The AcDean Office

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Our Top Priority

• **Education of midshipmen is job #1**
  – Teaching and mentoring is **primary**
    • Develop midshipmen as leaders
  – Engage midshipmen in their studies
  – Emphasize quality and excellence
  – Hire/develop/support faculty who embrace these concepts

• Set high standards **AND** provide an environment to enable achieving those standards
  – High academic standards and a challenging educational program can **coexist** with a positive and engaging learning environment
Focus on Faculty Development …
ISO Midshipman Learning

From Strategic Plan 2020 ...

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

• “Provide opportunities for faculty and staff to remain leaders in the respective disciplines and in the latest teaching methods.”
New Faculty Since 2009: 7+4+17+17
• Emphasize outstanding teaching and faculty serving as mentors and role models
  – Align criteria / expectations for PARS, merit pay, promotion, tenure
    • Outstanding performance is expected and rewarded (e.g. promotion, merit pay, annual awards)
  – Enhance P&T Committee outreach and articulation of expectations
    • Annual performance expectations “epistle”
  – Improve New Faculty Orientation

USNA Faculty Performance Expectations:

Practical Guidance

This guidance was derived from an Academic Dean and Provost-hosted off-site held 7 August 2012. Discussion participants included members of the USNA Promotion and Tenure Committee and senior academic leaders, including department chairs and Faculty Senate leaders.

Updated 3 October 2012

Note: USNA faculty members should also review Academic Dean Instructions and Notices relating to performance expectations
New Faculty Orientation

• A more impactful and relevant program ...
  – Emphasis on a positive teaching environment AND high standards
  – Emphasis on professionalism, dignity, respect
  – Role models for midshipmen
  – More interaction with exceptional teachers
Faculty Development Goal

- Faculty ... remain leaders in their respective disciplines
  - Maintain Summer research funding @ $1M / year
    - ~$350K from ONR and ~$650K from AcDean

- Use indirect cost recovery model to move some admin faculty to reimbursable grant funding lines
  - Grow the FEC support for faculty research
294:294 Faculty Model

- **294 civilian faculty** : **294 naval officer faculty**
  - Based on 1190 new Plebes on I-Day
  - 85% retention rate across 47 months
  - Should result in ~1000 graduates each year

*From 10 Nov 2011 AERB*
294 Officer Faculty

237 Billets: Today

- USN: 210
- USMC: 27
- 0

294 Billets by Type: End State

- USN Rotational: 130
- USN RR: 30
- USMC: 44
- JPMP: 40
- PMP: 50

+57 billets

187 of 237 (79%) filled
294 Civilian Faculty

19 searches planned for AY14

As of Sept 2013
Funded Staff Positions

<table>
<thead>
<tr>
<th></th>
<th>Filled</th>
<th>Vacant</th>
<th>Total</th>
<th>Vacancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>121.5</td>
<td>26.5</td>
<td>148</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

Funded Staff Positions

- E&W: 60
- M&S: 24
- HUMSS: 7
- Library: 30.5
- All Others: 26.5
USNA Hard Cap on Civilian FTE = 853 (FY15 control)
### The Civilian Staffing “Issue”

<table>
<thead>
<tr>
<th></th>
<th>Head Count</th>
<th>FTE</th>
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<tbody>
<tr>
<td>10 Month Faculty</td>
<td>274*</td>
<td>229</td>
</tr>
<tr>
<td>12 Month Faculty</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Adjuncts</td>
<td>48</td>
<td>14</td>
</tr>
<tr>
<td>GS/WG Staff</td>
<td>122</td>
<td>121.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>493</strong></td>
<td></td>
</tr>
</tbody>
</table>

- 10 month conversion: 10 month Faculty
- Funded Need = 148
- Total = 493
- 11.5 below the Cap
- 26.5 below the Need

* 274 = 294 – 7 LEL – 13 Dept Chairs
• Don’t “count” adjunct faculty
  – Use an external contract for hiring
  – Or simply don’t count them!

• Move some admin faculty onto reimbursable funding lines
  – Gift funded and grant funded positions do NOT count as FTE
Focus on Midshipman Learning

From Strategic Plan 2020 ...

- “Foster an educational environment that supports and encourages midshipman learning and critical thinking.”

- “Provide a stimulating environment that instills passion for lifelong learning; imbue midshipmen with the intellectual curiosity and analytical rigor needed to be in the forefront of technological advances and global understanding in a rapidly changing and diverse world.”
• Emphasize writing and critical thinking
  – All programs and most courses → write and think!
    • Writing IS thinking ... and thinking IS problem solving

• All programs should require writing
• All programs should discuss plagiarism / cheating
  – Discussions should occur early and often

  – Plagiarism is a “corruption” of thinking and problem solving
• Emphasize PBL and “experiential learning”
  – Encourage PBL at early stages of core/major programs
  – Support and highlight midshipmen research & project (experiential learning) work
  – Energize the Trident Scholar Program
Center for Academic Excellence

• Provide “margin of excellence” support for midshipman learning and critical thinking
  – Engage with the AcCenter (CAE)
    • Not JUST for at-risk midshipmen
    • First “line of defense” remains the faculty
      – EI, questions in/out of class
    • Team Effort
      – Faculty encourage use of CAE when appropriate
      – CAE encourages seeking help from faculty first
• Expand the impact of the Writing Center
  – Located in Nimitz Library – 1st floor
  – Expand WC outreach to departments
    • Engage more departments in WC efforts
  – Incorporate reading skills instruction
  – Caution against “farming out” EI and writing instruction to the WC
    • WC is value added, not a replacement of normal effort
International Exposure

• Expand LREC options → 70% of each Class will have an immersion experience
  – Experiences should result in credit!
    • Language improvement → credit awarded according to level obtained
    • Cultural immersion → credit awarded for “experiential learning”
    • Academic courses taken abroad → credit awarded at USNA
Majors of Mids Participating

- E&W: 21% (AY2013), 8% (8 year avg)
- M&S: 29% (AY2013), 17% (8 year avg)
- H&SS: 49% (AY2013), 65% (8 year avg)
- Arabic: 17% (AY2013), 11% (8 year avg)
- Chinese: 16% (AY2013), 13% (8 year avg)

Planned goals

LSAP, LREC, FOREX Participation

Semester Study Abroad Participation
• Wireless access in all academic buildings
  – Public AND govt networks
  – Support for iPADs / cell phones / future technologies
    • Including personal devices

• Laptops / docking stations replace desktops
  – Results in savings of investment budget $$
New Cyber Building
Government Shutdown?