

UNITED STATES NAVAL ACADEMY



STRATEGIC PLAN 2005

BUILDING LEADERS FOR AMERICA



Annapolis, Maryland

Foreword

On June 9, 2001, we announced the most comprehensive USNA fund-raising effort in the history of this institution. The United States Naval Academy Campaign: Leaders to Serve the Nation will raise \$175 million in private funding over the next five years to “Raise the Bar of Excellence” in six key areas at the Naval Academy: Academics; Character Development; Leadership; Admissions; Athletics and Unrestricted Support.

The campaign grew out of our Strategic Plan, which was first published in 1998 and revised earlier this year. During this process, we asked all our stakeholders — alumni, volunteers, faculty, administration, parents and friends, as well as the Board of Visitors — how to improve this great institution. These excellent inputs were carefully considered, revised and coordinated by senior USNA leadership. The revised Strategic Plan was published in the Spring of 2001 and, again, in the winter of 2002. The plan was recast in 2005/2006.

This brochure is a synopsis of the revised Plan.

The Naval Academy’s Strategic Plan is bearing fruit in many areas — it is our shared road map to the future. It provides the foresight and focus to make decisions that will benefit the Brigade of Midshipmen and the Naval Academy for the next 10 years. The plan will help insure that we avoid mission drift and maintain the appropriate balance between academic, professional, and athletic programs. When kept in balance, these are complimentary programs at our premier leadership institution.

The Naval Academy Campaign will seek private gifts to fund the six major components of the Strategic Plan. They are:

- To provide one of the finest technically based undergraduate educations in the country;
- To set the national standard for the development of moral and ethical leaders;
- To provide the finest leadership development program in the nation;
- To attract the best young men and women who are committed to serving our country;
- To provide exemplary programs of athletic competition and physical challenge;
- To provide increased unrestricted support for current operations of the United States Naval Academy and the Brigade of Midshipmen.

This campaign is crucial to the Naval Academy as we forge into the 21st century. Private gift support expands the Academy’s margin of excellence by funding initiatives that go beyond the core requirements provided by the federal government.

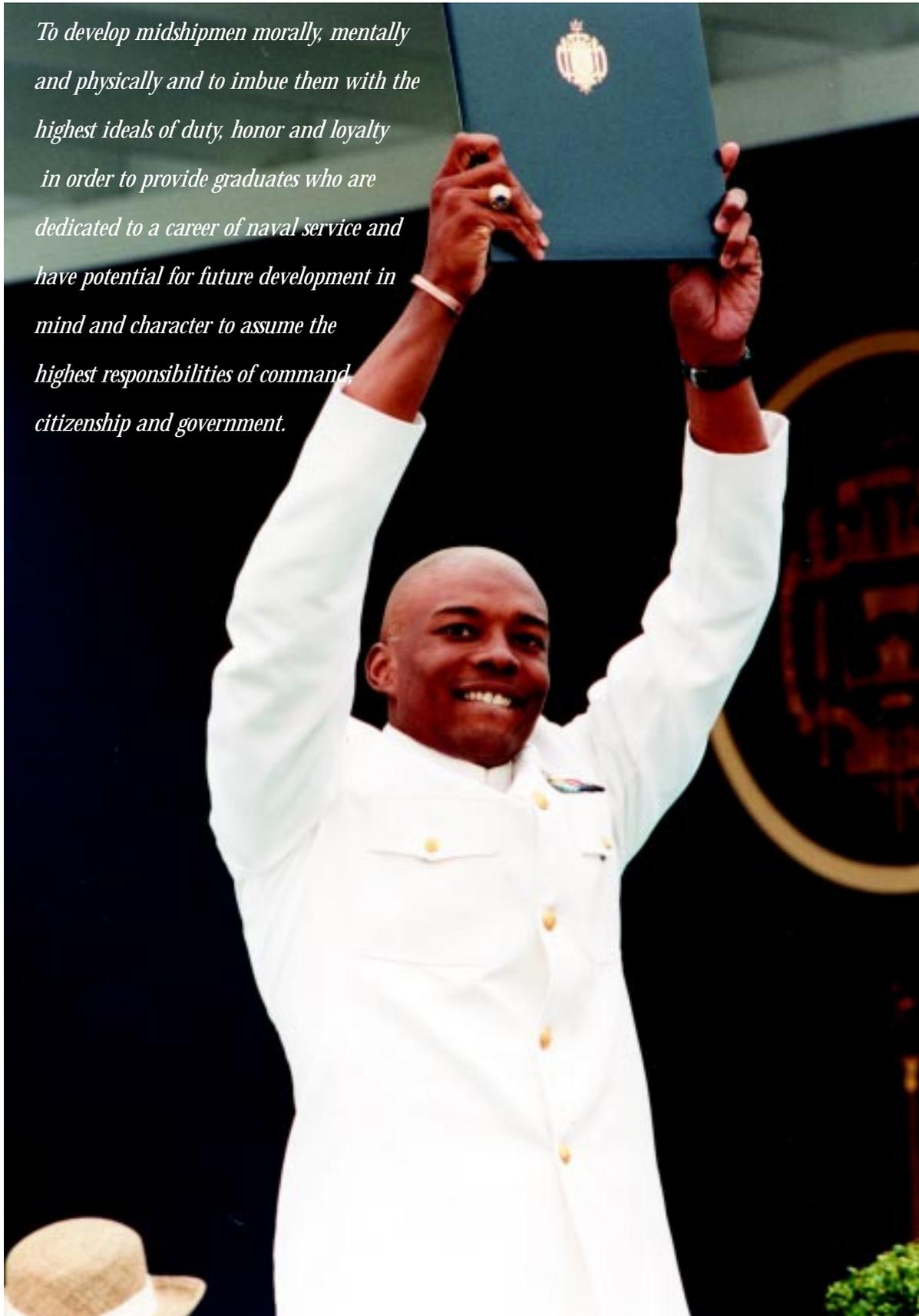
Throughout this brochure, you will read about the many efforts underway to secure this institution’s future for generations to come. I hope you become as excited about this as I am.

Superintendent
United States Naval Academy

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.



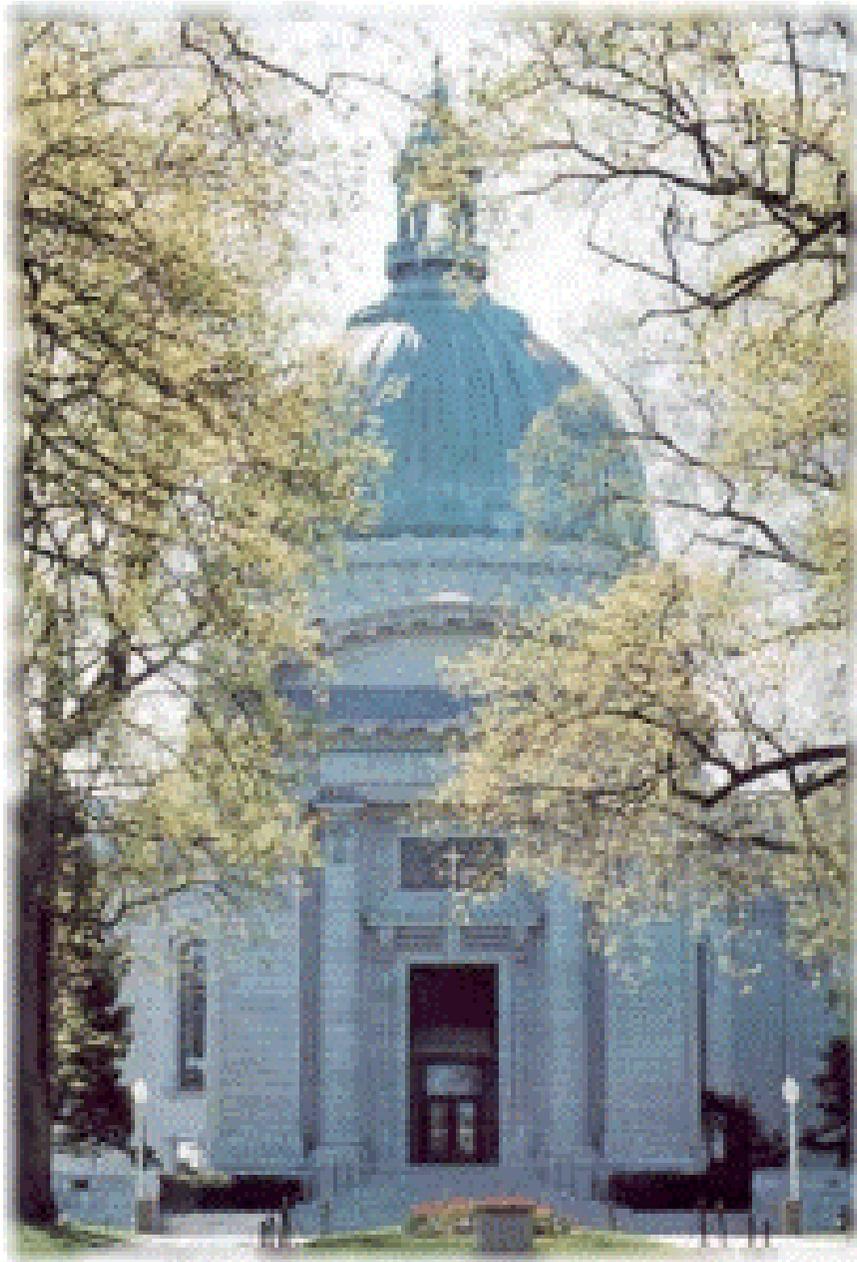
Vision

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 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

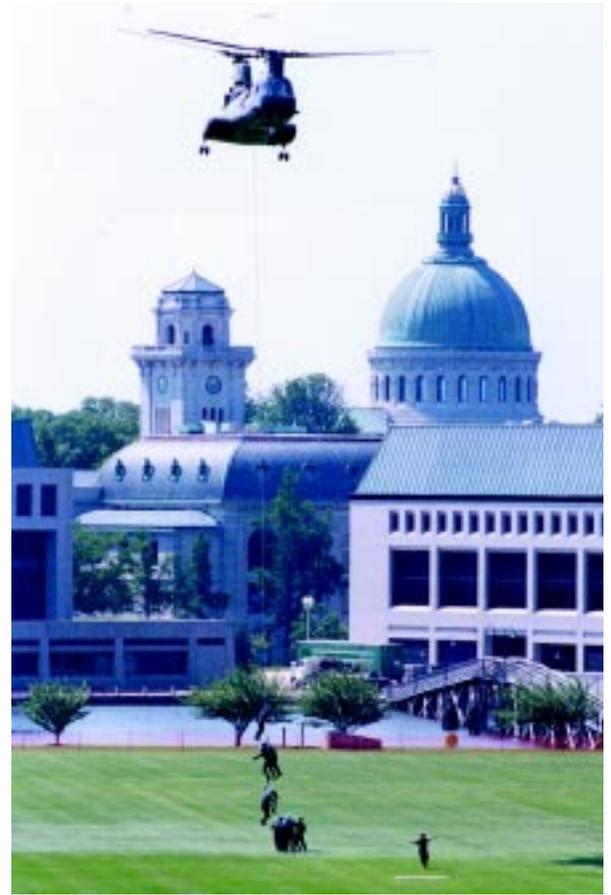
Individuals with a passion and commitment to lifelong learning and physical fitness

Highly effective communicators

Leaders who recognize and value individual excellence regardless of gender or 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





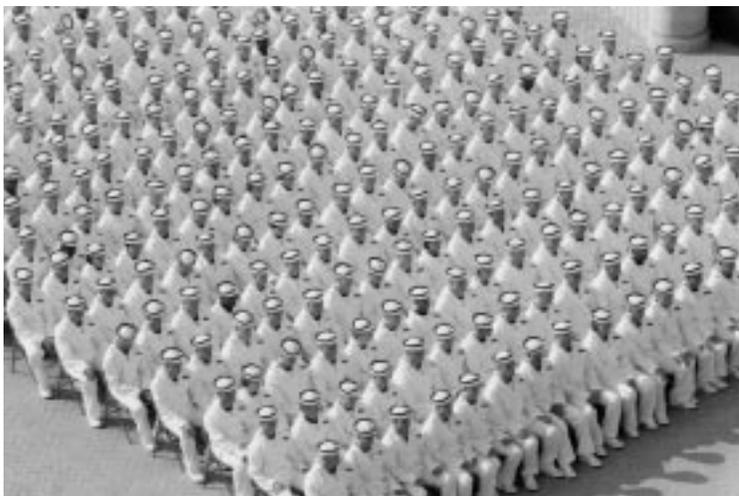
The Strategy to achieve the vision is built around eight institutional focus areas as follows:

Academic Excellence

- Foster an educational environment that supports and encourages midshipman learning and critical thinking
- Employ appropriate teaching methods that address the variety of midshipmen learning styles
- Provide an outstanding civilian and military faculty and 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 and analytical rigor needed to be in the forefront of technological advances and international understanding in a rapidly changing world



- Provide opportunities for our faculty and staff to remain leaders in their respective disciplines and 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 and support structures to give midshipmen excellent written and verbal communications skills
- Practice open, honest and respectful communications

Character Building

- Do the “right thing” and promote selfless service
- Ensure moral development and 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

Leadership and Professional Excellence

- Prepare midshipmen for the opportunities of command and the challenges and realities of combat leadership
- Imbue midshipmen with a profound respect for the Constitution and the importance of the chain of command
- Promote an understanding of and demonstrate a commitment to the highest standards of moral and 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 and Marine Corps officers



Physical Fitness

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

Naval Heritage

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

Academy Quality of Life

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



To achieve our goal, we have developed and are implementing Strategic and Tactical Initiatives.

The Strategic and Tactical Initiatives Are Grouped Below By Institutional Focus Areas

(★ indicates Tactical Initiatives)

Academic Excellence

Enhance Library Excellence

Strengthen Civilian/Military Faculty Development

Augment Faculty Instructional Skills and
Educational Support

Provide State of the Art Teaching and Learning Facilities

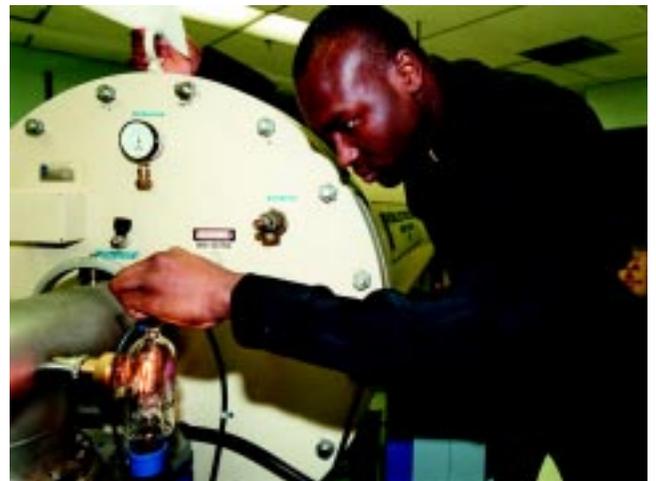
Promote Academic Center Excellence

Build an Advanced Computing Center

Broaden Midshipmen Academic Opportunities

Create Leadership and Behavioral Science Education

★ Assess Impact of USNA Culture on Critical
Thinking/Decision Making



Admissions Excellence

Expand Admissions Marketing Strategies

Provide NAPS Enhancements

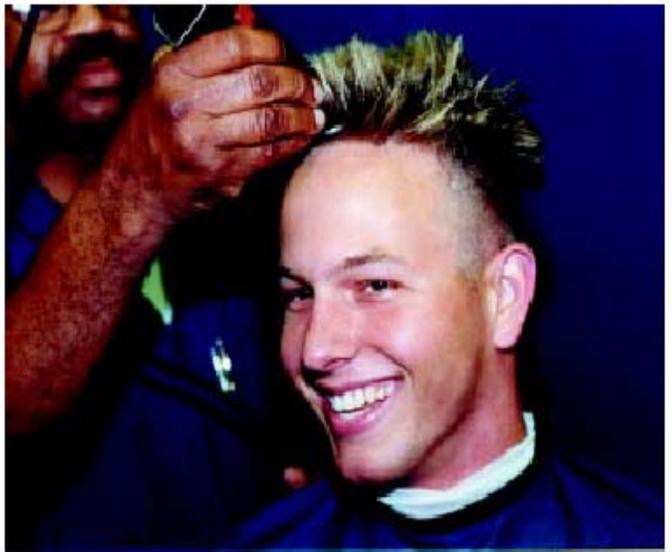
- ★ Refine the Whole Person Assessment
- ★ Move the Office of Admissions
- ★ Electronic Admissions Process

Character Building

Renovate Mitscher Hall Facilities

Strengthen Center for Professional
Military Ethics

- ★ Enhance Etiquette, Civility and Military Courtesy Training
- ★ Promote an Inter-Service Academy Seminar on Civility, Dignity, and Respect
- ★ Establish a Distinguished Military Professor in Character Development
- ★ Balance Individual Excellence with Team Building



Naval Heritage

Provide Museum Expansion and Renovation



Effective Communications
Ensure Oral and Written Communications Excellence
Enhance Information Technology Education



Leadership and Professional Experience

Sustain Integral USNA at-Sea Experience

Expand the Company Officers

Leadership Masters Program

Create a Decision-Making and Intellectual
Agility Practicum

Support Leadership Development Enhancements

Provide a Netcentric Operational
and Warfighting Lab

- ★ Reinstigate a Naval Academy Flight
Training Squadron
- ★ Provide Midshipmen Basic First Aid Training
- ★ Improve the Quality and Availability of Small Arms/
Live-Fire Training Facilities



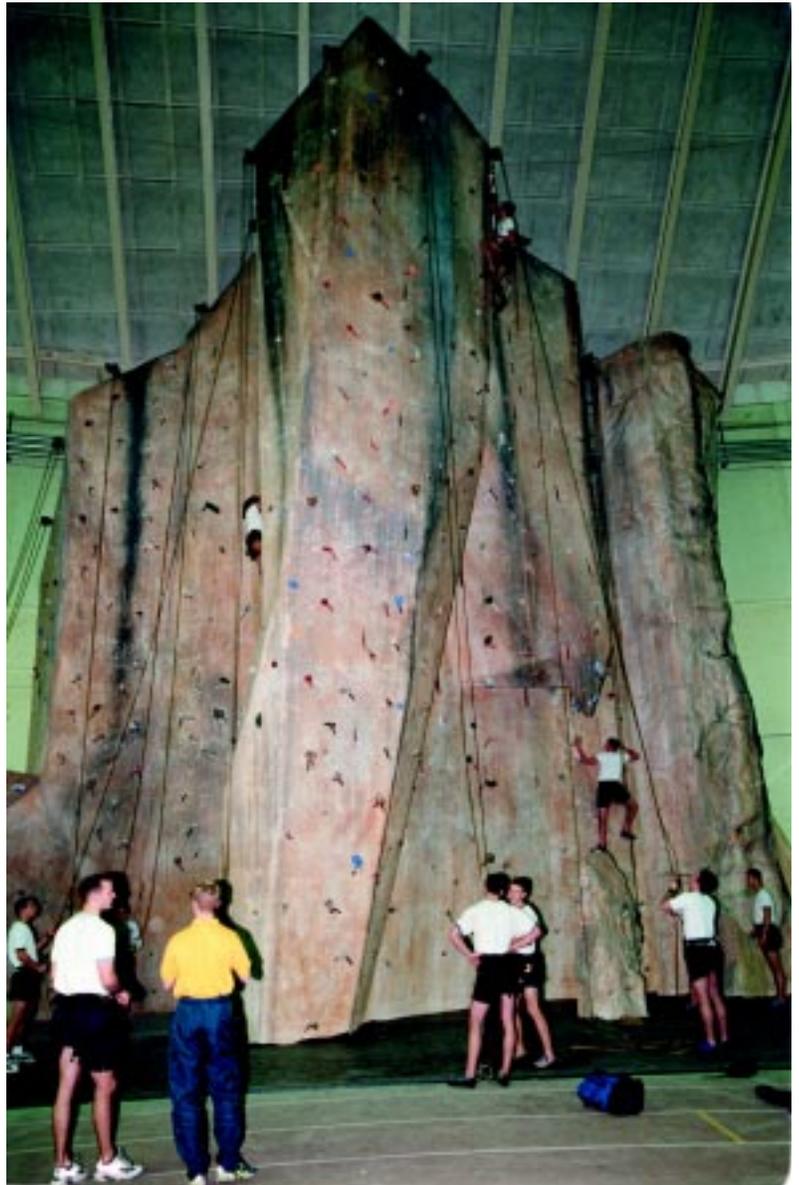


Physical Fitness

Promote Athletic Facilities Excellence

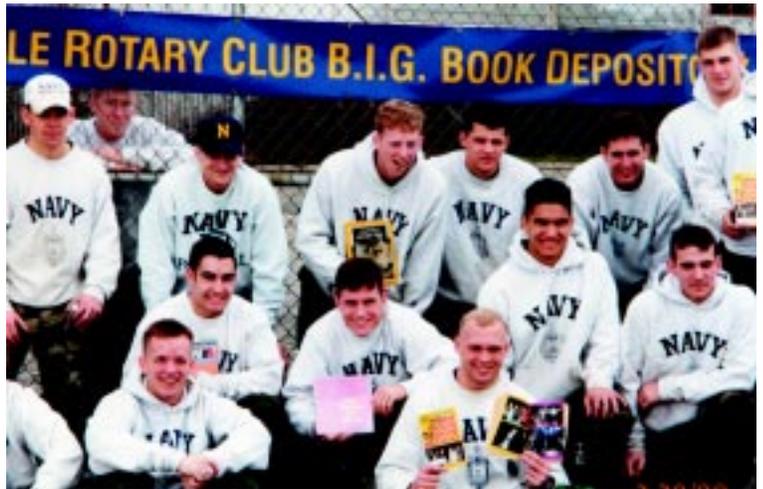
Renovate/Replace Halsey Field House

- ★ Integrate Lifelong Fitness Programs in the PE Curriculum
- ★ Improve the Safety of Athletic Programs
- ★ Develop Intramural Program Enhancements
- ★ Explore Ice Hockey Venue
- ★ Review Organizational Approach to Phys Ed and Varsity Coaching Positions



Quality of Life

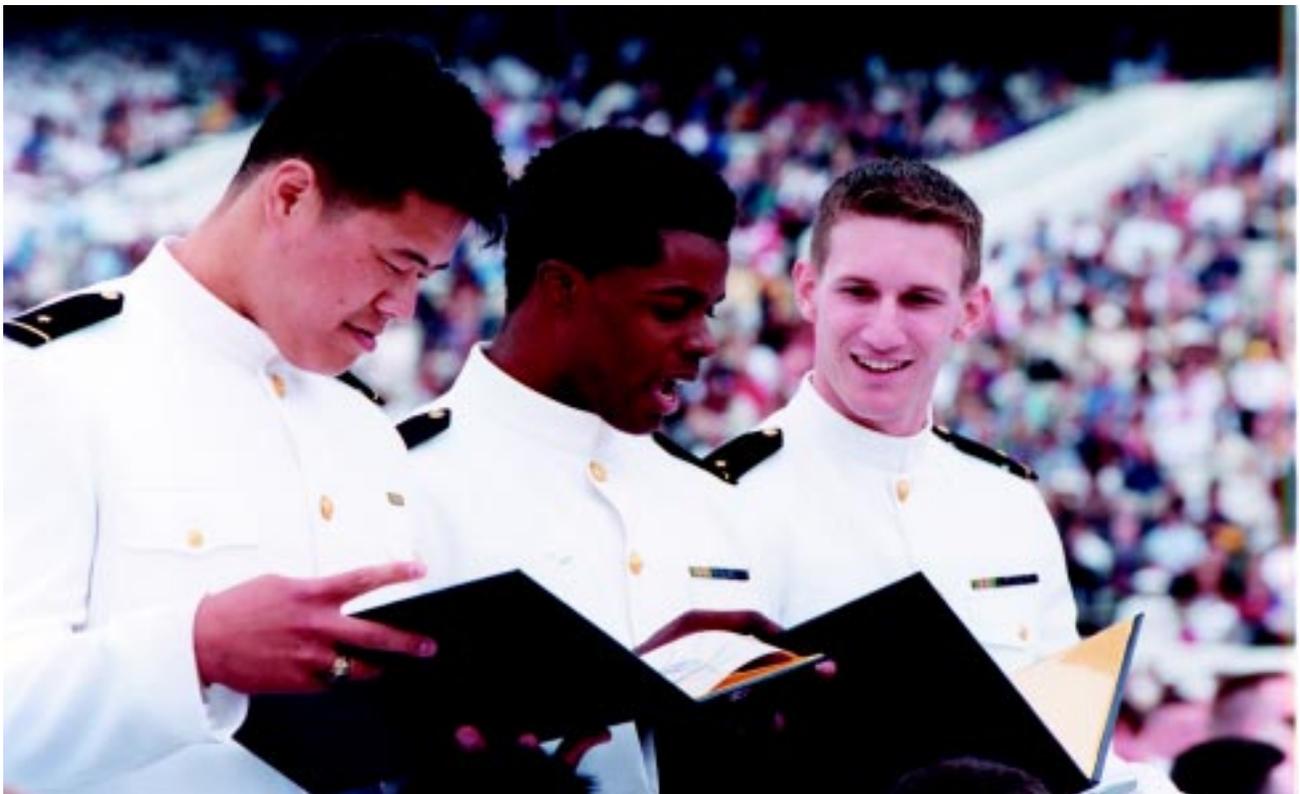
Complete Academic Facilities Rehabilitation
Upgrade Midshipmen Activity Venues
Promote Health and Wellness Programs
Support the Facilities Excellence Program
Review Technical and Administrative
Staff Compensation

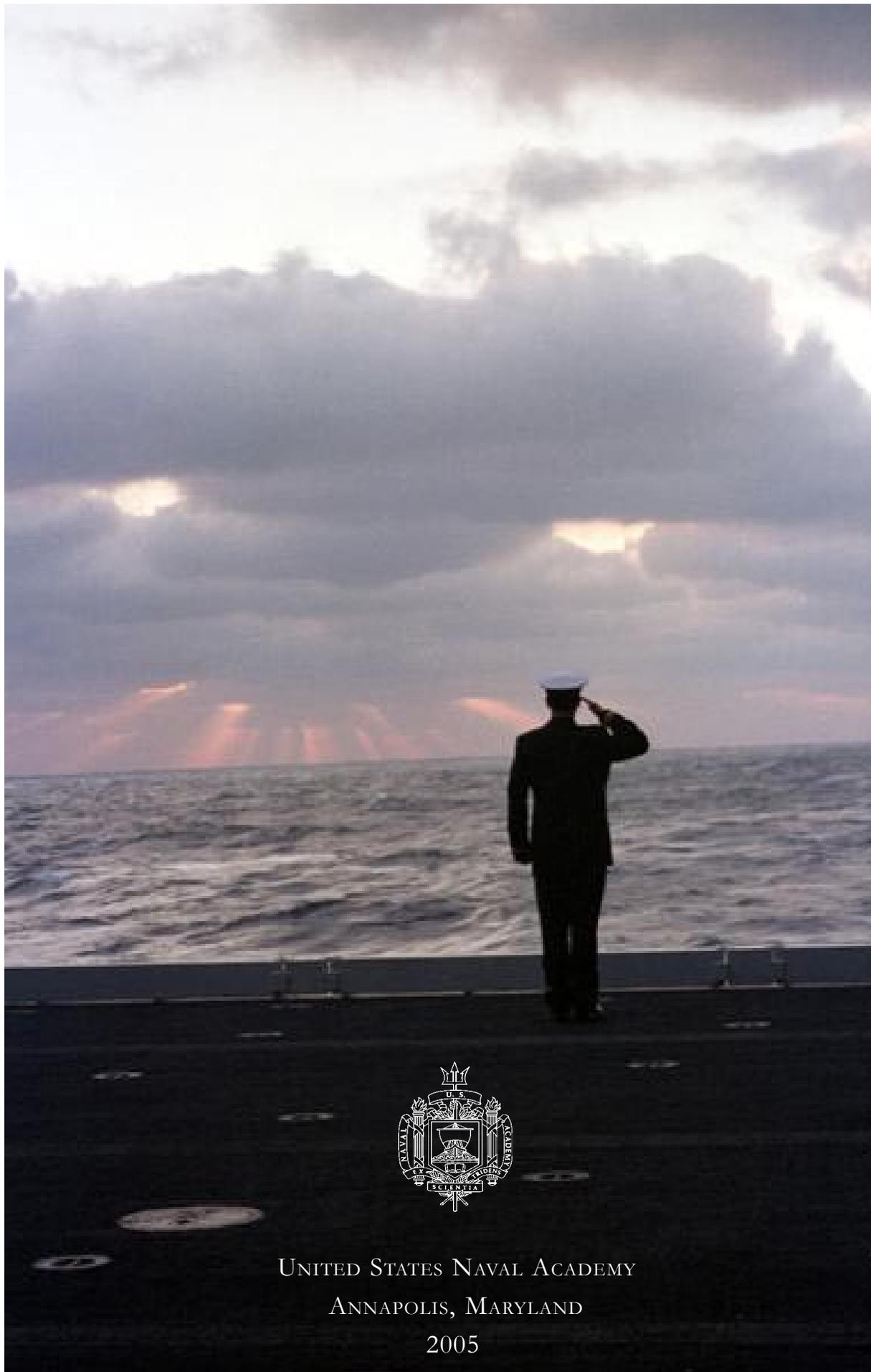


Our Goal:

The Strategic Plan is our blueprint for making a great institution even better through a fusing of public and private resources. Our goal is to provide graduates with the character, competence, vision and drive required to lead the Navy and Marine Corps team in the 21st century. To accomplish this goal, we must win the “war for talent” and focus our energies and resources on the essential elements outlined in our mission, “. . . developing midshipmen mentally, morally and physically . . .”.

To learn more about the plan or to view a description of a specific initiative, go to our website: www.usna.edu.





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ANNAPOLIS, MARYLAND
2005