United States Naval Academy

Strategic Plan

Producing Combat Leaders of Character

2008

"Full Speed Ahead"

The Naval Academy exists to develop midshipmen morally, mentally and physically into combat leaders of character for the Navy and Marine Corps. While ours is a timeless mission, we must remain flexible and adaptive in terms of how we best can achieve it.

Preparing leaders for the 21st century has become increasingly complex. In response to a changing world and in order to continually improve as a premier leadership organization, we have developed a comprehensive Strategic Plan to guide our future actions and ensure we continue to meet the needs of the Navy and Marine Corps.

The Naval Academy is excelling, but we cannot become complacent. With an eye toward the future, we have identified 12 focus areas - or strategic goals - where we want to further raise the bar of excellence at the academy. The time for action is now, and we are making steady progress, primarily because we have empowered our people at all levels to move out and take action in accordance with this plan.

This booklet provides an outline of our Strategic Plan, including a general overview of each of our 12 strategic goals. Our intention is to illustrate the many ongoing efforts to ensure future excellence for generations of midshipmen to come. We ask for your continued support of our Strategic Plan as we move "***full speed ahead***" into the 21st century!

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

The Naval Academy is the nation's premier source of leaders for the Navy and the Marine Corps who embody the highest standards of character and professionalism, and who aspire to lead and serve their country in peace and war.

Vision for Midshipmen

As midshipmen we exemplify the highest degree of personal integrity and ethical behavior.

★ **High Standards.** We aspire to lead in combat; commit to our personal best; and have the moral courage to hold others to a high standard of excellence.

★ **Winning Spirit.** We lead by example from the front, build teamwork, persevere against all odds, and strive to win.

★ **Technically Savvy.** Our focus is a strong technical foundation and critical analytical abilities.

★ **Personally Accountable.** We maintain the highest level of physical conditioning and mental toughness; take complete responsibility for our personal actions and professional decisions; and treat others with dignity and respect.

Vision for Faculty and Staff

Our Naval Academy team is composed of a highly cohesive team of military and civilian faculty and staff.

★ **Role Models and Mentors.** We strive to be role models of ethical behavior and conduct for the Brigade, and we set these standards through educating and mentoring midshipmen.

★ **Focus on Mission.** We are proud of our professional competence and performance; and we are dedicated to working to successfully accomplish the Naval Academy's mission.

★ **Excellence as a Team.** We foster a culture in the Yard that focuses on the educational, cultural, recreational, and spiritual development of the Naval Academy team, all aimed at pursuing excellence in pursuit of our mission.

The Naval Academy…

Serves our nation by producing quality, career minded, male and female graduates from diverse backgrounds, in the right quantity, with the following essential attributes to serve the fleet and the nation's needs.

Our Graduates are…

- Courageous combat leaders
- Officers 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 culture, ethnicity, race, religion, or gender
- Familiar with geopolitical complexities and cultural differences that affect 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

GUIDING PRINCIPLES

Achieving our Mission

The U.S. Naval Academy provides the Navy and the Marine Corps and the Nation top quality leaders. In order to maintain the highest standards in moral, mental, and physical development of Midshipmen, we are guided by our commitment to:

Teamwork
High Standards
Empowerment
Innovation
High Quality People
Responsible Stewards
Professional Growth
Decisive Action

Midshipmen are the Mission

Working Together

The true strength of the Naval Academy lies in the creativity, energy, and intellectual capital of our people. To ensure the Naval Academy is an enriching and productive environment, we will each strive to:

Live and Work with Honor
Trust Each Other
Treat Each Other with Dignity and Respect
Lead by Example
Tolerate Mistakes
Accept Responsibility
Maintain a Positive Attitude
Strive for Continual Improvement
Appreciate Diversity
Foster Safety and Health

Honor...Courage...Commitment

Our 12 strategic goals fall into two distinct categories: Achieving our Mission and Operating the Academy.

Achieving our Mission - In order to provide young combat leaders to the Fleet and Fleet Marine Force, we are looking at the entire process, from accession through commissioning. To sharpen our focus, the following six strategic goals represent the most important elements of how we accomplish our mission.

Strategic Goal: Streamline Admissions

Provide a streamlined candidate identification and selection process that provides career motivated men and women who have the potential to develop professionally to meet the diverse needs of the naval service.

- Improve Admissions Board process to more effectively identify those candidates who satisfy the education, accession, promotion, and career retention goals for officers in the naval service
- Develop an effective methodology to identify candidates for early acceptance, candidates for immediate rejection, and those candidates requiring in-depth board evaluation
- Implement an efficient, automated candidate identification and admissions process
- Ensure more Sailors and Marines from the fleet attend the Naval Academy
- Restructure the Blue and Gold Officer program to improve effectiveness, communications, and outreach efforts to ensure a sufficiently large, qualified and diverse candidate pool
- Align the Office of Admissions to perform its function efficiently
- Develop an information outreach plan that capitalizes on a wide array of resources and ensures a sufficiently large qualified and diverse applicant pool, including fleet applicants
- Review the purpose and effectiveness of Foundation scholarships, the Naval Academy Preparatory School (NAPS), and other admissions feeder systems in supporting the Naval Academy mission and meeting the needs of the naval service
- Develop a single continuum from candidate selection and admission as a midshipman through major selection and service assignment, to commissioning and initial officer qualification to better meet the needs of the Navy and the Marine Corps
- Develop an assessment and feedback process, which includes specific metrics that measure accomplishment of our mission and the means to assess the education, accession, promotion, and career retention goals for officers of the naval service
- Relocate the Office of Admissions to a site conducive to visitor access

Strategic Goal: Enhance Officer Development

Develop midshipmen as officers of character who are motivated and ready to lead in combat and serve as moral standard bearers in the Navy and Marine Corps.

- Develop and disseminate a guiding vision for leadership and character development for the entire Naval Academy that will inspire midshipmen, faculty and staff
- Coordinate all facets of midshipmen leadership, character, ethical, spiritual; honor and moral development to better produce officers of character
- Restructure the Commandant's cost center to support the Officer Development System initiative
- Identify resources required to execute the Officer Development System
- Propose the central organization and physical spaces/ buildings, and location needs to best execute the Officer Development System
- Develop a comprehensive feedback and assessment system to ensure the Officer Development System meets the mission requirements of the Naval Academy and the needs of the naval service

Strategic Goal: Expand Professional Training

Develop midshipmen professionally into Sailors, airmen and Marines by immersion into naval culture at sea with emphasis on building personal confidence through professional mariner skills.

- Develop and execute a maritime continuum that incorporates naval sciences and summer training with state of the art training tools
- Develop a career information program that prepares midshipmen to make informed service preference decisions
- Develop specific prerequisites and qualifications necessary and/or preferred for specific service assignments
- Develop a feedback and assessment system that ensures professional training meets the mission requirements of the Naval Academy and the accession requirements of the Navy and Marine Corps
- Optimize the readiness of Naval Academy graduates to excel in their chosen service assignments

Strategic Goal: Ensure Academic Excellence

Adapt the USNA academic program to satisfy anticipated Navy and Marine Corps needs in the first two decades of the 21st century

- Focus the midshipman academic program on achieving specific learning outcomes and implement a system of assessing how well graduates are achieving those outcomes
- Evaluate the core curriculum and adjust as necessary to ensure midshipmen are prepared academically for the challenges they will face in the early years of their military service
- Evaluate academic majors to help prepare graduates for effective service as officers in the 21st century Navy and Marine Corps
- Enhance midshipman opportunities to develop their understanding of the world; its peoples; their history, cultures, religions and languages in order to better understand political, economic and military trends
- Attract, retain and develop sufficient high quality military and civilian faculty members to achieve and maintain USNA at a student/faculty ratio between 7 and 8 to 1, with military officers making up 50% (±5%) of the total faculty
- Leverage educational technology and how people learn to enhance our ability to improve midshipman learning
- Provide sufficient well qualified support staff and effective administrative support services to ensure that faculty and midshipmen spend no more than 5% of their time (an average of 2 hours per week over a semester) on the administrative tasks supporting the academic program
- Assess the adequacy of academic facilities and address identified needs as part of the Facilities Master Plan

Strategic Goal: Cultivate Physical Toughness

Provide physical excellence through diverse, fiercely competitive athletics and challenging physical education programs that contribute to the development of each midshipman in mind, body, and spirit and helps prepare them for the rigors of combat leadership.

- Conduct an in-depth review and develop a physical mission plan which prepares midshipmen for the rigors of combat leadership and empowers their minds, bodies, and spirits
- Review the academic curriculum requirements and graduation timetable for midshipmen who assume extraordinary involvement as representatives of the Academy through the physical mission
- Develop a plan to provide the indoor and outdoor athletic facilities and venues required to fully support the physical mission
- Develop and incorporate leadership and character development as learning priorities at all levels of athletic participation and physical education
- Develop and execute a revenue generating plan to provide financial resources to support escalating requirements
- Establish steps necessary to formalize world-class athlete opportunities to continue sports participation as representatives of the U.S. Navy
- Establish an effective communication plan to better articulate a comprehensive institutional understanding of the physical mission
- Develop physical readiness training requirements and goals which fully prepare midshipmen for their military duties
- Establish measures to evaluate varying levels of success through the activities of the physical mission which may encourage alumni to better support the Academy
- Establish practical steps such as tutoring, mentoring, and other actions necessary to ensure the combined performance of student-athletes' exceed the Brigade average in professional requirements, academic success, and personal conduct each semester
- Identify requirements to ensure competitiveness in all sports programs such that they have the potential to emerge as champions in their respective season/post season league or conference-associated competitions, win and retain the N*, achieve a 65 percent winning average, and maintain the Commander-in-Chief's trophy

Strategic Goal: Enrich Midshipman Life and Development

Provide programs and opportunities that enhance midshipman quality of life and support the achievement of personal and professional goals.

- Foster an environment of dignity and mutual respect that will permit every midshipman to maximize his/her personal and professional goals
- Expand programs for midshipmen which enrich their spiritual, cultural, and intellectual development
- Provide additional recreational and leisure programs and venues for midshipmen and their guests
- Broaden external educational opportunities for midshipmen to include - but not be limited to - individual research projects, scholarship application process, internships, and post-graduate education support programs such as the Graduate Record Examination (GRE) and the Engineer in Training (EIT) examination
- Ensure wellness and personal safety programs are integral parts of each midshipman's Academy experience
- Ensure programs focusing on the mental, physical, and emotional well-being of midshipmen are continually assessed for improvement
- Ensure adequacy, availability, and quality of all personal support services provided for midshipmen

Operating the Naval Academy - Concurrent with our review of mission-related goals, we are also looking at how we operate the Academy. To ensure success, we have established the following six strategic goals, all associated with the effectiveness and efficiency of our operation.

Strategic Goal: Modernize Facilities

Develop, modernize, restore, and sustain Naval Academy facilities and grounds to provide a quality environment commensurate with the Academy's place among the nation's premiere colleges and universities.

- Develop renovation plans and identify resources required to restore and modernize the following facilities within the next ten years - Preble Hall, Dahlgren Hall, Building 2(O&F), Admin Building, McDonough Hall, Leahy Hall, Chapel, Nimitz Hall (Library), Rickover Hall, Santee Basin, King Hall, Hubbard Hall, and Halsey Field House
- Design and construct a system of flood protection measures around the lower Yard capable of withstanding the 100-year flood level
- Conduct a Yard-wide review of space utilization and assignment, reallocating space against bonafide needs, as appropriate
- Complete the following new construction projects within the next six years: Levy Center, air conditioning plant, Wesley Brown Field House, Hockey/Tennis Facility, Baseball Stadium, parking structure, conference center hotel/inn, Chapel addition, and Executive Learning Center
- Develop programs and processes to promote an environment where faculty, staff, and midshipmen take pride of ownership in their areas of responsibility, and which engage the Brigade of Midshipmen to develop personal standards that are translatable to the fleet environment
- Update the installation master plan to include plans for Bancroft Hall, academics, administration, athletics, ethics, leadership, Brigade activities, medical care, operational facilities, monuments, utilities and grounds
- Develop and annually update the MILCON program plan, special projects plan, and maintenance action plan
- Develop a comprehensive facilities information system to include: space utilization and ownership, personnel locator, security stand-off arcs, room scheduling, room and space charge-backs, and visitor map kiosks

Strategic Goal: Improve Security

Significantly improve protection of midshipmen and the Naval Academy while enhancing visitor access.

- Develop and implement a comprehensive anti-terrorism/force protection plan for the Annapolis complex which identifies security vulnerabilities, personnel and equipment requirements, and develops innovative solutions without compromising mission effectiveness
- Redesign the Gate 1 area to become the primary visitor entrance to the Naval Academy for pedestrians, vehicles and buses. Design and construct a visitor access center to streamline visitor entry and provide single point pass and I.D. services
- Establish a protective enclave that includes midshipmen living and academic facilities and to which general public access can be restricted when necessary
- Establish a defense-in-depth physical perimeter system and incorporate floodwater controls
- Develop a base-wide parking plan that closes the ceremonial area to vehicles and eliminates parked vehicles in close proximity to Bancroft Hall and other critical buildings
- Create and establish a robust emergency management office to coordinate training, equipping, and exercising combined emergency response forces within the complex
- Establish an efficient commercial delivery inspection station within the Perry Center complex to thoroughly screen deliveries and parcels in a secure remote location
- Improve command, control, and communications for public safety first responders and base operations personnel

Strategic Goal: Motivate our People

Align the USNA organization so the human resources allocation maximizes effectiveness and efficiency of tasks contributing to mission accomplishment.

- Conduct a comprehensive organizational review/assessment identifying overlaps or redundancies of personnel and assignments, and align responsibilities with missions and functions
- Establish a process for continuous address of issues with a functioning board, such as a Personnel Review Board
- Develop a complete understanding of the National Security Personnel System (NSPS) and the implications of implementing this at the Naval Academy
- Meet the needs of the Navy and Marine Corps as reflected in midshipmen service assignments through an enhanced accession process
- Clarify the policy for use of different categories of Naval Academy employees, such as WG, GS, NAF, Faculty, and identify personnel staffing options such as the possibility of Title 10 Non-Faculty
- Facilitate and increase communication among mission and support functional areas
- Evaluate/assess and significantly improve quality of life and quality of work

Strategic Goal: Optimize Business Processes

Provide key Academy-wide business processes that are efficient, effective, cost-sensitive, user-friendly and reflect a strong emphasis on customer service.

- Assess and optimize the following key business practices: travel, midshipman pay accounts and fees, special events, facilities management ownership, catering, private funding (Foundation) project management, transportation, supply, response to after-hours emergencies, printing, Midshipmen Store usage and policies for midshipmen, and parking rules and fees

Strategic Goal: Stabilize Requirements and Funding

Define and establish requirements to support the Naval Academy as a "flagship institution" through consistent funding from both private and public sources.

- Assist naval leadership in defining, formalizing, and promulgating overall key performance parameters for the Naval Academy
- Assist the CNO in defining and promulgating day-to-day operating parameters for the Naval Academy
- Establish the requirements and parameters which define USNA as a "flagship institution"
- Develop and empower a USNA Resources Requirements Board to oversee the process by which the Superintendent receives informed advice on how best to balance resource requirements, sources and allocations
- Develop a POM 08 strategy which identifies mechanisms to obtain all sources of appropriated funds to support Naval Academy requirements
- Develop a strategy which identifies mechanisms to obtain supplemental sources of funding to include private gift funds, research grants and other funding alternatives
- Define interaction and support interface with Commander, Naval Installations and Naval District Washington as it translates into support requirements for Base Operating Support activities
- Review midshipman pay and allowances, and determine assistance required to meet our overall requirements and funding strategy

Strategic Goal: Validate Graduate Effectiveness

Provide a comprehensive assessment and feedback program which measures accomplishment of the Naval Academy's mission.

- Develop a comprehensive, mission-oriented Institutional Effectiveness Plan which addresses all programs and policies of the Naval Academy focused on the moral, mental, and physical development, performance and growth of all midshipmen from recruitment through the conclusion of their military careers
- Develop and employ web-based survey instruments to evaluate fleet performance of USNA graduates and the impact of USNA programs on their professional growth
- Develop a vibrant, multi-faceted, and user-friendly information distribution system within the Naval Academy which ensures all required information is provided where needed in a timely manner to effectively accomplish the Naval Academy's mission
- Develop a research support system focused on the conduct of analysis which assists in the assessment of the effective accomplishment of the Naval Academy's mission, completion of strategic goals, and the professional growth of the Academy's faculty and staff
- Identify the resources required to execute the assessment and feedback program
- Develop an assessment and feedback process, which includes specific metrics that measure accomplishment of our mission and the means to assess the education, accession, promotion, and career retention goals for officers of the naval service
- Develop a comprehensive feedback and assessment system to ensure the Officer Development System meets the mission requirements of the Naval Academy and the needs of the naval service
- Develop a feedback and assessment system that ensures professional training meets the mission requirements of the Naval Academy and the accession requirements of the Navy and Marine Corps
- Focus the midshipman academic program on achieving specific learning outcomes and implement a system of assessing how well USNA graduates are achieving those outcomes

Summary

The Naval Academy is performing its mission by graduating talented, dedicated and highly capable young officers. Our Strategic Plan keeps us on course and ensures we continue to meet the evolving needs of our customers – the Navy and Marine Corps.

The Academy is excelling and we are well-postured to continue developing midshipmen morally, mentally and physically into combat leaders of character.

United States Naval Academy
Annapolis, Maryland