

20 Dec 2019

From: Academy Effectiveness Board

To: Superintendent and Senior Leadership Team

Subj: Academic Year 2018-19 Institutional Effectiveness Assessment Report

Ref: (a) USNA 5420.36B – Responsibilities and Duties of the Academy Effectiveness Board
(b) DODI 1322.22 – Service Academies

Encl: (1) USNA Dashboards Academic Year 2018-19

(2) USNA Cost Center Annual Assessments Academic Year 2018-19

1. Reference (a) charges the Academy Effectiveness Board (AEB) with providing an annual Academy-wide institutional effectiveness status report to the Superintendent and the SLT. Enclosure (1), the USNA Academic Year 2018-19 Dashboard, provides an update of key metrics for the past academic year. A summary of the highlights of the Dashboard follows.

A. Graduation Rates. The Class of 2019 achieved a graduation rate of 90.2%, well above reference (b) requirements (75%), and the highest in USNA history and for any of the service academies. More specific observations:

- Both male and female graduation rates exceeded 89%.
- The minority graduation rate (88.9%) was the highest in USNA history.
- Each of the major demographic groups (gender, race, ethnicity) graduated at rates exceeding 83%.
- Varsity athletes graduated at a 92.9% rate, almost 3% higher than non-varsity athletes.
- Midshipmen who matriculated to USNA from NAPS graduated at a 90.4% rate, the highest rate of any major feeder source. This is the first time in recent history that NAPS midshipmen graduated at a higher rate than direct-entry midshipmen.
- Prior enlisted midshipmen graduated at a rate of 92.3%, the highest of any demographic. This is a significant improvement from the previous year (75%), though given the variability of enlisted midshipmen graduation rates, it would be premature to assess this as an improving trend at this time.
- For the previous five years, attrition due to medical reasons was on a steady rise, including 20 midshipmen (1.7%) for the Class of 2018. For the Class of 2019, attrition due to medical reasons decreased to 11 midshipmen.
- Current projections indicate the Class of 2020's graduation rate will decrease to between 87% and 88%.
- The matriculation rate of NAPS midshipman candidates to the Naval Academy rebounded slightly for a second straight year to 82.3%, and remains well above the 70% requirement delineated in reference (b).

The AEB assesses these graduation trends as positive and attributes them to effective programs and processes from Admissions through the 47-month experience at USNA.

B. Admissions. The overall number of applications for the Class of 2023 rebounded slightly from the previous year, was within 8% of the all-time high under consistent measuring metrics, and remains well above USMA and USAFA application levels. The quality and diversity of the applicant pool and those selected for admission continues to be strong. Specific observations:

- The number of USNA applications for the Class of 2023 (16,322) was 40% higher than USMA (11,674) and 57% higher than USAFA (10,406).
- The number of fully qualified applicants (3062) was comparable to the five-year average (3094), was within 8% of the all-time high, and afforded a healthy 2.3:1 ratio of fully qualified applicants to offers of appointment.
- Female representation in the Class of 2023 was at 26.2%, slightly below the previous five-year average (27%) and fairly closely aligned with the percentage of female applicants.
- Minority representation (39.8%) was the highest in USNA history, and fairly closely aligned to the percentage of minority applicants (38.5%).
- Academically, the Class of 2023 appears to be another strong class with the highest combined SAT/ACT scores and the most course validations (1.29/midn) in USNA history. Additionally, 64% of the Class was ranked in the top 10% of their high school graduating class, the second highest percentage over the past ten years.
- USNA and the admissions process appears to continue to attract and select highly motivated candidates for offers of appointment, as evidenced by another strong and Nation's highest overall yield rate (87%). Of note, the yield rate for female candidates dropped to 82.4%, below yield rates of the last five years.

The AEB assesses USNA Admissions' programs and practices as very effective in attracting, selecting and admitting highly qualified midshipmen candidates.

C. Professional and Moral Development. Metrics assessing the Academy's effectiveness in the professional and moral development of midshipmen show mixed results, though in general positive trends.

- Results of the 3/C and 2/C Professional Competency Assessments (PCA) were strong as compared to previous years.
- As a result of effective information, education, and screening programs, the percentage of midshipmen receiving their top choice (86.8%) or one of their top two choices (95.2%) for Service Assignment remained high.
- The number of honor cases and those midshipmen found in violation remained relatively steady.
- Progress was made in reducing the number of major conduct offenses and alcohol related incidents, down 25% and 30% respectively over the past two years.
- The Midshipmen Development Center (MDC) continued to be utilized by the Brigade of Midshipmen at near record levels, likely attributable to both the value of the

MDC's care and counsel as well as the increasing willingness for midshipmen to address their developmental challenges.

The AEB assesses the majority of USNA's efforts to improve the professional development of the Brigade of Midshipmen as effective. Continued efforts are warranted in addressing responsible use of alcohol as well as the prevalence of sexual harassment and unwanted sexual contact.

D. Academics. The Academy continued to produce strong academic results, meeting most goals associated with the mental mission over the past academic year.

- The percentage of the Brigade that was AcBoard eligible (Fall: 2.0%, Spring: 2.1%) and the academic attrition for the Class of 2019 (1.4%) remained at historically low levels.
- 80% of the Class of 2019's newly commissioned Ensigns graduated with STEM degrees, exceeding CNO(N1) requirements (65%).
- The number of midshipmen completing semester study abroad (69) and the total number of midshipmen benefiting from International LREC experiences (330) remained significantly below USNA's goals, 100 and 500 respectively. This decline was anticipated given the lack of appropriated funding. International Programs are now almost exclusively supported through philanthropic donations, but at levels well short of what is needed to meet USNA's goals.
- Civilian and military faculty manning, while below goal, have improved since AY12.

The AEB attributes USNA's strong academic success to the quality of the incoming students, devoted faculty, superb academic advising, and the exceptional support of the Academic Center.

E. Physical Mission. While there were minor shortfalls in some areas, the Brigade of Midshipmen continued to perform well in physical mission achievement. Specific observations:

- While PE attrition for the Class of 2019 (0.75%) was the highest in the past ten years, it remained the lowest cause of attrition of all causal factors.
- The Plebe Summer PRT pass rate for the Class of 2023 tied an all-time high of 97.4% of participants (non-participation due to medical waiver, in-season Varsity excusals or attrition), especially noteworthy given 2023's 58% failure rate during the Initial Strength Test at the beginning of Plebe Summer.
- Brigade PRT performance remained strong and consistent with past years; BCA failure rates remained very low.
- While Navy Varsity Sports teams' winning percentage in head-to-head competitions dropped to 60.7%...a 10+ year low for USNA...Navy won the Patriot League Presidents' Cup for the sixth consecutive year and was victorious over Army West Point and the Air Force Academy in the majority of their Star competitions.

The AEB continues to assess USNA's Physical Mission programs as effective and balanced.

F. Resources and Manning. With a continued, relatively flat budget during a time of rising costs, USNA remains increasingly challenged with meeting its mission, and many programs continue to show the negative impacts of manning and budget cuts.

- USNA's cost per graduate (CPG) has increased at a very modest 0.9% annual rate over the past five years, well below that of Navy programmed inflation rates, and the current CPG is 87% that of USMA and 78% of USAFA.
- Factoring in conservative (1.5%) inflation rates, USNA's OM,N budget for FY19 (after mid-year and end-of-year plus ups) was effectively \$12.8M (8%) below that of FY10. The result has been significantly reduced material budgets and under execution in manning; among the negative impacts:
 - Reduced midshipmen, faculty and staff professional development opportunities.
 - Lifecycle replacement of technology and furnishings well below long-term sustainable levels.
 - 35% reduction in library subscriptions and a 89% reduction in book acquisitions from AY15.
 - Brigade International LREC experiences down 27% from AY14-15 level.
- Despite an increase in requirements (e.g., cyber program, SAPR, STEM requirements), authorized civilian manning levels have decreased over 8% since FY10 and fiscal shortfalls have driven actual FTE execution down over 10% during the same period. The resultant manpower shortfall is negatively impacting USNA's overall program, ranging from reduced administrative support to understaffed labs to delayed information technology development. Additionally, for the last three years, summer training for midshipmen (including fleet cruises and PROTRAMID) has required multi-million dollar, mid-year funding plus-ups to be effectively executed.

The AEB is increasingly concerned that future OM,N forecasts will continue to negatively impact USNA's ability to meet its mission effectively.

2. As part of USNA's Institutional Assessment Plan (IAP), Cost Centers are charged with implementing an annual assessment plan that includes Cost Center goals, measurable desired outcomes, and an assessment on progress toward achieving these outcomes. Enclosure (2) represents a roll-up of the individual Cost Center Annual Assessments for AY18-19. The AEB appreciates the efforts of the Cost Centers in maturing the implementation of the IAP and projects increased institutional benefits with further program maturity.

3. Throughout the year, AEB examined a few specific areas of performance and effectiveness in greater detail, including prior-enlisted performance and Post-Commissioning Schoolhouse Performance.

A. Prior-enlisted Performance. Graduation rates for prior-enlisted midshipmen at USNA over the 2009-2018 timeframe fluctuated significantly (e.g. 89% for the Class of 2016 vs. 75% for the Class of 2018) and were consistently below that of direct entry midshipmen. A more detailed study showed the following:

- Graduation rates for prior-enlisted midshipmen averaged 9% below direct entry midshipmen.
- Over half of prior-enlisted attrition (52%) was voluntary, compared with 40% voluntary attrition for direct entry midshipmen. Prior-enlisted attrition was also noticeably higher than direct entry midshipmen for medical reasons and physical fitness performance.
- As compared to direct entry midshipmen, prior-enlisted midshipmen have lower attrition during Plebe Summer and for academic reasons throughout the 47-month program.

Focus groups were conducted with prior-enlisted midshipmen, by class, to gain their insight into current programs, policies, practices and other factors that may either help or hinder prior-enlisted midshipmen retention. Notable highlights included the following:

- Contributors to retention: Prior-enlisted “Mustang Club,” Center for Academic Excellence, Professor EI, NAPS, Senior Enlisted Leaders
- Hindrances to retention: Significant pay cut as a midshipman, prohibition on prior existing relationships, lack of liberty, unprofessional/immature upperclassman

The AEB will continue to monitor prior-enlisted performance at USNA. Of note, for the Class of 2019, prior-enlisted graduation rates were at an all-time high (92.3%), exceeding all other demographics.

B. Post-Commissioning Schoolhouse Performance. The AEB reviewed work completed by the Division of Professional Development regarding performance at post-commissioning pipeline training for USNA graduates from the Classes of 2012-2017. Findings included:

- In general, there are only small differences between the performance of newly commissioned officers, regardless of commissioning source.
- USNA graduates performed on par or above peers from other commissioning sources. The most notable examples:
 - USNA Powered Flight Program (PFP) graduates attrited from flight school at a significantly lower rate when compared to USNA PFP non-graduates and student aviators from other commissioning sources.
 - USNA graduate performance throughout the nuclear power pipeline is notably stronger than the other major commissioning sources.
 - USNA graduates are significantly less likely than their counterparts from other commissioning sources to drop, roll, or fail in the SEAL pipeline.

4. In summary, the AEB assesses that USNA is currently meeting its mission of developing midshipmen morally, mentally and physically for future service as naval officers. While there are areas for continued improvement, Cost Centers and institution-wide efforts are focused on maximizing the 47-month experience for the Brigade of Midshipmen. The AEB is increasingly concerned, however, with available resources to complete the mission; specifically the OM,N budget. Current and forecast resource levels have resulted in staff reductions, strained programs, and a recent reduction in the quality of the Academy’s immersive, developmental program. As

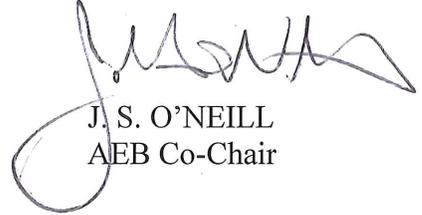
emphasized in last year's report, the excellence that USNA has achieved over the past decade in cyber, STEM fields, and experiential leadership development are in jeopardy in the coming years without more robust resourcing. If the current funding trend continues, significant reductions in these efforts will occur, similar to the decline in international programs, driving results well short of institutional goals.



D. W. O'SULLIVAN
AEB Co-Chair



R. W. MATHEWSON
AEB Co-Chair

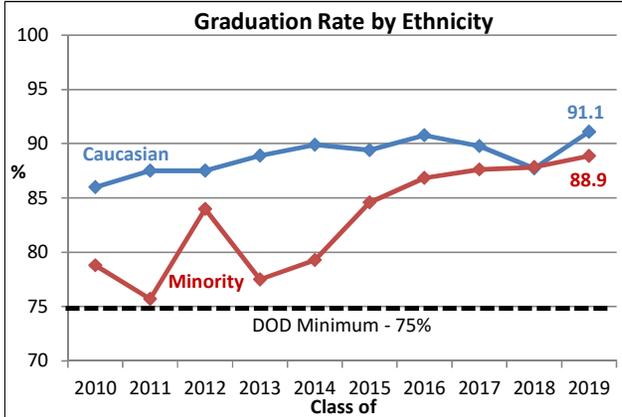
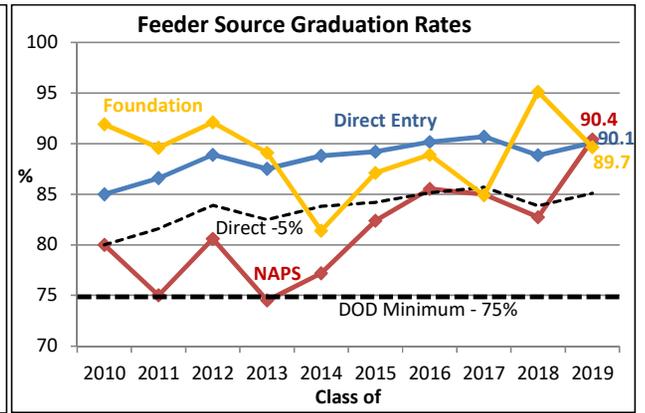
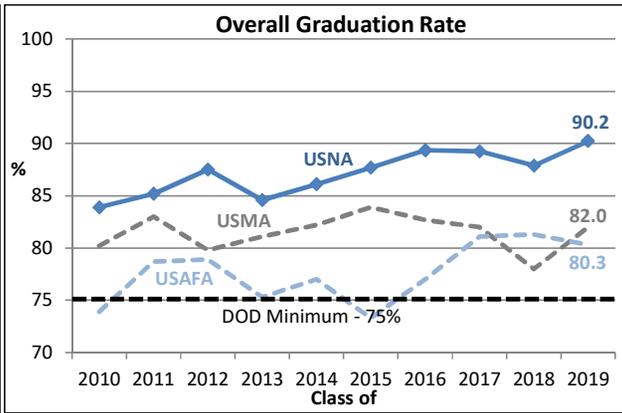
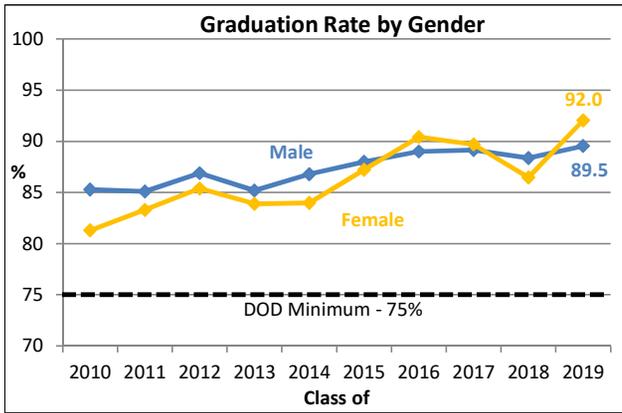


J. S. O'NEILL
AEB Co-Chair



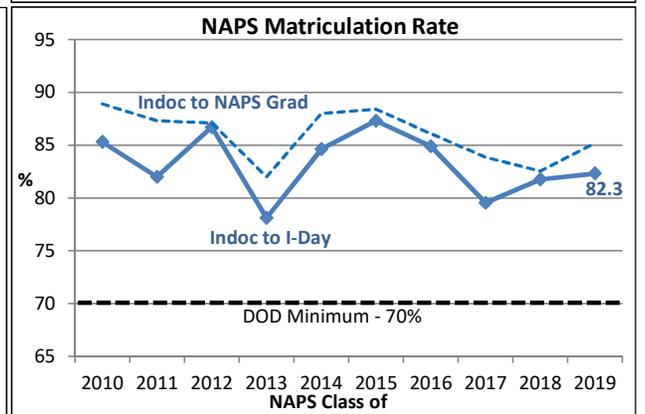
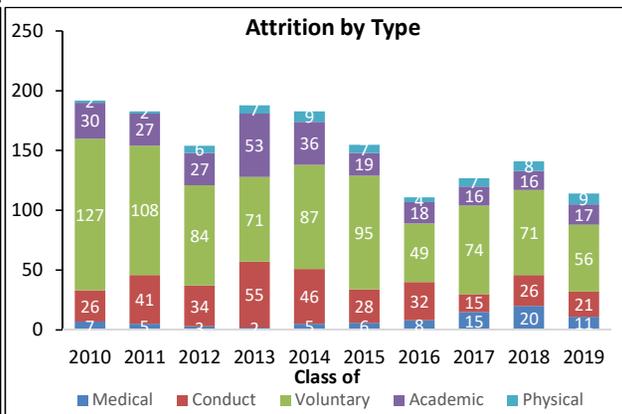
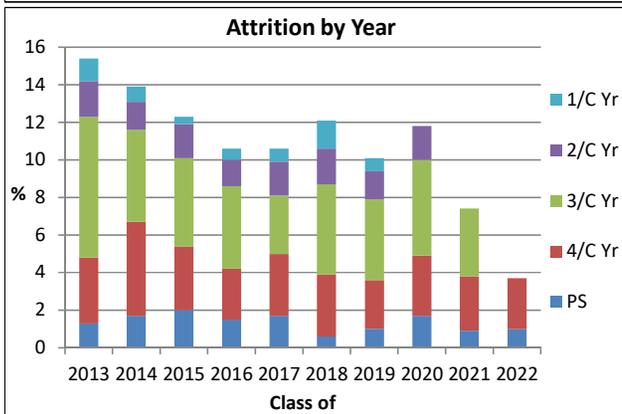
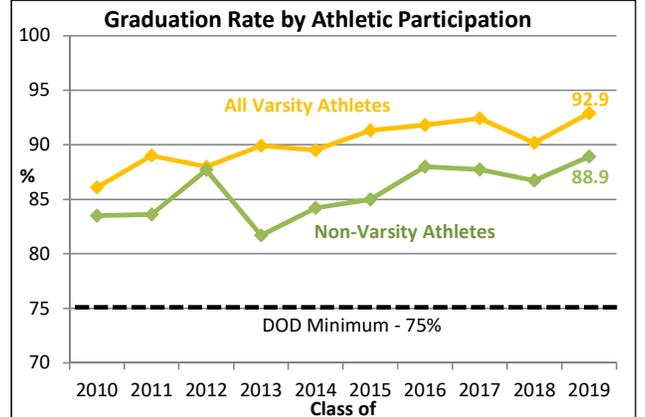
USNA Dashboards
Academic Year 2018-19

Enclosure (1)

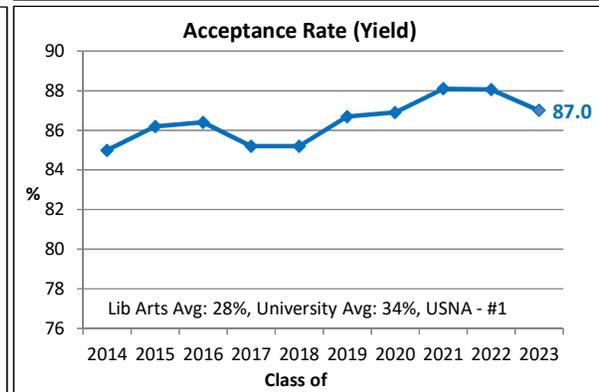
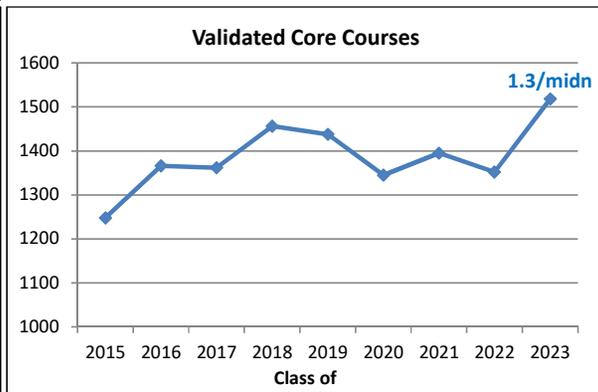
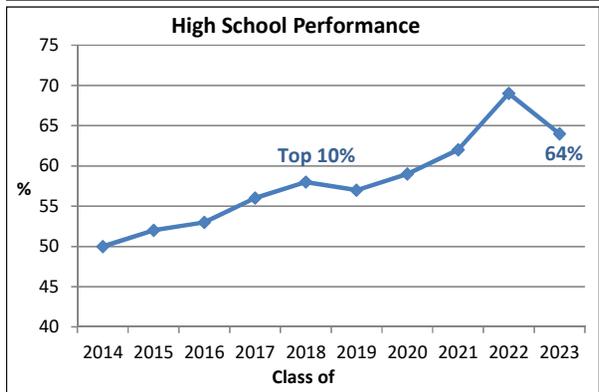
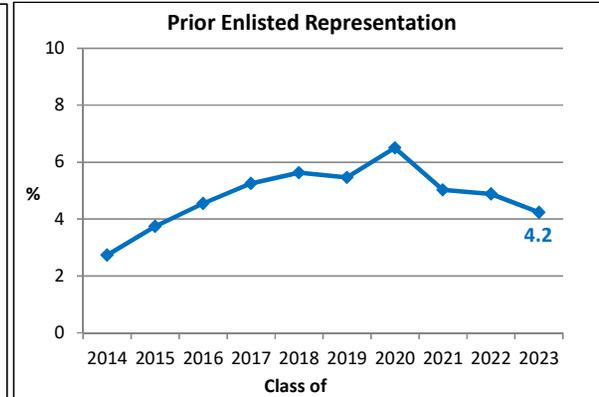
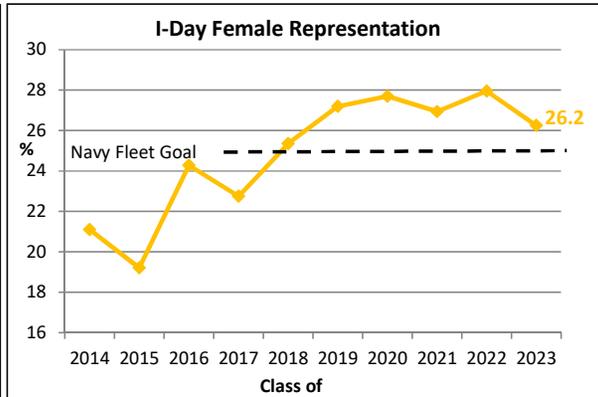
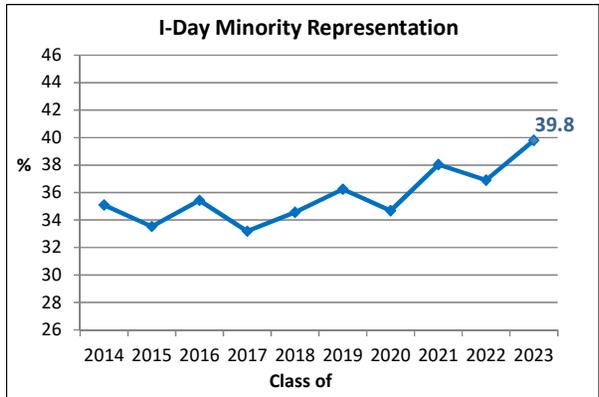
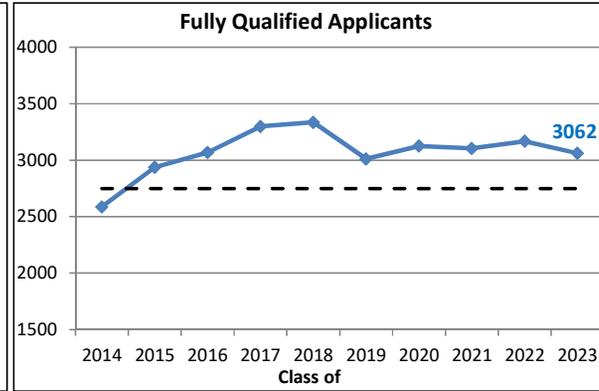
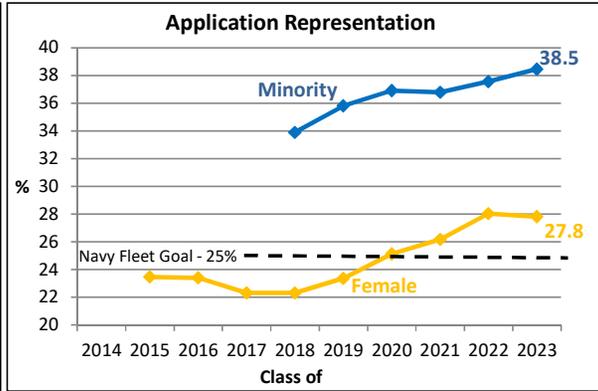
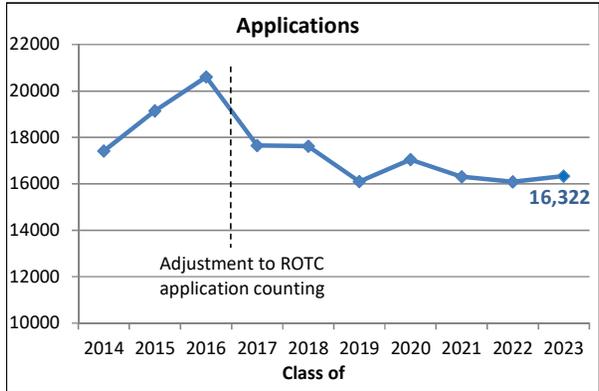


GRADUATION & ATTRITION

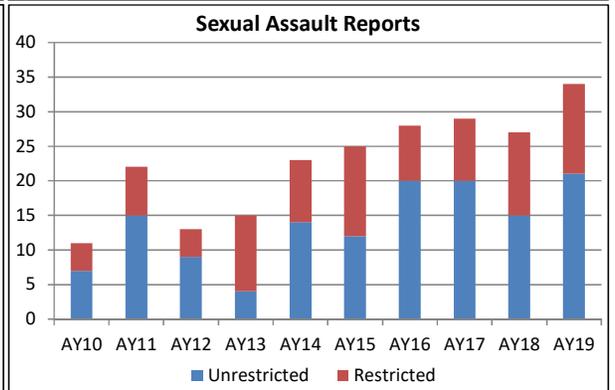
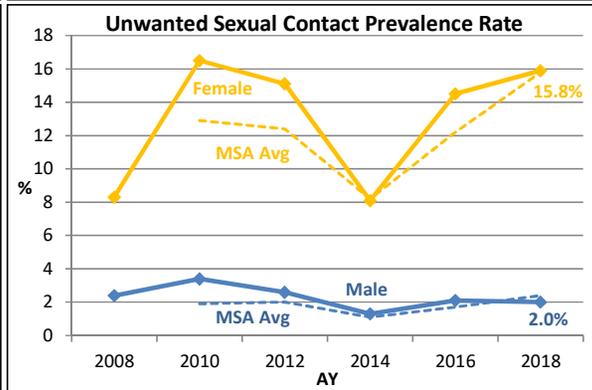
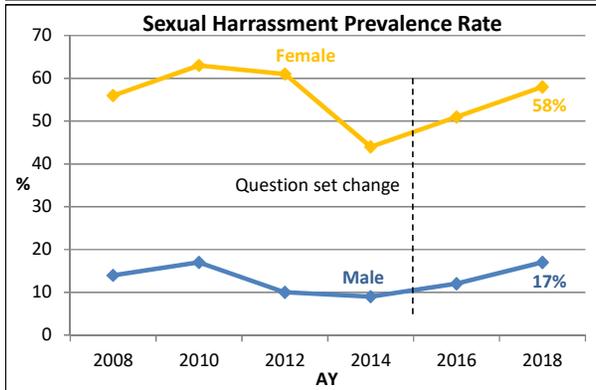
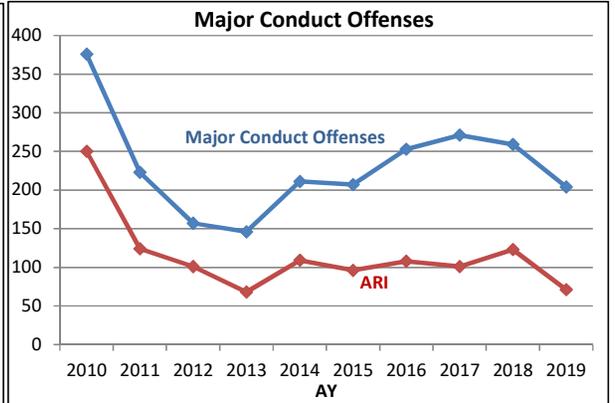
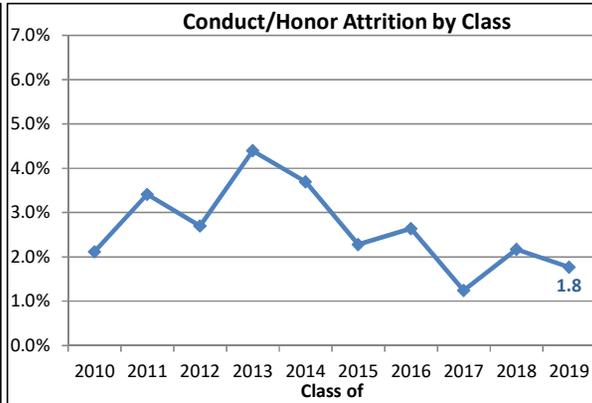
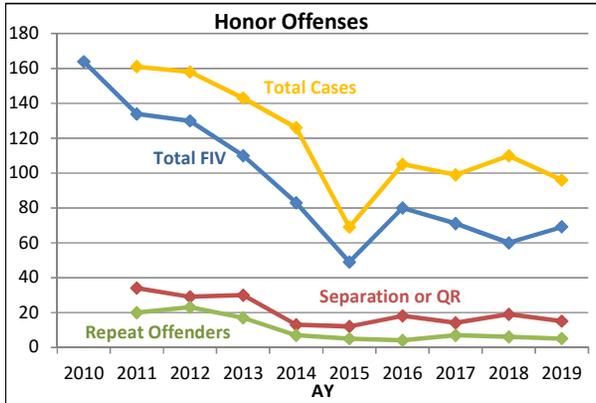
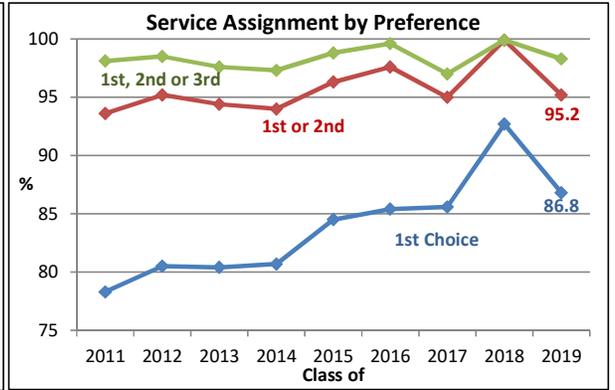
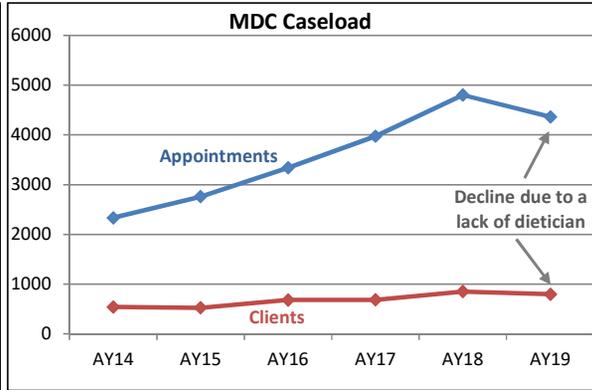
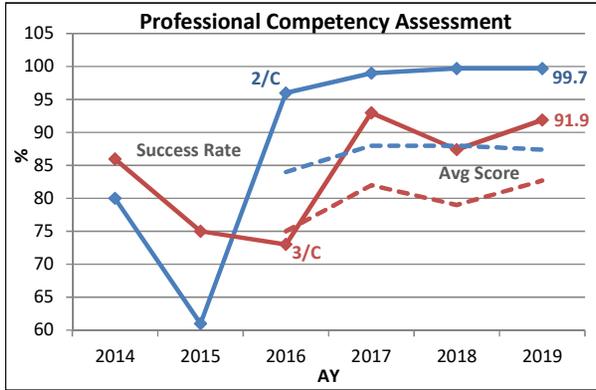
Note: All graduation statistics from I-Day on

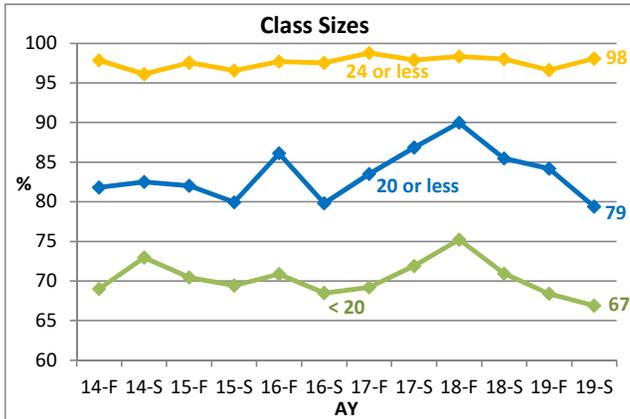
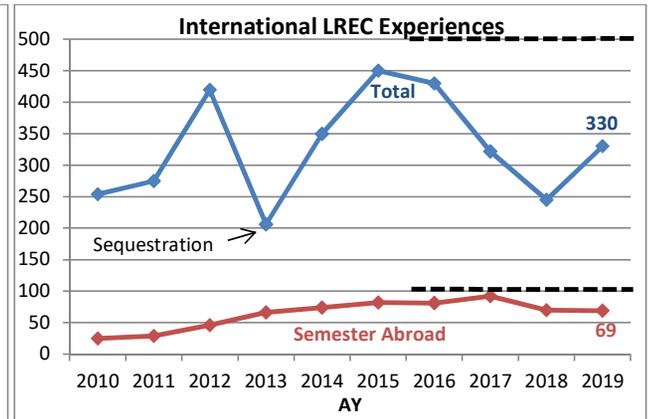
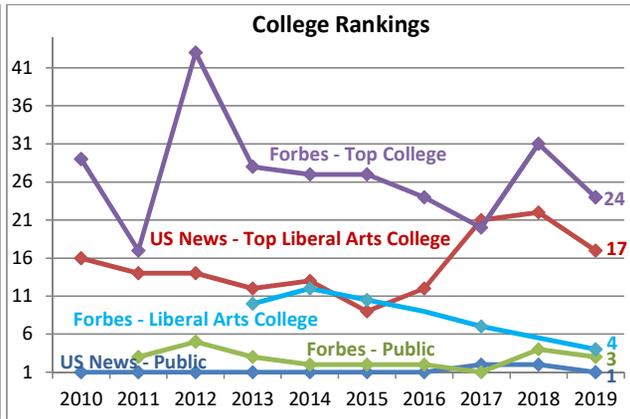
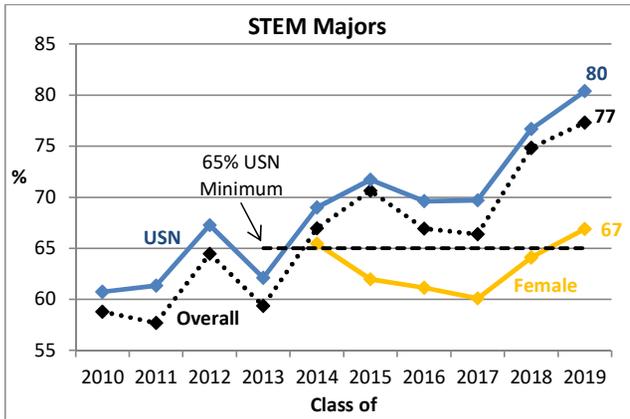


ADMISSIONS

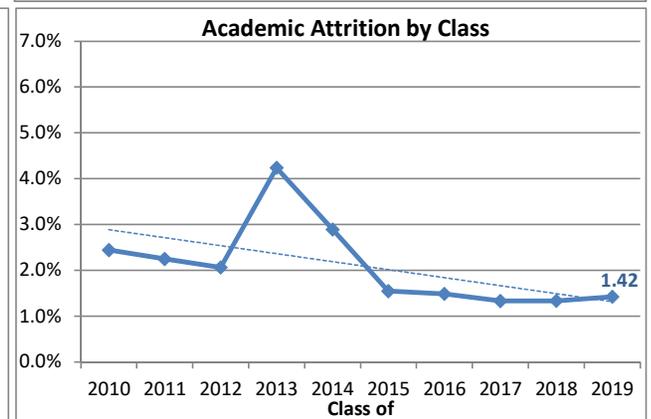
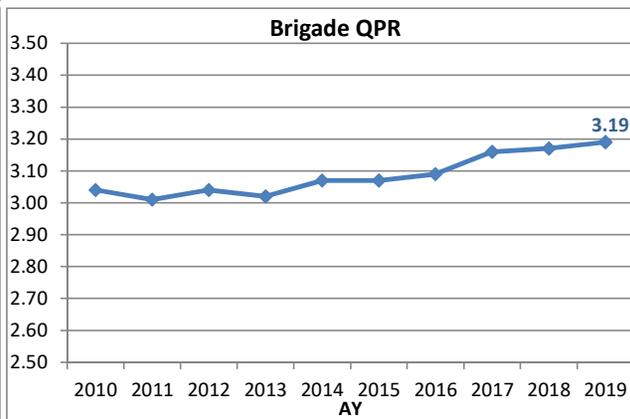
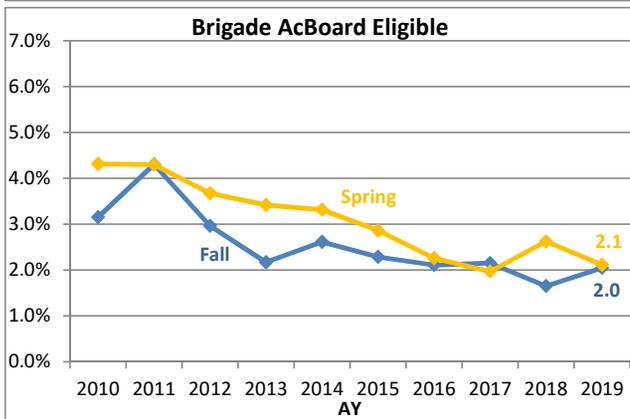
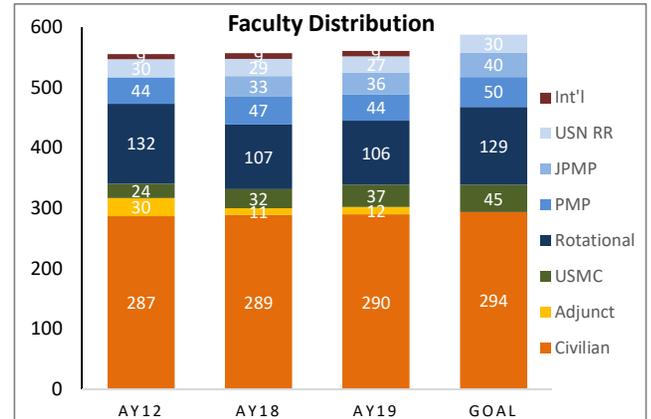


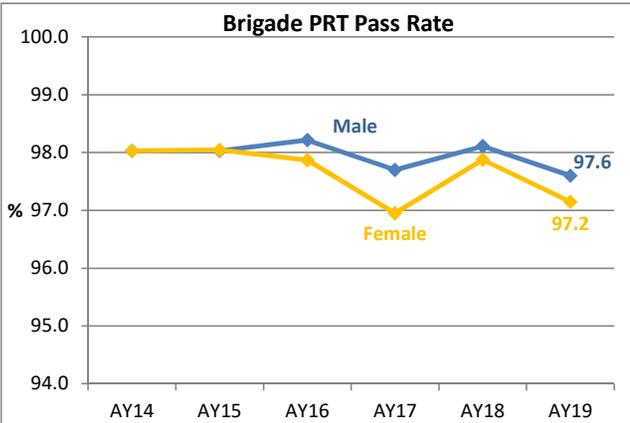
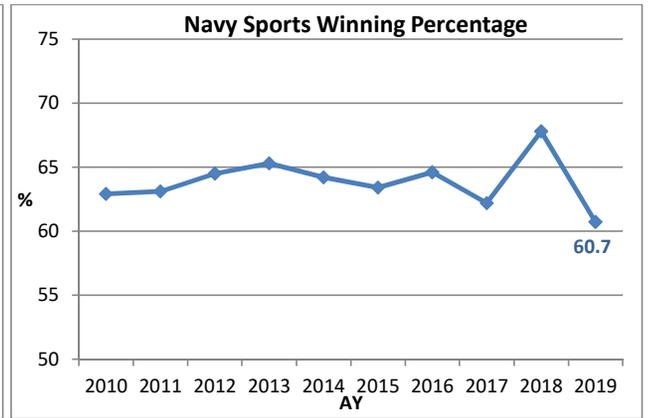
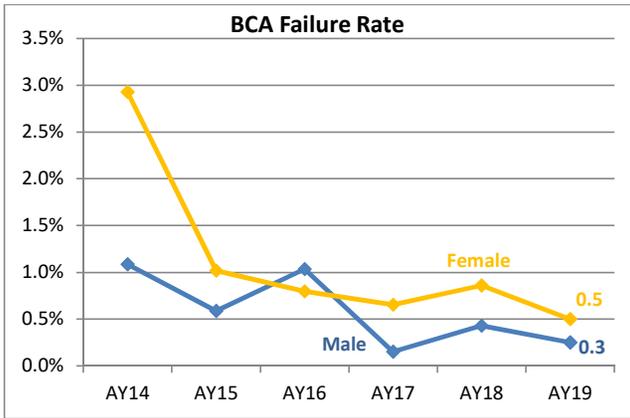
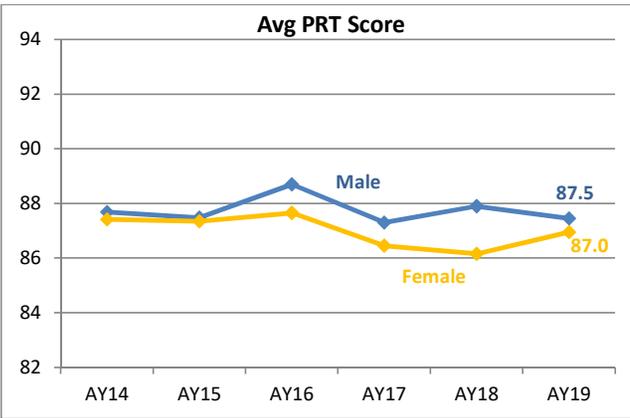
PROFESSIONAL & MORAL DEVELOPMENT



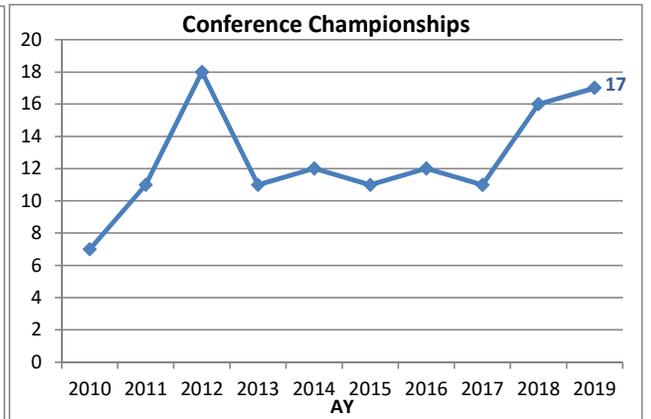
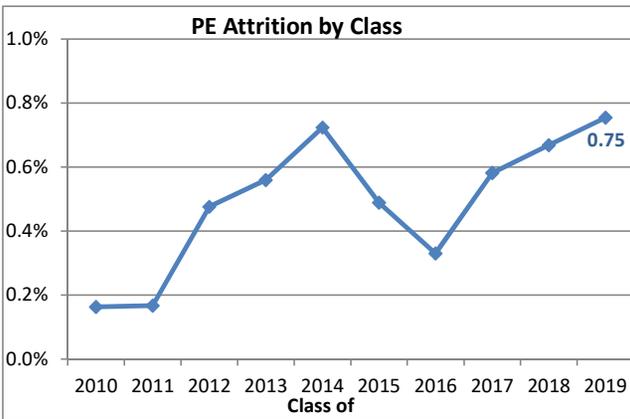
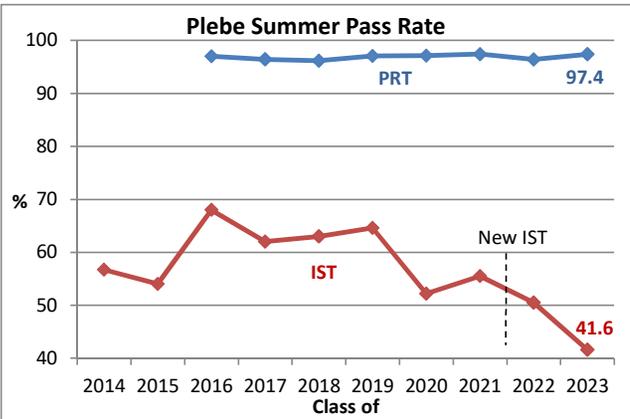
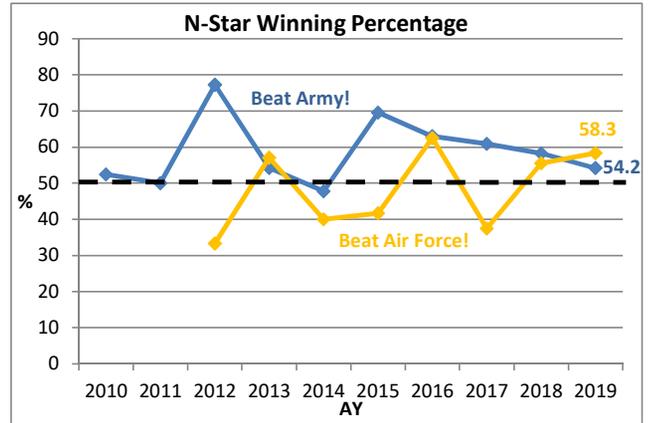


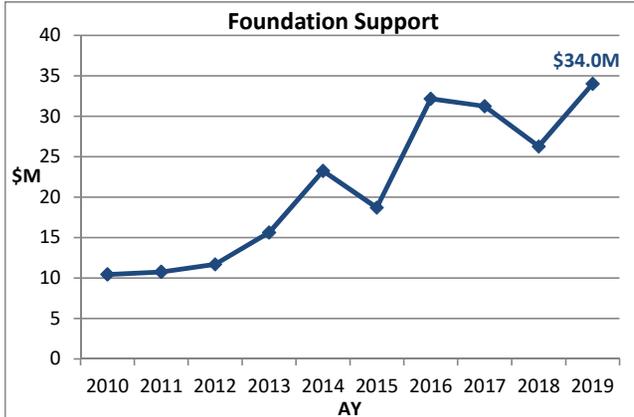
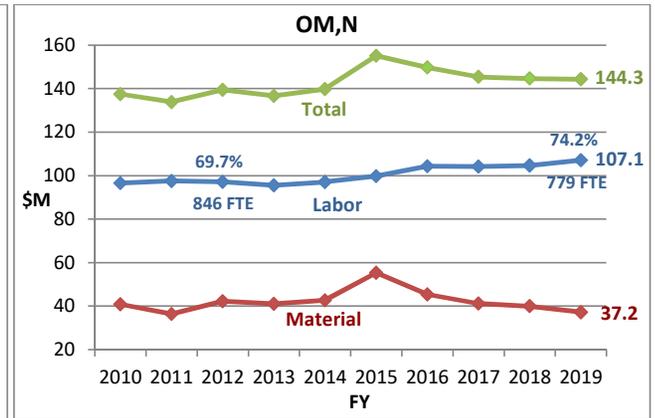
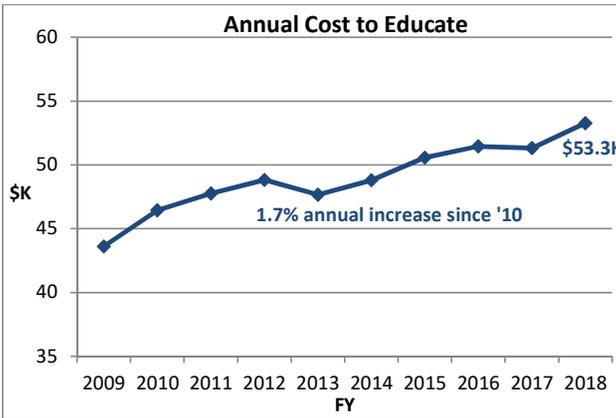
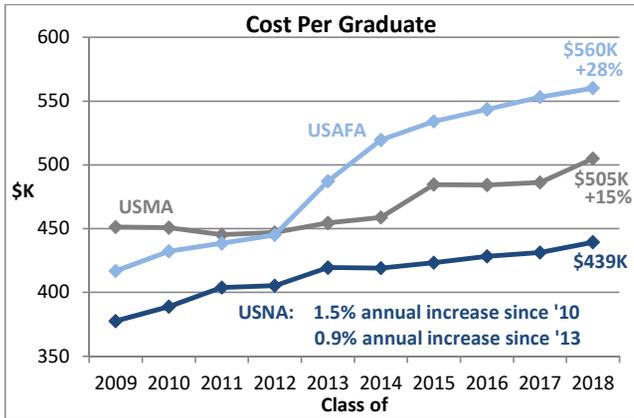
MENTAL MISSION



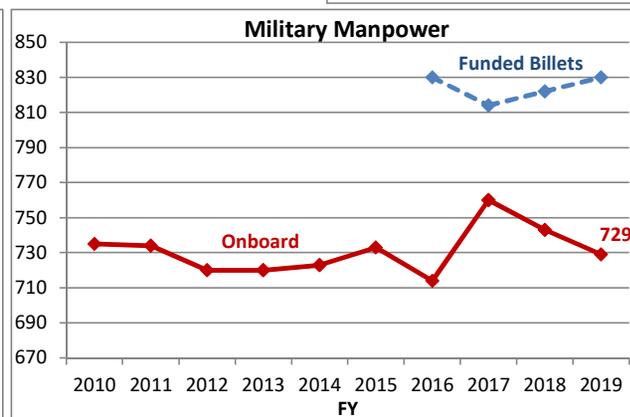
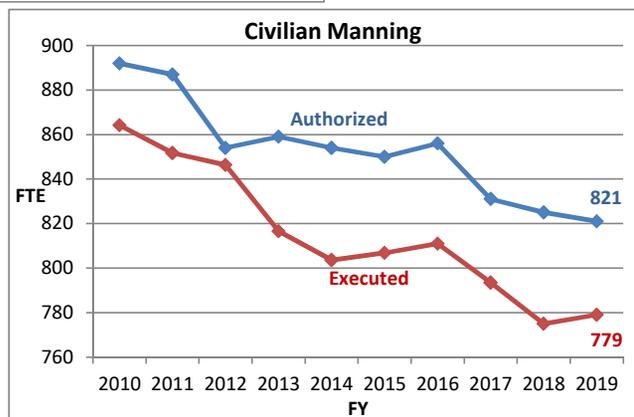
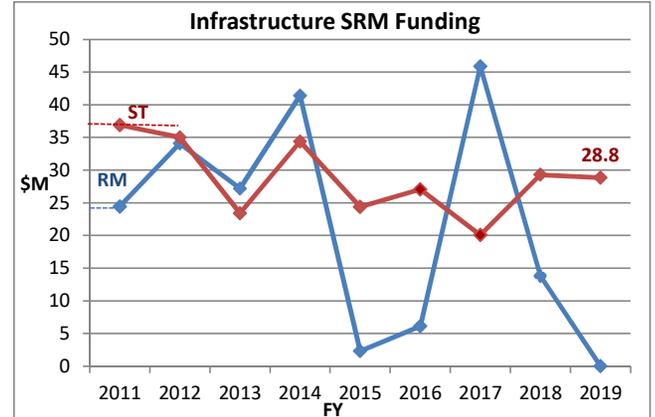


PHYSICAL





RESOURCES & MANNING





USNA Cost Center Annual Assessments

Academic Year 2018-19

Enclosure (2)

Academic Dean

1. Assess Nimitz Library

Goal	Metrics	EOY Assessment - Assessment Complete; Library Partially Effective and in Decline (PE = partially effective)	
Conduct an overarching assessment of Nimitz Library operations and its role in supporting teaching and learning.	Library as a learning environment	PE	Heavily used (251K in FY18), though patronage declining. Library resources and study space in decline. Physical infrastructure has not kept pace w/evolving pedagogy and scholarship practices.
	Library as a provider of resources	PE	Physical and digital collections well used. Budget reductions coupled w/8% avg inflation have significantly reduced purchase of library resources. Increased reliance on inter-library loans as net borrower.
	Maintain state of the art operations	PE	While library received new furniture and paint on main level, cosmetic upgrades do not provide environments optimized for active and team learning.
	Information Literacy Instruction	PE	Instruction on information literacy provided to nearly every midn, though information literacy and research skills lacking in the 2/C and 1/C years.

2. Stabilize faculty development funding

Goal	Metrics	EOY Assessment - Partially Complete	
Stabilize faculty development funding to attract, develop and retain faculty who exemplify the highest professional standards through scholarly activity in research and teaching.	Indirect cost recovery model, including an assessment of funding	PC	\$720K collected and apportioned to AcDean (\$452K), Finance (\$200K), and ITSD (\$68K). While significant increase over prior years, not fully meeting associated labor cost requirements.
	Number of staff funded through indirect costs	PC	10 staff partially or fully supported; an increase over previous years.
	Accurate, predictive modeling of fringe benefits rates	C	31.5% acceleration rate adequately recovers cost
	Travel and professional development funding	PC	36% of faculty professional funding goal met with appropriated sources, 68% of goal met when philanthropic support added.

3. Equity, Diversity, and Inclusivity

Goal	Metrics	EOY Assessment - Partially Complete	
Assess equity, diversity and inclusivity in terms of fostering a climate that is supportive of this goal; recruitment of faculty and staff from underrepresented groups; and percentage of faculty and midshipmen from underrepresented groups majoring in USNA's academic disciplines.	Reports on faculty/staff recruitment strategies from departments with searches	PC	Targeted ads to diverse society subgroups and programs with minority grad students. Continued membership as institution with "The Registry." Additional strategies and programs in development; e.g., search advocates and diversity statements.
	Representation of candidates who were interviewed and accepted positions	PC	Positive gender representation in, racial diversity continues to lag
	Demographic breakdown of faculty	PC	Gender: civilian faculty balanced, military skewed male, HUM/SS female+...E&W male+. Racial diversity: lags Brigade overall with E&W furthest behind.
	Demographic breakdown of midn by majors	C	Male midn underrepresented in M&S, female and minority midn underrepresented in E&W. Reports shared with department chairs.

Admissions

1. Increase preliminary applications by 10% annually

Goal	Metrics	EOY Assessment - Partially Complete	
Increase total applications by 10% annually while also ensuring the goal of 10% is applied within identified subsets (majority, minority, gender, etc.)	Total applications initiated	PC	Total Class of '23 applications increased by 1.4%
	Number of applications by subset	PC	Up: Minority-3.8%, AA-8.4%, Hispanics-7.6%, Female-<1%

2. Increase completed applications by 10% annually

Goal	Metrics	EOY Assessment - Partially Complete	
Increase completed applications by 10% annually, while aiming to achieve a 40% application completion rate across all applicant pools.	Total applications completed	PC	Completed applications increased by < 1%
	Completed application rate by subset	C	*40% completion achieved for all applicant pools

3. Receive nominations from every Congressional District

Goal	Metrics	EOY Assessment - Partially Complete	
Receive nominations from every Congressional District	Congressional nominations per district	PC	Only 2 districts failed to submit nominations

4. Increase diversity of the Brigade to better reflect demographics of the United States

Goal	Metrics	EOY Assessment - Complete	
Increase diversity of the Brigade to better reflect demographics of the Navy	Diversity of incoming Class of 2023	C	Class of 2023: 39.7% minority representation (highest ever)

Athletic Director - Physical Mission

1. Support Midshipmen student-athletes graduation and commissioning success			
Goal	Metrics	EOY Assessment - Complete	
Provide academic, personal, and professional mentoring to midshipmen student-athletes that supports academic success, graduation and commissioning.	Academic Progress Report (APR)	C	All 24 NCAA sports programs were at or above national avg NCAA APR, 4 with perfect scores
	Graduation Rate	C	92.9%...remains consistently above non-varsity athletes (88.9%)
	Graduation Success Rate	C	92%, 13th best in nation for FBS football schools
	Eligibility	C	Only 1 student-athlete QPR ineligible fall semester
2. Produce graduates who are physically fit and committed to lifelong physical fitness			
Goal	Metrics	EOY Assessment - Complete	
Maintain and support the physical mission in a time of reduced resources to meet the needs of the Naval Services and produce graduates who are physically fit and committed to lifelong physical fitness	Attrition rates due to Physical Mission (BCA, PRT)	C	Slight uptick in PE attrition (.83%), low but trending higher. BCA failures low.
	Average PRT scores	C	Consistent with past years
	End-of-Plebe Summer PRT scores compared to IST	C	97.4%...remains consistently high
3. Beat Army and Air Force			
Goal	Metrics	EOY Assessment - Complete...continued focus	
Be the most successful Service Academy in Division I Athletics	Overall record vs. other Military Service Academies	C	Beat Army in majority of N* competitions (54%), but slight decline from previous years. Beat Air Force in majority of competitions (58%).
4. Develop student-athletes in leadership & character			
Goal	Metrics	EOY Assessment - Complete	
Develop our student-athletes in leadership and character such that they are recognized as leaders within the Brigade of Midshipmen and throughout the NCAA	Number of varsity athletes assigned to hold Brigade leadership positions (striper billets)	C	22% of 3-striper and up billets held by varsity athletes, a bit below 25% Brigade representation
	Institutional and external awards received by varsity athletes	C	64 external awards (up from 2017 & 2018) #1 OOM graduate of Class of 2019
	Conduct and Aptitude grades		Conduct grades (3.98) = non-varsity (3.97) Aptitude (3.11) just below non-varsity (3.28)
5. Provide coaching leadership that develops and inspires student-athletes			
Goal	Metrics	EOY Assessment - Complete	
Provide coaching leadership that develops and inspires our student-athletes both on and off the field of play.	Institutional and external awards received by coaches	C	22 National/Conference Coaches of the Year
	New hire credentials	C	*M Cross Country: USNA grad, Olympic Trials *Squash: 3x All-American, asst Princeton coach *Volleyball: Div III Nat'l Champs, Nat'l Coach of Yr, 8x NCAC Coach of Yr
	Professional Development Participation	C	Growing participation in Stockdale Center's <i>Influence the Influencer</i> initiatives

Commandant

1. Increase exposure of Brigade leadership to experienced staff			
Goal	Metrics	EOY Assessment - Complete	
Improve emphasis on Professional Core Competencies by improving Midshipmen Qualifications Standards and the Professional Competency Assessment.	Create more opportunities for midshipmen to observe decision-making at the Brigade level	C	* Added Reg Cdrs to weekly DepDant and BattO synchronization meetings. * Weekly 1v1 mtgs between Dant and Brigade CDR, DepDant and Brigade XO
	Improve insight into accountability and adjudication process for midn in leadership positions	C	Varsity and club sport captains, ECA presidents, and Midn chain of commands incorporated into aptitude, conduct and honor proceedings
2. Review MIDREGS			
Goal	Metrics	EOY Assessment - Complete	
Review MIDREGS and eliminate outdated and non-developmental regulations	Complete full review of MIDREGS to ensure only the most relevant and validated requirements remain.	C	Senior BattO led working group from across Brigade consolidated redundancies, removed outdated regs, proposed new rqmts and clarified existing guidance. Dant signed Aug 2019.
	Create method for tracking proposed changes to MIDREGS between official updates	C	DepDant to chair board that collects/validates desired mods NLT mid-semester. MIDREGS to be updated no less than annually.
3. Explore social media as midshipman training tool			
Goal	Metrics	EOY Assessment - Partially Complete	
Explore the use of social media to actively train and engage midshipmen in topics such as conduct and honor, and determine a metric by which it is to be measured.	Utilized social media to discuss decision-making as it relates to conduct and relevant social issues	PC	*In process; more research needed to ensure messaging format/content is consistent with intent while remaining appropriate for large audience. *Effectiveness metrics require more development
	Create physical mission preparation video series to aide incoming Plebes	PC	In process
4. Decrease conduct offenses			
Goal	Metrics	EOY Assessment - Complete	
Decrease the number of conduct cases within the Brigade	Reduce total number of major conduct offenses	C	AY19 - 203 offenses down from 259 in AY18
	Reduce total number of substance related offenses	C	* AY19 - 71 ARIs down from 123 in AY18 * AY19 - 7 drug offenses down from 16 in AY18

IT - Chief Information Officer			
1. Overarching ITSD Effectiveness			
Goal	Metrics	EOY Assessment - Marginally effective & declining	
Overarching ITSD Effectiveness		PE	* Limited sustainment and migration of mission critical enterprise needs only. * Enterprise systems and applications within acceptable parameters and operational standards, but at elevated risk.
2. Enterprise Services Department			
Goals	Metrics	EOY Assessment - Partially Complete	
Create and Enterprise Resource Planning (ERP) Data Archive and set up Oracle Golden Gate	ERP creation	C	Changes once/week process to near real-time
Migrate the Admissions Information System (AIS) to Salesforce and TargetX	Successful AIS migration	PC	Phase I (Strategic Outreach & Candidate Guidance) completed, targeted CY20 completion.
Migrate legacy AIS data into new AIS	Successful data migration	PC	PL/SQL procedures created and tested. Majority of Class of 2018 data migrated.
3. Systems and Communications Department			
Goals	Metrics	EOY Assessment - Partially Complete	
Develop a Virtual Desktop Infrastructure (VDI) prototype environment	Developed VDI prototype	C	VDI provides secure remote access to USNA resources. Sized for 150 concurrent users.
Improve availability and performance monitoring solution to improve current methodologies	Monitoring solution with instant problem notification on hundreds of servers and other devices	PC	Targeted for summer 2020 completion
Extend Network Access Control further into enclave to ensure only authorized users access USNA network	Network Access Control Systems successfully implemented to manage entire customer base	PC	Targeted for FY2020 completion
Life upgrade of Access Layer	~100 aging access layer switches replaced with new	PC	Targeted for Spring 2020 completion
NAPS upgrades	Installation of managed wireless network and network access control of wired/wireless ports	PC	Targeted for FY 2020 completion
4. Client Services Department			
Goals	Metrics	EOY Assessment - Complete	
Provide a centralized IT Support Center that delivers functional and technical program support, maintaining hardware and software on USNA end point devices	Resolved assistance request "tickets"	C	14,500 tickets received - 35% resolved at Tier 1 level, 25% at Tier 2, and remainder at Tier 3. 82% of all tickets resolved within 3 work days.
Establish an Academic Resource Center (ARC) within ADP Cost Center	ARC established and manned	C	Fully operational. Provides quicker customer support services for instructors, classrooms/labs
Ensure PII is protected by encrypting desktops and laptops containing PII	PII devices encrypted	C	Initial effort achieved, balance to be addressed through LCM
Utilize Microsoft's SCCM to image or reimage end point devices	Plebe computers imaged with SCCM	C	1200+ plebe computers imaged using SCCM saving ~2400 of lost midn productivity time
Use Remote Assistance (RA) to immediately address customer issues	RA expansion and use	C	RA used to resolve 2500 tickets saving 1700 work hours
5. Exploration and Development Department			
Goals	Metrics	EOY Assessment - Partially Complete	
Strengthen network access control and governance	Reorganized governance structure	C	
	Established/document access control permissions	C	
	Segregated kiosk devices	C	
Migrate Windows workstations to Windows 10	Successful migration of Windows workstations	C	7987 of 8000 workstations migrated
Resolve RMF 2018 ATO POAM items per established schedule	Action items resolved	C	All findings resolved prior to 31Dec19 suspense except for one requiring 3rd party vendor solution
Complete annual RMF assessment and grant authority to operate	Assessment completion	C	Security controls for 42 information systems reassessed.
Group Policy Improvements		NC	Not achieved due to insufficient resources (FTE)
Establish integrated RMF continuous monitoring of network operations and IT service availability		NC	Not achieved due to insufficient resources (FTE)
Explore and evaluate emerging technology		NC	Not achieved due to insufficient resources (FTE)
6. Institutional Research			
Goals	Metrics	EOY Assessment - Complete	
Provide quality data/information to and for all USNA Stakeholders	Ontime, accurate data/information reporting	C	Monthly Brigade Composition & Attrition Reports published; data provided for AEB dashboards, CPG calculations, and 10 external surveys. Responded to 382 data requests.
Mature and strengthen internal and external relationships	Strengthened relationships	C	Strengthened relationships with USNA constituencies, N127, N1T. Updated IR website
7. Cybersecurity Department			
Goal	Metrics	EOY Assessment - Partially Complete	
Utilize a variety of cybersecurity tools to provide a layered, defense-in-depth strategy to protect the USNA network	SPAM emails, attacks and questionable websites blocked or prevented	C	* 1.8M SPAM emails blocked * 555K malicious events detected & remediated * 1.7M attempted attacks blocked * 5.9M questionable websites blocked * 69K vulnerabilities detected and corrected
Implement upgraded Palo Alto Firewall to accommodate additional bandwidth reqmts for RESNET	Palo Alto Firewall upgrade implemented	C	
Implement selected features in USNA's collaborative G Suite environment and market to user community	New and mandatory G Suite features implemented	C	Google Classroom, G Suite Security Settings, & extended Mobile Device Mgmt implemented
8. Finance Department			
Goals	Metrics	EOY Assessment - Complete	
Optimize requirements generation and execution process	Automated and standardized format for requirements generation implemented	C	* Executed 195 FY19 transactions (\$12.9M) * Received 1700 FY20 requirements requests
Meet FY19 Work Force Loading Plan Top 10 priorities		PC	

NAPS

1. Improve Midshipman Candidate Resiliency

Goal	Metrics	EOY Assessment - Partially Complete	
Improve candidate resiliency, access to counseling, and staff/faculty capacity and capability to support emotional/social development	Increased on-site counseling services	C	On-site clinical social worker intern provided mostly same-day counseling service to 48 students (300+ visits). Student demand doubled.
	Approval for full-time Life Skills Instructor	C	Superintendent approved starting in AY20
	Develop and provide a coordinated life skills development program	PC	Life skills training provided to academic depts. Qualified NAPS instructors provided suicide intervention trng to faculty/staff. Additional effort needed to fully institutionalize support programs.

2. Professionalize Character Development and Assessment

Goal	Metrics	EOY Assessment - Complete, continued emphasis	
Professionalize character development, military instruction, and evaluation of student's moral development as well as aptitude to attend USNA	Revise Character Development and Military Instruction Program	C	Added leadership and ethics instruction. EOY candidate surveys indicated 60-75% increase in likelihood upholding USNA character principles.
	Implement Midshipman Development Report (MDR)	C	Mid-year and end-of-year evaluations executed using MDR. Results used in admissions decision

3. Evaluate Out-of-Classroom Support

Goal	Metrics	EOY Assessment - Complete	
Evaluate components and organization of all out-of-classroom support to students. Propose and enact structural changes invited by revised areas of emphasis and refined strategies to increase effectiveness.	Leverage lessons learned by USNA Academic Advising Team	C	Academic instructors assigned as advisors to students with weekly mtgs. Refinement and formalization of program in work.
	Optimized extra instruction resources	C	Number and utilization of supplemental instructors and tutors adjusted to better match student needs
	Identify potential at-risk students for additional support	C	* At-risk students identified and contacted prior to reporting to NAPS to establish connection. * Placement tests identify high-risk students * At-risk students have priority academic advising

Deputy for Finance

1. Human Relations			
Goals	Metrics	EOY Assessment - Complete	
Incorporate "New Beginnings"	"New Beginnings" incorporated across Cost Centers	C	
2. Comptroller			
Goals	Metrics	EOY Assessment - Partially Complete	
Provide program oversight and customer assistance to planning and execution of USNA financial resources. Promote USNA Cost Center requirements to Navy leadership.	Fully executed FY19 budget	C	FY18 budget fully executed
	POM Submission	C	POM-22 submitted, including Hopper Hall resource reqmts and mission shortfall
Complete STARS to SABRS conversion	Implement conversion from STARS to SABRS	PC	Ongoing
3. NABSD			
Goals	Metrics	EOY Assessment - Complete	
Improve customer identification capability and tailor offerings to customer demand	Assess and implement needed changes	C	Adjustments to Drydock, 19th Hole, and 1845 Café
Expand patronage and marketing	Expanded club patrognage	C	Expanded from 4784 to 5539 (16%)
4. NAF Human Resources			
Goal	Metrics	EOY Assessment - Complete	
Complete outstanding CNIC Review issues	Resolution of outstanding issues identified	C	
5. Transportation			
Goals	Metrics	EOY Assessment - Complete	
Provide safe, efficient and cost effective transportation resources to support the Brigade of Midshipmen	Transition of GSA bus inventory	C	Replaced 2 older D-model buses with new J-buses