Institutional Strategic Planning

- MSCHE Standard 2

Standard 2: Planning, Resource Allocation, and Institutional Renewal

An institution conducts ongoing planning and resource allocation based on its mission and goals, develops objectives to achieve them.

Implementation and subsequent evaluation of the success of the strategic plan and resource allocation support the development and change necessary to improve and to maintain institutional quality.
• A MAP is a strategic plan that focuses on the academic aspects of an institution’s strategic plan
  – Provides a focus on key academic priorities to be pursued
• A good MAP helps answer the questions “what are our academic priorities?” and “where are we going?”
Overarching MAP Themes

• Align academic planning with the Strategic Plan 2020 and the Mission

• Be more explicit / visible with plans and goals
  – Things everyone should know!

• Integrate planning, budgeting, assessment
  – 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)
  – What is the impact of X? (assessment)
USNA Strategic Plan 2020

http://www.usna.edu/StrategicPlan/

Academic Excellence

Foster an educational environment that supports and encourages midshipman learning and critical thinking. Employ appropriate teaching methods that address the variety of midshipman learning styles. Provide an outstanding civilian and military faculty and the necessary support resources to enable midshipmen to achieve academic success. 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. Provide opportunities for faculty and staff to remain leaders in the respective disciplines and in the latest teaching methods.
Educational Philosophy & Vision

• 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 support to enable achieving those standards
    • High academic standards and a challenging educational program can coexist with a positive and engaging learning environment
• Goal: Emphasize outstanding teaching, and faculty serving as mentors and role models
  – Outstanding performance is expected and rewarded
    – promotion, merit pay, annual awards
  – Align criteria & expectations for promotion / tenure, merit pay, PARS, etc.
  – Enhanced P&T Committee outreach and articulation of expectations
  – Articulate / clarify PMP expectations for promotion: O-6 and academic rank
Faculty Role in Teaching/Learning and Mentoring

– Enhance / expand new faculty orientation
  • Things everyone should know!
  • Enhance interaction with exceptional teacher / mentors
  • Case studies on:
    – Positive learning environment AND high standards
    – Emphasis on professionalism and naval expectations
    – Getting feedback on your own performance
    – What to do if ....

– Enhance institutional and departmental mentoring of new faculty, both civilian and military

★

• CTL book groups
Faculty Role in Mentoring and Advising

• Goal: Emphasize effective mentoring & advising
  – Enhance Plebe Advising
    ★ • Encourage Plebe Advisors to “connect” with Plebes and deliver consistent messages
    • Be a source of valuable information – resources for how and where to get help
    • Carefully track Plebe major selections over 8 months

  – Enhance Advising & Mentoring ... in general
    • Director / Deputy Director of Academic Advising
Faculty Role in Advising and Mentoring

– Emphasize “mentoring” versus “advising”
  • Spend time with mids and mentor them regarding well thought out choices
  • Educate mids on ...
    – what it takes to be successful in college
    – on support available to them (EI, study skills, tutoring, MGSP, Writing Center)

• Emphasize to faculty the importance of intrusive leadership
  – See something ... say something!
Dignity and Respect: EDI

• Goal: Continue to advance & enhance EDI

  – Foster an environment that embraces and supports Equity, Diversity, and Inclusivity (EDI)
    • Emphasize dignity and respect in all areas

  – Enhance the number of AND institutional climate for underrepresented groups
    • Don’t be a passive bystander ... actively support EDI

  – Reduce faculty attrition of underrepresented groups
    • Improve mentoring of new / junior faculty
• Goal: Emphasize writing, critical thinking, and problem solving
  – All programs and most courses → write and think!
    • Writing IS thinking ... and thinking IS problem solving
      – Focus on education in re plagiarism: plagiarism is a “corruption” of thinking and problem solving
    • All programs should require writing
      – Essays: short and long, minute papers, etc.
    • All programs should discuss plagiarism / cheating
      – Discussions should occur early and often
Use the “new” Writing Center
  • A full time resource for writing help
  • Faculty should partner with the WC to leverage impact
    – Avoid “farming out” EI and writing instruction to the WC

Leverage the contributions of the AcCenter
  • Emphasize a “team effort”: tutors and course instructors should be communicating closely
  • The AcCenter provides help when normal avenues are either unavailable or not having the desired effect
Experiential Learning

• Goal: Emphasize PBL and “experiential learning”
  – Encourage PBL at early stages of core / major programs
  – Energize the Trident Scholar Program → 15-18 / year
    • Encourage more HUM/SS participation
    • Emphasize QUALITY
      – In written proposals and oral presentations
      – In content of proposed work
  – Highlight midshipmen research / project work
    • Midshipman Research Project day + Capstone Project day
Cyber Curriculum

• Goal: Become a national leader in cyber operations curriculum and programs
  – Cyber-1 and Cyber-2 core courses
  – Interdisciplinary Cyber Operations major
  – Department of Cyber Science
  – Center for Cyber Security Studies
  – New building by 2019
STEM Curriculum

• Goal: Stay a national leader in STEM
  – Encourage “projects first” approach as much as possible
    • Reduce attrition due to disinterest
    • PBL model using “inverted pyramid”
  – New Operations Research major
  – New Cyber Operations major
  – New Nuclear Engineering major
STEM Curriculum

– Revised General Engineering major
  • ABET accredited; capstone project required

– Revised FEC $\rightarrow$ FEQ major
  • Combine the BEST of FEC with quantitative foundations to make a better “Econometrics” product
    – Responsive to the Econ Visiting Committee
    – Matches national trends in economics
Signature Programs

• Goal: Support (and fund) signature academic programs
  – Trident Scholar program
  – UKISP
  – Departmental Honors programs
  – Capstone Day + Research Poster Day
Signature Programs: NASEC

• Goal: Bring NASEC to the same level as NAFAC
  – NASEC must have stable resources to continue
  – NASEC also needs more faculty support
  ★ • Leadership (PMPs?) to help develop the program
    • Others to help deliver the program
International Exposure

• Goal: Expand international immersion options → 50% of each Class will have an immersion experience

  – Develop additional faculty-led cultural experiences
  – Develop additional LSAP experiences
  – Develop additional SSA program options
  – Experiences should result in credit!
    • Academic courses taken abroad → credit awarded at USNA
    • Language improvement → credit awarded according to level obtained
    • Cultural immersion → credit awarded for “experiential learning”

  – Enhance the Center for Regional Studies to provide “on the Yard” options as well.
International Exposure

- Goal: Increase foreign language skills
  - Validation vs placement policy in HUM/SS
  - Expand SSA enrollments
Resources to Support Learning

• Goal: “Right-size” the faculty-student contact to maximize positive educational impact
  – Fill all civilian faculty billets every year → 294
  – Continue plan for USN/USMC billet growth → 294
  – Manage adjunct faculty FTE count
    • Increased pay rate to $1500 / contact hour effective now
    • Outsource adjunct labor → FTE are not counted
  ★ – Limit section sizes to ≤ 20 across the curriculum
Resources to Support Learning

• Goal: Fill vacant positions
  – Technical lab support positions
    • Use IPAs where appropriate
    • Maximize effectiveness of the FTE that we have
  – CSB: our academic computing support group
    • IPAs to help with classroom instruction
  – 100% fill rate of departmental Ed Techs

– 400 FTE faculty/staff on board in AcDean Cost Center
  • 15 FTE vacancies as of 5 October 2015
  • 30.5 FTE vacancies in Dec 2013
Faculty Development

• Goal: Faculty ... remain leaders in their respective disciplines
  – Maintain Summer Research funding @ $1M / year
    • $350K from ONR and $650K from AcDean
    • Increased senior NARC stipends to $7500
  – Increase Conference Presentation / Travel Funding back to $600K / year
  – Create indirect cost recovery model to support additional staff in Research Office, and reduced FTE impacts
    • Grant specialist, Purchase Card specialist, etc.
• Goal: Create an enhanced Center for Teaching and Learning (CTL)
  – A physical space for faculty to engage on issues around teaching and learning
  – A resource for additional workshops, peer mentoring, group discussions, EDI
  – Faculty centered ... faculty led programs ... lots of opportunities for engagement
Assessment

• Goal: Emphasize assessment in ...
  – Majors / minors
  – Core
  – Attributes of Graduates
    • moral, mental, and physical

– Assessment should be data driven and results should be used to guide decision making
– Curriculum changes should be supported by evidence from assessment
Assessment

• Regular AEB “out briefs” regarding ongoing studies

• Revised visiting committee process
  – MOU that defines actions to be taken
  – Program improvement made routine and “close the loop” on suggested actions
State of the Art
Teaching Environment

• Goal: Wireless access in **all** academic buildings
  – Public AND govt wireless networks
  – Support for iPADs / cell phones / future technologies (BYOD)

• Goal: Laptops / docking stations replacing desktops
  – Fewer lab machines → savings of investment budget
Leadership Development

- Goal: Enhance leadership and communication opportunities
  - AcDean Offsites – leadership themes
  - Frequent face to face discussions
    - Chairs discussions (monthly); DivDir discussions (weekly)
    - Town halls
    - Department brown bags
Challenges We Face

• Goal: Find a better solution for ...
  – Conference travel approvals
  – Purchase card processes
  – Purchasing (in general)
  – Investment budget (ASDP and ITPR) processes
Top 12 Strategic Priorities

• Unrestricted Giving.
• Admissions Excellence and STEM Camp.
• Center for Cyber Security Studies (CCSS).
• Stockdale Center for Ethical Leadership.
• Center for Academic Excellence (CAE).
• Faculty Development.
• International Education Excellence.
• Athletic Excellence.
• Naval Academy Preparatory School (NAPS) Transformation.
• Midshipmen Activities Center (MAC).
• Project-Based Learning.
• Naval Academy Science and Engineering Conference (NASEC).