The United States Naval Academy is both a university and a Navy command, with the purpose of commissioning junior officers into the U.S. Navy and Marine Corps. This unique and challenging environment provides an outstanding academic program, demanding physical requirements, and professional military training to develop midshipmen morally, mentally, and physically into junior officers ready to serve the nation.
BACKGROUND

A Master Academic Plan (MAP) provides a strategic vision and operational direction to achieve USNA's academic priorities.

- Background on the process used to create the USNA MAP
- Overarching goals of the USNA MAP
- Guiding documents

EDUCATIONAL PHILOSOPHY

High academic standards and a challenging educational program can coexist within a positive and engaging learning environment.

- Educating Midshipmen is Job #1
- Excellence in Teaching & Learning
- Fostering Equity, Diversity, & Inclusivity

WHAT WE DO: TEACHING

WHY WE DO IT: MIDSHIPM

WHO WE ARE: FACULTY

HOW IT HAPPENS: FACILITIES
& LEARNING
- Accreditation
- Active/Project-Based Learning
- Constitutional Foundation & Naval Heritage
- Coherence across the Core Curriculum
- Critical Thinking, Reading, & Communicating
- Cyber Education
- Intercultural Competence & Regional Awareness
- New Programs & Focal Areas
- Nimitz Library

& STAFF
- Advising and Mentoring
- Equity, Diversity, & Inclusivity
- International Immersion
- Midshipman Research
- Small Class Sizes
- Equity, Diversity, & Inclusivity
- Faculty as Advisers, Mentors, & Role Models
- Faculty Development: Teaching & Research
- Leadership Development

/ OPERATIO NS
- Operations
  - Business Practices
  - Communication
  - Resourcing Learning
  - Signature Programs
- Facilities
  - Nimitz Library
  - State of the Art Environment

https://sites.google.com/usna.edu/usna-master-academic-plan[5/20/2019 3:44:05 PM]
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May 2019
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- Operations
  - Business Practices
  - Communication
  - Resourcing Learning
  - Signature Programs
- Facilities
  - Nimitz Library
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Nimitz Library
BACKGROUND

A Master Academic Plan (MAP) provides a strategic vision and operational direction. An effective MAP is a living document reflecting on-going and emerging priorities. It serves as a planning guide, not as a document that attempts to list or rank all aspects of the academic program.

OVERARCHING GOAL OF THE USNA MAP

An integrated master academic plan is a living document, ever evolving, and shaped with inputs from faculty and staff. It provides a framework to advance our academic vision, mission and values within a dynamic environment. The plan serves as an intentional guide for our actions, programs, and services and ensures that academic priorities are explicit and
visible to all members of the USNA team and external stakeholders.

A good MAP helps answer the questions "what are our academic priorities?" and "where are we going?" The MAP should guide decision making. For example, if X is your idea then...

- Is X in the plan or does it support the plan? Should it be added to the plan? (planning)
- Have we resourced X appropriately? (budgeting)
- To what extent are we achieving X and what is X's impact? (assessing)

GUIDING DOCUMENTS

- USNA Mission
- USNA Strategic Plan 2020
- Education for SEAPower Final Report and SECNAV Action memo

ADDITIONAL DOCUMENTS
Faculty Performance Expectations: Practical Guidance

Seven Attributes of a Naval Academy Graduate

PROCESS FOR THE CREATION OF THE MAP

During Winter and Spring of 2019 inputs were sought to refresh the Master Academic Plan last updated in 2017 (the original plan dates back to 2010). Faculty Senate provided feedback on the existing plan and possible additions through a faculty-wide survey. Division leadership, directors, and departments chairs were asked to consult with faculty and staff in their areas regarding new and existing priorities. Academic Assembly had two
extended meetings to develop ideas into strategic priorities.

- Materials collected as part of the 2019 revision are available with a USNA login.

The Naval Education Enterprise must produce leaders of character, integrity, and intelligence steeped not only in the art of war, the profession of arms, and the history and traditions of the Naval service, but also in a broader understanding of the technical and strategic complexities of the cognitive age, vital to assuring success in war, peace, and grey zone conflict; officer and enlisted leaders of every rank who think critically, communicate clearly, and are imbued with a bias for decisive and ethical action. -- Education for SEAPOWER Study

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May 2019
EDUCATIONAL PHILOSOPHY

In order to be successful, the Master Academic Plan must reflect principles that are inherent to the delivery of the educational program at the naval academy.

Set high standards and provide support to enable achieving those standards.

EDUCATING MIDSHIPMEN IS JOB #1
Teaching and mentoring is primary

Hire, mentor, and support faculty and staff who...

- Engage midshipmen as active partners in their own learning
- Emphasize quality and excellence
- Develop midshipmen as leaders of character

PROMOTING EXCELLENCE IN TEACHING & LEARNING

Faculty and staff are at the heart of the developmental, academic model

In both formal or informal roles, faculty and staff:

- Ensure a welcome environment to attract and retain talented individuals from all backgrounds
- Serve as role models and mentors
FOSTERING AND SUPPORTING EQUITY, DIVERSITY, & INCLUSIVITY

Foster an environment that embraces and supports EDI

- Emphasize dignity and respect in all areas
- Create inclusive environments
- Enhance the institutional climate for and representation from underrepresented groups (e.g. gender, race, ethnicity, national origin, age, disability, religion, sexual orientation, language, marital status, socioeconomic status, education, and physical appearance)
REGIONAL & PROGRAM ACCREDITATION

GOAL: ADHERE TO GOALS AND STANDARDS SET BY EXTERNAL ACCREDITORS AND BROADLY RECOGNIZED AS CRUCIAL TO A QUALITY EDUCATION

Maintain institutional and program accreditations

- Maintain Middle States (MSCHE) regional accreditation for USNA.
- Maintain ABET accreditation for all Engineering and Computing programs
- Maintain American Chemical Society (ACS) accreditation
- Maintain NSA Center of Academic Excellence in Cyber Defense
- Pursue externally recognized accreditation for eligible programs
- American Alliance of Museums accreditation for USNA Museum
- NSA Center of Academic Excellence in Cyber Operations
ACTIVE & PROJECT-BASED LEARNING

GOAL: IMPROVE LEARNING WITH PEDAGOGICALLY SOUND METHODS

Better align midshipman experiences with the environment they will experience as junior officers

- Encourage departments to determine active learning methods appropriate to the authentic, complex issues and problems encountered in their fields
- Provide faculty with the leeway to explore and develop new approaches
- Enable faculty to receive continuing professional development and education to design active learning approaches and environments
- Prioritize adequate resourcing to equip classrooms, labs, and other learning spaces with appropriate infrastructure and technology
GOAL: INTEGRATE ACTIVE LEARNING THROUGHOUT THE CURRICULUM TO ENGAGE STUDENTS, PROMOTE CRITICAL AND CREATIVE THINKING, AND IGNITE PASSION

Encourage active learning in all disciplinary areas and all courses, both the core and the major

- Reduce passive learning activities
  - Limit lecture/content delivery
  - Students enter class as partners in their learning experience
- Increase student engagement and interest by structuring learning to be active, hands-on, or including concrete examples
  - Create challenging learning opportunities that require students to contend with complex questions, issues, or problems
  - Have students analyze, synthesize, or apply material (e.g., debates, case studies, or project-first approach)
  - Encourage collaborative group work (e.g., small team problem-solving, group discussions or peer instruction/assessment)

GOAL: PROMOTE DEEPER KNOWLEDGE & ABILITY
THROUGH PROJECT-BASED EXPLORATION OF REAL-WORLD CHALLENGES AND PROBLEMS

Emphasize working on authentic and challenging problems across the curriculum

- Don't bury the lead, engage students in the exciting, meaningful work of the field early and often in the major and in the core
- Require students to apply their knowledge and skills to enduring questions, complex problems, or engaging projects
- Be conversant in the value of a student-centered, projects first approach
  - Maintain enthusiasm throughout the entire curriculum
  - Increase interest among underrepresented student populations
  - Improve retention of students with less preparation in STEM areas
CONSTITUTIONAL FOUNDATION AND NAVAL HERITAGE

Imbue an appreciation of and a respect for the selfless service and excellence that are the heritage of the naval services. -- USNA Strategic Plan 2020

GOAL: IMBUE MIDSHIPMEN WITH A PROFOUND RESPECT FOR THE CONSTITUTION

- Scaffold learning about the U.S. Constitution across the four-year curriculum to integrate and reinforce ideas and concepts
GOAL: ENSURE THAT USNA IS THE NATION'S "GO TO PLACE" FOR MATTERS PERTAINING TO NAVAL HISTORY AND HERITAGE

- Preserve Nimitz Library's place as the premier academic naval history, heritage, and science library in the country
- Maintain the USNA Museum as the center for the collection, preservation, and exhibition of the physical heritage of the U.S. Navy and Naval Academy and the stories of those who have served their country at sea
- Sustain expertise in naval history and heritage across disciplines

GOAL: EXPOSE NAVAL HERITAGE AND NAVY CONNECTIONS WITH ACADEMIC WORK

- Connect midshipman education with the Navy and its Naval Heritage by
  - Answering how course content, internships, research collaboration, and experiential events are "Naval"
  - Identifying "Naval" aspects of majors at USNA
- Leverage unique resources; e.g.,
  - Nimitz Library as the premier academic naval history, heritage, and science library in the country
  - USNA Museum as the center for the collection, preservation, and exhibition of the physical heritage of the
U.S. Navy and Naval Academy and the stories of the men and women who have served their country at sea

- USNA curriculum, internships, collaborations, and events

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May 2019
COHERENCE ACROSS THE CORE CURRICULUM

GOAL: INTRODUCE, REINFORCE, AND INTEGRATE LEARNING ACROSS THE CORE

Scaffold learning across courses and departments

- Increase communication about midshipman learning across departments and divisions
- Document and disseminate the learning expected to take place within each core course
- Ensure that faculty link learning to previous course content and expectations for courses down stream

Assess core learning

- Within and across departments and divisions use good practices of assessing student learning
  - to demonstrate effectiveness
  - to better understand learning across the core
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May 2019
CRITICAL THINKING, READING, & COMMUNICATING

GOAL: ARTICULATE CONTINUUM OF CRITICAL READING, WRITING, AND THINKING ACROSS REQUIRED COURSES

Leverage core courses to ensure the development of critical reading, writing, and thinking of all midshipmen

- Through faculty collaboration, across disciplines, create and disseminate a common reading/writing toolkit for all midshipmen
GOAL: EMPHASIZE CRITICAL THINKING, READING, AND COMMUNICATION ACROSS THE CURRICULUM

All programs should support and require.

- The development of communication skills
  - Appropriate writing for the discipline and class; e.g., short or long essays, exam questions, reports
  - Effective public speaking; e.g., highly or semi-structured oral presentations
    - The Writing Center (CAE) in collaboration with faculty developing midshipman writing ability
- Through the Center for Academic Excellence, faculty and staff collaborations to support and enhance learning, develop study skills, and improve reading comprehension

All programs should develop midshipmen as independent learners capable of applying their knowledge and skills in standard operating and unfamiliar contexts.

- Develop original ideas and attribute work appropriately
  - Collaborations of library staff and faculty members to develop midshipman critical thinking skills with regard to identifying, locating, evaluating and using information effectively
  - Regular conversations about plagiarism and attributing work properly connected to personal honor and integrity
  - Create challenging learning opportunities that require students to work through complex questions, issues, or
GOAL: BECOME THE NATIONAL LEADER AMONG UNDERGRADUATE CYBER SECURITY PROGRAMS

Develop, maintain, and improve the Cyber Operations curriculum

- Continue to refresh and improve the content of the required Cyber 1 and 2 courses taken by all midshipmen
- Recruit, hire, and retain faculty into the Cyber Sciences Department
- Pursue NSA Center for Academic Excellence Certification in Cyber Operations:
  - An in-depth technical, inter-disciplinary, academic program grounded in the computer science and computer/electrical engineering with opportunities for hands-on labs and exercises

GOAL: DEVELOP THE CENTER FOR CYBER
SECURITY STUDIES AS THE NATION'S "GO TO PLACE" FOR CYBER

Externally focused for internal advancement

- Attract world class faculty as part of the Cyber Fellows Program
- Shape the national dialogue on Cyber
- Focus on outreach and research
- Pursue gift and reimbursable funding
  - Provide support for all cyber-related departments, programs, and research

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May 2019
INTERCULTURAL COMPETENCE & REGIONAL AWARENESS

To be the premier educational institution for developing future naval officers from across the Nation to serve and lead in an increasingly interdependent and volatile world.

--USNA Strategic Plan 2020

GOAL: LEVERAGE CO, EXTRA, AND CURRICULAR OPPORTUNITIES TO FURTHER INTERCULTURAL COMPETENCE & REGIONAL AWARENESS

Increase midshipman regional and cross-cultural awareness that will be needed to appreciate the positions of allies and strategic partners
- Develop midshipman cultural self-awareness, appreciation of cultural contexts, and an emerging understanding of regional and global issues
- Provide midshipmen with opportunities to explore a regional focus with multiple cultural aspects (e.g., language, customs, social institutions, literature, history, politics, and economics)
- Consider viability of offering regional studies majors utilizing existing expertise and courses
- Support areas within the curriculum and co-curriculum that provide intercultural experiences

**GOAL: 50% OF EACH CLASS WILL HAVE AN INTERNATIONAL IMMERSION EXPERIENCE**

Provide high-quality international immersion opportunities and maintain USNA standards

- Provide high-quality semester study abroad options
  - Award credit for language acquisition
  - Provide credit for experiential learning/cultural immersion when appropriate
  - Award credit for courses taken during study abroad
  - Midshipmen enroll in courses that are the equivalent of 15 credit hours or more, and
  - Validate no fewer than 9 credit hours
- Provide high-quality language study abroad programs for STEM majors
- Assess quality of study abroad programs
- Represent the Naval Academy and its academic and professional standards while abroad
**GOAL: INCREASE FOREIGN LANGUAGE SKILLS**

Increase foreign language skills (communication, language, and culture competencies) for all midshipmen

- Develop validation/placement policies that are consistent across divisions and majors
  - Require four semesters of a foreign language
- Improve language placement processes
- Assess to understand midshipman learning and improve programs
  - Use local and standardized assessment instruments
- Explore viability of offering new foreign language majors or minors; e.g., Korean, Farsi, and Portuguese
- Consider viability of offering language or regional studies majors with existing expertise and courses

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May 2019
NEW ACADEMIC PROGRAMS & FOCAL AREAS

GOAL: THOUGHTFUL PLANNING OF NEW DEGREE PROGRAMS

Identify interest, impact, and resource requirements of new degree programs.

- Create a proposal for a "selectable" Biochemistry / Molecular Biology major including lab space requirements
- Explore viability of offering new foreign language majors or minors; e.g., Korean, Farsi, and Portuguese
- Consider viability of offering language or regional studies majors with existing expertise and courses

GOAL: ENHANCE THE UNIQUE NATURE OF A
NAVAL ACADEMY EDUCATION THROUGH INTERDISCIPLINARY STUDY ACROSS THE CURRICULUM

- Consider learning opportunities that provide emphasis in the following interdisciplinary areas:
  - Artificial Intelligence
  - Cyber
  - Data Science
  - Ethical and Leadership Development
  - Naval History and Heritage
  - Regional Studies
  - Emerging areas of strategic importance
- Support interdisciplinary/team-taught courses contingent on availability of labor

GOAL: DEVELOP PROCESS FOR ON-BOARDING AND SUN-SETTING ACADEMIC PROGRAMS

- Avoid splintering the curriculum to the detriment of midshipman ability to graduate in four-years
- Ensure adequate expertise in core courses, majors, and specialized areas
NIMITZ LIBRARY

GOAL: PRESERVE OUR UNIQUE POSITION AMONG ACADEMIC LIBRARIES

Maintain status as the premier academic naval history, heritage, and science library in the country

- Appropriately resource library collections

GOAL: ENHANCE THE LIBRARY AS THE ACADEMY'S INTELLECTUAL HUB

Through facilities, programs, and services serve the needs of midshipmen, faculty, and staff
As a resource for all and the *de facto* USNA student center, provide

- facilities that offer:
  - Sufficient seating for patrons
  - Furnishings that allow for flexible arrangements
  - Creative, quiet, and group study spaces
  - State of the art technology and tools

- programming that supports:
  - Locus of research assistance and champions of information fluency/research skills
  - Topical lectures and small group discussions
  - Showcase scholarly and creative work

- Appropriately resource library collections in support of the evolving curriculum and scholarly needs
  - Engage midshipmen with the latest research and publications in their studies
  - Assist in attracting, retaining, and promoting high caliber faculty by supporting scholarly work

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May 2019
FACULTY AS ADVISERS, MENTORS, & ROLE MODELS

GOAL: VALUE ADVISING & ADVISERS

Communicate and support the importance of developmental advising and advisers

- Enhance training by
  - Providing standardized and tailored training for all academic advisers
  - Providing initial and just-in-time training for using MIDS as advisers
  - Emphasizing
    - shared responsibility, both faculty and midshipmen taking an active role in communicating
    - the importance of modeling engaged leadership
    - best practices and behaviors in academic advising and mentoring of students

Continue to develop and promote the Plebe Advising & Mentoring Program

- Plebe Advisers connect (face to face) with plebes and deliver consistent messages and start the mentoring process
Assist plebes to choose a major that they are willing to commit the energy and focus necessary to succeed.

Help plebes understand their strengths, weaknesses, and interests (in terms of major, naval career, and future educational opportunities)

Support research of the different majors available at USNA

Carefully track Plebe major selections during Plebe year: emphasize choices that align passion with ability

Advocate for information technology support that facilitates the advising of midshipmen

Emphasize that all faculty members are role models and mentors

Develop and inspire midshipmen to

- take an active role in their educational outcomes
- reflect on what kind of leader they are and want to be

Educate midshipmen regarding

- what it takes to be successful in, and after, college
  - accepting challenges and viewing setbacks as opportunities for growth
  - researching and making thoughtful decisions
- support available to them (e.g. EI, study skills, tutoring, MGSP, Writing Center, Library)
EQUITY, DIVERSITY, & INCLUSIVITY

Promoting an environment where all are treated with dignity and respect, and our diversity makes us stronger.

GOAL: FOSTER AND SUPPORT EQUITY, DIVERSITY, AND INCLUSIVITY

Foster an environment that embraces and supports EDI

- Emphasize dignity and respect in all areas
- Ensure a welcome environment to attract and retain talented faculty, staff, and midshipmen from all backgrounds
- Enhance the institutional climate for and representation from underrepresented groups (e.g. gender, race, ethnicity, national origin, age, disability, religion, sexual orientation, language, marital status, socioeconomic status, education, and physical appearance)
- Actively support EDI… don’t be a bystander
- Strengthen efforts to increase numbers of new faculty, staff, and midshipmen from underrepresented groups
  - Broaden applicant pools
  - Ensure thoughtful hiring processes
    - Consider and possibly pilot a Search Advocate Program (similar to Oregon State)
  - Foster diversity in leadership roles
- Increase retention of underrepresented faculty, staff, and midshipmen
MIDSHIPMAN RESEARCH

GOAL: SUPPORT MIDSHIPMAN RESEARCH PROGRAMS FOR ALL

- Provide research opportunities across all disciplines
  - Expand internship opportunities
  - Explore feasibility of midshipmen summer research assistantships
- Encourage faculty mentoring of research students
- Maintain internal and external support for midshipman research experiences

GOAL: FULL PARTICIPATION IN A DAY-LONG ACADEMY-WIDE SHOWCASE OF SENIOR PROJECTS

- Participation across all majors with discipline appropriate approaches
Provide midshipmen with
- valuable real-world experience that will help them in their future endeavors; and
- opportunities to present projects, engage with visitors about their work, and showcase their accomplishments

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**GOAL: INCREASE PARTICIPATION IN TRIDENT SCHOLAR PROGRAM**

Through the Trident Scholar Program, increase opportunities for exceptionally capable midshipmen to engage in independent study and research during their senior year

- Encourage maximum participation from the top candidates in the Brigade
- Encourage participation across all academic divisions
- Emphasize QUALITY through faculty mentoring of midshipmen regarding
  - content of proposals
  - written proposals
  - oral presentations
SMALL SECTION SIZES

GOAL:

APPROPRIATELY SIZED CLASS SECTIONS

Foster an educational environment that supports and encourages midshipman learning

- Aim for class sizes between 10 and 20 in most instances
- Maximize instruction by full-time faculty and use adjunct

Section Sizes -- Spring 2016

Goal is to reduce this
teaching staff to reduce section sizes to 20
FACULTY DEVELOPMENT

In order to maintain the relevance and currency of the junior officers commissioned from the Naval Academy, we must maintain the relevance and currency of our faculty at the Naval Academy.

GOAL: FULLY STAND UP THE CENTER FOR TEACHING AND LEARNING

Provide leadership in effective and innovative teaching, learning, and mentoring practices

- Offer a "full menu" of resources to faculty every day, throughout the entire year
- Be a resource for best practices in teaching through a variety of mechanisms (e.g., pedagogically focused workshops and discussion groups, peer mentoring, EDI programming, and opportunities to learn about USNA's mission)
- Facilitate continuous improvement through feedback from peers
Outreach to all faculty junior, senior, military, civilian, tenure and non-tenure track

- A state of the art physical space for faculty to engage on issues around teaching and learning

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**GOAL: DEVELOP FACULTY AS PEER MENTORS**

Develop faculty mentoring programs for the purpose of integrating faculty members into the USNA community and promoting continuous development

- Enhance departmental mentoring of faculty and staff, junior and senior, and civilian and military
- Extend your contribution to your field
- Develop professional networks
- Recruit and retain faculty of the highest ability
  - Create new Academy Faculty Mentor/Sponsor Program

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**GOAL: SUPPORT PEDAGOGICAL INNOVATION**

Create an environment in which faculty can experiment with innovative educational ideas

- Facilitate opportunities to learn about teaching methods and environments that support engaged learning
- Develop processes that incentivize faculty to take measured risks in teaching and midshipman learning
- Create challenging learning opportunities that require students to work through complex questions, issues, or problems
GOAL: MAINTAIN FACULTY AS LEADERS IN THEIR DISCIPLINES

Maintain research funding

- For the first three years, provide Junior Naval Academy Research Council (JrNARC) support for new tenure-track hires to develop and pursue a research plan
- Sustain Senior Naval Academy Research Council (SrNARC) funding
  - Continue to advocate for appropriated funds in order to support faculty research agendas during the intersessional period
  - Continue to seek gift funds to support faculty research activities in all disciplines
- Support annual budgets sufficient to sustain an effective program in support of travel for pursuing and presenting scholarly research

Support research by recovering indirect costs

- Maintain and expand staffing in Research Office to support faculty research activities
May 2019
LEADERSHIP DEVELOPMENT

GOAL: ENHANCE LEADERSHIP DEVELOPMENT OPPORTUNITIES WITHIN ACADEMICS

Prepare faculty to become peer leaders with a focus on developing others

- Provide new leadership development opportunities for administrative faculty; e.g., New Department Chairs Workshops
- Emphasize leadership themes at Academic Assemblies and Academic Dean's Off Sites
- Develop succession planning programs

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DISCIPLINES

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BUSINESS PRACTICES

GOAL: IMPLEMENT BEST PRACTICES

- Clear, appropriate administrative authorities and efficient administrative processes
- On-line, paperless documents and interfaces
  - Less paper; better processes
- More efficient use and management of financial resources, annually and quarterly
- Customer focus

GOAL: ENSURE MIDSHIPMAN AND FACULTY ACCESS TO RESOURCES ON AND OFF THE YARD

Provide state of art, innovative technology to support teaching, learning, and research both on and off the Yard
On the Yard provide and support
- Technology for engaged, cutting edge learning
- Seamless wi-fi and cellular access where midshipmen and faculty learn, teach, or research
- Availability of government and public networks
- Portable devices and emerging technologies -- bring your own device (BYOD) personal or government issue
- Learning through immersive and virtual environments

Off the Yard
- Remote access for midshipmen and faculty staff to access learning and research materials at USNA or off-site

On and Off the Yard
- Instructor ability to use integrated course content management, grading, and academic logistics (MIDS)
COMMUNICATION

GOAL: IMPROVE TRANSPARENCY AND COMMUNICATION

Clarify the roles of outstanding teaching, engaged mentoring/advising, service and citizenship, and productive scholarship in merit-based processes

- Articulate expectations for step increases, tenure, and promotion
  - Continue Promotion and Tenure Committee Outreach through Annual Town Halls each Fall
  - Ensure alignment of criteria in all documentation (e.g., annual epistle, performance reviews, etc.)
  - Ensure that expectations for promotion to O-6 for Permanent Military Professors are well understood

Affirm the importance of dignity and respect, collegial debate, and academic freedom

- Encourage environments in which faculty and staff work effectively with others in advancing the Academy mission
- Stress the importance of collegiality, civility, and constructive and productive departmental and institutional citizenship
Support a culture of frequent and effective communication

- Expectation that communication will be shared broadly to and from faculty and staff
  - Regular Meetings with Chairs, Division Leadership, and Faculty Senate Leadership
  - Academic Assemblies
- Opportunities for face to face communication
  - Town halls *open to entire Naval Academy Community*
  - Convocation *open to entire Naval Academy Community*
  - Brown Bag Lunches (*by departmental request*)
RESOURCING LEARNING

GOAL: ENHANCE THE LIBRARY AS THE ACADEMY'S INTELLECTUAL HUB

- Appropriately resource library collections in support of the evolving curriculum

GOAL: SUPPORT ACTIVE AND ENGAGED LEARNING ACROSS THE CURRICULUM

- Facilitate opportunities to learn about teaching methods and environments that support engaged learning
- Seek resources necessary for the design of classrooms, labs, and work spaces that support project and problem based learning
- Seek and maintain funding to support active learning
GOAL: SUPPORT THE CLASS OF 1963 CENTER FOR ACADEMIC EXCELLENCE

- Maintain resources to ensure the Center for Academic Excellence is able to develop and support programs for all midshipmen seeking to improve their academic performance.

GOAL: FILL VACANT GS-WG SUPPORT POSITIONS

- Technical lab support positions
  - Use Instructor of Practical Applications positions to support learning in technical and laboratory settings
  - Increase technical staff positions to appropriate levels indicated by careful analysis of requirements
- Library positions
  - As appropriate, increase hiring competitiveness with other colleges by converting reference and instructional librarian positions to administratively determined (AD) classification
SIGNATURE ACADEMIC PROGRAMS

GOAL: SUSTAIN SUPPORT FOR SIGNATURE ACADEMIC PROGRAMS

Provide opportunities for midshipmen to advance themselves through academic, co-curricular, and support programs.

- Departmental Honors Programs
- Scholarship Programs
  - Bowman Scholars program
  - UK Scholars program
- Co-curricular Programs
  - Debate Team
  - Masqueraders
- Academic Support Programs
  - Center for Academic Excellence
  - Writing Center
  - Nimitz Library
STATE OF THE ART ENVIRONMENT FOR TEACHING, LEARNING, AND RESEARCH

USNA's sophisticated array of unique facilities allow the Academy to stay at the forefront of academic excellence and relevance as we develop midshipmen for their future careers.

GOAL: DESIGN & MAINTAIN CUTTING EDGE FACILITIES

Support active learning and collaboration across all disciplines
Fully stand up the Center for Teaching & Learning including an adaptable learning space

- Thoughtfully combine purpose-built teaching and research facilities with flexible multi-purpose spaces
  - Hopper Hall SCIF, observatory, testing tank, and collaborative central hub space
- Construct an Engineering Design "Tank" for project-based learning
- Replace/repair the Hendrix Oceanography Lab enabling midshipmen to use oceanographic and meteorologic equipment on the Severn River.
- Through both new construction and the resulting vacated academic spaces encourage multidisciplinary collaborations
  - Bring together computing and cyber disciplines from across divisions in contiguous spaces in Hopper Hall and Nimitz
  - Co-locate Humanities and Social Sciences disciplines primarily within the Maury/Mahan/Sampson structure

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**GOAL: DEVELOP A STATE OF THE ART COMPUTING NETWORK**

- Restart Computing Support Branch model with centralized computing support group
- Develop segregated research computing network that balances flexible access control with security
  - Delegation of decision making and control for hardware and software at the lowest levels

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**GOAL: MAINTAIN SHIPSHAPE LEARNING SPACES**
CONSISTENT WITH THE MISSION OF DEVELOPING NAVAL OFFICERS

Develop a schedule to keep academic buildings, teaching spaces, and technology in good working order, repair, and appearance

- Technology refresh
- Upkeep of buildings, classrooms, and common areas

Promptly address safety issues reported by building 1st LTs