

Master Academic Plan

An Academically Oriented Strategic Plan





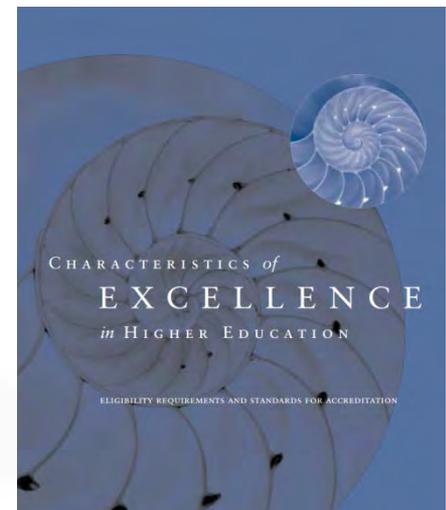
Agenda

- **MSCHE focus on 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, and utilizes the results of its assessment activities for institutional renewal.

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





Master Academic Plan

- 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

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**





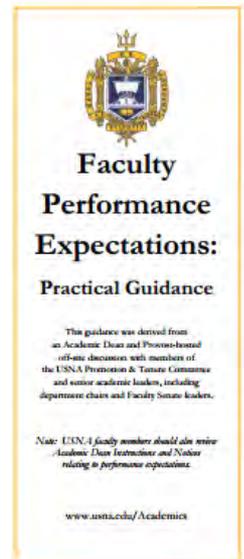
Equity, Diversity, Inclusivity

- **Goal: Continue to advance & enhance EDI**
 - ★ – Foster an environment that embraces and supports 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



Faculty Role in Teaching/Learning and Mentoring

- 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
 - What to do if
- ★ – Enhance departmental mentoring of new faculty, both civilian and military
 - Develop a Small Group Instructional Diagnosis (SGID) program?



Faculty Role in Mentoring and Advising

- **Goal: Emphasize effective mentoring & advising**
 - Enhance Plebe Advising system
 - ★ • 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
 - Support STEM goals w/o any “controls”
 - Metrics:
 - Target $\geq 70\%$ STEM at major selection time
 - Fewer changes of major resulting from poor choices

FACULTY SENATE AD HOC COMMITTEE ON
TECHNICAL: NON-TECHNICAL MAJOR SELECTION

REPORT TO THE ACADEMIC ASSEMBLY ON STRATEGIES FOR
IMPLEMENTATION OF A 64:36 RATIO BETWEEN TECHNICAL AND
NON-TECHNICAL MAJORS SELECTED BY THE CLASS OF '07.

February 17, 2004

Chuck Cochran	Eric Fredland
Peter Andre	Joyce Shade
Greg White	George Piper
Richard Davis	Peter Gray



Faculty Role in Advising and Mentoring

- Emphasize “mentoring” versus “advising”
 - Spend time with midshipmen and mentor them regarding well thought out choices
 - Educate midshipmen 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**



Writing, Thinking, Problem Solving

- 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
 - Metric:
 - ★ – Assess writing and critical thinking via student outcomes assessment in majors, core



Writing, Thinking, Problem Solving

- 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



Curriculum: Cyber

- Goal: Become a national leader in cyber operations curriculum and programs
 - Cyber-1 and Cyber-2 core courses
 - Interdisciplinary Cyber Operations major
 - Recruit and hire faculty
 - “Grow our own” faculty
 - Center for Cyber Security Studies
 - New building by 2019





Curriculum: STEM

- **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
 - New Biochemistry / Molecular Biology major?



Curriculum: STEM

- Revised General Engineering major
 - ABET accredited; capstone project required
- Develop a revised SQE major
 - ★ • Combine the BEST of FEC with SQE to make a better “Econometrics” product
 - Eliminate FEC and SQE? Replace them with SEC?
 - Create SEC honors option
 - Create NEW applied mathematical economics courses
 - **Solve 65-35 once and for all!**



Signature Programs

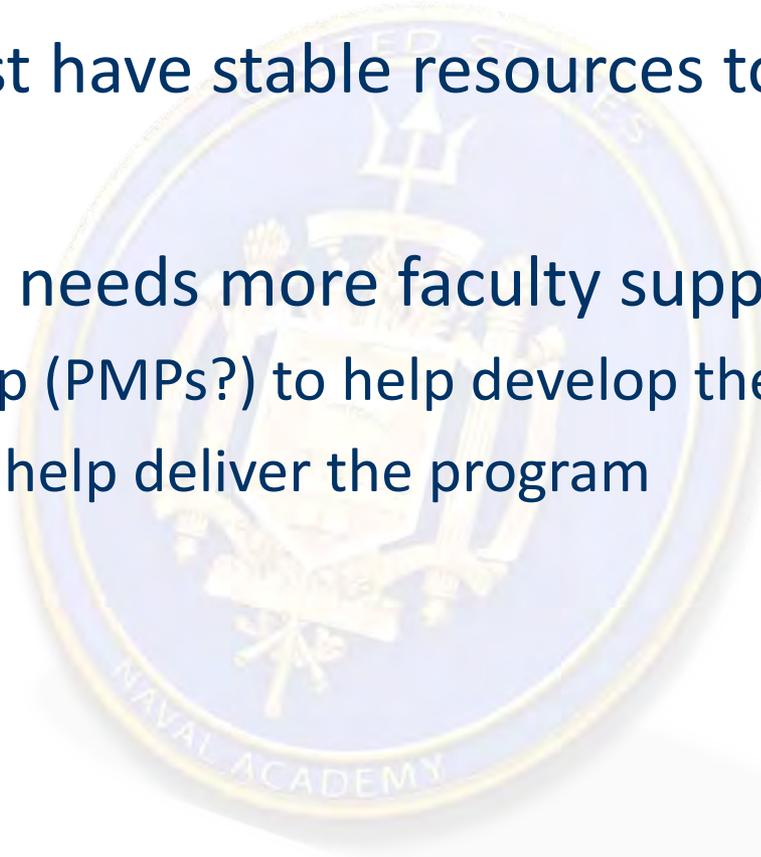
- Goal: Support (and fund) signature academic programs
 - Trident Scholar program
 - UKISP
 - Departmental Honors programs
 - Capstone Day; Research Poster Day





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 → 70% of each Class will have an immersion experience

- ★
 - Develop additional faculty-led cultural experiences
 - Develop additional LSAP and LSAP-STEM experiences
 - Develop additional SSA program options
 - 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
 - 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
- Enhance assessment processes regarding language and culture skills
 - IDI, DLPT, local assessment tools, cultural competency courses
- Expand SSA enrollments
 - Give academic credit for language improvement
 - Require ≥ 9 credits to be earned and counted



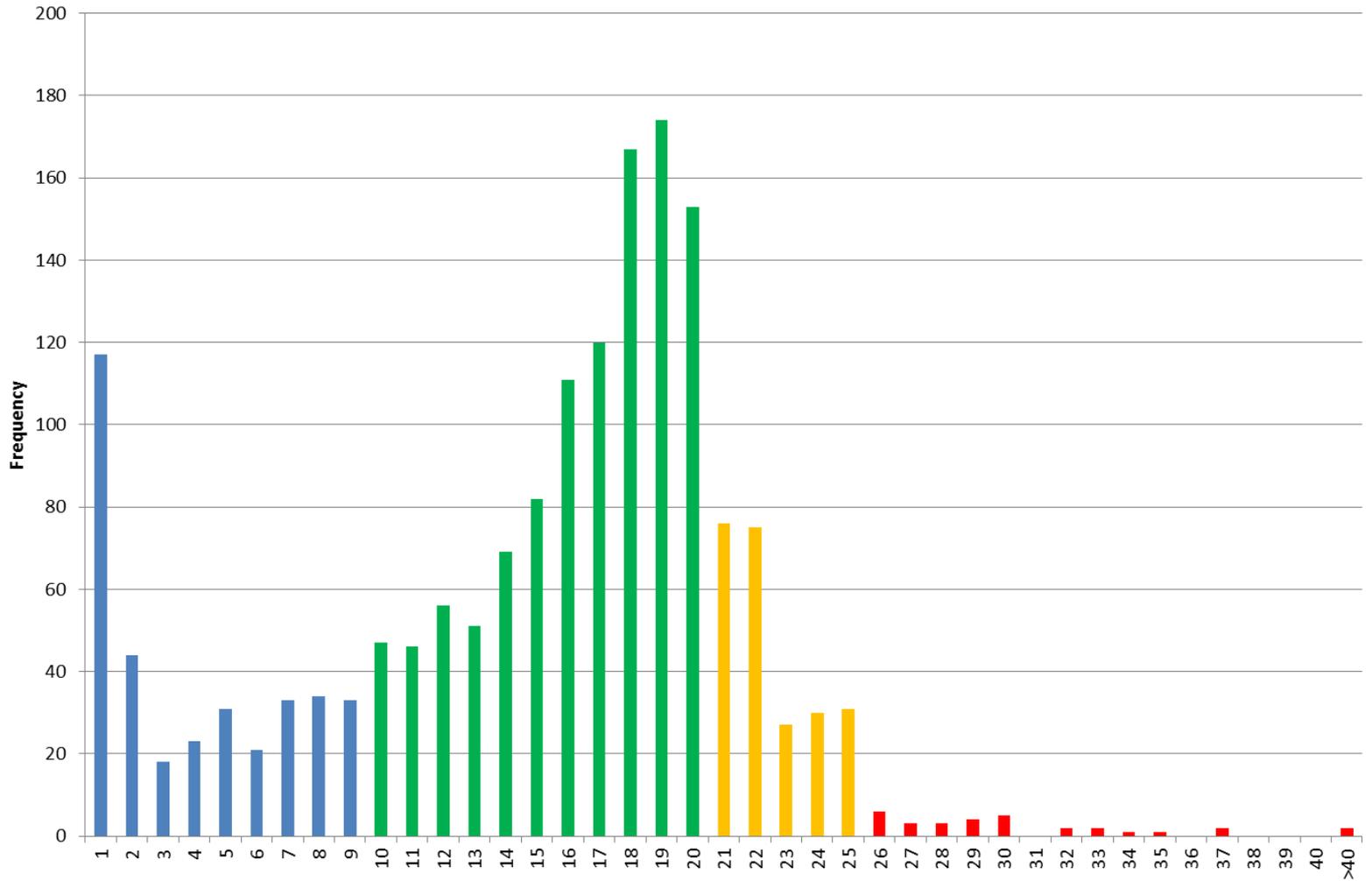
Resources to Support Learning

- 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
 - Future: outsource adjunct labor; or don’t count adjunct FTE
- ★ – Limit section sizes to ≤ 20 across the curriculum

Current Section Sizes



Section Sizes - Spring AY14





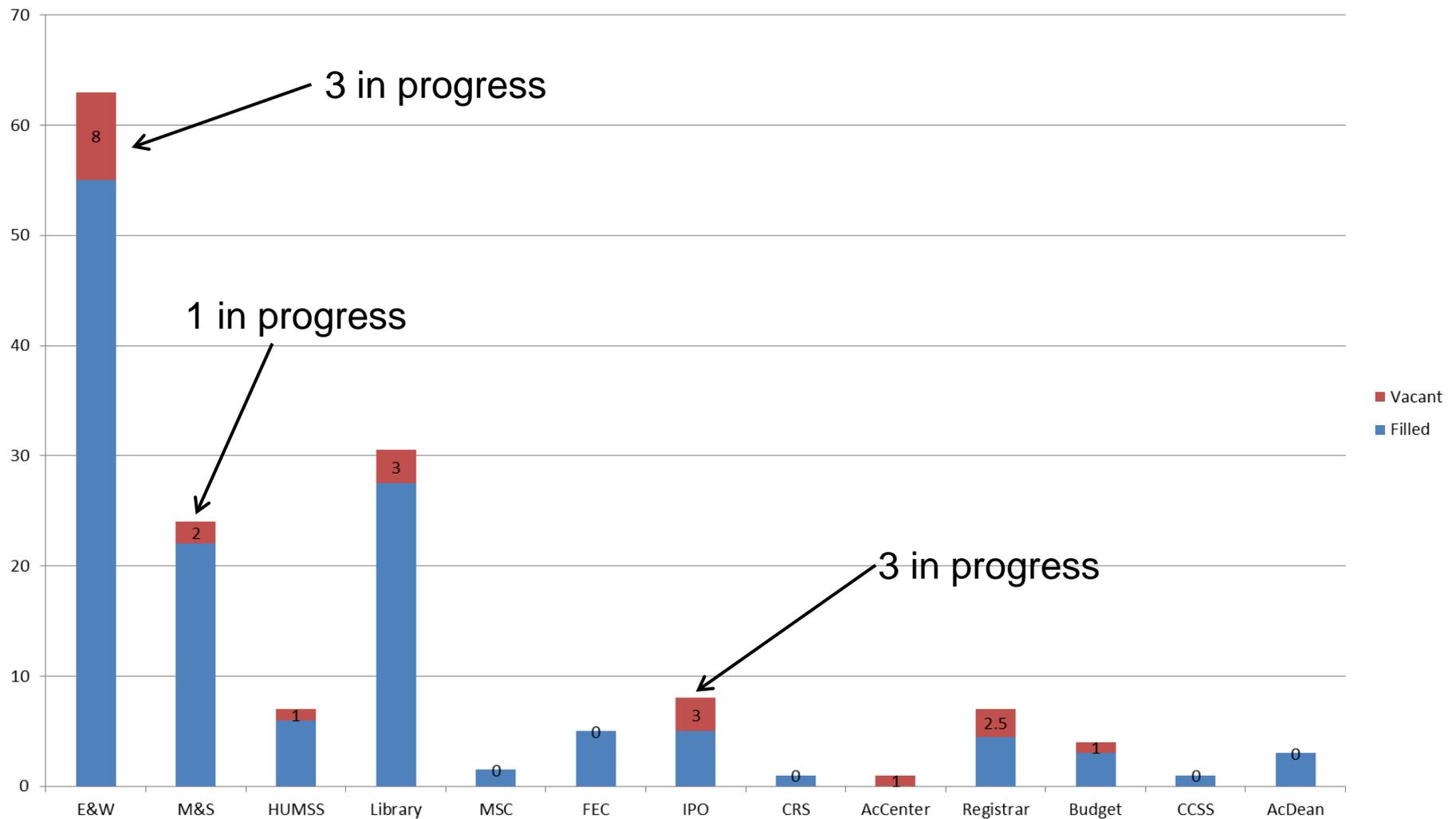
Resources to Support Learning

- **Goal: Fill vacant support 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
 - Ed Techs: goal is 100% fill rate
 - 156 FTE staff in AcDean Cost Center
 - 21.5 vacancies as of 28 April 2014
 - 30.5 vacancies in Dec 2013



Resources to Support Learning

2014 AcDean Staff Levels



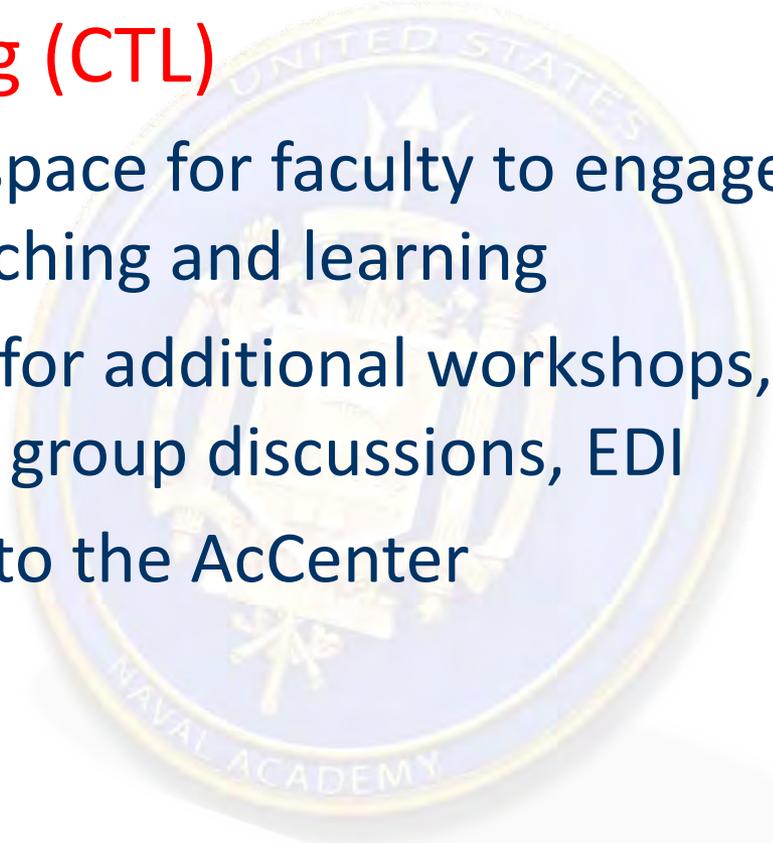


Faculty Development

- Goal: Faculty ... remain leaders in their respective disciplines
 - Maintain Summer Research funding @ \$1M / year
 - \$350K from ONR and \$650K from AcDean
 - Increased \$7500 senior NARC & CIP stipends
 - 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.



Teaching & Learning

- 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
 - A “bridge” to the AcCenter
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Assessment

- **Goal: Emphasize assessment in ...**

- Majors / minors
- Core
- Attributes of Graduates
 - moral, mental, and physical



Selfless • Inspirational • Proficient • Innovative
Articulate • Adaptable • Professional

- 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
- 

7 Attributes of Graduates

- **Goal: Bring the Attributes “to life”**
 - Midshipmen should know about the Attributes
 - The Attributes can enhance learning and provide a framework

“Before this class, I did not know or care about the attributes; they seemed like an old idea that was irrelevant now. After this class however, I have learned that the attributes are imperative in order to be a leader especially in the war fighting profession.”

-- anonymous Midshipman



Selfless • Inspirational • Proficient • Innovative
Articulate • Adaptable • Professional



State of the Art Teaching Environment

- **Goal: Wireless access in all academic buildings**
 - Public AND govt networks
 - Support for iPADS / cell phones / future technologies (BYOD)
 - **Goal: Laptops / docking stations replace desktops**
 - Fewer lab machines → savings of investment budget
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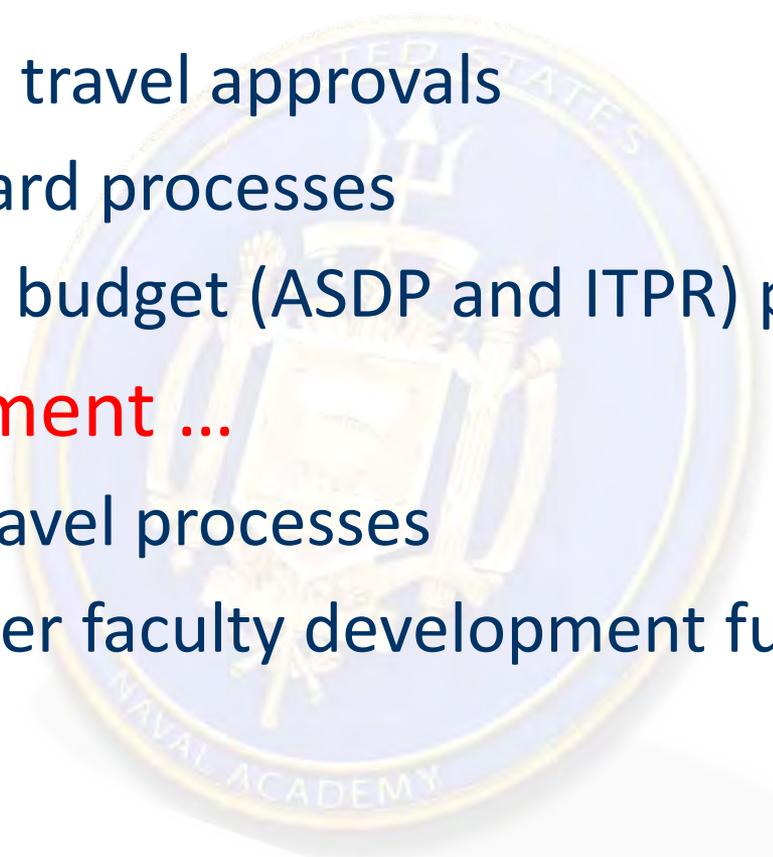


Leadership Development

- **Goal: Enhance leadership and communication opportunities**
 - AcDean Offsites – leadership themes
 - Frequent face to face discussions
 - CHADs
 - Town halls
 - Department brown bags
 - Succession planning
 - How can you prepare yourself and others for future roles?
- 



Other Challenges

- **Goal: Find a better solution for ...**
 - Conference travel approvals
 - Purchase card processes
 - Investment budget (ASDP and ITPR) processes
 - **Goal: Implement ...**
 - New DTS travel processes
 - New summer faculty development funding process
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Alignment with Strategic Initiatives



Top 12 Strategic Priorities

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- 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).**
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Next time?

- A MAP is only as useful as the input used to create it
- Next meeting will be a strategic planning session to ...
 - Fine tune these priorities
 - Create additional ones worth pursuing
 - Seek ways to advance the priorities

