Our Top Priority

• **Education & development of midshipmen is job #1**
  - Develop midshipmen as leaders
  - Teaching and mentoring is primary
  - Engage midshipmen in their studies
  - Emphasize quality, excellence, and professionalism

• 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
Our “Secret Sauce”

• A culture of effective mentoring & advising
  – Faculty who take seriously their responsibilities as role models and mentors to midshipmen
  – “Mentoring” is much more than “advising”
    • Spend time with midshipmen and mentor them regarding well thought out choices
    • Embrace the importance/value of intrusive leadership
      – See something ... say something!
      – Proactive engagement; not micromanagement
        » An attitude toward developing / educating midshipmen
Faculty Who Mentor and Advise

– Educate mids on ...
  – what it takes to be successful in college ... and life
  – support available to them (EI, study skills, tutoring, MGSP, Writing Center, MDC, ... classmates, YOU!)

– Plebe Advising
  • “Connect” with Plebes and start the mentoring process right away
  • Be a source of valuable information – resources for how and where to get help

– Academic Advising & Mentoring ... in general
  • Midshipman success is a team effort
Engaging New Faculty in this Process

– New Faculty Orientation
  • Close interaction with exceptional teacher / mentors
    – Small groups; lots of face to face discussions
    – Emphasize the developmental model
  • Case studies on:
    – Preparing yourself to create a positive learning environment
      AND ALSO set high standards
    – Emphasizing professionalism and supporting naval courtesies
    – Preparing you for the (un)expected
    – Preparing you for honor and character development issues
    – How to get feedback on your own performance
Writing, Thinking, Problem Solving

• Emphasize writing, critical thinking, and problem solving
  – All programs and most courses → write and think!
    • Writing IS thinking ... and thinking IS 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
  – Remember ... developmental model in action!
Writing, Thinking, Problem Solving

– The Writing Center
  • A full time resource for writing help
  • Faculty partnering with the WC to leverage impact
    – Avoid “farming out” EI and writing instruction to the WC

– The AcCenter
  • Emphasize a “team effort”: tutors and course instructors communicating closely
  • The AcCenter provides help when normal avenues (EI) are either unavailable or not having the desired effect
Experiential Learning

• Emphasize PBL and “experiential learning”
  – Encourage PBL at all stages of core / major programs
    • Get midshipmen actively engaged in their own learning
  – Highlight midshipmen research / project work
    • Midshipman Research Project day + Capstone Project day
• Stay a national leader in undergraduate STEM education
  – Emphasize “projects first” approach as much as possible
    • Improve retention in the majors by sustaining interest and engagement
    • PBL model using “inverted pyramid”
  – Begin planning for a new major in Biochemistry
    • When? Maybe 2022?
Cyber Curriculum

• Be *the* national leader in cyber operations undergraduate curriculum and programs
  – Cyber-1 and Cyber-2 core courses
  – Interdisciplinary Cyber Operations major
  – Department of Cyber Science
  – Center for Cyber Security Studies
  – ABET accreditation
International Exposure

• 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”
Foreign Language

• Increase foreign language skills
  – Foreign language validation vs placement policy

Subject: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL ACADEMY

a. Building to a greater degree on four or more years of high school language work; and

b. Expanding current language requirements for humanities and social science majors to four semesters at the student’s level of proficiency (regardless of validation or placement results); and

c. Expanding immersion language study in target language countries; and, as a further potential complement:

(2) Establishing language majors at USNA.
Teaching & Learning

- **Enhanced Center for Teaching and Learning (CTL)**
  - A physical space for faculty to engage on issues around teaching and learning ➔ Mahan Hall!
  - A resource for T&L workshops, peer mentoring, group discussions, etc.
  - Faculty centered ... faculty led programs ... lots of opportunities for engagement
• **Wireless access in *all* academic buildings**
  
  – Public *and* govt wireless networks
  
  – Support for iPADs / cell phones / future technologies (BYOD)

• **Laptops / docking stations replacing desktops**
  
  – Govt owned lab machines ➔
    replaced by midshipman owned laptops ➔
    savings of investment budget $$
Dignity and Respect: EDI

• **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
• See here for more:
  – [https://www.usna.edu/Academics/Academic-Dean/Talks.php](https://www.usna.edu/Academics/Academic-Dean/Talks.php)

** Talks**

A compilation of selected speeches, talks, briefings, and presentations about the academic program at the Naval Academy.

**Recent Briefings**

<table>
<thead>
<tr>
<th>Briefing</th>
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<tbody>
<tr>
<td>Academic Assembly (Master Academic Plan Review)</td>
<td>18 AUG 2016</td>
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<tr>
<td>Academic Dean and Provost Andrew T. Phillips</td>
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<tr>
<td>Academic Program Brief for Class of 2020</td>
<td>01 Jul 2016</td>
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<td>Associate Dean for Academic Affairs Jennifer K. Waters</td>
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<tr>
<td>Academic Assembly (MSCHE Self-Study/Technology Planning)</td>
<td>16 Feb 2016</td>
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<td>Town Hall</td>
<td>1 Feb 2016</td>
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<td>Academic Dean and Provost Andrew T. Phillips</td>
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<td>Faculty Convocation (Institutional/Academic Strategic Planning)</td>
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<td>Academic Dean and Provost Andrew T. Phillips</td>
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<td>Academic Assembly (Master Academic Plan Follow-Up)</td>
<td>30 Oct 2014</td>
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<td>Academic Dean and Provost Andrew T. Phillips</td>
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Continuing Challenges

• Need more $$ for conference travel
• Need more $$ for Summer research (NARCs)
• Need more $$ for LREC
• Need more $$ for Library acquisitions
• Need more $$ for IT
• Need more $$ for capstone / honors projects
• Need more $$ and FTE for staff positions
• Need more $$ for facility improvements
• Need more $$ for day to day “supplies”
More Continuing Challenges

• Travel approval processes
• Purchasing processes
• IT support
• Heating / Cooling / Elevators
• Parking
## Resource Projections

### MANPOWER

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<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
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<th>FY18</th>
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<tr>
<td><strong>O&amp;M,N FTE</strong></td>
<td>854</td>
<td>850</td>
<td>856</td>
<td>831</td>
<td>826</td>
<td>821</td>
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<td>External PAO</td>
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<td><strong>Military</strong></td>
<td>800</td>
<td>810</td>
<td>830</td>
<td>814</td>
<td>822</td>
<td>830</td>
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<tr>
<td>(Navy &amp; Marine Corps)</td>
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<tr>
<td><strong>TOTAL Manpower</strong></td>
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<td>1692</td>
<td>1651</td>
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### O&M,N $K

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<td><strong>POM-17 Baseline</strong></td>
<td>139,095</td>
<td>152,705</td>
<td>145,771</td>
<td><strong>140,270</strong></td>
<td>137,314</td>
<td>140,171</td>
<td>141,985</td>
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“Retain faith that you will prevail in the end, regardless of the difficulties, and at the same time confront the most brutal facts of your current reality, whatever they might be.”

- VADM James Stockdale