



DEPARTMENT OF THE NAVY

UNITED STATES NAVAL ACADEMY

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ANNAPOLIS, MARYLAND 21402-5000

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28-152

MEMORANDUM FOR DIRECTOR OF ATHLETICS  
COMMANDANT OF MIDSHIPMEN

Subj: PHYSICAL MISSION REVIEW

1. Purpose. The purpose of this memorandum is to direct a comprehensive review and analysis of the Physical Mission requirements and programs at the United States Naval Academy.
2. Overall Goal. The goal of the U.S. Naval Academy Athletic Program is to inculcate physical excellence in our midshipmen through diverse, competitive athletics, challenging physical education programs and continuous personal conditioning. Our goal is to develop each midshipman in mind, body and spirit in order to prepare them for the rigors of combat leadership.
3. Background. In 1992 a similar athletic review was initiated using the principles of TQL (Total Quality Leadership) by Rear Admiral Thomas Lynch. This resulted in Strategic Plan 2000 for which updates were developed in 1993 and 1994. In 1998, the Anders Group established a Physical Mission committee and appointed a Mission and Governance Subcommittee to articulate the subtle differences in the role each Physical Mission component plays in the accomplishment of the overall mission, and to clarify the responsibilities of the two organizations that directly support each of these components. Two oversight committees were formed as a result of this study; the Naval Academy Sports Advisory Committee and the Physical Mission Strategic Planning Council. In addition, Carr Associates studied the organizational structure of Naval Academy Athletic Association (NAAA) in 2001 with emphasis on determining the role, duties and responsibilities of the Athletic Director.

In both 1998 and in 2003, the Naval Academy was certified by the National Collegiate Athletic Association (NCAA) as being in full compliance with all governing policies and procedures. The NAAA is regularly audited by the NCAA, the Patriot League and external financial auditors per Naval Academy Board of Control and NCAA guidelines. These earlier reviews and ongoing assessments serve as a stepping off point for this comprehensive Physical Mission Review.

4. Scope of the Review. This review will have as its objective an overall physical mission plan which establishes policy for the conduct of athletics at the Naval Academy. In conducting the review, the following guidelines apply:

- a. Achieving proper balance within the mission among varsity, club and intramural competition, physical education and personal conditioning.
- b. Clarifying the responsibilities and optimizing the organization for Physical Mission requirements at the Naval Academy.
- c. Evaluating conference affiliation and determining appropriate level of commitment to Division IA competition.

Subj: PHYSICAL MISSION REVIEW

- d. Determining required and elective physical education, athletic and lifelong fitness programs and associated curricula.
- e. Addressing strategy for Division I peer athletic benchmarking, gender equity and diversity advancement.
- f. Assessing athletic facilities to fulfill agreed physical mission requirements.
- g. Identifying a Human Capital Strategy and staffing plan to meet the needs of competitive athletic programs, the Physical Education Department and personal conditioning requirements, as well as the proper administration of the NAAA.

5. Discussion. The physical development of midshipmen is a key mission requirement of the Naval Academy. By all measures the Naval Academy is performing its physical mission with a high degree of excellence. The question this review will attempt to address is; are we doing what we should to physically prepare our midshipmen to be officers in the 21<sup>st</sup> Century? How should we change? What should we stop or start? How can we be more effective?

This is an Academy wide review. In addition to NAAA, coaching staff and physical education instructor involvement, participation from the Academic faculty and the Commandant's staff is essential.

6. Approach. The Physical Mission review will be conducted by an External Review Committee and ten internal committees. The efforts will begin now, proceed concurrently and conclude by August 2006. The specific committees and tasking are summarized below:

a. External Review Committee. A senior level group formed primarily from persons external to the Naval Academy faculty and staff. This committee will address the question as to whether the Naval Academy is participating in the best specific varsity or club sports in support of its mission. This group will be co-chaired by a retired Navy Admiral and retired Division I Athletic Director. Its scope, schedule and tasking will be assigned in a separate letter.

b. Internal Committees. A series of ten internal reviews focused on how the Naval Academy is achieving its physical mission. A brief summary of each review is provided below.

1. Athletic Organization. Review the organizational alignment of all physical activities to ensure reporting lines, resources, administrative oversight, staff and resources can effectively support Naval Academy goals and objectives. The committee Project Manager is Mr. Kevin Sinnett. Completion Date is July 2006.
2. Varsity Sports. Identify steps the Naval Academy needs to take to ensure competitiveness in all Varsity 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 N\*, achieve a 65 percent winning average, and maintain the Commander-In-Chief's trophy. The committee Project Manager is Mr. Kevin Sinnett. Completion Date is February 2006.

3. Physical Education. Review the physical education curriculum and physical readiness requirements for midshipmen. Specify requirements and determine appropriate electives. The committee Project Manager is CAPT Greg Cooper. Completion Date is April 2006.
4. Personal Conditioning. Develop ways to enhance the means and opportunity for midshipmen to increase their levels of physical conditioning. Review standards, conduct and remedial efforts relative to the PRT. The committee Project Manager is the Deputy Commandant. Completion Date is March 2006.
5. Officer Development. Develop a plan that incorporates leadership and character development as learning priorities at all levels of athletic competition and physical education. Develop an assessment methodology to measure success of incorporation. The committee Project Managers are Mr. Dave Davis and CDR C.X. Kennedy. Completion date is August 2006.
6. Importance of Physical Mission/Communications. Establish an effective communications plan to better articulate, both internally and externally, a comprehensive understanding of the physical mission and its role in the development of midshipmen. Establish metrics that identify varying levels of success through the activities of the physical mission. The committee Project Manager is Mr. Scott Strasemeier. Completion Date is May 2006.
7. External Relations/Outreach. Identify steps and actions the Naval Academy can take to encourage increased support from alumni and academy supporters. The committee Project Manager is Mr. Eric Ruden. Completion Date is April 2006.
8. Facilities. Develop a plan to provide the indoor and outdoor athletic facilities and venues required to fully support the physical mission. The committee Project Manager is Mr. Al Heinze. Completion Date is June 2006.
9. Resources. Review existing levels of appropriated and non-appropriated support and develop a revenue generating strategy to secure financial resources in support of the requirements of the physical mission. The committee Project Manager is Mrs. Barbara Brozen. Completion Date is April 2006.
10. Midshipmen Athlete Performance. Establish practical initiatives and actions necessary to ensure the combined performance of student-athletes equals or exceeds the brigade average in professional requirements, academic success, and personal conduct each semester. The committee Project Manager is Mr. Dave Smalley. Completion Date is June 2006.

7. Organization. The Director of Athletics will be responsible to the Superintendent for the overall conduct of the review, including the staffing of the Internal and External Review Group committees. The Director of Athletics shall work in regular concert with the Academic Dean,

Subj: PHYSICAL MISSION REVIEW

Commandant of Midshipmen, the Admissions Director and their staffs to ensure appropriate involvement, influence and communication leading to final recommendations for consideration by the Executive Committee.

- a. The Project Managers of the ten Internal Committees will report to a Coordinating Committee consisting of representatives from the following organizations:

Superintendent's Office  
Academic Dean and Provost  
Admissions  
Officer Development  
Foundation (A&S)  
Compliance  
Physical Education  
Public Works  
Comptroller  
Faculty Senate

The Director of Athletics and Commandant will Co-chair this committee.

- b. This Coordinating Committee will in turn present alternatives and recommendations for decision to an Executive Committee consisting of:

Vice Admiral Rodney P. Rempt - Chairman  
Captain Bruce E. Grooms  
Mr. Chet Gladchuk  
Mr. Robert Parsons  
Captain Kathy Shanebrook  
Captain Helen Dunn

8. Action. Personnel assigned to the ten objective committees and the Coordinating Committee, are requested to begin work immediately. The review is expected to conclude by August 2006. Project Managers of each objective committee will present and gain concurrence of planned action steps prior to 15 October 2006.

9. Reports. Physical Mission Review data and reports will be collected by the Executive Assistant to the Director of Athletics. Reports to the Executive Committee will be periodically submitted by the Coordinating Committee to review progress and provide opportunities for guidance. At a minimum, the Executive Committee shall meet in November, February, April and June.

Committees will keep summary minutes and will ultimately create a document that reflects recommendations and a summary of action. These together with any briefings, data or research relevant to their subject area will be collected to serve as a report of this review.

  
RODNEY P. REMPT