27 Sep 2016

From: Academy Effectiveness Board
To: Superintendent and Senior Leadership Team

Subj: Academic Year 2015-16 Institutional Effectiveness Assessment Report

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

Encl: (1) USNA Academic Year 2015-16 Dashboard

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. To facilitate this assessment this year, the AEB developed enclosure (1), the USNA Academic Year 2015-16 Dashboard. A summary of the highlights of the Dashboard follows.

A. Graduation Rates. The Class of 2016 graduated with an 89.5% graduation rate, well above the reference (b) requirement (75%) and a record high for any of the service academies. More specific observations:

- Both male and female graduation rates exceeded 89%.
- Midshipmen who had matriculated from NAPS graduated within 5% of Direct Entry midshipmen, a reference (b) requirement, for the first time in six years.
- The difference between Caucasian and Other Racial/Ethnic Groups (OREG) graduation rates was the narrowest in seven years and OREG midshipmen graduated at a record rate (87.3%).
- Each of the major OREG groups graduated at rates exceeding 82%.
- Varsity athletes graduated at a 91.8% rate, approximately 4% higher than non-varsity athletes.
- The largest contributing factor for the Class of 2016's record low attrition was a reduction in voluntary resignations.
- Current projections indicate the Classes of 2017, 2018, and 2019 will graduate at equal or higher rates than the Class of 2016.

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

B. Admissions. While the overall number of applications dropped for the Class of 2019 from the record high application rates in the preceding years, they rebounded for the Class of 2020. Furthermore, the quality and diversity of the applicant pool continues to be strong. Specific observations:

- After an 8% drop in applications for the Class of 2019 from the previous year, the applications for the Class of 2020 jumped 6% and back above the 17,000 mark.
- The Class of 2020's 3126 qualified applicants, as determined by the Admissions Board, was the third highest in USNA history, and has increased 65% in the last 10 years.
- Female representation in the Class of 2020 was at an all-time high (27.7%) and the female percentage of applications exceeded 25% for the first time.
- Prior enlisted Sailors and Marines made up over 6% of the Class of 2020, continuing a steady increase over the past six years.
- Academically, the Class of 2020 appears to be another strong academically qualified class. The number of core courses validated per midshipman by the Class of 2020 ranks third highest in recent history.
- The USNA admissions process appears to be attracting and selecting highly motivated candidates for offers of appointment, as evidenced by the Nation's highest overall yield rate (86.9%)

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 continue to be refined. Programs where assessment has been underway for some time appear to be effective.

- The percentage of midshipmen receiving their top choices for Service Assignment continues to increase, likely a result of effective information, education, and screening programs.
- Based on the steady increase in the number of midshipmen reports, the Sexual Assault Response Program appears to be gaining increased trust from the Brigade. The results of the Biennial Service Academy Gender Relations Survey to be released later this year will provide trends in sexual assault prevalence.

The AEB recommends that increased emphasis be placed on assessing USNA's effectiveness in meeting the professional development and moral mission.

D. Mental Mission. The Academy met or approached several goals associated with the mental mission over the past academic year.

- For the third consecutive year, at least 65% of USNA's newly commissioned Ensigns graduated with STEM degrees, meeting CNO(N1) requirements.
- The number of midshipmen benefitting from International LREC exposure dipped slightly from 2015 (fiscally driven) but was 2nd highest in USNA history and within 20% of Semester Abroad and total LREC exposure goals.

- Academic attrition was at an all-time low for the Class of 2016 (1.5%) and the percentage of the Brigade that was AcBoard eligible was at a 10-year low.

The AEB assesses USNA Academic programs and practices are effective in meeting or approaching several mental mission goals. Future budget forecasts, however, may impede progress on LREC growth.

E. Physical Mission. The Brigade of Midshipmen performed well in the physical mission, including physical fitness performance as well as in Division I varsity athletics. Specific observations:

- PE attrition for the Class of 2016 was 0.33%, the lowest in the last five graduating classes.
- Average Brigade PRT scores increased this past year and female BCA failures continued a downward trend.
- Navy's Varsity Sports won at a near 65% rate and captured 12 conference championships…both 2nd best statistics in the past 7 years. Navy captured the Star competition against Army for the 8th time in the past 10 years.

The AEB assesses USNA's Physical Mission programs as effective and balanced.

F. Resources and Manning. Despite reduced resources, USNA has met mission and commissioned officers at a cost per graduate below that of sister service academies. Future resource projections will likely negatively impact full mission success. Specific observations:

- USNA's cost per graduate has increased at a modest 1.7% annual rate over the past five years and is currently 87% of USMA and 79% of USAFA.
- While Sustainment, Renovation and Modernization (SRM) funding totals are not finalized for FY16, average SRM funding for FY15 and FY16 is likely to fall below 45% the level under the Flagship Agreement.
- Female representation amongst the civilian faculty has risen at a rate roughly equal to the female representation within the Brigade over the past 40 years, with both currently in the 25-30% range. Though significant progress is being made in OREG civilian faculty representation, it significantly lags that of the Brigade and continued efforts are warranted, including investigating any impediments.

The AEB assesses that USNA has been effective in utilizing its limited resources in a relatively efficient manner in meeting the mission, especially when compared to sister service academies. Given current SRM and OM,N forecasts, the AEB intends to closely track the impact of reduced resources on mission effectiveness.

G. Post Commissioning Performance. Long-term tracking of USNA graduate retention and promotion success supports the value of USNA and its mission. Specific observations:

- Over the last 35 years, USNA graduates' 10-year and 20-year retention rates have steadily climbed (by ~1/3), attesting to their dedication to service and success in the Fleet.
- USNA graduates currently comprise over 41% of the URL O-5s and O-6s in the Fleet, while they comprised only 24-31% of the URL officers when originally assessed. USNA graduates success in attaining Flag rank is even more pronounced.

While the AEB assesses that USNA's programs and practices over the past several decades have produced graduates who by comparison with other accessions sources, succeed well in the Fleet, better assessment is needed of USNA graduate performance in the first 5-7 years of their careers to provide meaningful feedback to the Academy's current programs and mission effectiveness.

2. The AEB recommends focus on the following areas for Academic Year 2016-17.

A. Implementation of the draft Institutional Assessment Plan.

B. Completion of the previously tasked follow-on to USNA Proportional Outcomes Study.

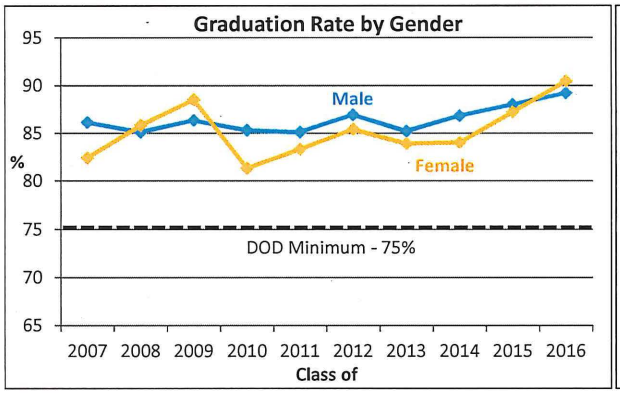
C. Further development of metrics to better assess the effectiveness of USNA in meeting the professional and moral development of the Brigade of Midshipmen.

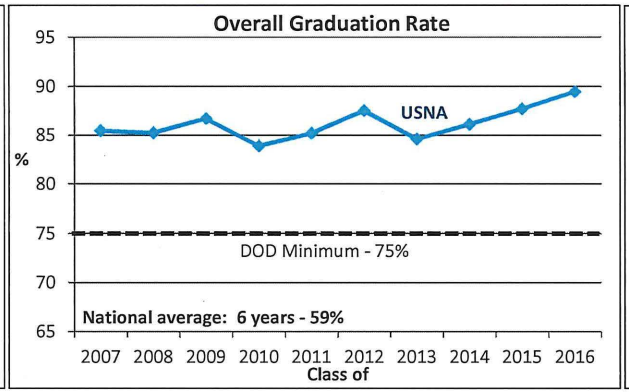
D. Assessment of any possible impediments to a more diverse civilian faculty body.

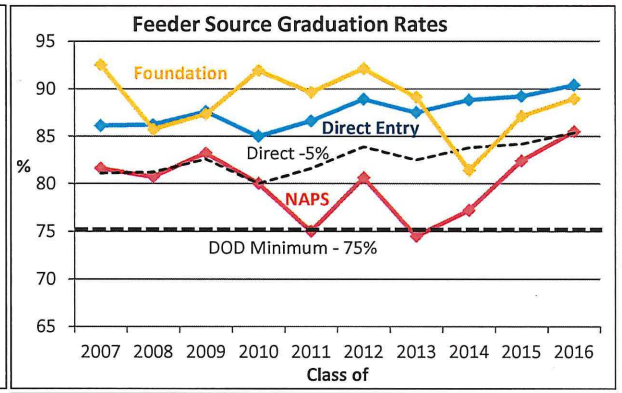
E. Impacts of potential resource reductions on mission effectiveness.

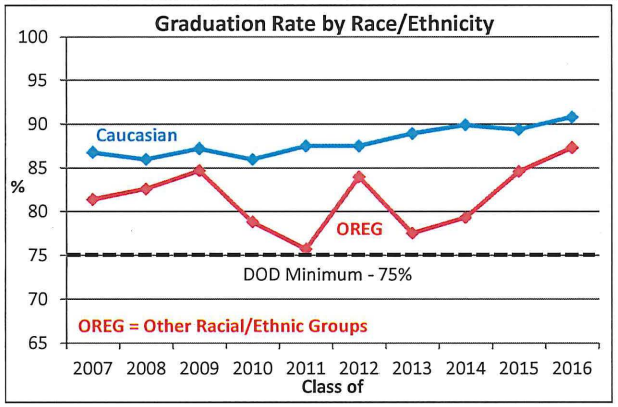
F. Further development of metrics to better assess USNA graduates' near term post commissioning performance.

B. A. WAITE AEB Co-Chair	R. A. RIVERA AEB Co-Chair	J. S. O'NEILL AEB Co-Chair

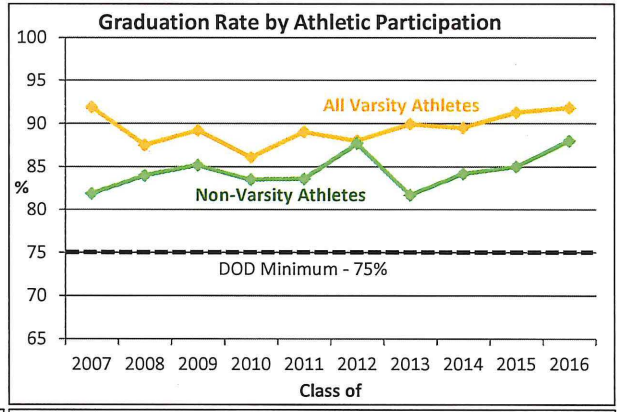


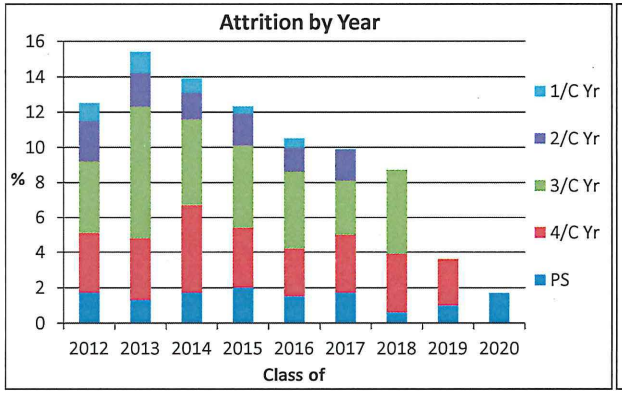


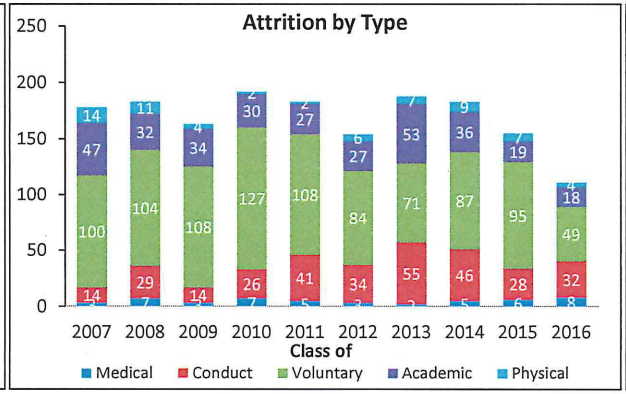


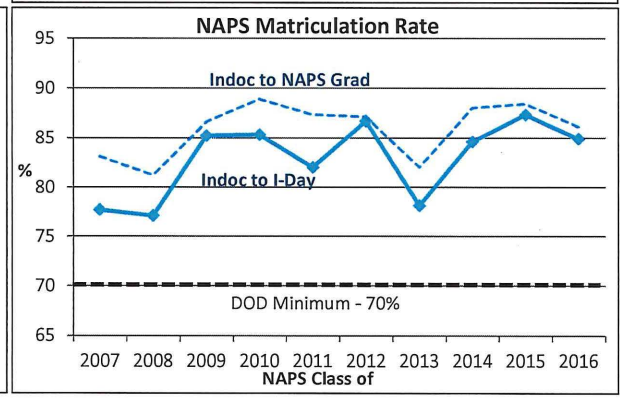


GRADUATION & ATTRITION



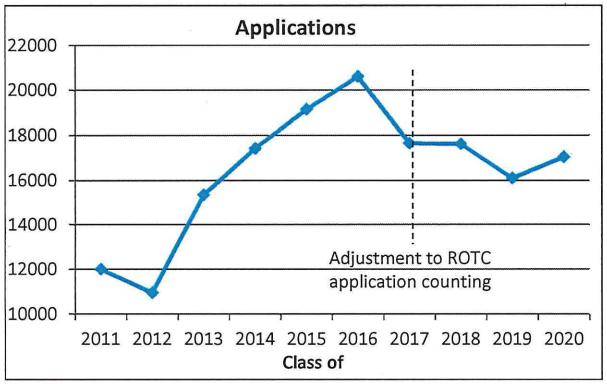


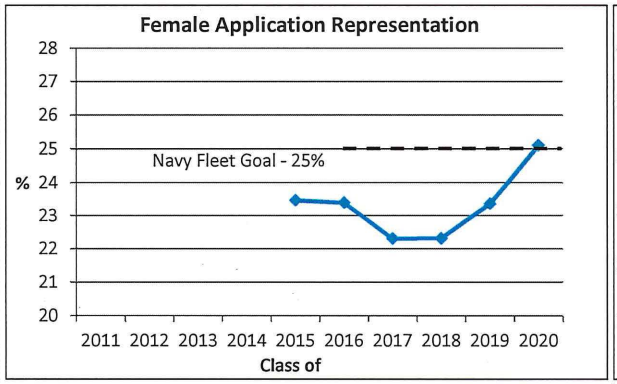


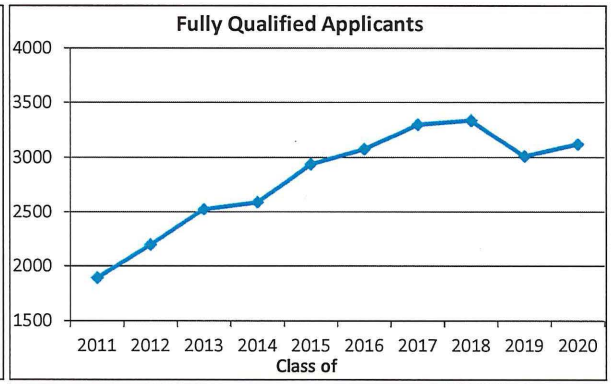


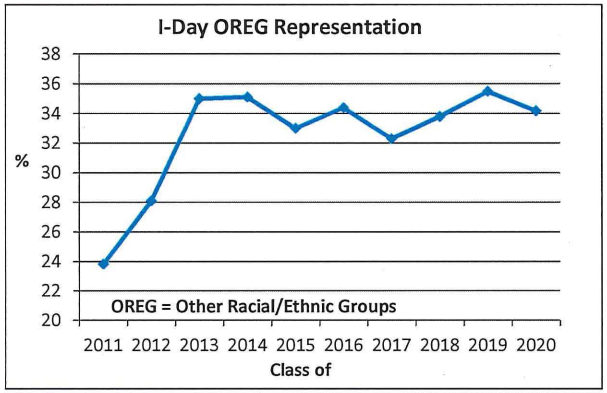
Enclosure (1)

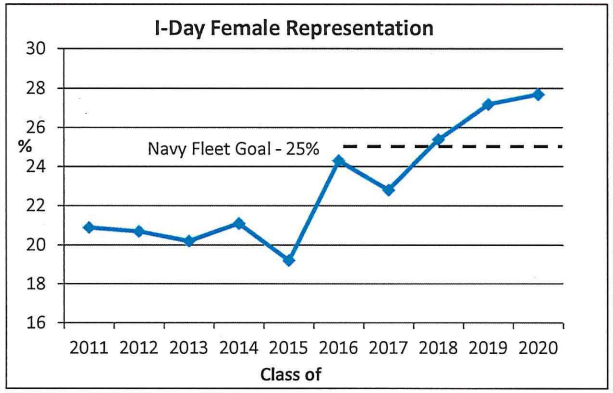
ADMISSIONS

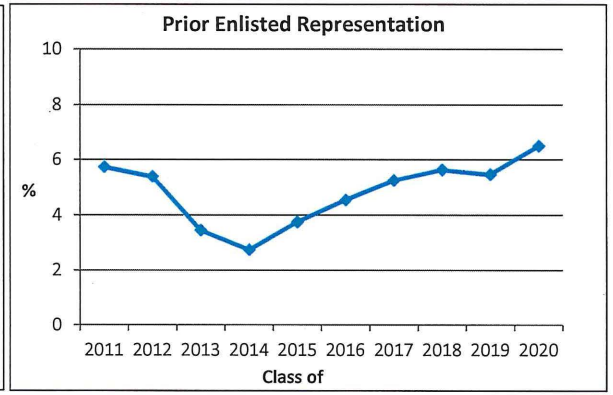

Applications
22000
20000
18000
16000
14000
12000
10000
Adjustment to ROTC application counting
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

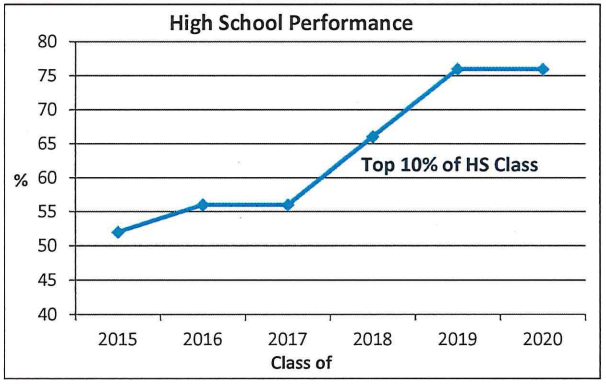

Female Application Representation
28
27
26
25
% 24
23
22
21
20
Navy Fleet Goal - 25%
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

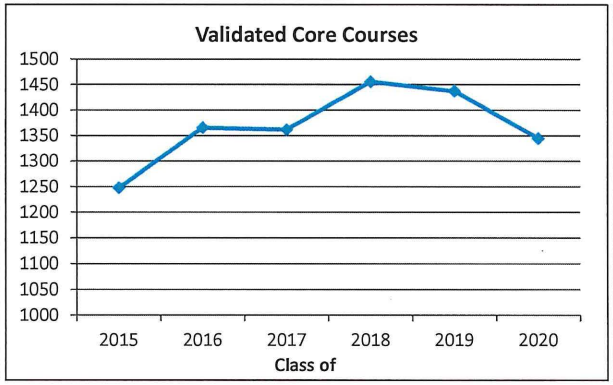

Fully Qualified Applicants
4000
3500
3000
2500
2000
1500
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

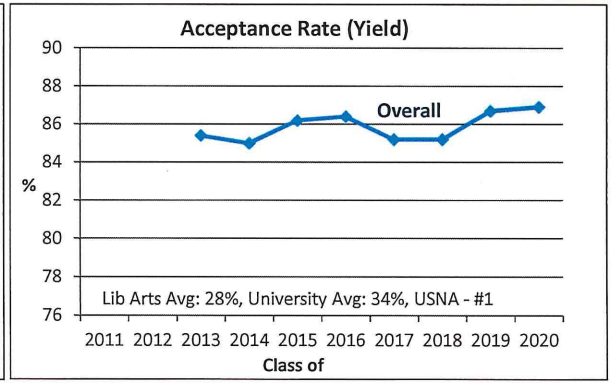

I-Day OREG Representation
38
36
34
32
% 30
28
26
24
22
20
OREG = Other Racial/Ethnic Groups
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of


I-Day Female Representation
30
28
26
%
24
22
20
18
16
Navy Fleet Goal - 25%
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

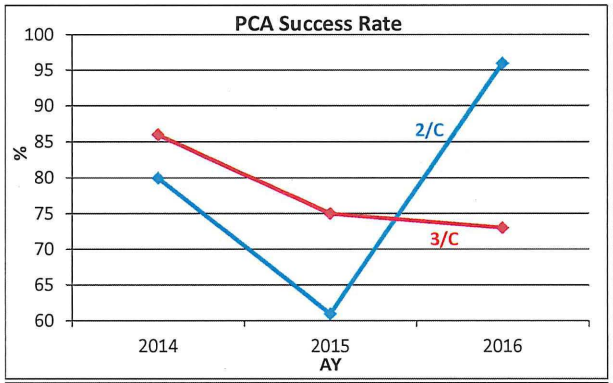

Prior Enlisted Representation
10
8
6
%
4
2
0
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

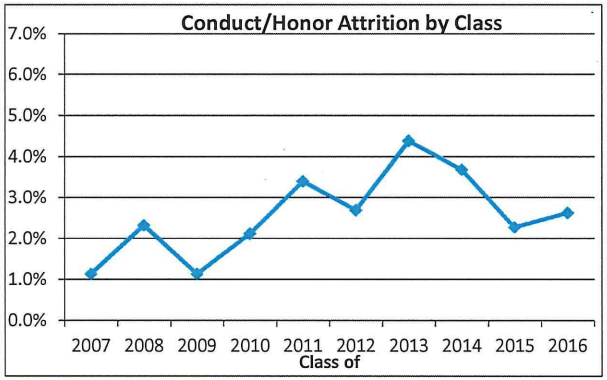

High School Performance
80
75
70
65
% 60
55
50
45
40
Top 10% of HS Class
2015 2016 2017 2018 2019 2020
Class of

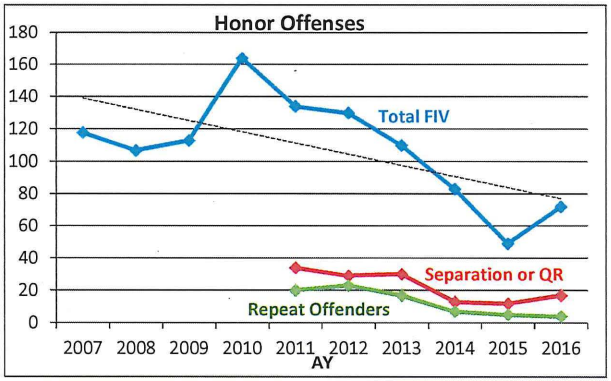

Validated Core Courses
1500
1450
1400
1350
1300
1250
1200
1150
1100
1050
1000
2015 2016 2017 2018 2019 2020
Class of

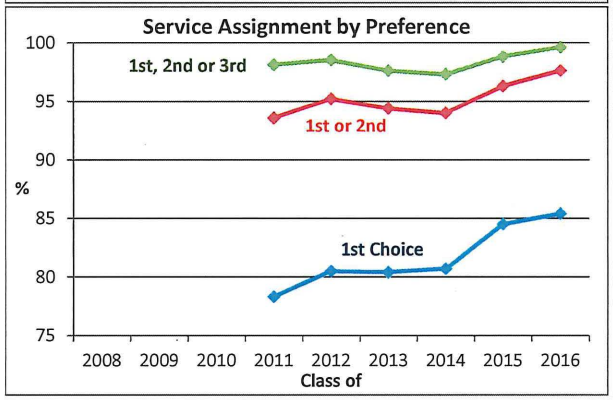

Acceptance Rate (Yield)
90
88
86
84
% 82
80
78
76
Overall
Lib Arts Avg: 28%, University Avg: 34%, USNA - #1
2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Class of

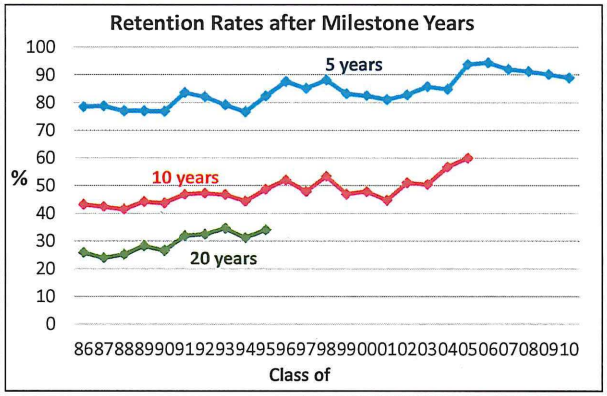
PROFESSIONAL & MORAL DEVELOPMENT

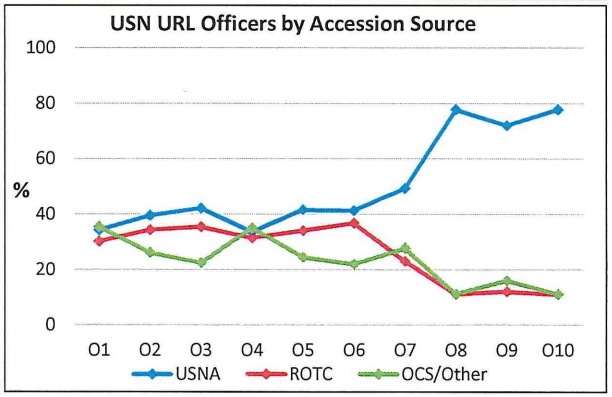


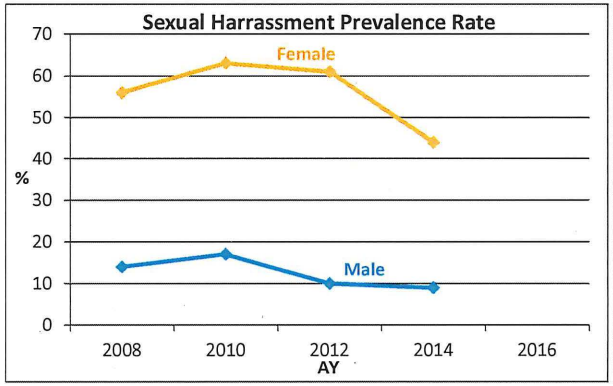


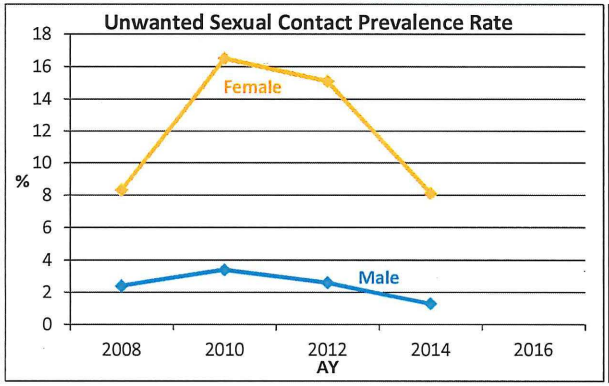


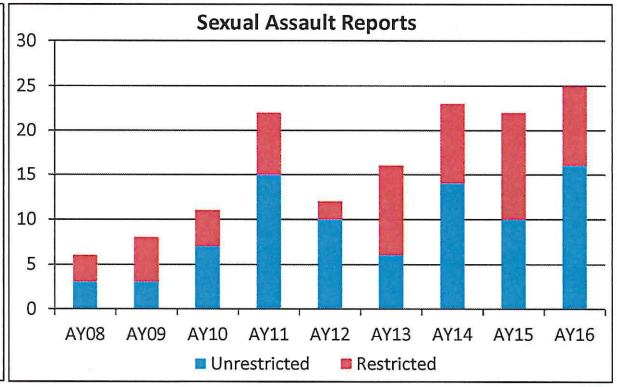


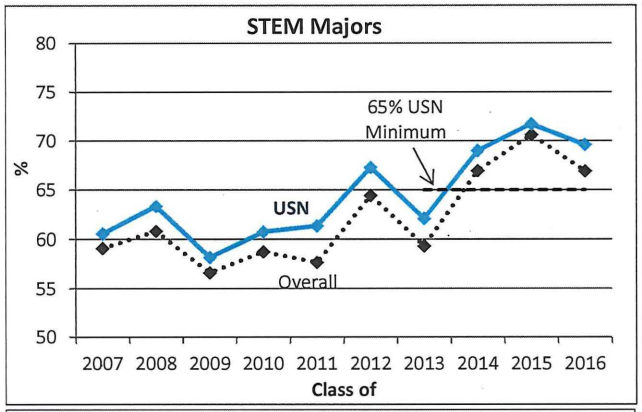


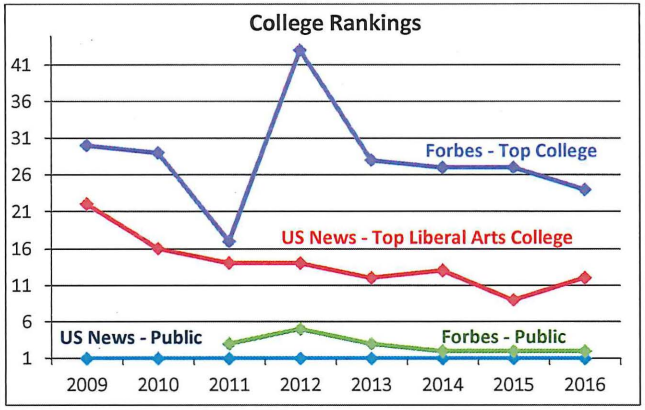


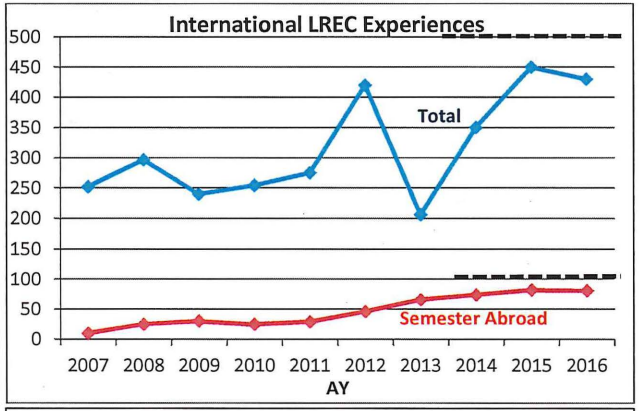


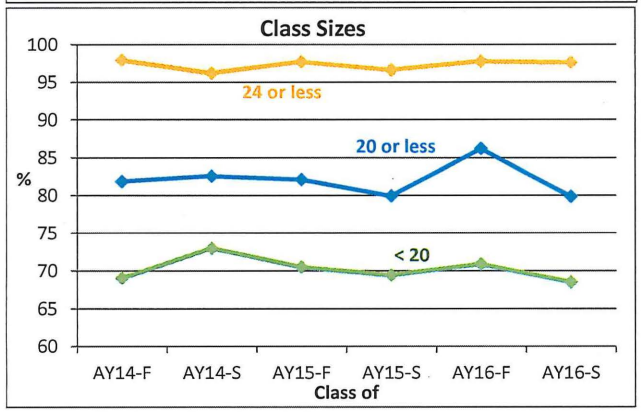




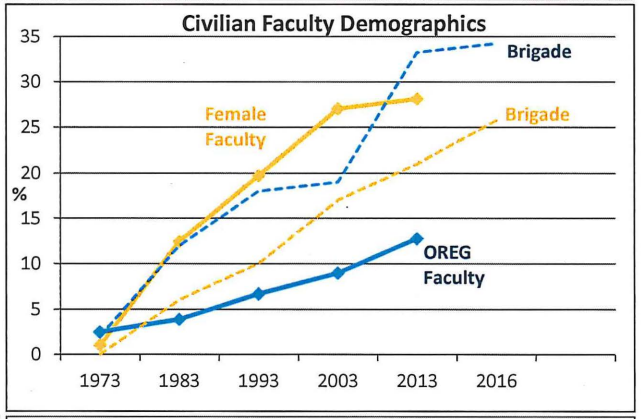


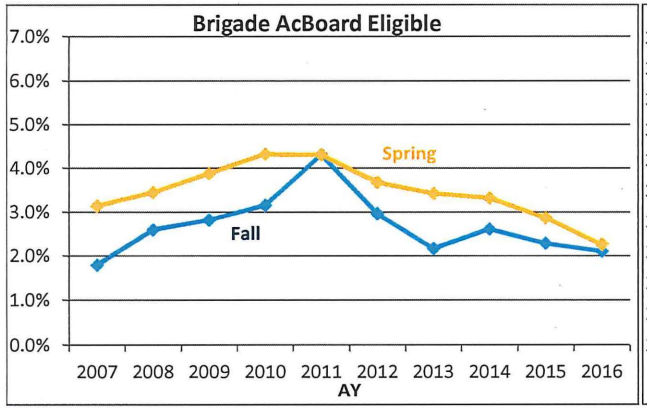


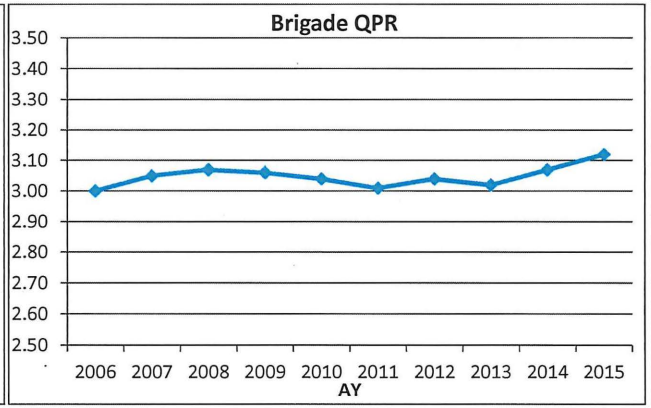


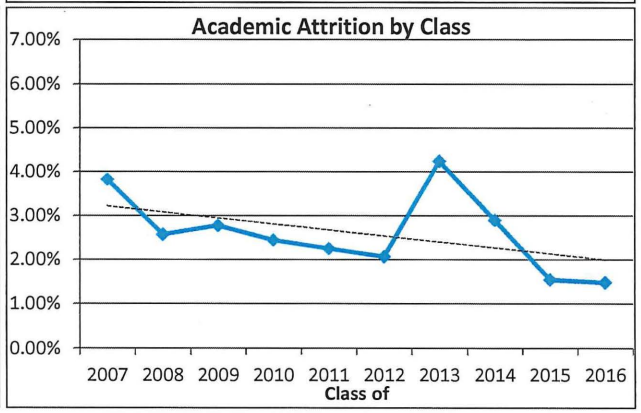


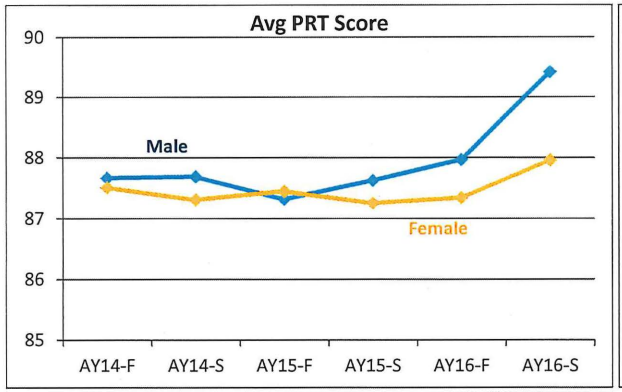
MENTAL MISSION

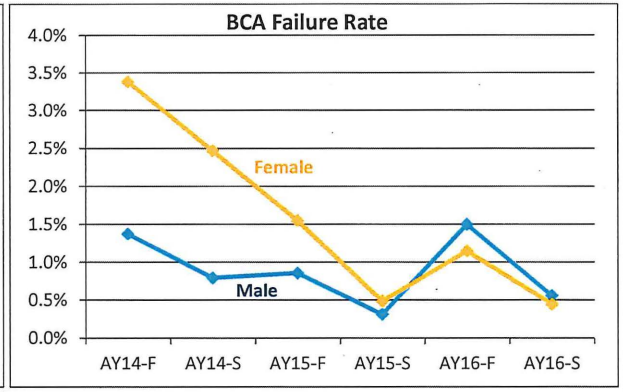


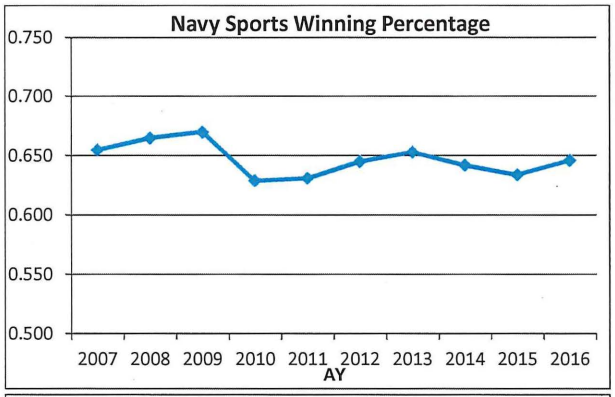


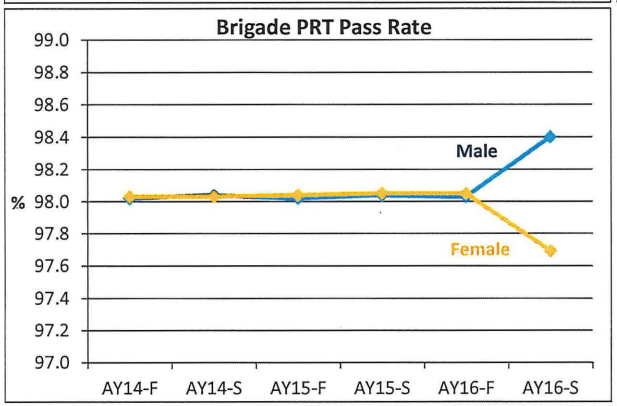
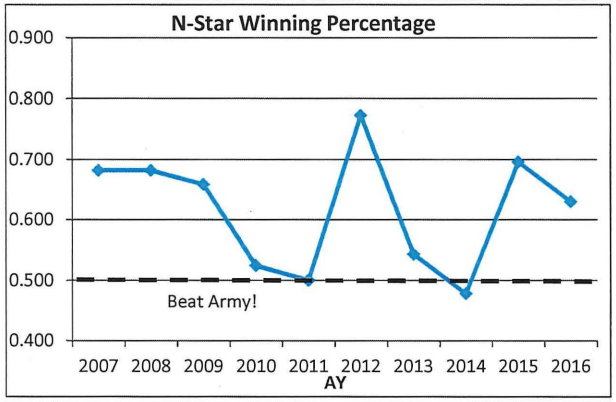
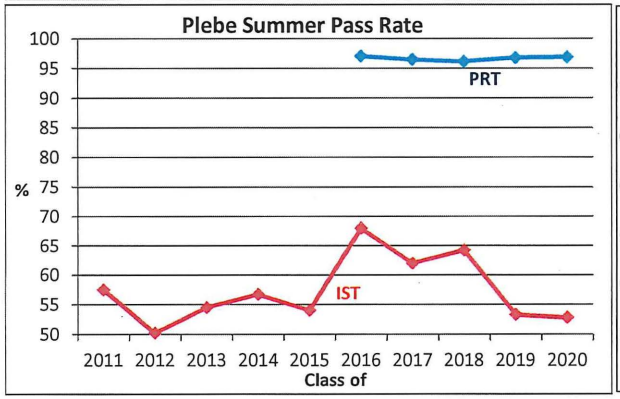
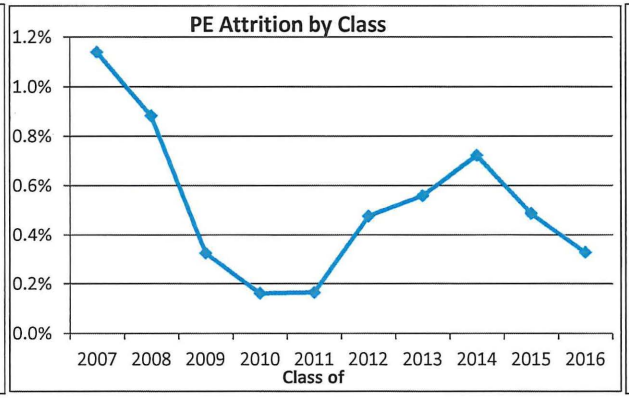
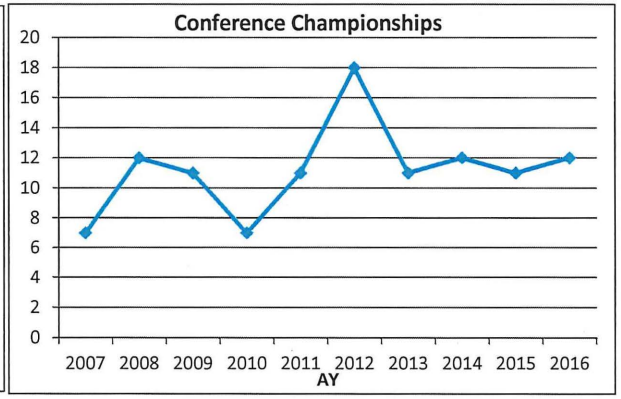












PHYSICAL MISSION