



DEPARTMENT OF THE NAVY
UNITED STATES NAVAL ACADEMY
121 BLAKE ROAD
ANNAPOLIS MARYLAND 21402-1300

USNAINST 5420.38
31/DepDirector
21 AUG 2012

USNA INSTRUCTION 5420.38

From: Superintendent, United States Naval Academy

Subj: UNITED STATES NAVAL ACADEMY LEADERSHIP EXCELLENCE COUNCIL

Encl: (1) United States Naval Academy Leadership Excellence Council Charter

1. Purpose. To direct the formation of the United States Naval Academy Leadership Excellence Council (LEC) and promulgate the Council's mission, objectives, and composition. The LEC is designed to operate cross-functionally and collaboratively, focused on the United States Naval Academy (USNA) mission, with a common goal of leader development. The Council will be vested with the responsibility to coordinate, integrate, and align all leader development efforts both internal and external to the Academy. The LEC, with guidance from the Superintendent and the Senior Leadership Team (SLT), will provide a unified vision to optimize the development of Midshipmen, staff, faculty, and coaches as leaders of character and assess the effectiveness of this developmental process.

2. Background. Historically, initiatives pertaining to leader development at the Academy have occasionally lacked effective coordination. Due to the fact that leader development occurs across multiple institutional domains and addresses both internal and external audiences, inadequate coordination, integration, and alignment have prevented the Academy from optimizing this developmental effort. The Leadership Excellence Council will address this shortfall. Bringing together key stakeholders in such a collaborative forum will achieve greater organizational synergy and executive-level oversight in the leader development process.

3. Action. The Director of the Stockdale Center for Ethical Leadership will chair the Leadership Excellence Council. The Director of the Leadership Education and Development (LEAD) Division, the Director of the Character Development and Training (CD&T) Division, and the Director of the Professional Development (PRODEV) Division will comprise the remainder of the Council. The Deputy Director of the Stockdale Center will serve as the Council's Executive Secretary. Additional ad hoc members may be assigned by the Chairman to address specific issues, programs, or events. Enclosure (1) shall guide and inform the Council's on-going activities and outline the specific roles and responsibilities of the Council and its members. Revisions to the Charter will be proposed by the Chairman and subject to the Superintendent's approval.

4. Responsibility. On a quarterly basis, the Chairman will provide updates to the Superintendent and the SLT on the Council's activities. Additionally, the Chairman will coordinate with the SLT to develop and maintain priorities for programs and resources, as well as resolve issues requiring broader coordination.

/s/
M. H. MILLER

Distribution:
All Non-Mids (electronically)

21 AUG 2012

**United States Naval Academy
Leadership Excellence Council Charter**

NAME: LEADERSHIP EXCELLENCE COUNCIL Formation Date: 30 April 2012

MISSION

The mission of The United States Naval Academy (USNA) Leadership Excellence Council (LEC) is to coordinate, integrate, and align all leader development activities both internal to the Academy and those provided to external audiences. The LEC will accomplish this mission by providing a strategically-focused and collaborative forum in which key stakeholders can analyze and assess efforts applied across the institution to develop future naval leaders and influence key external partners. Through the application of an enterprise framework, the LEC will be optimally positioned to accomplish its mission.

BACKGROUND

Historically, the responsibility for Midshipmen leader development has crossed multiple domains within USNA. These domains include; academics, Extra Curricular Activities, athletics, character development, professional development, ethics, and experiential leadership. While the activities and programs sponsored by each of these individual domains have contributed significantly to the formation of a rigorous and diverse leader development process, these efforts have lacked effective coordination and integration. Attempts to reconcile this shortcoming have been executed primarily in ad-hoc fashion, in the absence of an institutional framework, thereby compromising organizational effectiveness and bypassing potential synergies and efficiencies which could be achieved through applying a more cohesive enterprise approach. Additionally, the lack of an integrated and coordinated process with executive-level oversight has created uncertainty, both internally and externally, regarding who bears ultimate responsibility for the leader development of Midshipmen. The LEC will address and resolve these issues.

MEMBERSHIP/ORGANIZATION

The LEC is chaired by the Director of the VADM James B. Stockdale Center for Ethical Leadership. Standing members include: Director, Character Development and Training (CD&T) Division; Director, Professional Development (PRODEV) Division; and Director, Leadership Education and Development Division (LEAD). The Deputy Director, VADM James B. Stockdale Center for Ethical Leadership will serve as the Council's Executive Secretary. Additional members may be assigned on a temporary basis, at the discretion of the Chairman, for specific issues/initiatives.

SCOPE

As the USNA's Executive Agent for leader development, the LEC provides strategic-level oversight and guidance to activities pertaining to leader development across the USNA community to ensure unity of effort among a diverse constituency of stakeholders. The LEC will operate cross-functionally, with an internal and external focus. It will explore opportunities to expand leader development programs within USNA, while also aligning outreach efforts with the potential to diversify the Midshipmen leadership experience, permit value-added engagement with critical outside entities, and influence key external partners. Through more robust coordination and collaboration, the LEC will promote more effective allocation of finite training resources, eliminate duplication of effort, and maximize the return-on-investment (ROI) achieved through leader development efforts pursued both within and outside the institution. As appropriate, the LEC will also conduct objective assessments of Midshipmen leader development programs to determine their efficacy towards supporting the USNA's Core Mission, as well as identify gaps and/or challenges that must be addressed to enhance the Academy's ability to meet that standard.

21 AUG 2012

Specifically, the LEC will:

- a. Act as the Superintendent's Executive Agent on all matters pertaining to the coordination, integration, and alignment of leader development efforts at the Naval Academy and Academy support to external agencies.
- b. Coordinate with the Superintendent's Senior Leadership Team (SLT) to maintain priorities for programs and resources pertaining to the leader development of Midshipmen, faculty, staff, and coaches.
- c. Maintain situational awareness of all leader development activities and programs at the Naval Academy and those provided to external organizations.
- d. Develop and update the USNA's "Leadership Excellence Master Plan."
- e. Focus broadly across all institutional domains responsible for the leader development of Midshipmen and identify opportunities to enhance the USNA's effectiveness in producing future military leaders.
- f. Foster a collaborative forum promoting idea dissemination that can develop innovative, adaptable, and economical solutions to overcome tactical-level challenges encountered by the various stakeholders in USNA's leader development process.
- g. Distribute amongst the LEC members any best practices identified with respect to the leader development of Midshipmen. Additionally, identify specific leadership-oriented programs and initiatives that may be at risk of failing to meet their stated objectives, permitting proactive implementation of corrective action.
- h. Provide the USNA's interface with all external organizations in discussions about leader development programs, to include the Naval Academy Alumni Association and Foundation, federal government entities, and other public and private organizations.
- i. Promote and coordinate USNA-sponsored research and assessment efforts which can inform current and future leader development practices.
- j. Undertake other tasks as assigned by the Superintendent.

BUSINESS RULES

- a. For a period of six months following initial stand-up, the LEC shall meet monthly, or more frequently, at the discretion of the Chairman to establish an organizational "battle rhythm" and refine the Council's processes and functional norms. Once the Council has achieved "steady state" operations and generated a sufficient level of institutional awareness, meeting frequency will occur on a Quarterly basis. Attendance at LEC sessions is limited to the principal plus one additional attendee, as necessary, to provide advice, input, and subject matter expertise on specific issues before the council.
- b. The LEC Chairman will establish the council agenda, conduct meetings, document decisions, track outstanding issues, and coordinate appropriate reporting to the Superintendent and/or SLT, as required.
- c. The LEC Executive Secretary will document council meeting minutes and disseminate to all principals following each session.
- d. An LEC session will normally address the following:
 - (1) Status of any previous decisions. The LEC will review the status of previous council decisions to confirm execution as-desired.

(2) Identification and discussion of new issues. The LEC will consider any new/current issues and challenges facing the institution with respect to leader development. Basis for discussion may include formally documented issues/problems, observed trends, or anecdotal evidence suggesting potential LEC involvement.

(3) Status of current programs and initiatives. The LEC will discuss the status of any in-process programs and initiatives designed to enhance Midshipmen leader development. Specific emphasis will be placed on any efforts which may benefit from a more cross-functional approach and collaborative planning and execution framework. Opportunities to capitalize on potential synergies and forge greater institutional alignment will be specifically explored.

(4) Resource allocation and constraints. The LEC will review proposed resourcing plans in order to satisfy and optimize Midshipmen leader development requirements while ensuring execution risk is minimized.

(5) Status of outreach efforts. The LEC will discuss any outreach engagements planned or executed with external organizations which may influence Midshipmen leader development.

(6) Disseminate best practices. Members will share any "success stories" and best practices which can inform future council actions and drive process improvements both in the LEC and the execution of leader development initiatives within the broader USNA community.

SUMMARY

This document is intended to guide the collaborative activities and cross-functional processes of the Naval Academy's key stakeholders as they pertain to the leader development of Midshipmen. As an institution, USNA bears no greater responsibility than that of producing future Naval leaders with an unwavering and abiding sense of responsibility, authority, and accountability, committed to Navy Core values and selfless service to the nation. The LEC will facilitate and enhance the Academy's collective ability to execute this responsibility and achieve USNA's core mission. By coordinating across multiple domains and bringing key process owners together in such an integrative forum, the LEC's ultimate objective is to align education, training, professional development, and experiential activities to prepare future Naval officers to lead with honor, courage and commitment.