05	0.05	0.29
Private Funding:		0.00	0.03	0.00	0.03	0.00	0.03	0.00	0.03	0.00	0.00	0.00	0.12
Public Funding:		0.00	0.09	0.01	0.10	0.02	0.11	0.04	0.12	0.05	0.05	0.05	0.65
Total Private Funding:		0.06	0.03	0.06	0.03	0.09	0.03	0.09	0.03	0.00	0.00	0.00	0.42
Total Public Funding:		0.18	0.27	0.20	0.29	0.28	0.39	0.30	0.41	0.33	0.33	0.33	3.32
Combined Private / Public Funding:		0.25	0.30	0.26	0.32	0.37	0.42	0.39	0.44	0.33	0.33	0.33	3.74



Strategic Initiative: Instructional Skills and Educational Support

Enhance the effectiveness of USNA's educational support functions by redefining the role of the Educational Resource Center.

Implementation Strategy

Executive Sponsor	Academic Dean and Provost
Project Manager	Rae Jean B. Goodman (principal)
Funding	<ul style="list-style-type: none">- Blend of public and private funds- Target for endowments
Communications	<ul style="list-style-type: none">- Key Stakeholders: Faculty, Alumni, Midshipmen and Staff- Key Benefit Statements:<ol style="list-style-type: none">1. Enhanced teaching and learning environment for midshipmen and faculty2. Improved support for faculty teaching
Measurements	<ul style="list-style-type: none">- Key Success Measures:<ol style="list-style-type: none">1. Improved academic performance of midshipmen2. Better teaching, learning and research3. Enhanced quality of faculty and midshipmen presentations4. Enhanced national stature among educational institutions



Strategic Initiative: Instructional Skills and Educational Support

Enhance the effectiveness of USNA's educational support functions by redefining the role of the Educational Resource Center.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Projected Cost of Follow-on Contract													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.00	0.81	0.81	0.81	0.81	0.90	1.09	1.09	1.09	1.09	1.09	9.59
2. T&L Excellence (PR01-07)													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.00	0.07	0.05	0.05	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.51
3. Proposed Classroom Assistance / Maint Contract													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.32	0.32	0.32	0.32	0.32	0.42	0.42	0.42	0.42	0.42	0.42	4.10
Total Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Funding:		0.32	1.20	1.17	1.17	1.17	1.37	1.56	1.56	1.57	1.57	1.57	14.20
Combined Private / Public Funding:		0.32	1.20	1.17	1.17	1.17	1.37	1.56	1.56	1.57	1.57	1.57	14.20



Strategic Initiative: Leadership Development Enhancements

Improve midshipmen leadership skills through better integration of leadership concepts and principles in the curriculum.

Implementation Strategy

Executive Sponsor	Commandant
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	<ul style="list-style-type: none"> - Support entirely from private sources - Target for endowments
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Alumni, Midshipmen, Fleet / Fleet Marine Force, - Key Benefit Statements: <ol style="list-style-type: none"> 1. Improved leadership development and education 2. Recognized as a national resource for leadership studies 3. Midshipmen have a broadened opportunity to engage with proven leaders
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Leadership performance of midshipmen while at USNA and as active duty officers 2. Leadership accomplishments after military service



Strategic Initiative: Leadership Development Enhancements

Improve midshipmen leadership skills through better integration of leadership concepts and principles in the curriculum.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Leadership Education													
A. Leadership Development Chair													▶
B. Leadership Events Coordinator													▶
C. Visiting Leadership Fellows													▶
D. Case Study Development													▶
E. Distinguished Speaker Series													▶
Private Funding:		0.06	0.28	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	2.95
Public Funding:													0.00
2. Leadership Programs (Note 1)													
A. Class of '38 Leaders Forum													▶
B. Class of '64 Ethics Dinner													▶
C. Class of '38 Leadership Library													▶
D. Class '39 Biography Wall													▶
E. Leadership Conference													▶
Private Funding:		0.03	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	1.06
Public Funding:													0.00
3. Leadership Support (Note 2)													
A. Distinguished Leadership Chair													▶
B. Distinguished Chair in Ethics													▶
C. Distinguished Chairs' Secretary													▶
D. Distinguished Chairs' Travel													▶
E. Personal Midshipmen Leadership Library													▶
F. Furniture/Computers													▶
G. Summer Leadership Instruction													▶
Private Funding:		0.40	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	4.31
Public Funding:													0.00
Total Private Funding:		0.49	0.77	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	8.32
Total Public Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Combined Private / Public Funding:		0.49	0.77	0.78	8.32								

Note 1: Items 2 A, B, C, D are presently funded from private donations and this funding stream is to show a continuing requirement across the planning horizon

Note 2: Items 3 A, B, C, D are presently partially funded through private donations and this funding stream represents the total funding requirement across the planning horizon



Strategic Initiative: Library Excellence

Enhance library resources / facilities to a level that is consistent with the growing needs of faculty and midshipmen and the technological advances of the 21st century.

Implementation Strategy

Executive Sponsor	Academic Dean and Provost
Project Manager	Librarian / Associate Dean for Information
Funding	<ul style="list-style-type: none"> - Blend of public and private funds - Target for endowments
Communications	<ul style="list-style-type: none"> - Key Stakeholders: Faculty, Midshipmen, Academic Administration, Alumni - Key Benefit Statements: <ol style="list-style-type: none"> 1. Provides a first class library appropriate for an institution of USNA's stature 2. Enhanced teaching and learning environment for midshipmen, faculty, and other members of the USNA community 3. Improved support for teaching and research 4. Resources (human and material) and facilities comparable to other high-quality undergraduate institutions with national reputations
Measurements	<ul style="list-style-type: none"> - Key Success Measures: <ol style="list-style-type: none"> 1. Enhanced academic performance 2. Better teaching, learning and research 3. Lifelong learning skills 4. Compare with peer institutions



Strategic Initiative: Library Excellence

Enhance library resources / facilities to a level that is consistent with the growing needs of faculty and midshipmen and the technological advances of the 21st century.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Improve Resources / Holdings Quality													
A. Secure needed funding													
B. Acquire holdings													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.70	0.82	0.96	1.11	1.28	1.45	1.65	1.87	2.01	2.36	2.64	16.85
2. Renovation Requirements													
A. Secure needed funding													
B. Purchase space and services													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.00	0.00	0.00	0.56	1.73	0.00	0.00	0.00	0.00	0.00	0.00	2.29
3. Improve Special Collections / Archives													
A. Secure needed funding													
B. Undertake Projects													
Private Funding:		0.05	0.11	0.02	0.02	0.02	0.00	0.00	0.02	0.00	0.00	0.02	0.26
Public Funding:		0.07	0.15	0.08	0.08	0.11	0.06	0.06	0.11	0.06	0.06	0.11	0.95
4. Enhance Information Literacy Program													
A. Secure needed funding													
B. Hire librarian / enhance program													
Private Funding:		0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.66
Public Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Complete / update IT projects													
A. Secure needed funding													
B. Complete/update projects													
Private Funding:		0.09	0.10	0.01	0.01	0.04	0.09	0.08	0.01	0.03	0.04	0.07	0.57
Public Funding:		0.38	0.27	0.16	0.17	0.22	0.42	0.19	0.22	0.21	0.20	0.33	2.77
6. Other Library Projects													
Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Funding:		0.05	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.05	0.00	0.00	0.15
Total Private Funding:		0.20	0.27	0.09	0.09	0.12	0.15	0.14	0.09	0.09	0.10	0.15	1.49
Total Public Funding:		1.20	1.24	1.20	1.92	3.39	1.93	1.90	2.20	2.33	2.62	3.08	23.01
Combined Private / Public Funding:		1.40	1.51	1.29	2.01	3.51	2.08	2.04	2.29	2.42	2.72	3.23	24.50



Strategic Initiative: Athletic Facilities Excellence

Improve and expand the availability of athletic facilities to support midshipmen athletic participation and personal / professional fitness goals.

Implementation Strategy

Executive Sponsor	Athletic Director / Commandant <i>(Lead executive sponsorship depends upon whether the individual project focuses more on Physical Education or varsity athletics)</i>
Project Manager	<i>(to be determined by the Executive Sponsor)</i>
Funding	- These early wave initiatives will be privately funded
Communications	- Key Stakeholders: Alumni, Foundation, NAAA - Key Benefit Statements: <ol style="list-style-type: none"> 1. Increased ability to attract top midshipmen candidates 2. Improved all weather availability of facilities 3. Reduce heavy usage of fields and allow for maintenance / re-growth 4. Provide venues commensurate with an institution of national stature
Measurements	- Key Success Measures: <ol style="list-style-type: none"> 1. Improved quality of facilities 2. Athletic achievement of midshipmen 3. Improved physical performance of midshipmen



Strategic Initiative: Athletic Facilities Excellence

Improve and expand the availability of athletic facilities to support midshipmen athletic participation and personal / professional fitness goals.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Men's and Women's Varsity Soccer Facility													
A. Secure needed funding													
B. Build [design complete]													
Private Funding:			4.00										4.00
Public Funding:													0.00
2. Improve / Renovate the Tennis Center													
A. Secure needed funding													
B. Build [design complete]													
Private Funding:		0.50											0.50
Public Funding:													0.00
3. Bubble Over Rip Miller Field													
A. Secure approvals to move forward													
B. Secure needed funding													
C. Complete upgrade / modernization													
Private Funding:				1.00									1.00
Public Funding:													0.00
4. Navy-Marine Corps Stadium													
A. Complete infrastructure improvements													
Private Funding:			5.00	5.00									10.00
Public Funding:													0.00
Total Private Funding:		0.50	9.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.50
Total Public Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Combined Private / Public Funding:		0.50	9.00	6.00	0.00	15.50							



Strategic Initiative: Military Faculty Development

Attract the best officers to apply for duty at the Naval Academy and prepare them to be highly effective teachers at semester's start.

Implementation Strategy

Executive Sponsor	Academic Dean & Provost
Project Manager	Associate Dean for Faculty
Funding	Blend of public and private funds, as available, will be targeted to support instructor training during the summer for newly reported military faculty members and purchase instructors' training materials
Communications	<ul style="list-style-type: none">- Key Stakeholders: Military faculty, Permanent Military Professors, department chairs/divisions, DepOps, CNPC- Key Benefit Statements:<ol style="list-style-type: none">1. Will ensure the most competent and qualified officers arrive at USNA on time2. Will maximize the benefit of a USNA tour3. Will ensure that all officers are well prepared to meet instructional duties
Measurements	<ul style="list-style-type: none">- Key Success Measures:<ol style="list-style-type: none">1. Military billets are filled with qualified officers2. USNA military faculty are able to acquire and sharpen the skills that they need to be effective classroom instructors



Strategic Initiative: Military Faculty Development

Attract the best officers to apply for duty at the Naval Academy and prepare them to be highly effective teachers at semester's start.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Develop Awareness Program													▶
2. Implement Qualification Program													▶
Private Funding													0.00
Public Funding		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Private Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Combined Private / Public Funding:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Strategic Initiative: Knowledge Engineer the Naval Academy

Create a smart ERP - knowledge engineered computing environment accessible to all users, offering standard hardware and software suites, real time access to their data, and excellent service.

Implementation Strategy

Executive Sponsor Project Manager(s)	<ul style="list-style-type: none">- Deputy for Information Technology- Systems and Operations Branch Head- Information Engineering Branch Head
Funding	<ul style="list-style-type: none">- Public funds as follows:<ul style="list-style-type: none">- Use JSC Investment funds for HW-SW procurement- Use JSB/C funds for licenses, contractor service support and LCM
Communications	<ul style="list-style-type: none">- Key Stakeholders:<ul style="list-style-type: none">- Faculty, Staff, and Midshipmen- Navy (OPNAV - N6)- Key Benefit Statements:<ul style="list-style-type: none">- Naval Academy recognizes importance and value of information technology to education, naval warfare, and business excellence
Measurements	<ul style="list-style-type: none">- Key Success Measures:<ul style="list-style-type: none">- Preparedness of midshipmen to enter the fleet- Improved productivity of all cost centers- Reduced marginal cost of information technology



Strategic Initiative: Knowledge Engineer the Naval Academy

Create a smart ERP - knowledge engineered computing environment accessible to all users, offering standard hardware and software suites, real time access to their data, and excellent service.

Project Phasing / Budget (\$/M)

Major Projects	Fiscal Year:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
1. Identify elements and requirements of the IT plan													
A. Goals-Objectives-Requirements of IT environment													
B. Personnel -Organization - Business Models													
C. Funding													
	<i>Private Funding:</i>												
	<i>Public Funding:</i>												
2. Define and Implement Immediate Projects													
A. Midshipmen Computing Environment				→									
B. Naval Academy Prep School Environment					→								
C. Telecommunications						→							
D. Video Teleconferencing and Distance Learning										→			
E. Software Engineering (ERP)				→									
F. Yard Infrastructure										→			
G. Enterprise Networking (ATM-VLAN)						→							
	<i>Private Funding:</i>												
	<i>Public Funding:</i>												
3. Define Future Projects													
A. Cost Saving Projects													
B. Efficiency Projects													
C. Academic Excellence Projects													
	<i>Private Funding:</i>												
	<i>Public Funding:</i>												
4. Establish Life Cycle Management Requirements													
A. ASDP													
B. WFLP													
	<i>Private Funding:</i>												
	<i>Public Funding:</i>												
	<i>Total Private Funding:</i>												
	<i>Total Public Funding:</i>												
	Combined Private / Public Funding:												



Implementation Timeline: Strategic Initiatives

		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1	Center for the Study of Military Ethics	▲										▶
2	Military Faculty Development	▲▲										▶
3	Civitan Faculty Development	▲	▲▲	▲								▶
4	Leadership development enhancements	▲	▲	▲								▶
5	Integral USNA at-sea experience		▲		▲	▶	▲					▶
6	Interdisciplinary studies in behavioral sciences		▲									▶
7	Academic center excellence	▲	▲	▲								▶
8	Decision-making & intellectual agility practicum	▲										▶
9	Academic facilities rehabilitation	▲										▶
10	State-of-the-art teaching and learning facilities		▲▲									▶
11	Library excellence		▲	▲	▲							▶
12	Increase seniority in Commandant's cost center					▲						▶
13	Instructional skills & educational support	▲▲	▲▲									▶
14	Expand Co. Officer Leadership Masters program	▲										▶
15	Net-centric operations and war fighting lab					▲						▶
16	NAPS enhancements	▲	▲									▶
17	Facilities excellence program	▲										▶
18	Mitscher Hall enrichment			▲	▲							▶
19	Broaden midshipmen academic opportunities					▲						▶
20	Admissions marketing strategies/programs	▲	▲	▲								▶
21	Health and wellness program	▲										▶
22	Renovate / replace Halsey field house						▲					▶
23	Athletic facilities excellence	▲	▲	▲▲	▲	▲	▲		▲	▲		▶
24	Academy museum expansion & renovation	▲										▶
25	Midshipmen activities center					▲	▲					▶
26	Medical presence in Bancroft Hall			▲								▶
27	Oral and written communications excellence	▲										▶
28	Knowledge engineer the Naval Academy	▲▲	▲▲									▶

- 1A Resident Fellows & Lecture Series
- 2A Develop awareness program
- 2B Implement Qualification program
- 3A Faculty skills development
- 3B Funded faculty chairs
- 3C Expand research opportunities
- 3D Hire & Compensation plan
- 4A Leadership Education
- 4B Leadership Program
- 4C Leadership Support

- 5A Robt Crown Sailing Center
- 5B Replace 44' Sloops
- 5C Replace YP's
- 6A Create behavioral science minor
- 7A Needs assessment
- 7B Plan / fund expansion
- 7C Complete expansion / relocation
- 8A Create / implement practicum
- 9A Maintain facilities master plan
- 10A Prototype classroom
- 10B Prototype lab
- 11A IT upgrade / modernization

- 11B Improve holdings quality
- 11C Bibliographic instructions rooms
- 12A Implement seniority plan
- 13A Go / No Go on current contract
- 13B Review ERC scope / structure
- 13C Assess technology requirements
- 13D Implement user support plan
- 14A Implement program expansion
- 15A Build / implement the lab
- 16A Develop / implement master plan
- 16B Modify the curriculum
- 17A Plan / implement MRP program
- 18A Design / construct Mitscher addition

- 19A Build programs / secure funding support
- 19B Implement programs
- 20A Develop & implement the marketing plan
- 20B Expand outreach programs
- 20C Establish long range program
- 21A Staff & implement the program
- 22A Compete construction
- 23A Tennis Center
- 23B Soccer facility
- 23C Bubble over Rip Miller field
- 23D Stadium infrastructure
- 23E Athletic fields
- 23F Instructional pool

- 23G Artificial turf field
- 23H Stadium design / funding campaign
- 23I Stadium construction
- 24A Expand / renovate the museum
- 25A Complete construction
- 25B Complete outfitting / staffing
- 26A Establish & operate
- 27A Develop / implement programs
- 28A Identify requirements
- 28B Identify immediate projects
- 28C Identify future projects
- 28D Establish LCM



Implementation Timeline: Strategic Initiatives (1 - 14)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1 Center for the Study of Professional Military Ethics	A										
2 Military faculty development	A B										
3 Civilian faculty development	A	B C	D								
4 Leadership development enhancements	A	B	C								
5 Integral USNA at-sea experience		A		B		C					
6 Interdisciplinary studies in behavioral sciences		A									
7 Academic center excellence	A	B	C								
8 Decision-making & intellectual agility practicum	A										
9 Academic facilities rehabilitation	A										
10 State-of-the-art teaching & learning facilities		A B									
11 Library excellence		A	B	C							
12 Increase seniority in Commandant's cost center					A						
13 Instructional skills & educational support	A B	C D									
14 Expand Co. Officer Leadership Masters program	A										

1A Resident Fellows & Lecture Series
 2A Develop awareness program
 2B Implement Qualification program
 3A Faculty skills development
 3B Funded faculty chairs
 3C Expand research opportunities
 3D Compensation plan assessment
 4A Leadership Education
 4B Leadership Program
 4C Leadership Support

5A Robt Crown Sailing Center
 5B Replace 44' Sloops
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 6A Create behavioral science minor
 7A Needs assessment
 7B Plan / fund expansion
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10B Prototype lab
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 11B Improve holdings quality
 11C Bibliographic instructions rooms
 12A Implement seniority plan
 13A Go / No-Go on current contract
 13B Review ERC scope / structure
 13C Assess technology requirements
 13D Implement user support plan
 14A Implement program expansion



Funding Requirements: Strategic Initiatives

		\$ / M (Million)											Fiscal Year
Strategic Initiatives: Funding Requirements		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
E 1	Center for Study of Prof. Military Ethics	0.72	0.77	0.79	0.87	0.90	0.95	0.95	0.95	0.95	0.95	0.95	9.72
2	Military faculty development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E 3	Civilian faculty development	1.52	2.54	3.23	4.08	4.83	4.83	4.99	4.83	4.83	4.83	4.83	45.39
E 4	Leadership development enhancements	0.49	0.77	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	8.32
5	Integral USNA at sea experience	0.00	3.50	0.00	6.00	6.00	16.00	30.00	30.00	30.00	5.60	5.60	132.70
6	Interdisciplinary studies in behavioral sciences	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	2.50
E 7	Academic Center excellence	0.08	0.34	0.47	0.58	0.52	0.52	0.52	0.55	0.58	0.52	0.52	5.20
8	Decision making and intellectual agility practicum	0.15	0.04	0.04	0.04	0.04	0.09	0.06	0.04	0.04	0.04	0.04	0.62
9	Academic facilities rehabilitation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10	State-of-the-art teaching & learning facilities	0.25	0.30	0.26	0.32	0.37	0.42	0.39	0.44	0.33	0.33	0.33	3.74
E 11	Library excellence	1.40	1.51	1.29	2.01	3.51	2.08	2.04	2.29	2.42	2.72	3.23	24.50
12	increase experience in Commandant's cost center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E 13	instructional skills and educational support	0.32	1.20	1.17	1.17	1.17	1.37	1.56	1.56	1.57	1.57	1.57	14.20
14	Expand Co. Off. Leadership Masters Program	0.03	0.05	0.08	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	1.03
15	Net-centric operations and war fighting lab	0.00	0.00	0.00	0.00	0.65	2.50	0.50	0.50	0.50	0.50	0.50	5.65
E 16	NAPS enhancements	0.02	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	1.52
17	Facilities excellence program	0.00	0.00	3.54	3.65	3.76	3.87	3.98	4.10	4.23	4.35	4.48	35.96
E 18	Mitscher Hall enrichment	0.00	0.00	0.40	5.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.90
E 19	Broaden midshipmen academic opportunities	0.00	0.08	0.08	0.16	0.16	0.16	0.16	0.00	0.00	0.00	0.00	0.80
E 20	Admissions marketing strategies/programs	0.05	0.30	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	3.28
21	Health and wellness program	0.08	0.08	0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16	1.60
22	Renovate/replace Halsey Field House	0.00	0.00	0.00	0.00	0.00	60.00	0.00	0.00	0.00	0.00	0.00	60.00
23	Athletic facilities excellence	3.50	0.50	1.00	1.00	1.80	1.50	0.00	12.50	12.50	12.50	12.50	59.30
24	Academy Museum expansion and renovation	1.00	0.70	0.30	0.00	0.00	0.00	0.00	3.00	2.00	5.00	0.00	12.00
25	Midshipmen activities center	0.00	0.00	0.00	0.00	0.70	0.35	0.25	0.25	0.25	0.25	0.25	2.30
26	Medical presence in Bancroft Hall	0.00	0.00	0.00	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	6.40
E 27	Oral and written communications excellence	0.00	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.20
28	Knowledge Engineer the Naval Academy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Funding Totals		9.62	13.10	14.34	27.97	27.00	97.24	48.00	63.61	62.79	41.76	37.40	442.84

Subtotal Private Funding	7.21	8.80	6.26	11.67	6.19	7.94	6.08	18.40	20.37	23.38	18.43	134.71
Subtotal Public Funding	2.40	4.30	8.08	16.31	20.81	89.30	41.91	45.21	42.43	18.39	18.98	308.13

E Potential candidate for endowment funding support



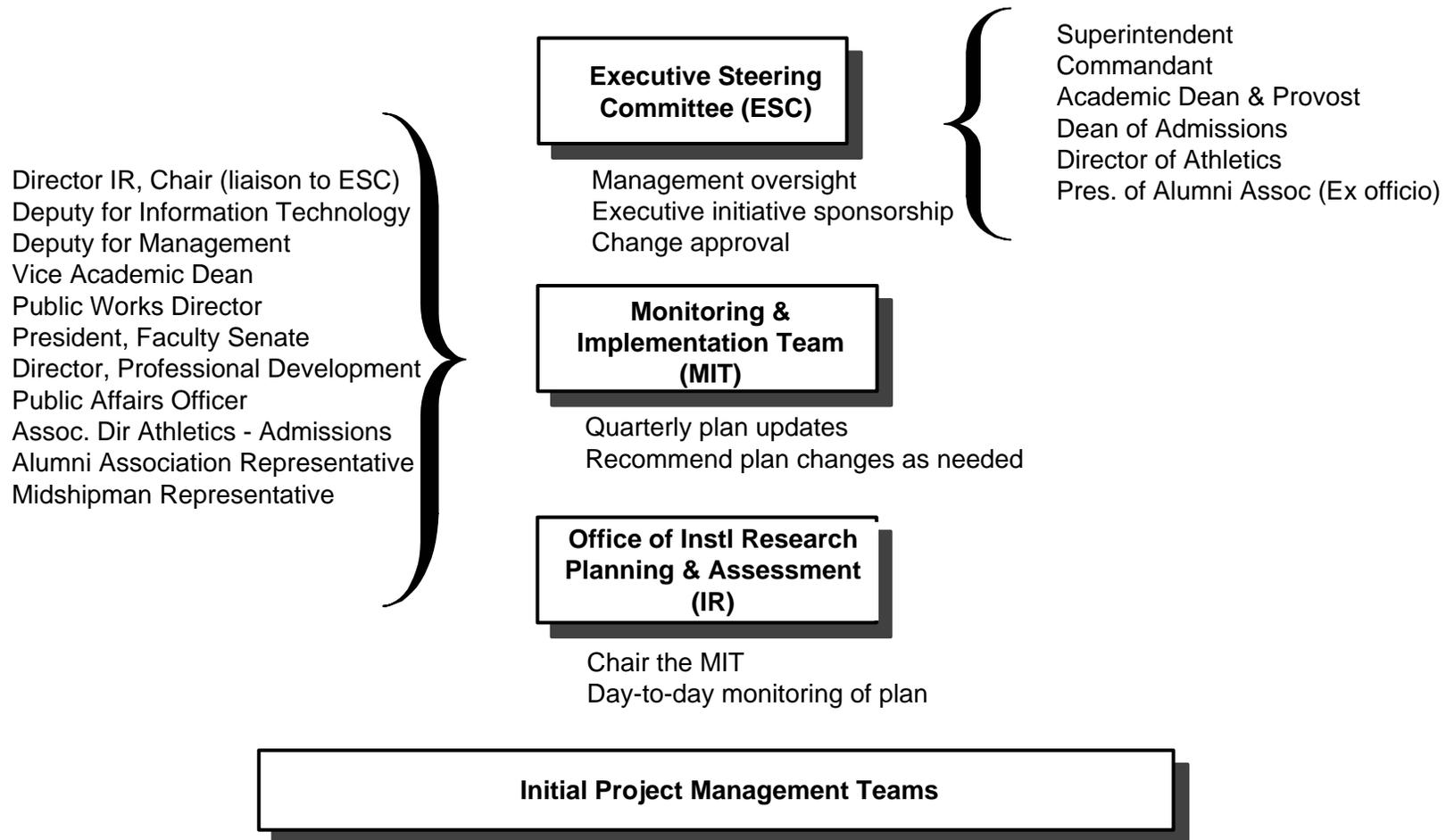
Because they are critical to the success of the strategic plan, tactical initiatives (with one exception) should be completed in the first year of implementation.

Tactical Initiatives		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1	Implement Curriculum 21 Recommendations	▲										
2	Assess Total Physical Mission	▲										
3	Integrate Lifelong Fitness Programs in PE Curriculum	▲										
4	Review Infrastructure Support Organization	▲										
5	Review Expanding Faculty & Staff Excellence Awards	▲										
6	Review Impact of Strategic Initiatives on Academic Calendar		▲									
7	Increase Midshipmen Exchange Opportunities	▲										
8	Improve the Safety of Athletic Programs	▲										
9	Optimize Synergy: Leadership, Char Dev & Ethics Programs	▲										
10	Establish Midshipmen Professional Competency Metrics	▲										
11	Assess Impact of Culture on Crit Thinking & Dec Making	▲										
12	Quality / Avail of Small Arms / Live Fire Trng Facilities	▲										
13	Expand Professors / Staff Operational Command Visits	▲										



Key to the success of the Strategic Plan is the proposed governance model which provides executive oversight, implementation management and ongoing progress assessment / reporting.

Implementation Governance and Assessment





Implementation Governance and Assessment

Oversight Responsibilities

- **Executive Steering Committee (ESC)**
 - Provide overall guidance and approve all changes to the Strategic Plan and 1 Yr and 3 Yr execution plans
 - Serve as Executive Sponsors for projects under their change of command
- **Monitoring and Implementation Team (MIT)**
 - Update status of the Strategic Plan and 1 Yr and 3 Yr execution plans on a quarterly basis.
 - Recommend changes to the Strategic Plan and Execution Plans to the ESC
 - Provide for two-way communications with stakeholders
- **Office of Institutional Research, Planning, and Assessment (IR)**
 - Chair the MIT
 - Day-to-day monitoring of Strategic Plan, 1 Yr and 3 Yr execution plans
 - Maintenance of the Strategic Planning web-site
 - Strategic assessment
- **Alumni Association / Endowment Trust**
 - Marketing and private fund raising
 - Case statement maintenance
 - Communications with alumni



Implementation Governance and Assessment

Assessment Responsibilities

- **Undergraduate Performance**
- **Graduate Performance**
- **Focus Areas**
 - Admissions Excellence
 - Character Building
 - Leadership and Professional Excellence
 - Academic Excellence
 - Physical Fitness
 - Naval Heritage
 - Communications Excellence
 - Quality of Life
- **Assessment Tools**
 - Data Warehouse
 - Web-based Survey Program
 - Company Officers Masters Program
 - Course/Faculty Critique Sheets
 - Defining Issues Test (DIT)
 - Myers-Briggs Type Indicator (MBTI)
 - Quality of Life/Values Survey (QOL)
 - American Council on Education Freshmen Survey (ACE)
 - Academic Accreditation/Curriculum Reviews



Implementation Governance and Assessment

Evaluating Focus Areas

• Admissions Excellence

- Number of applicants
- Quality of applicants
- Diversity of applicants
- Selectivity

• Character Building

- Accountability and responsibility
- Moral reasoning
- Personal conduct
- Athletic performance
- Human relations efforts

• Leadership and Professional Excellence

- Graduate professional performance
- Leadership initiatives
- Summer training performance
- Striper effectiveness
- Quality of Commandant's staff
- Quality of Courses
- Quality of Facilities

• Academic Excellence

- Academic performance
- Quality of faculty
- Quality of courses
- Quality of facilities +

• Physical Fitness

- Physical performance
- Athletic performance
- Fitness and nutrition knowledge
- Quality of facilities
- Quality of instruction
- Success of varsity programs

• Naval Heritage

- Professional knowledge
- Museum usage

• Communications Excellence

- Writing skills
- Speaking skills
- Information distribution

• Quality of Life

- Quality of facilities
- Quality of services



The ongoing communications effort will continue to emphasize effective two-way communications with key stakeholders.

Key Messages

- The implementation of the strategic plan will position USNA for success in the coming decades and allow us to attract the best candidates
- Initiative success / progress will be measured by the accomplishment of specific objectives
- Stakeholders will continue to be engaged in the implementation and informed during the process

Key Audiences

- Internal: faculty, staff, midshipmen
- External: USN, Congress / Hill, alumni, potential candidates, parents, other supporters

Media (examples)

- General: web site, internal media (*Trident*, etc.), periodic Yard updates (e.g. faculty and staff convocations)
- Stakeholder: e.g. *Shipmate*, e-mail, case statement; executive briefs to DON / Hill supporters



Contents

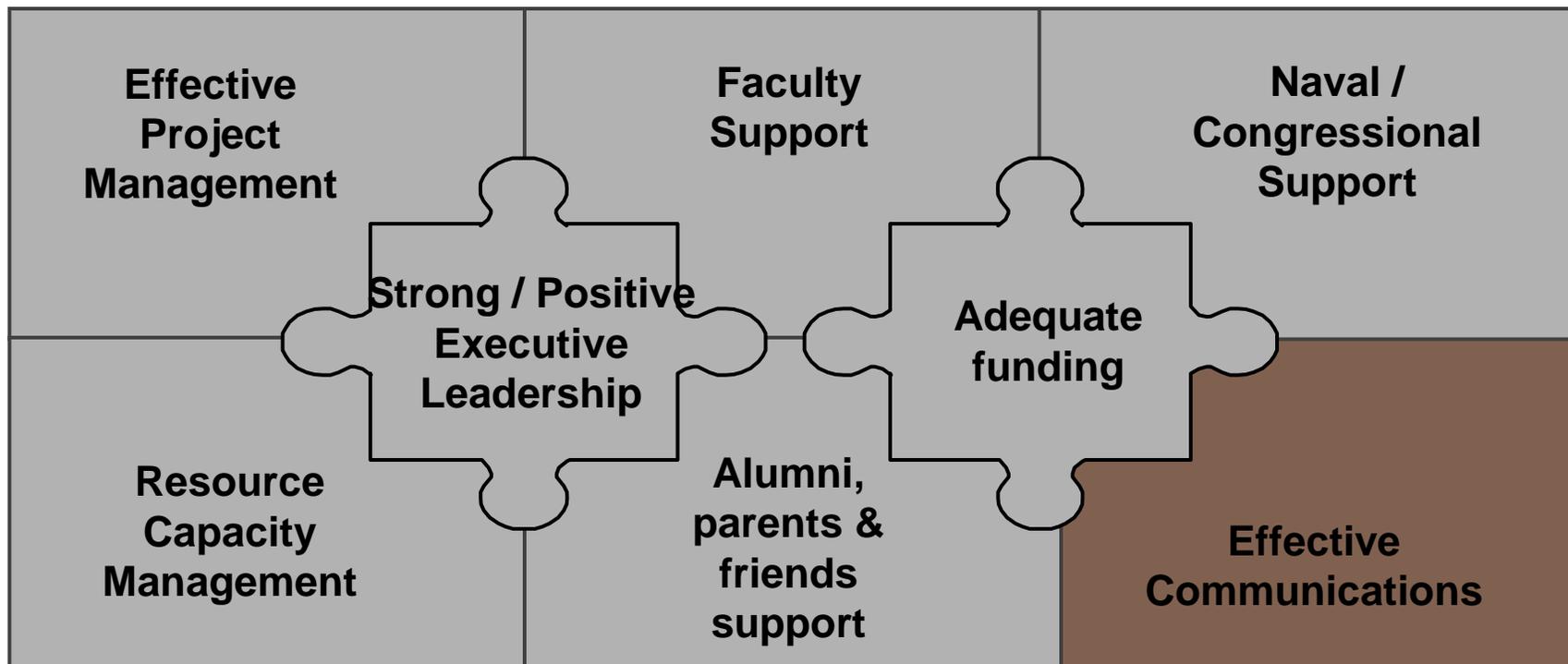
EXECUTIVE SUMMARY

- I. Introduction / Background
- II. Communications Plan
- III. Current Assessment and USNA Graduate Capabilities
- IV. Strategic Drivers and Future Scenarios
- V. The Future State Vision
- VI. Institutional Competencies
- VII. Initiatives
- VIII. The Implementation Plan
- IX. Conclusion - Recommendations for Moving Forward**



The plan is comprehensive, complex and challenging. Success hinges on a clear focus on a handful of critical success factors.

USNA Strategic Plan Critical Success Factors





This focus calls for well-communicated actions that address those items most likely to facilitate the success of the plan.

<i>Critical Success Factor</i>	<i>Actions we must take to ensure this CSF happens</i>
Strong positive executive leadership	"Champion" the project at the highest level, both military & civilian Assign executive ownership to all initiatives Conduct regular ESC reviews of initiative status Engage the BOV as advocates Engage other leadership (CNO, naval, alumni, other supporters)
Adequate Funding	Prepare "business case" funding requests Make creative use of existing / offsetting funds Develop and execute professional fundraising strategy and plan Develop advocate / lobby strategy
Resource Capacity Management	Include organization capacity analysis in detailed implementation plan
Effective Project Management	Appoint people with "complex project" management skills Assign individual responsible to manage / report on metrics Incorporate continuous improvement / feedback model
Faculty Support	Continue effective two way communications Engage faculty in planning and implementation Engage faculty as advisors and involved participants
Alumni, parents & friends support	Effective case Statement Build communications and marketing plans Create and execute a supporter involvement / cultivation strategy Conduct targeted campaigns
Flexibility in Policy	Clarify what the "true" constraints are Engage BOV, sages, Hill contacts, others to effect change / flexibility
Naval / Congressional Support	Engage BOV to lobby for us Superintendent presentations to CNO, CMC and SECNAV (e.g.)
Communications	Include regular updates of the plan's progress in major media channels Maintain effective mechanisms for 2-way communications Continue to revise and execute the communications plan



In summary: This is an ambitious plan but well within USNA's ability to accomplish it.

It's time to complete the planning and begin executing the plan.

- Our strategic planning process differs significantly from prior efforts
 - Extensive involvement of internal and external stakeholders
 - Specific initiatives developed to support the vision, outcomes and strategies
 - Resourcing and scheduling needs are included for each initiative
 - Entity accountability will be assigned and project implementation will be monitored
- The funding needs are large, but achievable
 - Significant public funding is already committed to many of the initiatives
 - Significant private funding has already been committed and many projects carry strong appeal to alumni and other potential supporters for major funding campaigns
- The breadth of the plan may look daunting to many. However:
 - USNA is experienced in concurrently developing and implementing many projects and we have brought similar initiatives to fruition
 - The work is spread across the Yard's cost centers, not just in one area
- As the implementation process continues, we are committed to:
 - Seeking the necessary public and private resources
 - Monitoring and measuring results and adjusting as necessary
 - Keeping our internal and external stakeholders involved and informed
- The MIT needs to get started
- We must do this . . . The world is moving ahead and we cannot afford to “miss movement”