United States Naval Academy

USNA 2000

Strategic Plan

June 1992
FOREWORD

This plan charts the Naval Academy's course as we enter the 21st century, and it provides a strategy to achieve our vision of the future. It will focus on opportunity, capitalize on our many strengths, stimulate innovation and process improvement in an ever changing environment, and provide constancy of purpose as the leadership of this institution changes.

T.C. Lynch
Rear Admiral, U.S. Navy
Superintendent
## U.S. NAVAL ACADEMY STRATEGIC PLAN

### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>METHODOLOGY</td>
<td>1</td>
</tr>
<tr>
<td>MISSION</td>
<td>5</td>
</tr>
<tr>
<td>VISION</td>
<td>5</td>
</tr>
<tr>
<td>GUIDING PRINCIPLES</td>
<td>6</td>
</tr>
<tr>
<td>GOALS/STRATEGIES/OBJECTIVES</td>
<td>7</td>
</tr>
<tr>
<td>GOAL 1</td>
<td>8</td>
</tr>
<tr>
<td>GOAL 2</td>
<td>13</td>
</tr>
<tr>
<td>GOAL 3</td>
<td>16</td>
</tr>
<tr>
<td>GOAL 4</td>
<td>18</td>
</tr>
<tr>
<td>GOAL 5</td>
<td>21</td>
</tr>
</tbody>
</table>
INTRODUCTION

"If a man does not know to what port he is steering, no wind is favorable."

Seneca, 8BC-65AD

DEFINITION

Strategic planning is the process by which the members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

PURPOSE

This strategic plan provides a road map that will lead us to our vision of the future. As a living document, it will require periodic updates and course corrections. The plan should be used as a framework for decision making, a guide to action, and a pattern for shaping the Academy's priorities as we move into the 21st century.

BACKGROUND

In the spring of 1991, the Superintendent distributed the initial planning guidance for the Naval Academy's strategic planning process; and in the fall of that same year, all efforts to date were brought together into one common focus as leadership planned and prepared for this process. A series of strategic planning conferences were conducted during the winter of '91-'92, culminating in a final draft plan that was presented to all USNA personnel for review and comment. After receipt and consideration of all inputs and comments, the plan was finalized.

METHODOLOGY

APPROACH

Although formal strategic planning has existed in the private sector for more than 30 years, its application in the public sector is relatively new. During the last 10 years, successful strategic planning efforts in the public sector included Naval Aviation Depots, the Navy Medical Department, shipyards, and NASA. Universities and colleges throughout the United States are also moving rapidly to take advantage of its obvious benefits. Those benefits include improved quality, better communications, team building, and the proper allocation of resources and focus on common goals.
Strategic planning helps leadership mold an organization's future and manage positive change. Strategic planning focuses leaders on the methods to achieve an ideal vision (what the organization should be and could be) 10-20 years in the future, whereas long range planning may only mean one year in the future or the next budget submission. Strategic plans are developed at the very highest level and deployed throughout the organization. The leadership first explores and agrees upon the mission, vision, and guiding principles; and this forms the foundation for the strategic plan. The mission defines the reason for our existence, the vision describes where we are headed, and the guiding principles guide our behavior on the journey to that vision. Following the development of this foundation, the next step is to develop goals, strategies, and objectives that will enable the organization to bridge the gap between the present and the future organization as described in its vision. Most organizations then present the draft plan to all of its members for review and comment prior to deployment.

The Naval Academy has followed the CNO's strategic planning approach as outlined below.
DEVELOPMENT

The Naval Academy’s mission, vision, and guiding principles are the foundation of the strategic plan and were developed by USNA’s leadership during the first strategic planning conference using trained facilitators. The goals, strategies, and objectives were then developed during several follow-on sessions as the academy’s leaders split into goal groups to develop supporting strategies and objectives. After each iteration, the results of each group were presented back to all conference attendees until consensus was reached. The final draft copy was then presented to all USNA personnel via their cost center heads with an invitation for review and comment on the goals, strategies, and objectives prior to finalizing the plan. Upon receipt, review, and consideration of all inputs and comments, the strategic plan was then finalized.

EXECUTION

The USNA Executive Steering Committee (ESC) will oversee the execution of the strategic plan, evaluate its effectiveness, ensure the commitment of subordinate levels, and approve modifications to the plan. The ESC membership is as follows:

Chairperson: Superintendent
Secretary: Assistant Deputy for Management
Advisor: Total Quality Leadership (TQL) Coordinator

Members: Academic Dean and Provost
          Commandant
          Chief of Staff
          Deputy for Management
          Dean of Admissions
          Director of Athletics
          Command Chaplain

Everyone assigned to the Naval Academy is a member of the USNA team, and all are invited to participate in the execution of this plan. The USNA team includes the Naval Station, Naval Academy Preparatory School (NAPS), USNA organizational components, Naval Medical Clinic, Dental Clinic, and other Annapolis area activities. Action officers for the objectives will initiate action to gather data, coordinate efforts, accomplish the objective(s), and report completion to the Executive Steering Committee (ESC) as follows:

<table>
<thead>
<tr>
<th>GOAL</th>
<th>RESPONSIBLE ESC MEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Dean and Provost/Commandant/Athletic Director</td>
</tr>
<tr>
<td>2</td>
<td>Deputy for Management/Dean of Admissions</td>
</tr>
<tr>
<td>3</td>
<td>Commandant/Chief of Staff</td>
</tr>
<tr>
<td>4</td>
<td>Chief of Staff/Athletic Director</td>
</tr>
<tr>
<td>5</td>
<td>Dean of Admissions/Academic Dean and Provost</td>
</tr>
</tbody>
</table>

Note: Underline denotes ESC member having primary reporting responsibility.
On a regularly scheduled, periodic basis, the Executive Steering Committee (ESC) will meet to review progress on all objectives included in this plan. During these sessions, those ESC members having primary responsibility for each objective will be expected to report on current accomplishments.

The point of contact for the ESC is Mr. Mark Crane, Assistant Deputy for Management, x2877, mail stop 1D.

FUTURE PLANS AND UPDATES

The Naval Academy's strategic plan is a living document and will require updates as we periodically review our progress and make midcourse corrections in order to realize our vision of the Naval Academy in the 21st century.

The plan will be revised and re-issued on an annual basis. New revisions will reflect the progress achieved during the previous year as well as revised/added strategies, goals, and objectives.
MISSION

The mission of the Naval Academy is:

To develop midshipmen morally, mentally, and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship, and government.

VISION

We are the United States Naval Academy.

We serve the nation as its premier undergraduate institution that produces motivated officers imbued with the highest ideals of leadership and professionalism. The fleet recognizes us as the standard bearer in officer accession.

We are a TEAM that provides a total quality education which fully integrates a curriculum of academic studies, athletics, leadership, and ethics.

We challenge each midshipman to achieve his or her full potential in mind, body, and spirit. We provide a comprehensive support system to ensure individual growth and success.

We value the cultural and ethnic diversity of our men and women.

We, the people of the Naval Academy TEAM, are the cornerstone of our reputation for excellence. We provide a supportive work environment that promotes personal growth and excellence. We take pride in producing the highest quality officers for the fleet.
GUIDING PRINCIPLES

Quality
We are committed to the philosophy of Total Quality Leadership in everything we do. We support a focus on our customers; continuous improvement, growth and learning; attention to individual needs; and promotion of personal excellence.

Unity of Purpose
We are united in our vision and the accomplishment of our mission.

Accountability
We are committed to accountability for process improvement and individual quality performance.

Loyalty
We are patriots, dedicated to the highest principles of inter-personal and organizational trust, honor, and loyalty while maintaining ethical conduct.

Integrity
We are committed to integrity in all our actions, words, and deeds. Only through the courage of our convictions, tempered with a sense of personal honor, humility and ethical behavior, can we achieve our goals.

Teamwork
We are committed to the principles of teamwork, selfless service, professionalism, mutual respect, trust, free and open communications, concern for the well-being of the individual, and an appreciation for cultural and gender diversity.

You
You are an essential part of the quality process; you can make a difference!
GOALS/STRATEGIES/OBJECTIVES

PURPOSE. Goals, strategies, and objectives were developed to bridge the gap between where we are now and where we want to be at some time in the future based upon our vision of that future. They reflect those things that must be done in order to fill that gap. This is not a list of our functions and tasks, and it is not intended to describe all of our existing programs and ongoing efforts. The objectives that follow have been developed so as to require specific future actions that are measurable and support our vision of the Naval Academy’s future. For quick reference, a summary of the five goals is first provided as follows:

GOAL 1

The United States Naval Academy will provide every midshipman with a Total Quality Education (TQE). This educational process involves the development of the whole person: mind, body, and spirit. Implicit in TQE is the creation of an environment which encourages creativity and a lifelong thirst for knowledge.

GOAL 2

Embrace and implement Total Quality Leadership (TQL) throughout the USNA complex.

GOAL 3

USNA will excel in Equal Opportunity (EO) and Equal Employment Opportunity (EEO).

GOAL 4

Provide living and working facilities, equipment, systems, and training which contribute to more efficient mission accomplishment.

GOAL 5

Continually improve our officer accession program through an enhanced admissions process, retention, and a graduate evaluation and feedback system.
GOAL 1

THE UNITED STATES NAVAL ACADEMY WILL PROVIDE EVERY MIDSHIPMAN WITH A TOTAL QUALITY EDUCATION (TQE). THIS EDUCATIONAL PROCESS INVOLVES THE DEVELOPMENT OF THE WHOLE PERSON: MIND, BODY, AND SPIRIT. IMPLICIT IN TQE IS THE CREATION OF AN ENVIRONMENT WHICH ENCOURAGES CREATIVITY AND A LIFELONG THIRST FOR KNOWLEDGE.

STRATEGY 1.1 Ensure that midshipmen receive a reasonable and integrated balance of academic, athletic, professional, personal, social, and ethical development.

Objective 1.1.1: Establish a daily window of time under the direct control of the midshipmen.

Task 1.1.1.1: Establish a process and use data to review, evaluate, integrate, balance, and reapportion academic load, professional development, athletics, personal development, and other activities affecting midshipmen in order to develop a creative and positive learning experience. Publish a guideline of requirements governing all departments that directly affect the daily lives of midshipmen. Reduce structured time demands on all midshipmen, and create a proper balance of personal time.

Action: ESC
Completion Date: DEC 92

Objective 1.1.2: Review and, where necessary, expand support systems that are accessible to all; include academic, physical and personal development.

Action: Ac Dean & Provost
Commandant
Athletic Director
Completion Date: DEC/ANNUALLY
STRATEGY 1.2

Establish an integrated educational (TQE) package that is responsive to fleet needs, fully prepares graduates for a career in the naval service, and sets the Academy as the standard bearer for all officer accession programs.

Objective 1.2.1: Ensure that the educational package reflects fleet needs. Determine the balance necessary between the core curriculum, athletics, ethics, professional development, summer programs, and majors.

Task 1.2.1.1: Annually monitor and assess the content, size and currency of the educational package to ensure that it achieves the balance identified in Strategy 1.1.

Action: ESC
Dir Pro Dev
Completion Date: DEC/ANNUALLY

Task 1.2.1.2: Using feedback/data from the fleet, formulate an educational package that prepares our graduates for future needs.

Action: ESC
Dir Pro Dev
Completion Date: DEC 92

Objective 1.2.2: Provide a command religious program which facilitates the free exercise of religion and inspires students, faculty, and staff.

Action: Command Chaplain
Completion Date: AUG 92

Objective 1.2.3: Evaluate midshipman summer programs and determine their value-added to the total educational package.

Action: ESC
Completion Date: DEC 92
Objective 1.2.4: Emphasize that intellectual and professional development contribute to a life of leadership, self confidence, and wisdom.

Action: Commandant
Dir Pro Dev
Ac Dean & Provost
Completion Date: OCT 92

Objective 1.2.5: Emphasize the importance of the physical mission of the academy with respect to teamwork, health, leadership, self-confidence, and discipline. Inherent in this mission are intramural, club, and intercollegiate athletics, as well as physical education courses.

Task 1.2.5.1: Establish and reinforce the concept at USNA that intercollegiate athletics are part of the mission of the Naval Academy and represent both the Navy and USNA. While additional support may be required to assist those who accept the challenge of intercollegiate athletic competition, it is important that USNA academic and professional standards never be compromised.

Action: ESC
Completion Date: DEC 92

Objective 1.2.6: In the truly integrated and balanced educational program, the value of each contributor must be realized. In this regard, we must convince all members of the Naval Academy team that brigade support activities, professional programs, and intellectual development are all critical to the success of the total educational program and therefore may require additional support.

Action: ESC
Completion Date: DEC 92
STRATEGY 1.3 Cultivate enthusiasm for intellectual, professional, and physical development through a mentoring partnership between teacher (faculty, staff, coaches, etc.) and midshipman.

Objective 1.3.1: Establish a process which clearly and consistently measures a midshipman's efforts toward personal, professional, and academic improvement. Inherent in this recognition process is the use of positive reinforcement.

Action: Commandant
Ac Dean & Provost
Dir Pro Dev
Athletic Director
Completion Date: DEC 92

Objective 1.3.2: Educate the faculty, staff, and brigade on the desirability and need for personal achievement; link personal achievement to the achievements of the Naval Academy as a whole.

Action: Commandant
Ac Dean & Provost
Athletic Director
Dir Pro Dev
Completion Date: DEC 92

Objective 1.3.3: Continually review and develop a physical education program that exceeds fleet standards and fosters a lifetime desire to maintain personal physical fitness.

Task 1.3.3.1: Annually monitor and evaluate the physical education curriculum and revise as needed to ensure success.

Action: Commandant
Athletic Director
Completion Date: DEC/ANNUALLY

Objective 1.3.4: Encourage teacher (faculty, staff, coaches, etc.) commitment and dedication to the principles of total quality education.

Action: Naval Academy Leadership
Completion Date: AUG 92
STRATEGY 1.4  Develop mechanisms to improve the education process at USNA.

Objective 1.4.1: Establish a midshipman committee to provide input to total quality education through continued review and evaluation of the educational package. This committee will interact with a parallel faculty committee and forward recommendations through the chain of command.

Action: Commandant
Completion Date: AUG 92

Objective 1.4.2: Establish a faculty committee to provide input to total quality education through continued review and evaluation of the educational package. This committee will interact with a parallel midshipman committee and forward recommendations through the chain of command.

Action: Ac Dean & Provost
Dir Pro Dev
Athletic Director
Completion Date: SEP 92

Objective 1.4.3: Establish a faculty education and training program to ensure full acceptance of the partnership.

Action: Commandant
Ac Dean & Provost
Athletic Director
Dir Pro Dev
Completion Date: DEC 92

Objective 1.4.4: Provide frequent reciprocal feedback to inform teachers and motivate midshipmen for an enhanced teaching and learning experience. Faculty should make an effort to show that their disciplines are relevant to naval careers.

Action: Commandant
Ac Dean & Provost
Athletic Director
Dir Pro Dev
Completion Date: DEC 92
GOAL 2
EMBRACE AND IMPLEMENT TOTAL QUALITY LEADERSHIP (TQL) THROUGHOUT THE USNA COMPLEX.

STRATEGY 2.1 Educate and train all USNA personnel in TQL.

Objective 2.1.1: Provide initial TQL training to all USNA personnel.

Action: Dep Mgmt
Completion Date: JAN 93

Objective 2.1.2: Identify and train TQL instructors, facilitators, and coordinators within each cost center.

Action: Dep Mgmt
Cost Center Heads
Completion Date: JUL 93

Objective 2.1.3: Incorporate TQL into the curriculum so as to ensure that all graduates have a working knowledge of TQL when they graduate.

Action: Dir Pro Dev
Dep Mgmt
Completion Date: AUG 92

Objective 2.1.4: Develop and implement an ongoing TQL education and training program for all personnel.

Action: Dep Mgmt
Cost Center Heads
Completion Date: FEB 93
Objective 2.1.5: Establish TQL training/support system (texts, videos, periodicals, flip charts, classrooms etc.)

Action: Dep Mgmt
Cost Center Heads
Completion Date: SEP 92

STRATEGY 2.2

Build USNA TQL organization infrastructure to implement process improvement.

Objective 2.2.1: Establish Executive Steering Committee (ESC) to lead the implementation of TQL organization wide.

Action: Superintendent
Dep Mgmt
Completion Date: APR 92

Objective 2.2.2: Establish a process for developing and administering internal and external customer surveys which makes maximum use of previous and ongoing studies and data already available.

Action: Office of Institutional Research
Completion Date: JAN 93

Objective 2.2.3: Establish a process for identifying and prioritizing key issues of greatest importance to customers.

Action: ESC
Dep Mgmt
Completion Date: JUL 92

Objective 2.2.4: Charter QMB(s) to execute the continuous improvement cycle.

Action: ES
Dep Mgmt
Completion Date: AUG 92
Objective 2.2.5: Establish a process to periodically assess TQL implementation and remove systemic quality impediments.

Action: ESC
Dep Mgmt
Completion Date: DEC 92

STRATEGY 2.3 Establish TQL feedback system(s).

Objective 2.3.1: Establish internal and external TQL communications network to enhance the sharing of TQL knowledge and process improvement ideas.

Action: Dep Mgmt
Cost Centers
Completion Date: SEP 92

Objective 2.3.2: Develop Public Affairs function to support TQL (ERC, Trident, WAB, visiting lecturers, etc.)

Action: Dep Mgmt
PAO
Completion Date: SEP 92

Objective 2.3.3: Establish recognition program for total quality achievements.

Action: Superintendent
Dep Mgmt
Completion Date: SEP 92
GOAL 3
USNA WILL EXCEL IN EQUAL OPPORTUNITY (EO) AND EQUAL EMPLOYMENT OPPORTUNITY (EEO).

STRATEGY 3.1 Develop a professional environment which reflects our mutual respect for diversity

Objective 3.1.1: Develop a program to achieve a composition of midshipmen that equals or exceeds the diversity goals of the officer corps in the Navy and Marine Corps.

Action: Dean of Admissions
Completion Date: SEP/ANNUALLY

Objective 3.1.2: Develop a program to achieve a composition of military staff which is representative of the diversity of the Naval Service.

Action: ESC Pers & Admin Off
Completion Date: DEC 92

Objective 3.1.3: Develop a program to achieve a composition of USNA civilian personnel which is representative of the diversity of the available labor force (ALF).

Action: DEEOO
Completion Date: OCT 92

Objective 3.1.4: Establish a program to encourage civilian minority and women instructors to seek faculty positions at USNA.

Action: Ac Dean & Provost
Completion Date: JAN 93
Objective 3.1.5: Establish a mechanism to ensure that the contributions of minorities and women are included, where appropriate, in the presentation of new courses, existing courses, and curriculum changes.

Action: Ac Dean & Provost
Completion Date: SEP 92

Objective 3.1.6: Establish a mechanism to ensure that guest lecturers and visiting professors regularly include minorities and women.

Action: Superintendent Commandant
Ac Dean & Provost
Completion Date: MAY 92

STRATEGY 3.2

Implement a visible and effective climate that actively promotes equal opportunity and treatment for all personnel at USNA.

Objective 3.2.1: Establish a program for the USNA Team that deals with the transition, assimilation, and awareness of minority and women’s issues at USNA.

Action: Superintendent Commandant
Ac Dean & Provost
Athletic Director
Completion Date: DEC 92

Objective 3.2.2: Increase the effectiveness of the Command Managed Equal Opportunity (CMEO) Program by expanding to include the entire workforce and establishing a process for corrective action.

Action: Superintendent Commandant
Company Officers
Completion Date: JAN 93
GOAL 4

PROVIDE LIVING AND WORKING FACILITIES, EQUIPMENT, SYSTEMS, AND TRAINING WHICH CONTRIBUTE TO MORE EFFICIENT MISSION ACCOMPLISHMENT.

STRATEGY 4.1 Ensure a quality living and working environment.

Objective 4.1.1: Establish a Quality of Life Board to assess the quality of life and recommend to the ESC standards and priorities for the living and working environment which meet the professional, physical, and social needs of USNA Team members (including midshipmen).

Action: Chief of Staff
Completion date: AUG 93

Task 4.1.1.1: Establish a Quality of Life Board and develop a Plan of Action and Milestones (POA&M).

Action: Chief of Staff
Completion date: AUG 92

Objective 4.1.2: Evaluate regulatory requirements and programs and take action to ensure that the living and working environment is free of health and safety hazards.

Action: PWO
Safety Mgr
Completion date: SEP/ANNUALLY

Objective 4.1.3: Determine baseline funding requirements and obtain funding to achieve a quality living and working environment.

Action: Dep Mgmt
Chief of Staff
Completion date: OCT 93
STRATEGY 4.2 Improve the quality, efficiency, and effectiveness of support services.

Objective 4.2.1: Develop and implement a conservation program to assess usage and reduce consumption of resources to the maximum extent practicable.

Action: Chief of Staff
Completion date: OCT 92

Objective 4.2.2: Provide efficient and effective information/technology systems (voice/data/video) to support USNA requirements.

Action: ESC
Dep Mgmt
Dir Comp Svcs
Completion date: MAY 93

Objective 4.2.3: Identify opportunities to improve the quality, effectiveness, and efficiency of support functions (e.g., information technology, training, purchasing, staffing, accounting, etc.) and develop a prioritized implementation plan for ESC approval.

Action: ESC
Chief of Staff
Completion date: OCT 93

Task 4.2.3.2: Establish a QMB and develop a Plan of Action and Milestones (POA&M).

Action: ESC
Chief of Staff
Completion date: AUG 92

STRATEGY 4.3 Provide quality orientation, indoctrination, and training to improve performance and enable employees to achieve their maximum potential.
Objective 4.3.1: Evaluate the quality and effectiveness of USNA orientation programs for staff and faculty and modify as required to improve assimilation of new personnel as members of the USNA team.

Action: Dir M&S Div
Completion date: SEP 92

Objective 4.3.2: Establish an Indoctrination and Training Board to assess requirements and recommend to the Executive Steering Committee priorities for indoctrinating and training USNA civilian employees and assigned military members.

Action: Dep Mgmt
Completion date: FEB 93

Objective 4.3.3: Determine baseline funding requirements and obtain funding to achieve quality training programs.

Action: Dep Mgmt
Completion date: OCT 93
GOAL 5
CONTINUALLY IMPROVE OUR OFFICER ACCESSION PROGRAM THROUGH AN ENHANCED ADMISSIONS PROCESS, RETENTION, AND A GRADUATE EVALUATION AND FEEDBACK SYSTEM.

STRATEGY 5.1 Continually enhance the recruitment and selection of candidates from diverse backgrounds with the highest potential for completing the naval academy program and for development as career naval officers.

Objective 5.1.1: Review and revise admissions marketing plan annually to ensure the plan is designed to reach the maximum number of high quality, eligible college age students and enlisted personnel of the Navy and Marine Corps.

Action: Dir Cand Guid
Completion Date: FEB/ANNUALLY

Objective 5.1.2: Establish a program to integrate and coordinate USNA faculty and staff participation in USNA recruiting and command information efforts.

Action: Dir Cand Guid
PAO
Alumni Association

Completion Date: SEP 92
Objective 5.1.3: Review preparation programs (NAPS, BOOST, Foundation) to ensure appropriate composition of midshipmen candidates from the fleet and those from diverse backgrounds receive the education and training necessary for successful completion of the Naval Academy program.

**Action:** Ac Dean & Provost
CO, NAPS
Dean of Admissions
USNA Foundation

**Completion Date:** JAN 93

Objective 5.1.4: Review the recruiting and selection programs with the objective of providing earlier identification and evaluation of prospective candidates.

**Action:** Dir Cand Guid
Admissions Dir

**Completion Date:** JAN 93

Objective 5.1.5: Review and revise annually the objectives, criteria, and procedures used by the Admissions Board to ensure that there is consistency in the selection of candidates for admission to the Naval Academy and that there are provisions to continue to enhance the quality and diversity of the brigade of midshipmen.

**Action:** Academic Board

**Completion Date:** SEP/ANNUALLY

**STRATEGY 5.2** While maintaining high academic and military standards for graduation, improve the retention of motivated midshipmen who have the potential of completing the Naval Academy program.

Objective 5.2.1: Publish a complete directory of Naval Academy support systems and programs available to all midshipmen.

**Action:** Commandant
Ac Dean & Provost

**Completion Date:** AUG 92
Objective 5.2.2: Continually review the services necessary to accommodate those midshipmen requiring special assistance and intervention.

Action: Commandant
Ac Dean & Provost
Athletic Director

Completion Date: OCT/ANNUALLY

Objective 5.2.3: Improve orientation, coordination, and communications with midshipmen, parents, and sponsors.

Action: Commandant
Ac Dean & Provost
Alumni Association

Completion Date: JAN 93

Gather and evaluate data from internal and external customers regarding the quality of our graduates.

STRATEGY 5.3

Objective 5.3.1: Complete establishment of an Office of Institutional Research.

Action: Dean of Admissions

Completion Date: JAN 93
(POM 94 Issue)

Objective 5.3.2: Establish communications with the appropriate external naval offices and activities to obtain relevant data on the performance of USNA graduates.

Action: Office of Institutional Research

Completion Date: JAN 93

Objective 5.3.3: Establish and coordinate means to collect and evaluate internal and external data.

Action: Office of Institutional Research

Completion Date: JAN 93
STRATEGY 5.4 Disseminate institutional data to stimulate positive changes to the integrated educational package (TQE).

Objective 5.4.1: Maintain data/information in a form which is easy to access and retrieve.

Action: Office of Institutional Research
Completion Date: JUN 93 (on line)

Objective 5.4.2: Act as a single information source of midshipmen and graduate performance.

Action: Office of Institutional Research
Completion Date: JAN 93

Objective 5.4.3: Make available a listing of available research/analysis data to cognizant offices within USNA.

Action: Office of Institutional Research
Completion Date: JAN 93