



# USNA Strategic Plan 2030

## Planning Committee Efforts to Date



# Why a New Strategic Plan?

The world has changed dramatically and, undoubtedly, will remain in flux. USNA must continue to develop officers of character who possess the core values of the Navy - honor, courage, and commitment. But we must also ensure that the Naval Academy experience prepares our graduates to meet the changing roles and missions of the naval service in keeping with our evolving national defense strategy.

We must remain competitive with our Nation's finest universities by continuing to attract not just the top students, but the best faculty, staff and coaches to teach and mentor them into future leaders in our Navy and Marine Corps.



# Strategic Plan Core Committee

- CAPT Ryan Bernacchi, Deputy Commandant for Leadership and Character Development
- Prof. Brad Bishop, Chair of Weapons, Robotics & Control Engineering Department
- Julie O'Dell Bloom, Information Technology Services Division
- Dr. Katherine Cermak, Associate Dean for Planning & Assessment
- Germel Clarke, Admissions Strategic Outreach
- Bill Coffin, Director of Human Resources
- Prof. Sharika Crawford, History Department
- CAPT Adam Fleming, Executive Assistant to the Superintendent
- CDR Alana Garas, Public Affairs Officer
- John O'Neill, NAAA Representative
- Sara Phillips, Deputy for Facilities and Construction
- Michael Sears, Stockdale Center Director of Leadership Innovation
- Steve Vahsen, Executive Director for Strategy
- Prof. Craig Whitaker, Chemistry Department



# Plan of Action & Milestones

## Stage I: Develop Planning Roadmap

- ✓ Select strategic planning team
- ✓ Determine stakeholders
- ✓ Determine planning timeline
- ✓ Create an engagement/communication plan

Strategic Plan Milestone	2019			
	May	Jun	Jul	Aug
<b>Develop Planning Roadmap</b>				
Select a strategic planning team	Complete			
Determine stakeholders		Complete		
Determine planning timeline		Complete		
Create an engagement/communication plan			X	Complete



# Plan of Action & Milestones

## Stage 2: Assess Past/Current Planning Efforts

- ✓ Assess past planning efforts
- ✓ Determine status of existing plan
- ✓ Confirm (revise) mission, vision, values
- ✓ Understand existing strategic plans across Cost Centers

Strategic Plan Milestone	2019			
	Jun	Jul	Aug	Sep
<b>Assess Past/Current Planning Efforts</b>				
Assess past planning efforts	Complete			
Determine status of existing plan	X	Complete		
Confirm (revise) mission, vision, values		Complete		
Understand existing strategic plans in cost centers		X	Complete	
Communicate ongoing activities and next steps to stakeholders			X	X



# Plan of Action & Milestones

## Stage 3: Assess the Landscape

- ✓ Articulate Mandates and Strategic Guidance
- ✓ Environmental Scan – STEEP (Soc/Tech/Env/Econ/Pol)
- ✓ Strengths, Weaknesses, Opportunities, Threats (SWOT)
  - Competitor Analysis
  - Gap Analysis – Identify Strategic Challenges

Strategic Plan Milestone	2019			
	Jul	Aug	Sep	Oct
<b>Assess the Landscape</b>				
Articulate Mandates and Strategic Guidance	X	Complete		
Environmental Scan - STEEP (Soc/Tech/Env/Econ/Pol)	X	Complete		
Strengths, Weaknesses, Opportunities, Threats (SWOT)		Complete		
Competitor Analysis			X	X
Gap Analysis - Identify Strategic Challenges			X	X
<b>Communicate</b> ongoing activities and solicit feedback			X	X



# Plan of Action and Milestones

## Stage 4: Develop Strategic Imperatives, Goals & Objectives

- Reconfirm mission, vision, values
- Determine strategic plan horizon
- Develop strategic imperatives
- Confirm alignment w/key stakeholders
- Define broad goals
- Draft objectives
- Develop assessment strategy

Strategic Plan Milestone	2019		2020	
	Nov	Dec	Jan	Feb
<b>Develop Strategic Imperatives, Goals and Objectives</b>				
Reconfirm (revise) mission, vision, values	X			
Determine Strategic Plan Horizon	X			
Develop strategic imperatives	X	X	X	
Confirm alignment w/key stakeholders	X	X	X	
Define broad goals	X	X	X	
Draft objectives	X	X	X	
Develop assessment strategy	X	X	X	
Communicate ongoing activities and solicit feedback			X	X



# Review of Previous Plans

## USNA Strategic Plans Reviewed

- 1992, 1997, 1999, 2005, 2006, 2007, 2008, 2010
- 1999 and 2010 (current Strategic Plan in 2020) plans in detail

## Findings

- Many objectives lacked defined, assessable goals/outcomes
- Significant progress/completion in most objectives
- Following objectives identified as needing additional focus
  - Maintaining state-of-the-art facilities
  - Resource allocation
  - Assessing feedback on graduate performance
  - Attracting and developing talented and diverse faculty, staff, coaches
  - Expanding LREC experiences
  - Expanding USNA's institutional research and assessment capabilities



# Review of Mission, Vision, & Values

## Mission

To develop midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to graduate leaders 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

To be the premier educational institution for developing future naval officers from across the nation to serve and lead in an increasingly interdependent and volatile world.

## Values

We are guided by the same values as our Navy and Marine Corps:

- Honor
  - We are honest in our communications and actions.
  - We treat one another with dignity and respect.
  - We serve others selflessly and we live with integrity.
- Courage
  - We honor our rich naval heritage by our courageous pursuit of excellence in all our endeavors.
- Commitment
  - We live by high standards and hold each other accountable to these high standards.



# Review of Mission, Vision, & Values

## Summary findings

Current USNA mission, vision, and values are strong and fitting for the institution and do not require revisions at this phase of the strategic planning process to effectively assess the landscape.

## Recommendations

- Proceed with the “assess the landscape” phase of the strategic planning process USNA’s current mission, vision, and values
- Reconfirm (revise) prior to drafting strategic imperatives, goals, and objectives.



# Mandates

## Brigade Composition

- Max size of 4,400 day prior to graduation (1% SECNAV waiver)
- Must be comprised of midn from every Congressional district

## Curriculum

- Execute core curriculum providing challenging study in engineering principles, mathematics, sciences, humanities and social sciences. Curriculum should prepare midn for postgraduate technical training, regardless of major.
- Provide for development of military and leadership skills and physical fitness.
- Include strong ethical components in core and majors courses
- Ensure midn participate in at least one cruise prior to commissioning. Leatherneck (waiverable to MAGTF) is required for midn seeking a USMC commission.
- 4 year course of instruction

## Performance Metrics

- Graduation rates of at least 75%
- NAPS matriculation rate at least 70%, graduation rate within 5% of direct entries
- Minimum of 65% of Navy-option midn complete a technical degree program
- Commission at least 95% of midn being appointed in the Navy in URL officers



# Strategic Guidance

## **CNO's Design for Maintaining Maritime Superiority – 2.0**

- Four Core Attributes define our professional identity, we must continue to educate and focus our Sailors through example, education and dialogue
  - Integrity
  - Initiative
  - Accountability
  - Toughness
- Lines of Effort
  - Leverage inclusion & diversity within our teams to make better decisions
  - Focus efforts for fielding AI/ML algorithms, maximize use of additive manufacturing, and expand use of live, virtual, and constructive training
  - Use standards-based assessment that evaluates character; focus on enhancing coaching and individual development.
  - Use science-based practices & training to support leader development & decision making
  - Create a structure for effectively developing civilian leaders through experience, education, training, and personal development
  - Increase International Programs contributions to strategic U.S. relationships
  - Enhance cooperation with academic and research institutions



# Strategic Guidance (cont)

## **Commandant of the Marine Corps Planning Guidance**

- Demanding superior performance and enforcing high standards should not be viewed as draconian, but rather, should be expected by professionals.
- We must change the Training and Education Continuum from an industrial age model, to an information age model.
  - Focus on active, student-centered learning where students are challenged with problems to tackle as groups in order to learn my doing and also from each other.
  - Enable students to think critically, recognize when change is needed, and inculcate a bias for action.
- Significant increase in unmanned systems
- Focus on sexual assault, drug use, and hazing



# STEEP Analysis

## Societal

Decrease in military eligible youth due to medical, fitness, educational, criminal reasons

Increasingly diverse ethnic/racial population

More adventure and experience seeking generation

Decrease in institutional loyalty career orientation

Strong public trust of military

Military as a calling less than 9/11 era

Increasing trend to address mental health

## Technological

Increasing need to maintain network confidentiality, security & integrity

Expectation of pacing digital transformation by midn, faculty & staff

Tech literacy lagging tech transformation

Increasing use of AI, Data Science, VR/IR

Increasing cost of tech specialists

Onset of 5G

Increasing importance of cyber warfare

## Environmental

**Sea Level Rise** projections: daily nuisance flooding by 2050 and annual Isabel-like flooding by 2100

Increased interest in interdisciplinary studies related to disaster relief and environmental science

Positive relationship with City of Annapolis

Increasingly challenging location to raise a family

## Economic

Increasing cost of education and student debt

USNA operating and infrastructure budget decreasing in real dollars

Negative impacts of CRs and FY misalignment with spending needs

Family reliance on college students earning power

Increasing cost of library subscriptions

## Political

Focus on sexual assault and sexual harassment

Increasing political polarization

Declining balance of exec, legislative & judicial powers

Declining military experience of political officials

Increasing distrust of media / declining information literacy



# SWOT Analysis

Strengths

Things we do well or advantages we possess that are helpful to achieving our purpose.

Weaknesses

Limitations, areas for growth, needed improvements to maintain our advantages or overcome challenges.

Internal

Helpful

Harmful

Opportunities

Outside factors that we can capitalize on to continue to or better meet our mission.

External

Outside factors that could pose a risk to our success.

Threats



# Strengths

- Admissions practices that lead competition for a shrinking pool of HS graduates from increasingly diverse backgrounds
- No fee education, USNA employs 100% of graduates
- Dedicated faculty, staff, and coaches who are committed to USNA's mission
- Distribution of military professionals with recent operational experience and civilian experts with long term corporate knowledge
- Liberal arts based core curriculum
- Mix of degrees that meet the current needs of the Navy and interests of midn
- Addressing socio-technological concerns/ethics of technological changes
- Assortment of academic, leadership, athletic and professional developmental experiences.
- Midn support services...especially AcCenter & MDC
- Information technology infrastructure and security
- Positive relationship with surrounding community
- Foundation and alumni support



# Weaknesses

- Aging physical infrastructure
- IT user operational behavior
- Addressing technology literacy
- Ability to meet technology/tools expectation of faculty and staff (\$ driven)
- Library and library resources (\$ driven)
- Digital divide...addressing varying technological literacy of incoming students
- Prevalence of sexual assault and sexual harassment within the Brigade



# Opportunities

- Overall perception/trust of military
- Increased risk perception after years of war (Navy over Army choice)
- Societal pressure for performance/success...importance of building resiliency
- Digital transformation in business and educational processes
- Increasing digital mindset and dependence (potential threat if unaddressed)
- Accessibility of technological and data resources
- Technological literacy
- Increasing interest/importance in the following subject areas:
  - Artificial Intelligence
  - Biotechnology
  - Data Science
  - Environmental Science/Disaster Relief



# Threats

- Rising sea-level
- Operational and infrastructure funding levels
- Decreasing connectedness with the military nationwide
- Increasing cost of technology, tech specialists, and library resources
- Government shutdowns and CRs
- Generational trends
  - Decrease in institutional loyalty/commitment
  - Perspective on authority...flat structures preferred
- Technological trends in education (potential to upset USNA held teaching principles)
- Proposals for potential “free college for all”
- Proposal to lengthen Service Academy graduates’ minimum service reqmt
- Annapolis is an increasingly challenging location to attract faculty/stff



# We Need Your Input!

We need USNA faculty/staff/coaches/midn input via:

- Departmental discussions and feedback
- Focus Group Participation
  - Location/timing on Strategic Plan website
  - Request by department if desired
- Contact Core Committee Representative
- Feedback via Strategic Plan website

Specific feedback requested at this stage:

- Are there STEEP trends that we didn't capture that as an institution we need to be thinking about? How will they potentially impact USNA?
- Any institutional strengths, weaknesses, opportunities, or threats missing?
- Are there issues that we should focus on? How do they relate to the STEEP or SWOT analysis?