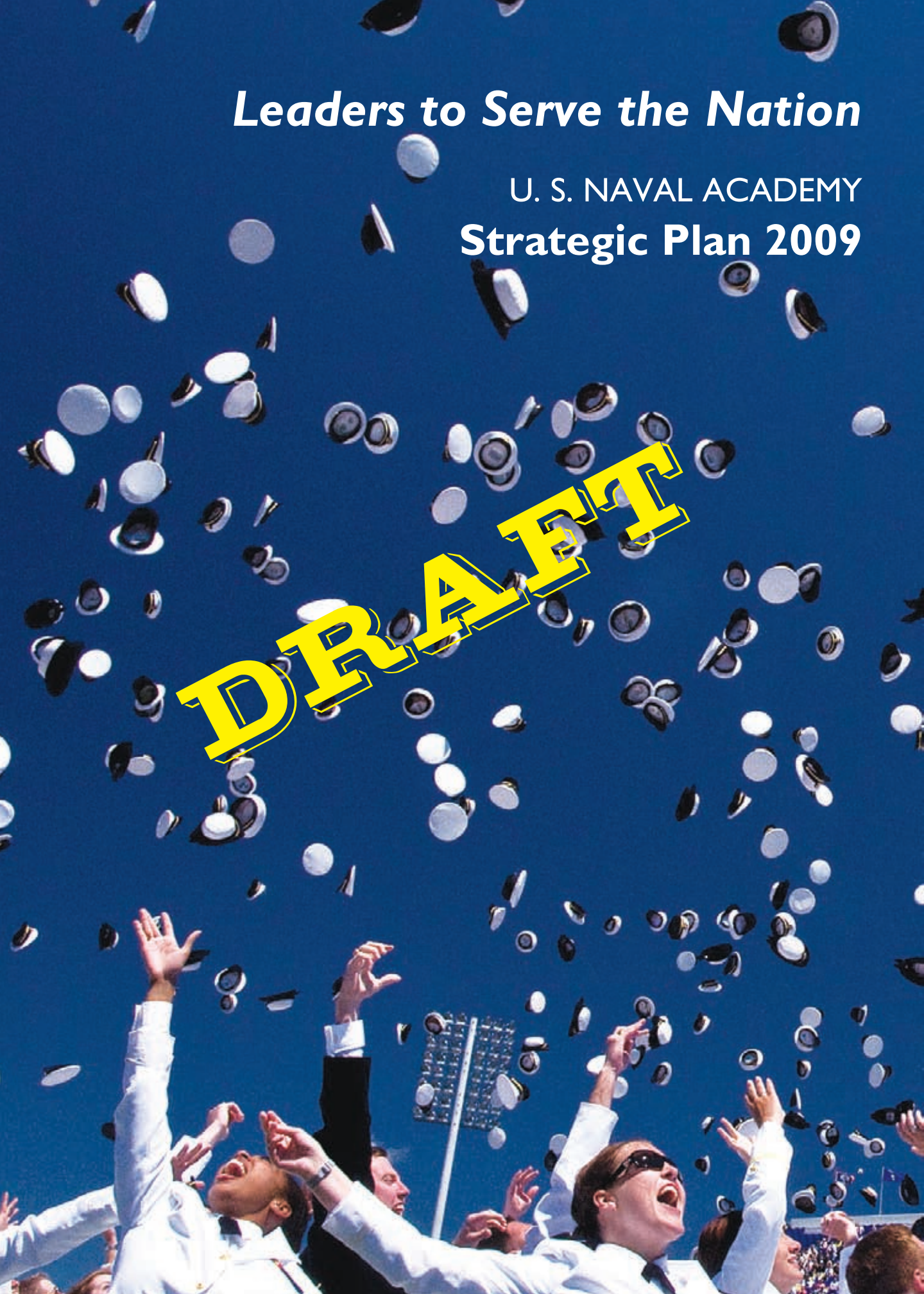
Chapter Two Appendix

Enclosure 2.03
USNA Strategic Plan 2020: Leaders to Serve the Nation

Leaders to Serve the Nation

U. S. NAVAL ACADEMY

Strategic Plan 2009



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 graduate leaders
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.

2020 Vision

To be the nation's premier institution for developing future naval leaders from diverse backgrounds to serve in an increasingly interdependent and dynamic world.

Attributes of a Naval Academy Graduate

We graduate midshipmen who are warriors ready to meet the demands of a country at war or at peace. Our graduates are:

Selfless
Selfless leaders who value diversity and create an ethical command climate through their example of personal integrity and moral courage.

Inspirational
Mentally resilient and physically fit officers who inspire their team to accomplish the most challenging missions and are prepared to lead in combat.

Proficient
Technically and academically proficient professionals with a commitment to continual learning.

Innovative
Critical thinkers and creative decision makers with a bias for action.

Articulate
Effective communicators.

Adaptable
Adaptable individuals who understand and appreciate global and cross-cultural dynamics.

Professional
Role models dedicated to the profession of arms, the traditions and values of the Naval Service and the constitutional foundation of the United States.

Naval Academy Values

We are guided by the same values as our Navy and Marine Corps:

Honor

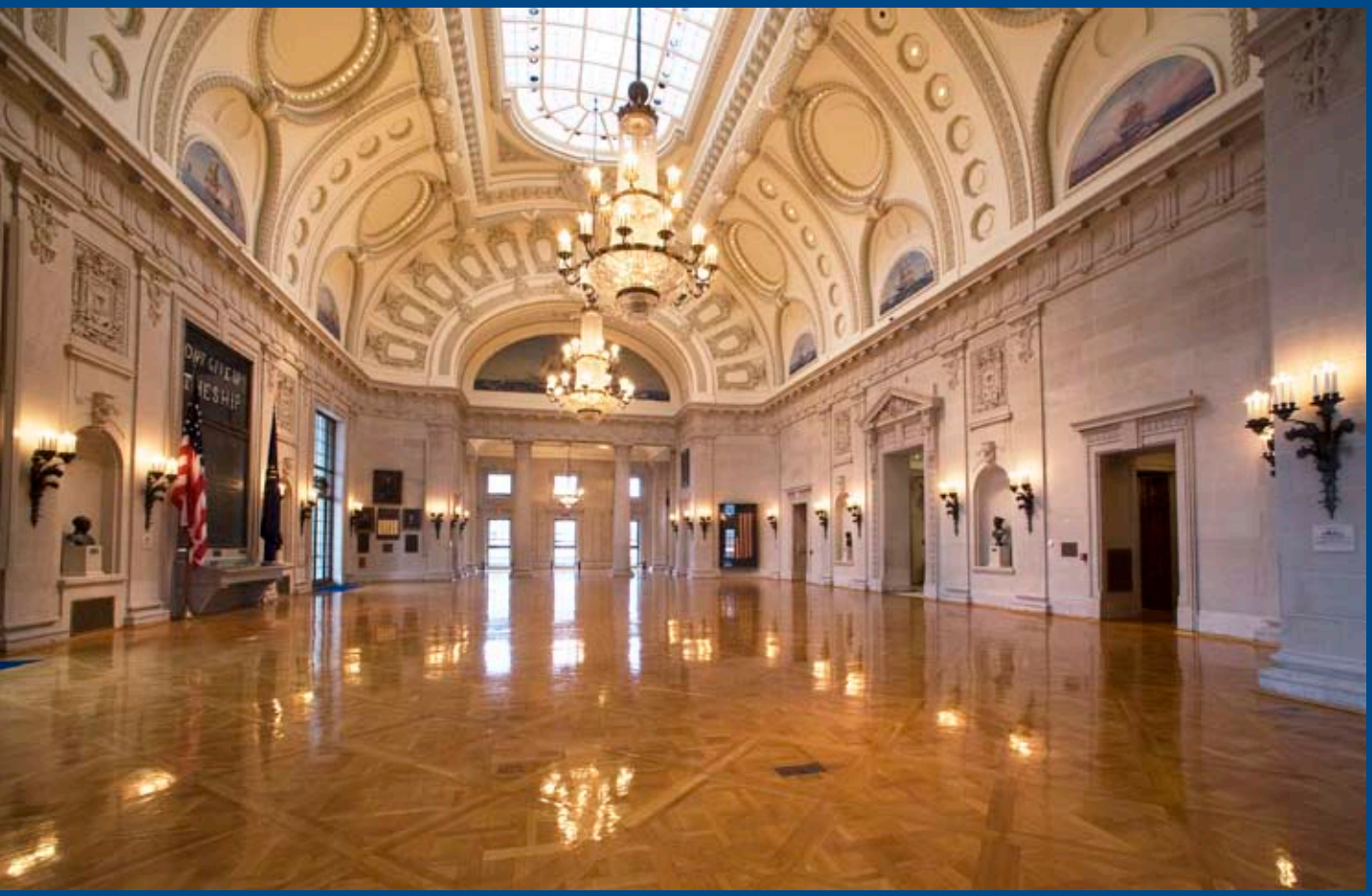
We are honest in our communications and actions. We treat one another with dignity and respect. We serve others selflessly and we live with integrity.

Courage

We honor our rich naval heritage by our courageous pursuit of excellence in all our endeavors.

Commitment

We live by high standards and hold each other accountable to these high standards.



Centers of Excellence

Our vision is built around six Centers of Excellence:

Academic Excellence

Provide an outstanding civilian and military faculty and the necessary support resources to enable midshipmen to achieve academic success.

Athletics and Physical Excellence

Provide exemplary programs of athletic competition and physical challenge that foster decisive leadership, teamwork, character and a passion for "winning."

Admissions Excellence

The Naval Academy must attract the best qualified young men and women wiling to accept the challenges of the naval services.

Naval Heritage

Imbue an appreciation of and a respect for the selfless service and excellence that are the heritage of the naval services.

Professional, Leadership and Moral Excellence

Promote an understanding of and demonstrate a commitment to the highest standards of moral and ethical behavior.

Quality of Life

Provide programs and facilities that enrich the cultural, recreational and spiritual experience for the Naval Academy community.

Strategic Imperatives

These are our highest priority objectives that will enable us to remain faithful to the mission while achieving our vision.

Exemplary People

1. Recruit, admit and graduate a diverse and talented Brigade of Midshipmen.

2. Graduate officers whose attributes and educational and experiential preparation meet the Navy and Marine Corps' current and future requirements.

3. Attract, develop, and retain faculty, staff and coaches who model the highest professional standards and who educate, enrich and inspire a diverse and talented Brigade.

Integrated Programs

4. Align all midshipmen's moral, mental, and physical core experiences to prepare them for future service in any naval warfare community.

5. Integrate ethical leadership and character development efforts across all academic, professional, athletic and extracurricular programs.

6. Leverage internal and external collaborations to engage midshipmen in relevant learning opportunities that develop the broad range of competencies required by the 21st century Naval Service.

Vibrant Enterprise

7. Establish and maintain state-of-the-art facilities that inspire and support the pursuit of academic professional and athletic excellence.

8. Apply exemplary business and assessment practices that ensure the sound stewardship of all resources and result in continual process and program improvement.

Value-Added Outreach

9. Develop strategic relationships with alumni, friends and national institutions of influence that contribute to the Naval Academy's success and America's security and prosperity.

Imperative One

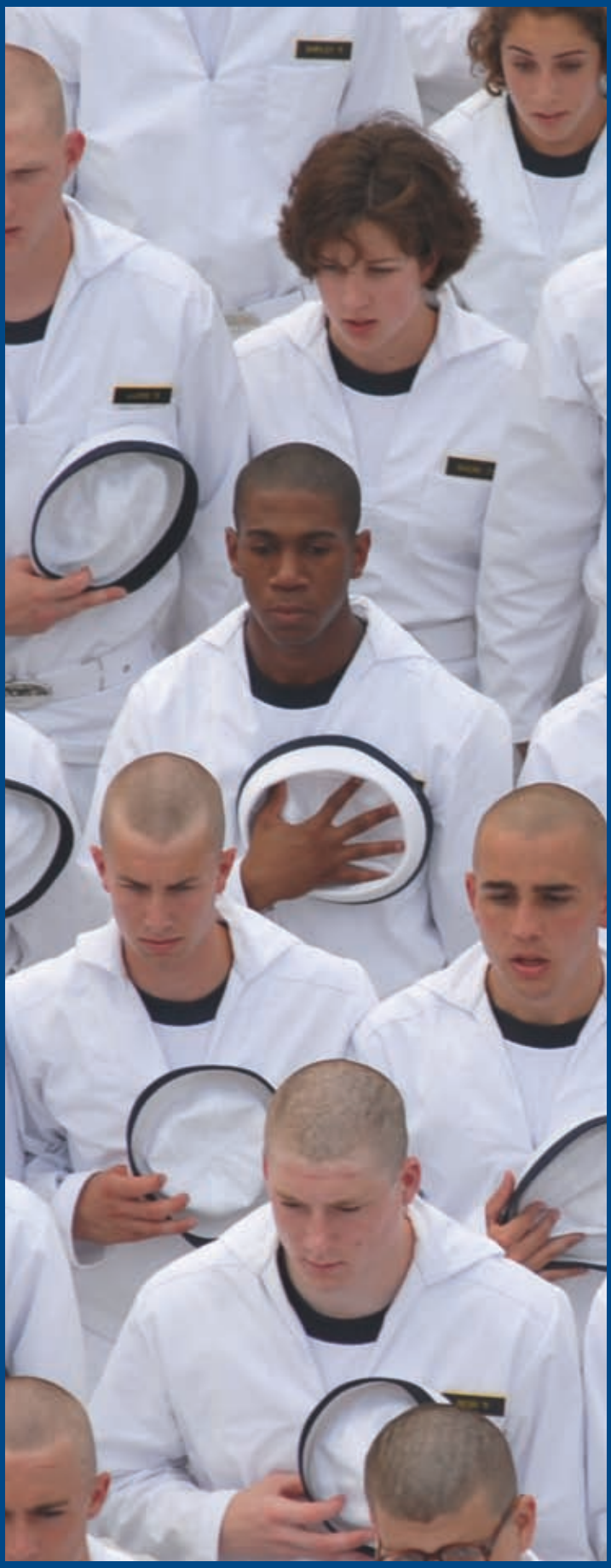
Recruit, admit and graduate a diverse and talented Brigade of Midshipmen.

Objectives

Strengthen the Academy's outreach and recruiting efforts to attract and admit individuals of diverse backgrounds with potential for success at USNA and in the Fleet and Marine Corps.

Transform NAPS into an exemplary model of an academy preparatory program.

Enhance academic support and skills development programs at the Naval Academy to provide every midshipmen with the assistance needed to succeed.



Imperative Two

Graduate officers whose attributes and educational and experiential preparation meet the Navy and Marine Corps' current and future requirements.

Objectives

Graduate the appropriate number of technical and non-technical majors to meet the Navy and Marine Corps requirements.

Expand and periodically assess opportunities for midshipmen to develop language skills, cultural awareness and regional expertise.

Employ traditional educational and training methods, as well as innovative technologies and strategies to prepare midshipmen for the challenges of 21st century warfare.

Obtain and assess feedback from the Fleet and Fleet Marine Force on the performance of recent Academy graduates.

Imperative Three

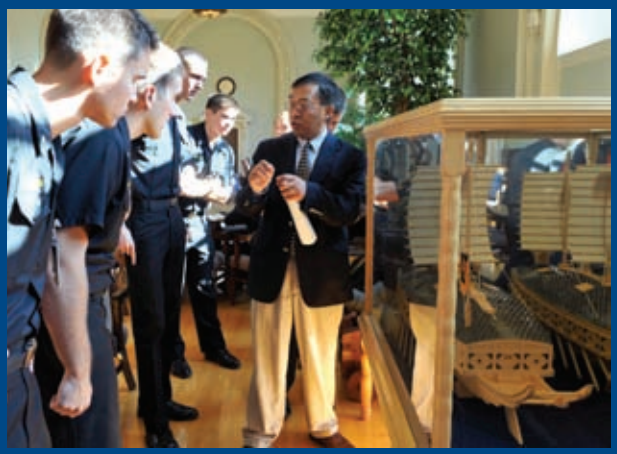
Attract, develop, and retain faculty, staff and coaches who model the highest professional standards and who educate, enrich and inspire a diverse and talented brigade.

Objectives

Return to an appropriate balance between professional educators and operationally current naval officers.

Refine recruiting and retention strategies to ensure diversity among faculty, staff and coaches.

Expand opportunities for faculty members to learn and apply best practices in pedagogy and remain leaders in their respective disciplines.



Imperative Four

Align all midshipmen's moral, mental, and physical core experiences to prepare them for future service in any naval warfare community.

Objectives

Periodically assess the core curriculum and its resource requirements, in each of the three mission areas to best meet the needs of the Naval Service.

Develop the professional and academic venues to provide midshipmen with the knowledge and skills to operate effectively as officers in a cyber warfare environment.

Identify and offer opportunities for midshipmen to develop their language skills, regional expertise, and cultural awareness (LREC) in accordance with direction for senior Navy leadership.

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NAVY
NAVY

Imperative Five

Integrate ethical leadership and character development efforts across all academic, professional, athletic and extracurricular programs.

Objectives

Implement an organizational structure to ensure alignment between all ethical leadership and character development programs.

Strengthen the Stockdale Center for Ethical Leadership's support of Academy ethics, leadership, and character programs.

Develop, articulate, and systematically embed common ethical leadership themes in the Academy's three mission areas.

Imperative Six

Leverage internal and external collaborations to engage midshipmen in relevant learning opportunities that develop the broad range of competencies required by the 21st century Naval Service.

Objectives

Enhance moral, mental and physical project-centered learning opportunities throughout the curriculum.

Foster an educational environment that supports and encourages innovative and critical thinking, lifelong learning, and persuasive communications.

Intensify effoirts to establish partnerships with international naval academies.

Imperative Seven

Establish and maintain state-of-the-art facilities that inspire and support the pursuit of academic, professional and athletic excellence.

Objectives

Provide academic facilities consistent with the growing needs of the faculty and mid-shipmen and the technological advances of the 21st century.

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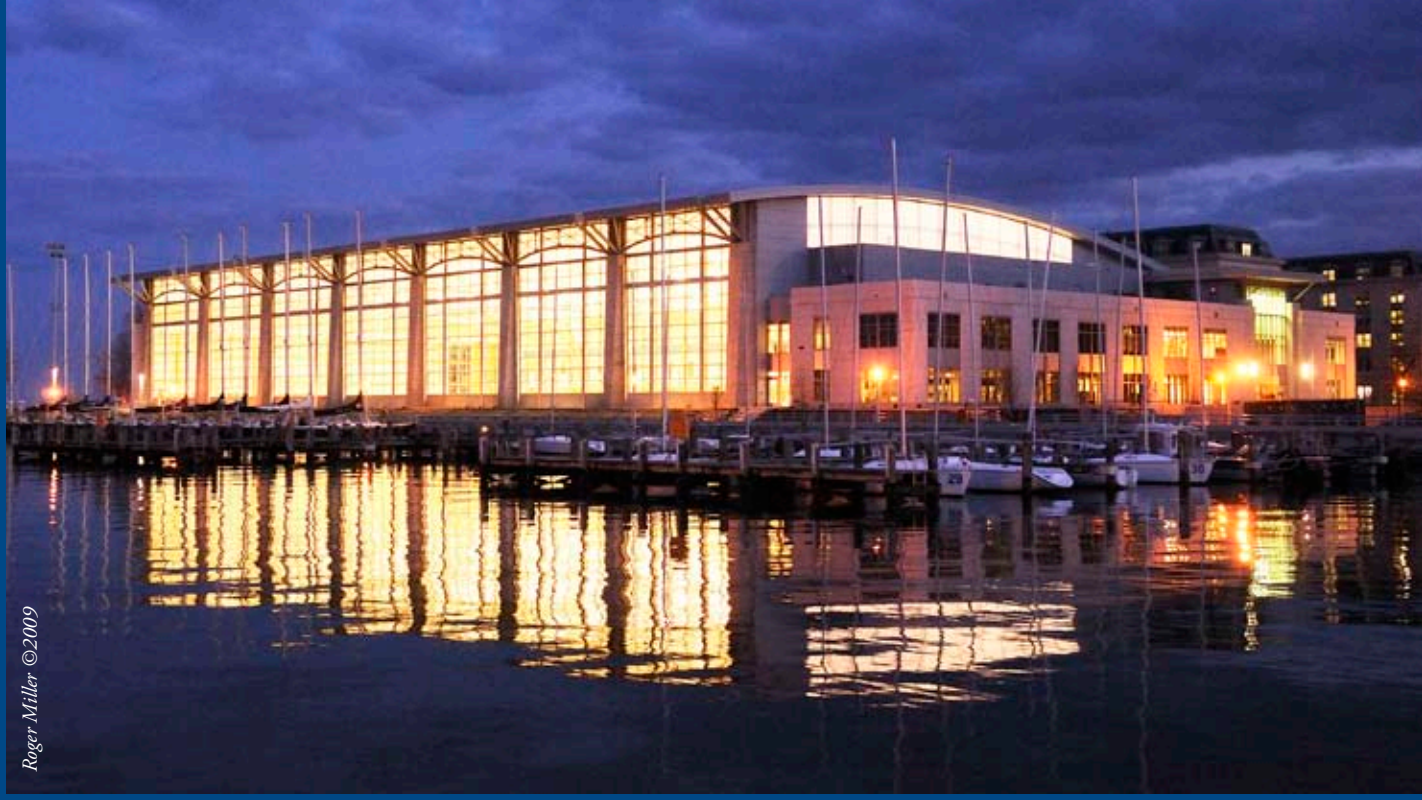
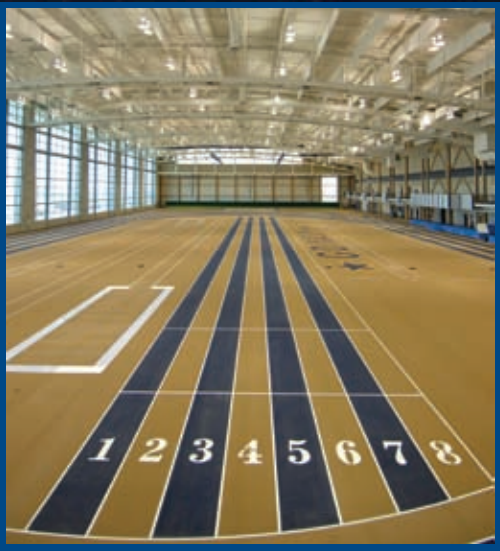


Provide professional development facilities that prepare midshipmen to face the challenges of present and future warfare.

Provide athletic facilities consistent with need to offer a dynamic and challenging physical preparation program and compete in intercollegiate athletics in keeping with the Naval Service traditions of teamwork, persistence, and victory.

Provide expanded spaces for midshipmen study areas and extra-curricular, recreational and social activities.



Imperative Eight

Apply exemplary business and assessment practices that ensure the sound stewardship of all resources and result in continual process and program improvement.

Objectives

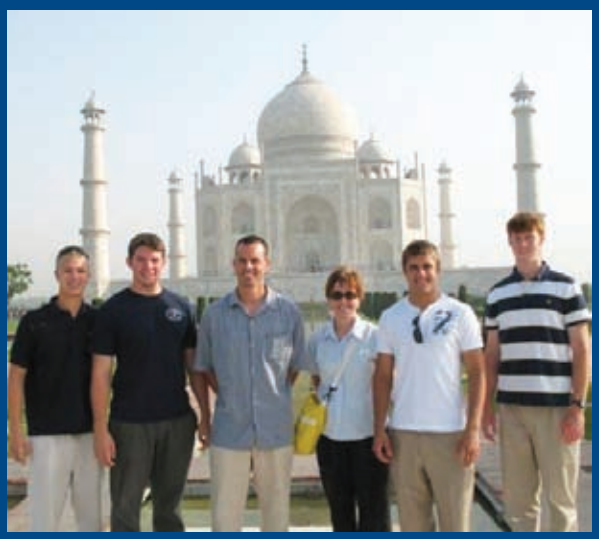
Expand the Academy's institutional research and assessment capabilities.

Use the Academy Effectiveness Board to provide systematic analysis of the Strategic Plan's execution.

Examine the budget development and execution process to ensure the Academy optimizes its resource allocation decisions in support of the Naval Academy's priority mission areas.

Strengthen information technology support to the resource allocation, strategic plan implementation, and enterprise management processes.

Develop and adhere to a ten year Academy-wide master facilities plan that includes the requirement to address deferred maintenance and ongoing preventative maintenance activities.



Imperative Nine

Develop strategic relationships with alumni, friends, and national institutions of influence that contribute to the Naval Academy's success and America's security and prosperity.

Objectives

Assess, in partnership with the Naval Academy Foundation, the feasibility of a comprehensive private gifts fundraising campaign to support the USNA Strategic Plan.

Provide a facility that enables the Alumni Association and Foundation to co-locate on the Academy grounds and enhances the ongoing relationship between the Academy and the Alumni Association and Foundation.

Promote collaboration in the field of ethical leadership with alumni and private and public sector organizations.

Strengthen the engagement with and stewardship of all donors who support the Naval Academy.

Connect alumni with one another, the Brigade, and the Naval Academy by offering relevant programs and engagement opportunities.

USNA Strategic Initiatives

Exemplary People

Admissions Outreach
Diversity Advancement
Faculty Recruitment and Retention
Distinguished Military Personnel Expansion
Coaching Endowments

Integrated Programs

LREC Expansion
Undergraduate STEM Conference
Project-Based Learning Augmentation
STEM Enhancement
Leadership Conference Expansion
Experiential Leadership Learning Advancement

Vibrant Enterprise

NAPS Transformation
Cyber Warfare Center
Distance Learning Center
Center for Academic
Excellence Expansion
Space Science Center
Midshipman Activities Center
Stadium Renovation Continuation
Athletic Facilities Modernization

Value Added Outreach

Stockdale Center Expansion
USNA/Foundation Facility Integration

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