New Faculty Since 2009: 7+4+17
Current (Fall 2011)

- Career Civilians: 287
- USMC: 40
- USN RR: 30
- PMP: 44
- USN Rot: 132
- Adjuncts: 40

POM 14 (Proposed)

- Career Civilians: 294
- USMC: 45
- USN RR: 30
- PMP: 50
- JPMP: 40
- New USN Rot: 43
- USN Rot: 86

327 : 230
59% CIV : 41% MIL

Factors in Brigade resizing
Factors in Cyber requirement
Reduced Brigade Size

From 10 Nov 2011 AERB
Current GS/WG Staffing

<table>
<thead>
<tr>
<th>Category</th>
<th>Filled</th>
<th>Vacant</th>
<th>Totals</th>
<th>Vacancy Rate</th>
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<td>E&amp;W</td>
<td>58</td>
<td>21</td>
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<td>IPO</td>
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<td>All Others</td>
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<td>Totals</td>
<td>148</td>
<td>40</td>
<td>188</td>
<td>21.3%</td>
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Changes in the AcDean Office

Dr. Fred Davis
Associate Dean for Academic Affairs

CAPT Peter Nardi
Associate Dean for Finances and Military Affairs

Dr. Boyd Waite
Vice Academic Dean
Other Leadership Changes

Dr. Bruce Bukowski
Director of the CAE

Dr. Chris Davis
Registrar

Mr. Jim Rettig
Director of the Library

Dr. Pam Schmitt
Director of Academic Counseling

Dr. Maria Schroeder
(future) Associate Director for Midshipman Research
Brigade Performance

Brigade CQPR by AY

2.98 = record high
Plebe Fall Performance

# Plebes with 4.00 CQPR

85 = record high
3.02 = record high

First Semester QPR by Class
Plebe Entrance Stats

# Course Validations by Class

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</table>
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.
(Select) Strategic Initiatives

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).
New Focus on Cyber-Security

Vision: To be a world-class undergraduate cyber education and research center in support of the Navy and Marine Corps
Cyber-1 Workload / Difficulty

Compare the SI110 workload outside of class to that of other Plebe technical core courses (i.e. Chemistry, Math)

1. Chem = Math = SI110
2. Chem > Math & SI110
3. Math > Chem & SI110
4. SI110 > Chem & Math

435 Responses
1. Much better understanding about .... than I did before the course started.
2. Somewhat better understanding about .... than I did before the course started.
3. Understood a lot about .... before the course started, and I haven’t learned much new.
4. Didn’t understand much about .... before the course started and I still don’t.
New Academic Building

Cyber Center
International Exposure

LSAP, LREC, FOREX Participation

Semester Abroad Participation

Majors of Mids Participating

<table>
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<tr>
<th>AY2012</th>
<th>E&amp;W</th>
<th>M&amp;S</th>
<th>H&amp;SS</th>
<th>Arabic</th>
<th>Chinese</th>
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<td>16%</td>
<td>19%</td>
<td>64%</td>
<td>9%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>17%</td>
<td>14%</td>
<td>69%</td>
<td>12%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>
Faculty Development

• NARCs & CIPs
  – ~120 proposals currently under evaluation
  – Expect ~$1M to be applied this year
    • Sources include: ONR, O&M,N and IPO

• Conference Presentation / Travel Funding
  – Supe’s “plus up” is now in AcDean base (~$300K)

• Teaching & Learning Support (Workshops)
  – Effective Teaching; How The Brain Works; Teaching Portfolio

• Collaborations with external partners
  – NRL, CNA, others
Enhancing our “Profile”

Astronaut Convocation 2012:
Future Human Spaceflight
Monday, 23 January 2012

Description: With opening remarks from the current NASA Administrator, a panel discussion will be led by four former astronauts about perspectives on the future of human spaceflight both in the government and commercial arenas.

Michael Coats, CAPT-USN (ret.)
USNA ’86
Director, NASA Johnson Space Center

Frank Culbertson, CAPT USN (ret.)
USNA ’71
Orbital Sciences, Sr. Vice President, Human Spaceflight Programs

Ken Reightler, CAPT USN (ret.)
USNA ’73
ATK Aerospace Systems, Vice President, Engineering Services

Ken Bowserox, CAPT USN (ret.)
USNA ’78
Individual Aerospace Consultant

Opening Remarks by:
MGEN Charles Bolden, USMC (ret.)
USNA ’86
NASA Administrator

ENERGY AND ALTERNATIVE FUELS
SOCIAL ROBOTICS

NASEC 2011
Naval Academy Science and Engineering Conference
6-9 November 2011

Keynote Address:
An exceptional teacher and a world-renowned scholar in the field of molecular biology, Dr. Shirley M. Tilghman served on the Princeton faculty for 15 years before she was named as Princeton’s 13th president in June 2001. A native of Canada, Tilghman received her Honors B.S. in chemistry from Queen’s University in Kingston, Ontario, in 1968 and earned her Ph.D. in biochemistry from Temple University in Philadelphia. During postdoctoral studies at the National Institutes of Health, she made a number of groundbreaking discoveries while participating in cloning the first human genes and then continued to make significant contributions as an independent investigator at the Institute for Cancer Research in Philadelphia and as an adjunct associate professor of human genetics and biochemistry at the University of Pennsylvania.

Tilghman came to Princeton in 1976 as the Howard A. Prior Professor of the Life Sciences. In 1996, she received Princeton’s President’s Award for Distinguished Teaching. In 1998, she became the founding director of Princeton’s multi-disciplinary Lewis-Sigler Institute for Integrative Genomics. A member of the National Research Council’s committee that set the blueprint for the U.S. effort in the Human Genome Project, Tilghman also was a founding member of the National Advisory Council of the Human Genome Project for the National Institutes of Health.

Tilghman initiated the Princeton Postdoctoral Teaching Fellowship, a program across all the science and engineering disciplines that brings postdoctoral students to Princeton each year to gain experience in both research and teaching.

Shirley Tilghman is renowned not only for her pioneering research, her teaching and her university leadership. She is routinely recognized for her national leadership on behalf of women in science and for promoting efforts to make the early careers of young scientists as meaningful and productive as possible.

Speaker - Forrestal Lecture:
Major General Charles Frank Bolden, Jr., USMC (ret.) began his duties as the 12th Administrator of the National Aeronautics and Space Administration (NASA) in July 2009. In this role, Bolden leads the NASA team and manages its resources to advance the agency’s missions and goals.

Bolden’s confirmation as NASA Administrator marks the beginning of his second stint with the agency. His 23-year career with the Marine Corps included 14 years as a member of NASA’s Aeronautics Office. After joining the office in 1980, he traveled to orbit four times aboard the space shuttle between 1984 and 1994 and commanded two of the missions.

His first tour ended with deployment of the Mosaic Space Telescope and the first joint U.S.-Russian shuttle mission, which featured a cosmonaut as a member of the crew.

Bolden earned a Bachelor of Science degree in electrical engineering in 1968 from the U.S. Naval Academy and he was commissioned as a second lieutenant in the Marine Corps. After completing flight training in 1970, Bolden served in various positions in the Marine Corps and earned a Master of Science degree in systems management from the University of Southern California in 1977. Following his graduation at USC, Bolden was assigned to the Naval Test Pilot School, Pensacola, Fla. While working at the Naval Air Test Center’s Systems Engineering and Strike Aircraft Test Division, Bolden tested a variety of ground attack aircraft until his selection as an astronaut candidate in 1980.

Bolden’s NASA astronaut career included a wide variety of technical assignments, including an appointment as the Chief of the Safety Division at Johnson Space Center, with responsibility for the oversight of the safety efforts for the return to flight after the 1986 Challenger accident. After his first space shuttle flight in 1994, Bolden returned to active duty in the Marine Corps as the Deputy Commandant of Widespread at the U.S. Naval Academy.

Bolden served as the Commanding General of the 3rd Marine Aircraft Wing at Marine Corps Air Station Miramar in San Diego before retiring from the Marine Corps in 2003. He was inducted into the U.S. Astronaut Hall of Fame in May 2006.

SOCIAL MEDIA AND NETWORKS
Additional Academic Priorities

- Cyber, LREC, faculty dev, NASEC, CAE, PBL
- Assessment ... of majors, core, attributes
- Student learning & academic quality
  - critical thinking, problem solving, communication
  - teaching and scholarship
- Linking planning / assessment / resource allocation
Assessment

Middle States Report from 2006

“Specifically, ... the Team strongly agrees with ...

the need for an integrated, institution-wide Assessment Plan (explicitly required by MSCHE) that has been institutionalized so that it is not dependent solely on incumbency in the top military leadership positions.”

• USNA response was creation of the AEB
Middle States Report from 2011

“The reviewers commend the USNA for the evident progress that it has made in creating a learning outcomes assessment program.... Clearly, the Academy has built functioning structures and routines, involving faculty, to drive its learning outcomes assessment program forward. This is not to say that there is not more work to be done. The Report notes that progress is uneven across some departments, that not as many faculty are involved as would be desired and that metrics and data must be improved. But the Academy is conscious of these areas of opportunity which should not diminish the pride that it can take in its accomplishments to date.”
Attributes of Graduates

- Selfless
- Inspirational
- Proficient
- Innovative
- Articulate
- Adaptable
- Professional

http://www.usna.edu/StrategicPlan/htmls/sp_graduates.html
Adaptable

“Adaptable individuals who understand and appreciate global and cross-cultural dynamics”

What does this mean?

What are we doing?

How well are we doing it?
Academic Quality

• Emphasize student learning / development
  – This is job #1

• Set high standards
  – Provide support that enables achieving standards
    • High academic standards and a challenging educational program can coexist with a positive and engaging learning environment
  – Mentor midshipmen
  – Develop them as leaders
What’s Ahead?

• Aligning budget allocations with priorities and plans
  – Pick one: planning drives the budget, or ... the budget drives the plan
  – Develop better budget processes for ...
    • Expense budgets
    • Investment budgets
    • Gift funds

• Clearly articulate our academic plans for the next several years
  – Cyber, language and culture immersion, PBL
  – Faculty development (teaching AND scholarship)
  – Assessment: majors, core, “attributes”
Some Specific Challenges

• Writing
  – Plagiarism

• Critical thinking and problem solving

• Engage midshipmen in their studies ... 
  – in research
  – in practical experiences (PBL)
  – in LSAP or other similar experiences
Solid Curtain – Citadel Shield

• Navy wide event ➔ week of 19-23 March
• Highest level of activity at USNA on 22-23 March. Specific training focused on:
  – Minimum Essential Personnel Plan
  – Active Shooter Response
• On 22-23 March expect:
  – Yard-wide exercise that involves **all hands**
  – Modifications to routine schedules
  – Changes to gate access and security posture
From: Amerilert <no-reply@amerilert.com>
Subject: **DRILL** ACTIVE SHOOTER
Date: January 23, 2012 13:48:17 EST
Reply-To: Amerilert <no-reply@amerilert.com>

This is a drill. Active shooter at Small craft repair shop Bld 234 marina. Take appropriate action when required.

http://intranet.usna.edu/alerts/