

17 Dec 2024

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

Subj: Academic Year 2023-24 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 2023-24  
(2) USNA Cost Center Annual Assessments Academic Year 2023-24

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 2023-24 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 2024 achieved a graduation rate of 88.9%, well above reference (b) requirements (75%), consistent with the previous 10-year average, and a rebound from the Class of 2023's relatively low rate (86.7%). This rebound in graduation rates was experienced across every demographic of midshipmen (e.g., gender, race/ethnicity, feeder source, athletics). More specific observations:

- Male and female graduation rates are nearly identical at 88.8% and 89.4%, respectively.
- The minority graduation rate (85.5%) increased 5% from the previous year, and was equal to the previous 10-year average. Additionally, the graduation rates for every major race/ethnicity demographic were at or above 83.5%
- Varsity athletes graduated at a 91.0% rate, 3% higher than non-varsity athletes (88.0%).
- Midshipmen who matriculated to USNA from NAPS graduated at an 84.1% rate, above the previous 10-year average but slightly below 5% of the direct-entry midshipman graduation rate stipulated by reference (b).
- The increase in the Class of 2024's graduation rate reaffirms the AEB's assessment last year that the Class of 2023's lower graduation rates were likely attributable to the impact of the COVID-19 pandemic on their first two years at the Naval Academy. While the pandemic affected the Class of 2024's journey at USNA, normal operations were restored prior to the end of their Plebe year.
- Current projections indicate the Class of 2025's graduation rate will be near recent historical norms, approximately 89%.
- The matriculation rate of NAPS midshipman candidates to the Naval Academy increased to 88.9%, the highest rate in at least 15 years and well above the 70% requirement delineated in reference (b).

The AEB assesses the Class of 2024's graduation metrics as commensurate with USNA's high expectations and a very positive rebound from the prior year; attributable to the effective and mature programs and processes from Admission to Graduation and the 47-month experience at USNA in between.

B. Admissions. The overall number of applications for the Class of 2028 increased 3% from the previous year. While still below the pre-pandemic historic application rates, the ability to resume and expand admission outreach programs post COVID-19 continues to drive positive and sustainable improvements including a 17% increase in applications from the Class of 2026. The diversity of the applicant pool and those selected for admission continues to increase, and the negative impacts of COVID-19 and resultant virtual learning during candidates' secondary school years appear to be waning. Specific observations:

- The number of USNA applications for the Class of 2028 (15,149) was 23% higher than that of USMA (12,300) and 50% higher than USAFA (10,099).
- The number of fully qualified applicants (2145) was in line with the previous three-year average, but remains below historical averages. USNA Admissions remains committed to increasing the number of fully qualified applicants.
- Female representation in the Class of 2028 was 31.4%, just 0.1% below USNA's record high and comparable with the percentage of female applicants (32.1%).
- Minority representation (44.2%) was the second highest in USNA history, and comparable with the percentage of minority applicants (43.9%).
- Academically, the Class of 2028 are a relatively strong class. On par with the previous 10-year average, 59% of the Class ranked in the top 10% of their high school graduating class. Of particular note, the number of core course validations increased by over 36% from the previous three entering classes, a positive indication that the negative impacts of COVID-19 and resultant on-line experiences during students' high school years is diminishing.
- USNA and the admissions process continues to attract and select highly motivated candidates for offers of appointment, as evidenced by one of the Nation's highest overall yield rates (84.4%). There is, however, an overall declining trend in USNA's yield rate over the past 10 years, and a very notable dip in the yield rate for female candidates (78.3%) that bears watching in the future.

The AEB assesses USNA Admissions' programs and practices as meeting institutional needs. Application rates and the quality of students have rebounded significantly from pandemic lows. Continued improvement is needed to return the number of fully-qualified candidates and resultant selectivity to pre-pandemic levels.

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

- Results from the AY24 biennial Service Academy Gender Relations (SAGR) survey showed a significant decrease in the prevalence of sexual assault and sexual harassment experienced by midshipmen compared to AY22. While still concerning, the percentage of female midshipmen who experienced some form of unwanted

sexual contact decreased from 23.1% to 13.4%. Male midshipmen also indicated a lower rate of unwanted sexual contact (decreased from 4.6% to 4.1%). These results mark the first decline in unwanted sexual contact prevalence at the USNA in 10 years. Similarly, midshipmen experiencing sexual harassing behavior decreased: female midshipmen dropped from 67% to 55%, and male midshipmen dropped from 22% to 20%.

- The number of major conduct offenses (262) was on par with the previous 10-year average, though approximately one third of these infractions were related to parking infractions. Alcohol-related incidents (68), increased from a record-low in AY22-23 but remained well below the previous 10-year average.
- The number of midshipmen found in violation of an honor offense (54) remained relatively low; the second lowest level in at least 15 years.
- The number of midshipmen that utilized the Midshipmen Development Center (MDC) and the total number of appointments was at a nine-year low during AY23-24. Of note, increased MDC manning has allowed for outreach efforts and driven down wait times to acceptable levels.
- The percentage of midshipmen from the Class of 2024 receiving their top choice (83%) or one of their top two choices (94%) for Service Assignment remained relatively high and on par with the previous five-year averages. Of note, the percentage of engineering majors assigned to the nuclear accessions program (51%) met the 50% minimum threshold for the first time since 2017.

The AEB views USNA leadership's focus on professionalism, character and accountability – and most specifically the Commandant's "Character Above All Else" campaign – as having a continued, positive impact on the Brigade and making a marked improvement across many performance metrics since the COVID pandemic.

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

- The percentage of the Brigade that was AcBoard eligible (Fall: 2.1%, Spring: 2.9%) and the academic attrition for the Class of 2024 (1.3%) both decreased from AY22-23, and are on par with the previous 10-year average.
- Student support continues to be exceptionally strong, including record midshipmen use of the Class of 1963 Center for Academic Excellence (62,000+ total visits). While small-class sizes (86% with 20 or fewer students) continue to contribute to a relationship-rich educational format, a decrease in military faculty manning led to a small increase in the average class size.
- 78% of the Class of 2024's newly commissioned Ensigns graduated with STEM degrees, exceeding CNO(N1) requirements (65%).
- A total of 301 midshipmen experienced an international experience during AY23-24, including 81 midshipmen that spent an entire semester abroad and 220 that benefitted from a shorter duration language immersion, regional expertise, and/or cultural

awareness opportunity. These numbers were a significant drop from the record highs of AY22-23, but in line with the previous non-COVID, five-year average.

The AEB continues to attribute USNA's strong academic success to devoted faculty and staff, superb academic advising, and the exceptional support of the Academic Center. There is concern, however, about the significant decrease in military faculty manning which has only continued moving into AY24-25.

E. Physical Mission. The Brigade of Midshipmen continued to perform well in physical mission achievement. Specific observations:

- PE attrition for the Class of 2024 (0.6%) was on par with the previous 10-year average and remains among the lowest causes of attrition of all factors.
- The Class of 2028 entered Plebe Summer with the highest pass rate on their Initial Strength Test (70.9%) in the data available going back 20 years. While the Plebe Summer Physical Education Program (PEP) improved their end-of-summer PRT pass rate to 96.3% (for those that participated), the number of midshipmen on medical chits resulted in a far lower than average success rate (69.5%) for the entire Plebe Regiment.
- Brigade Physical Readiness Test (PRT) and Body Composition Analysis performance metrics remained strong and fairly consistent with past years. While the PRT pass rates for both men and women were slightly below average (but improved since AY22-23), the average PRT score was above average.
- Navy Club Sports programs had a strong year with one national championship (Men's Boxing), four individual boxing national champions, three programs that finished in the top 4 in their nation championship (Women's Boxing, Men's Lacrosse, Pistol, and Women's Softball), and three conference championships (Cycling, Fencing and Women's Ice Hockey).
- Navy Varsity Sports teams' winning percentage in head-to-head competitions (61%) rebounded significantly from the previous year and is in line with the previous 10-year average. Navy won a 10<sup>th</sup> consecutive Patriot League Presidents' Cup, won the Army-Navy Star competition for a 10<sup>th</sup> consecutive year, and captured 15 championship titles.

The AEB continues to assess USNA's Physical Mission development programs as highly effective and the sports programs as competitive and balanced.

F. Resources and Manning. USNA has benefitted from five successive years of funding increases that have been essential to keeping up with recent inflation and meeting mission requirements. These plus-ups have been essential to effective mission execution. A significant decrease in military manning, especially within faculty and admission, are having a negative impact.

- Factoring in a 2.1% escalation rate, the FY24 operations and maintenance (OM,N) budget remained above USNA's FY10 budget, the last recognized year of full funding. This is a marked improvement from FY19 when the Academy was \$20M (12%) underfunded using a similar comparison model. Additionally, future year

funding across the FYDP continues to account for inflation to meet mission requirements in the future.

- Infrastructure support, specifically Renovation and Modernization funding, has increased significantly over the past three years, helping to address some of the many major facilities projects that had been deferred over the previous decade as well as commence USNA's Infrastructure Resilience Plan.
- Successive years of increased funding have raised USNA's cost per graduate (CPG) at a modest 1.5% annual rate over the past nine years, below that of Navy programmed inflation rates.
- Authorized civilian manning levels remained relatively robust during FY24. While the number of FTEs executed (811) and execution rate (98.5%) were down slightly from the previous three years, they remained above the 10-year average (806, 96.9%).
- Officer manning has declined significantly over the past two years, down 42 personnel (~10%) from the previous five-year average, and this decrease was exacerbated by gapped turnovers. This reduction has been especially acute in Admissions and several academic departments and continues to be an increasing challenge starting off AY25. On a positive note, USNA's officer corps has continued to diversify in terms of minority representation (26%).

The AEB views the FY20-FY24 budget and civilian manning increases as essential to USNA's ability to meet its mission effectively. Recent and forecast military manning decreases, however, are marginalizing some of these recent advancements and jeopardizing educational quality and potentially the future throughput of midshipmen per class.

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. When appropriate, Cost Center goals and outcomes are aligned with the 2030 Strategic Plan and Institutional Priorities. Enclosure (2) represents a roll-up of the individual Cost Center Annual Assessments for AY23-24.

3. 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. Cost Centers and institution-wide efforts are focused on maximizing the educational, developmental, and training experiences for the Brigade of Midshipmen. The significant decrease in the prevalence of sexual assault and sexual harassment among midshipmen represents substantial progress and a testament to integrated primary prevention efforts across the Yard. While the AEB remains encouraged by the significant increases in OM,N budgets since FY19, there are increasing concerns regarding the recent and forecast challenges in military manning.



D. W. O'SULLIVAN  
Vice Provost  
AEB Co-Chair



D. S. FORMAN  
Deputy Commandant of Midshipmen  
AEB Co-Chair

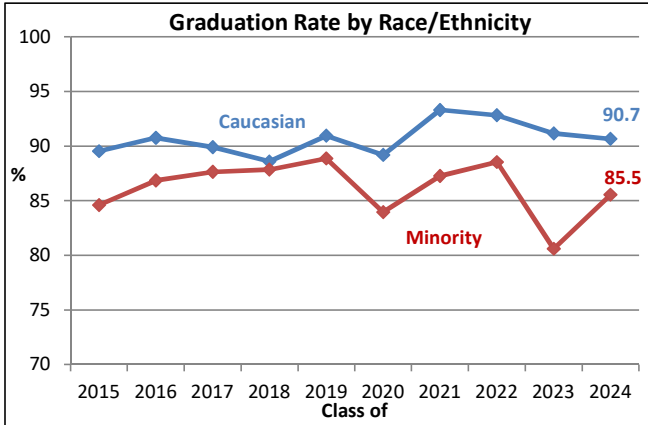
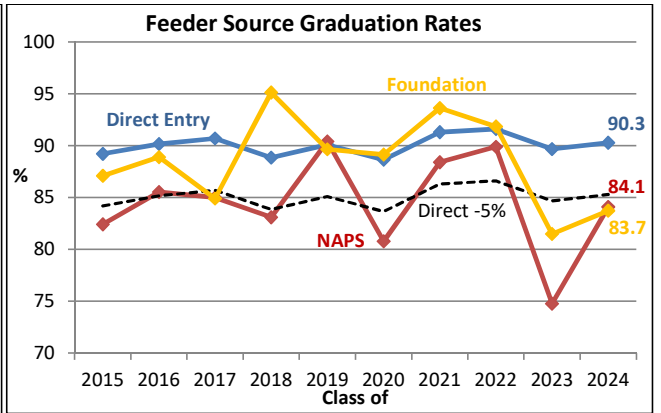
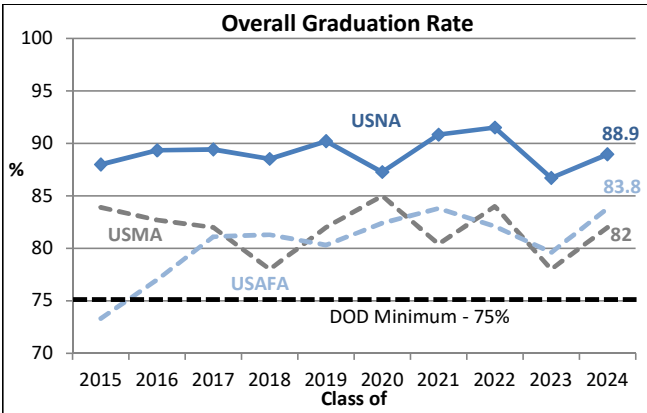
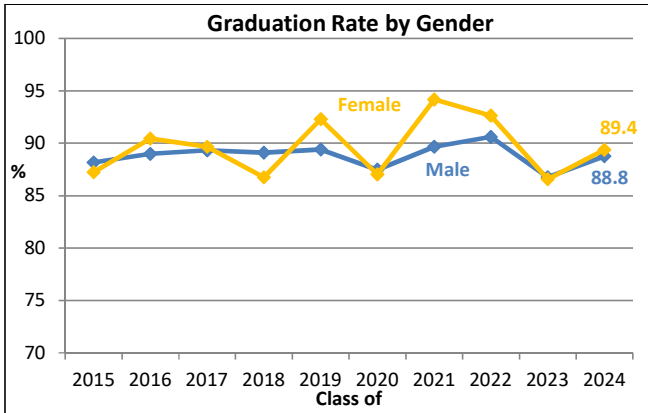


J. S. O'NEILL  
Senior Assoc. Athletic Dir.  
AEB Co-Chair

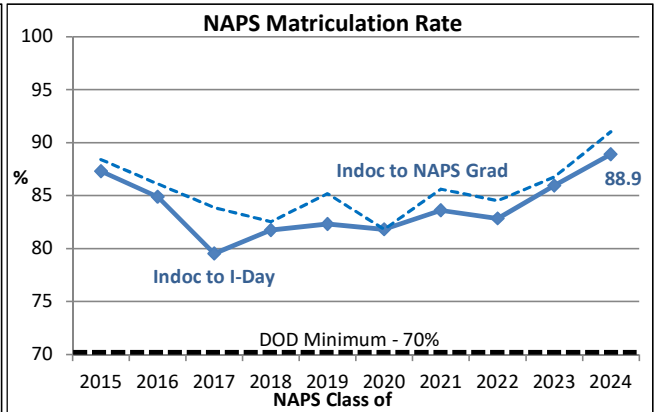
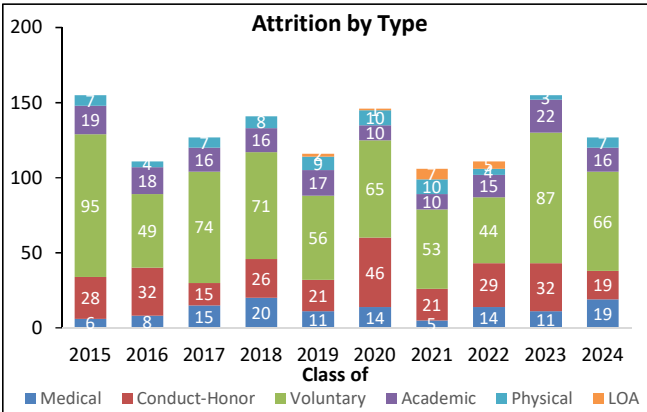
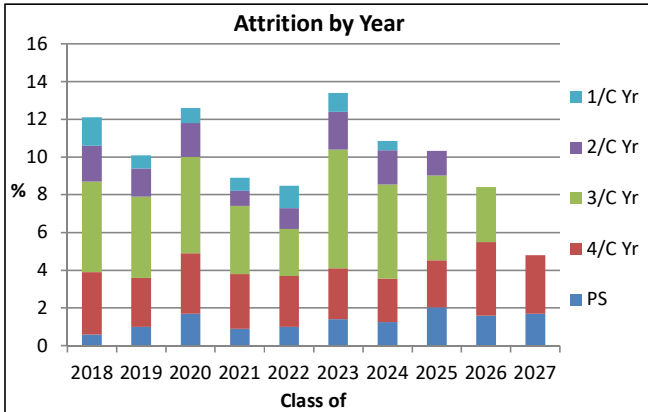
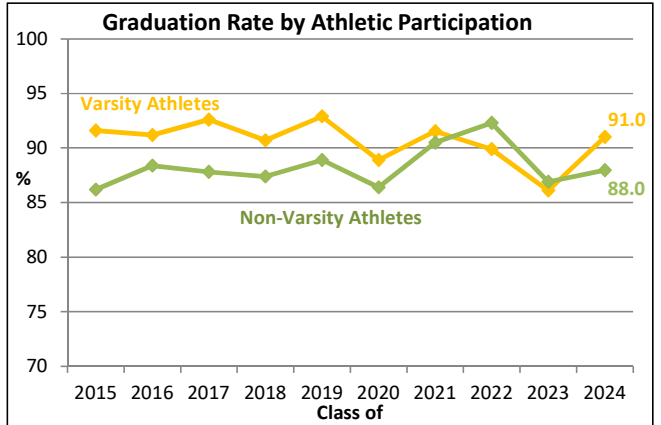


**USNA Dashboards**  
**Academic Year 2023-24**

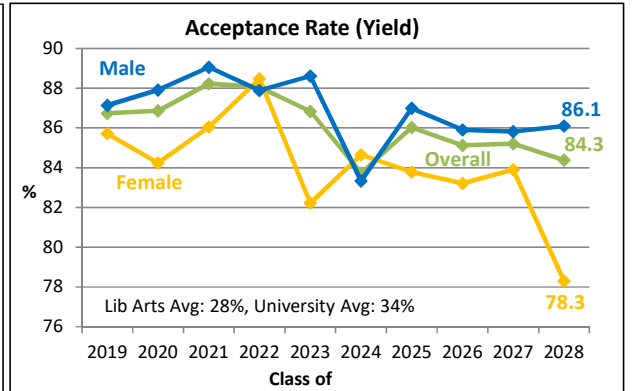
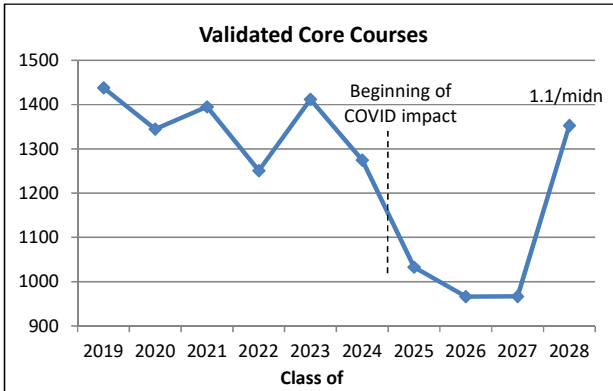
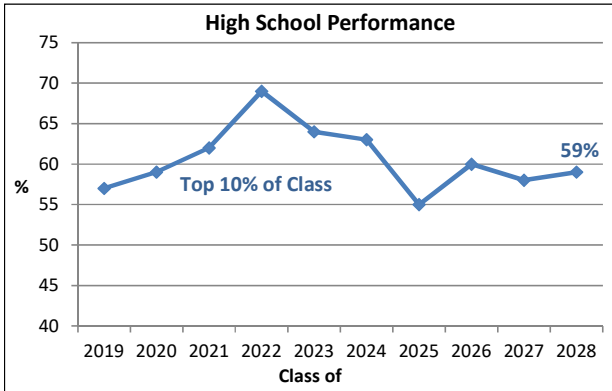
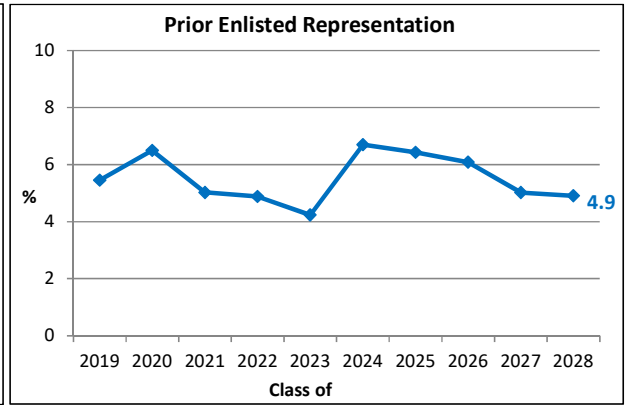
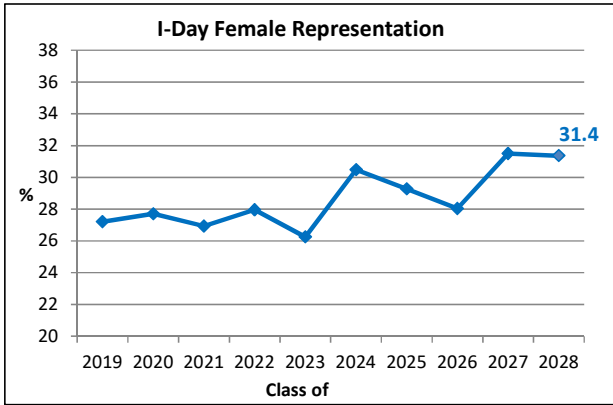
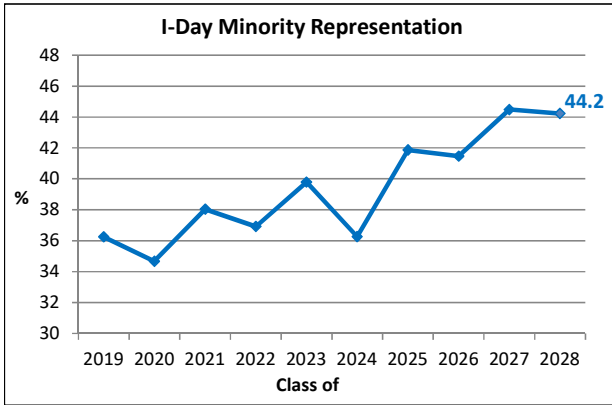
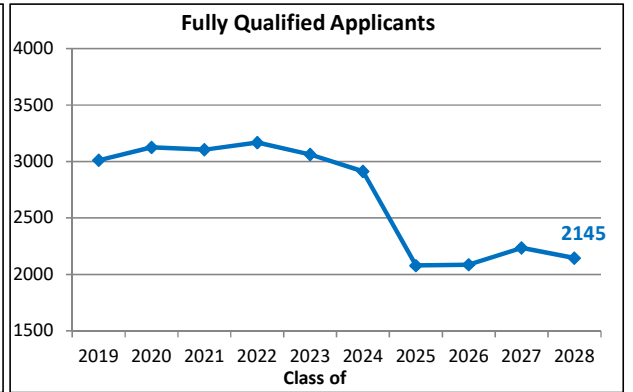
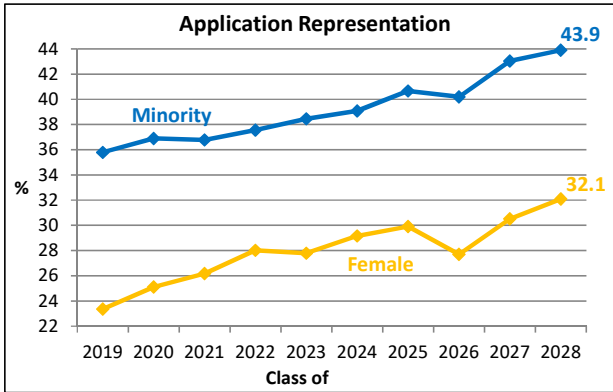
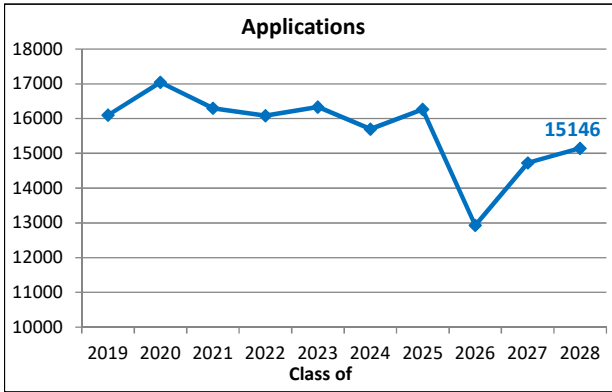
Enclosure (1)



# GRADUATION & ATTRITION

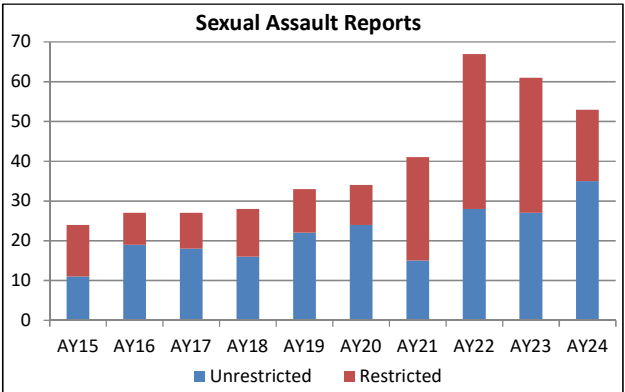
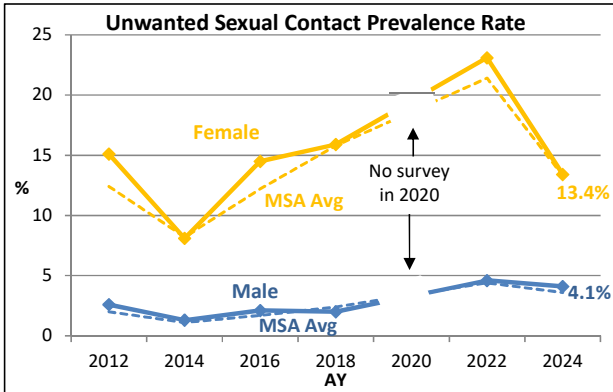
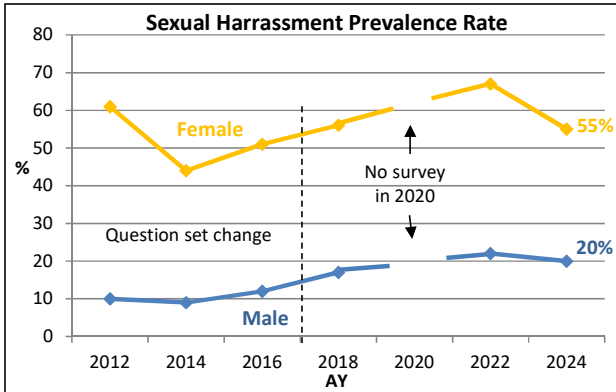
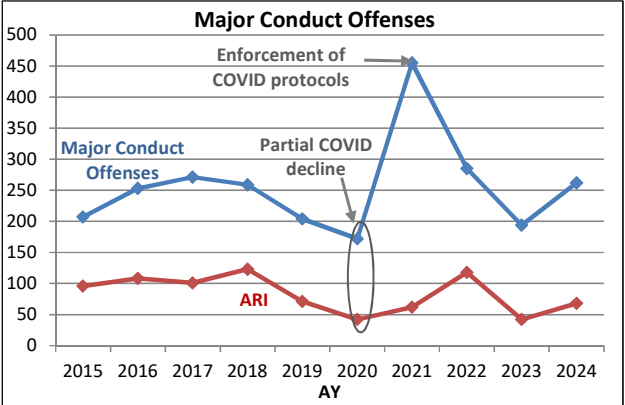
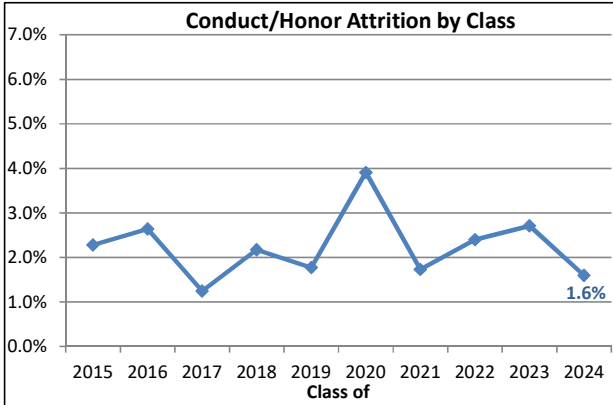
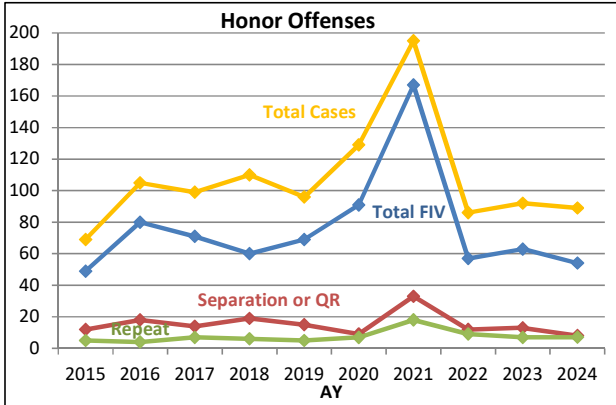
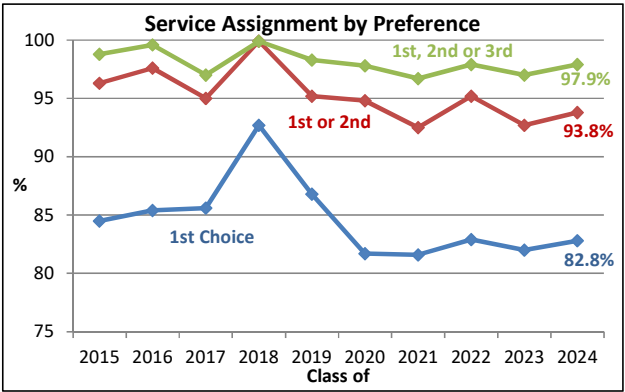
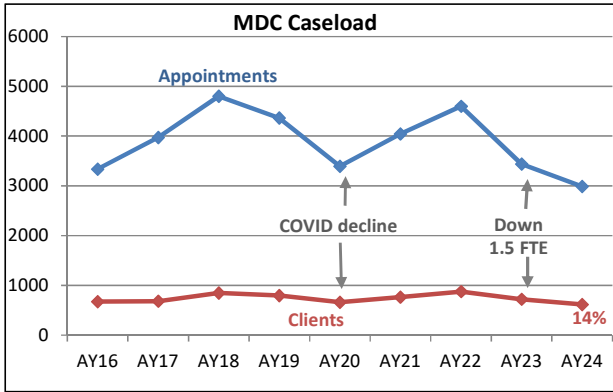
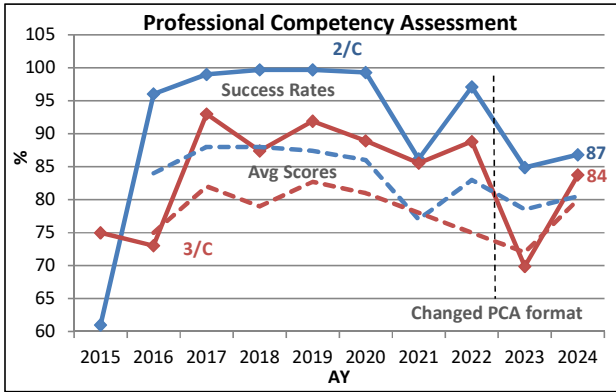


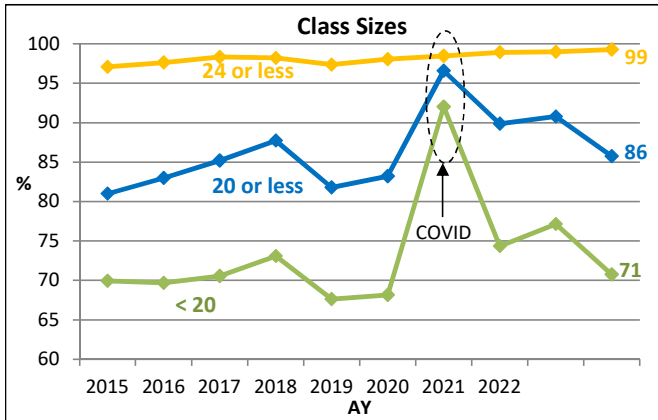
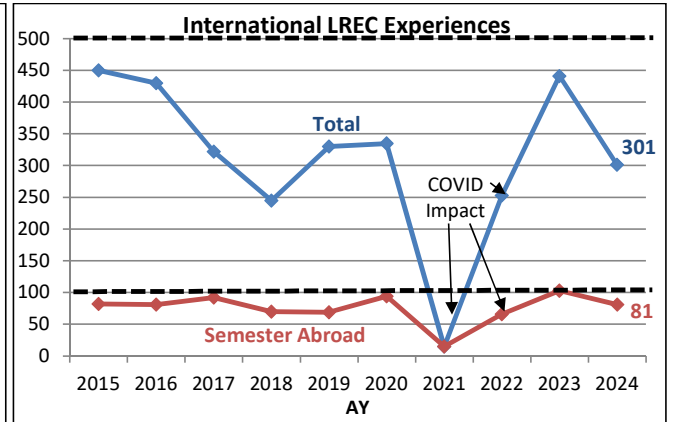
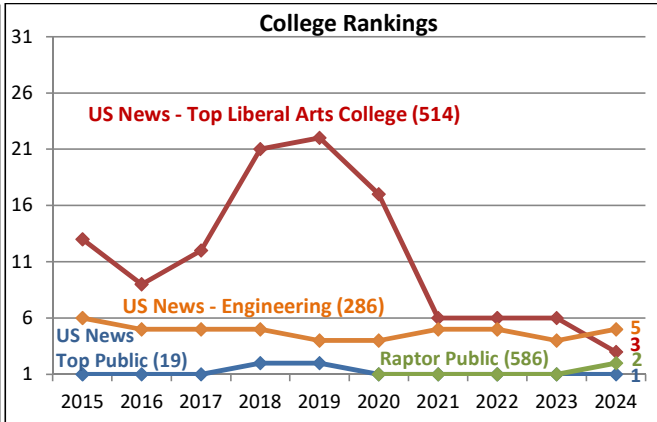
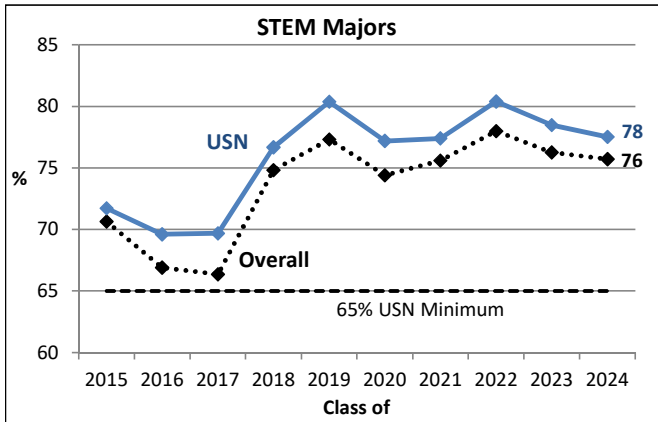
# ADMISSIONS



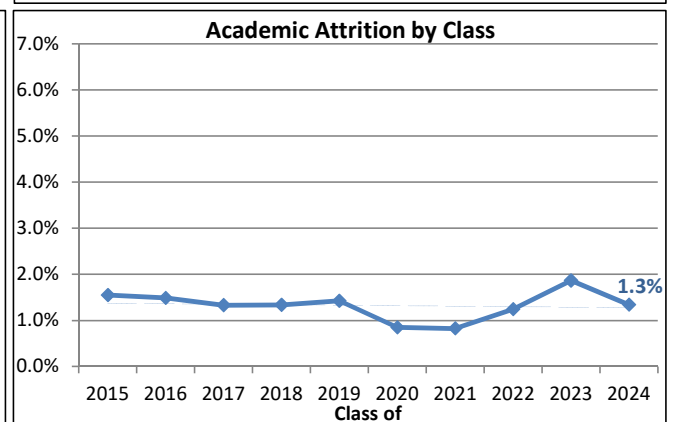
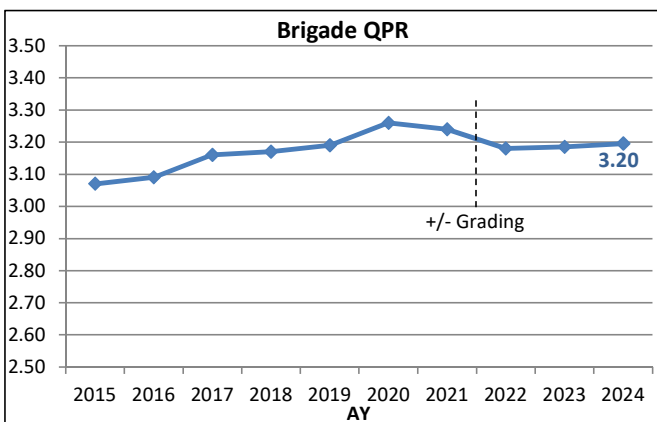
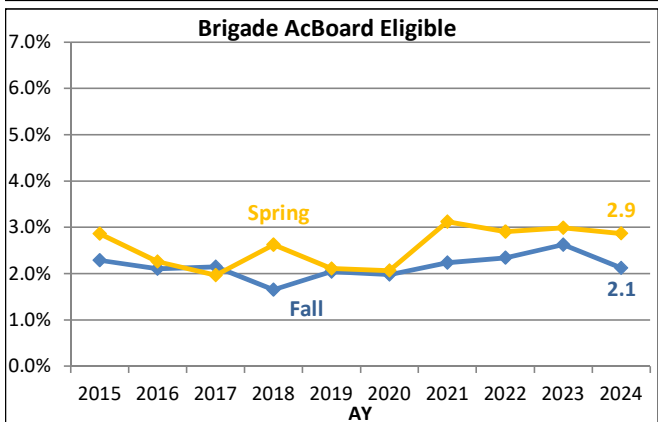
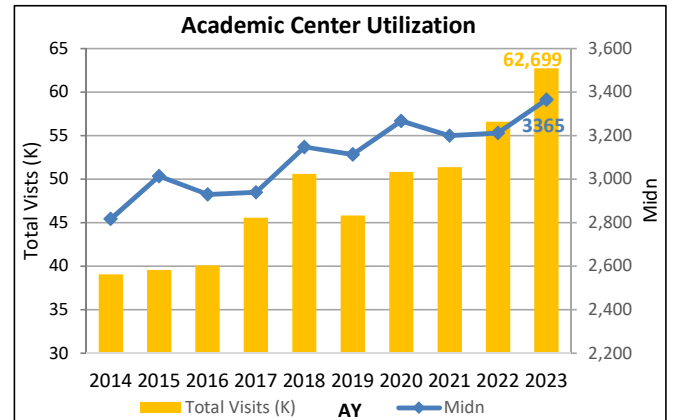


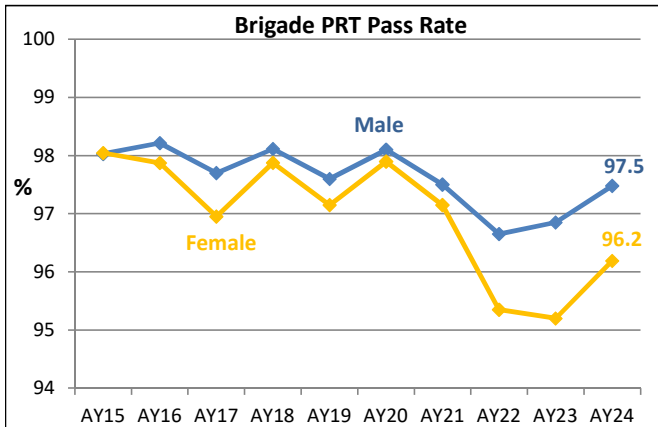
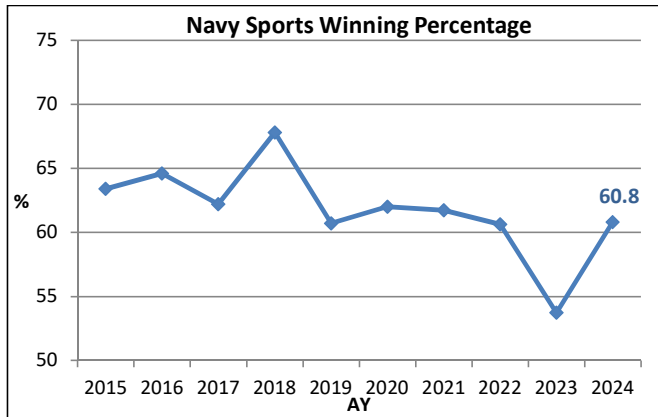
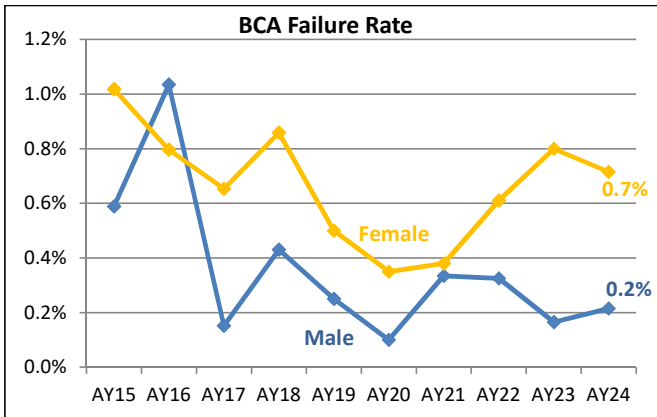
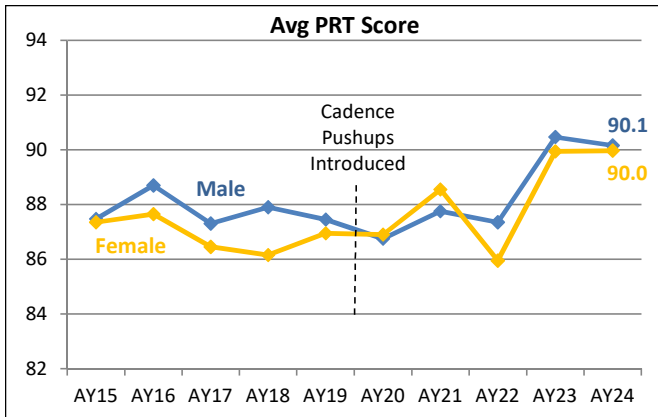
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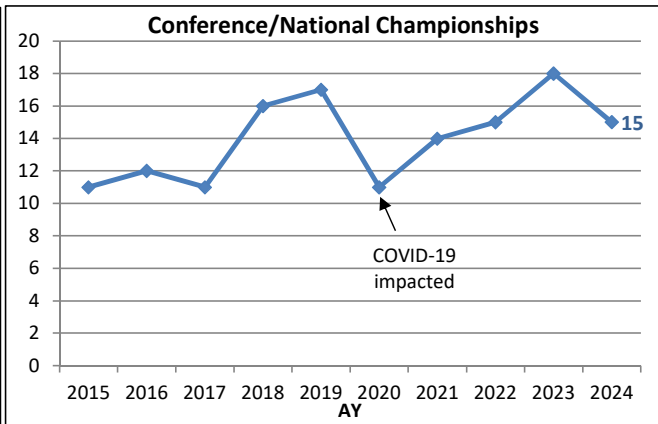
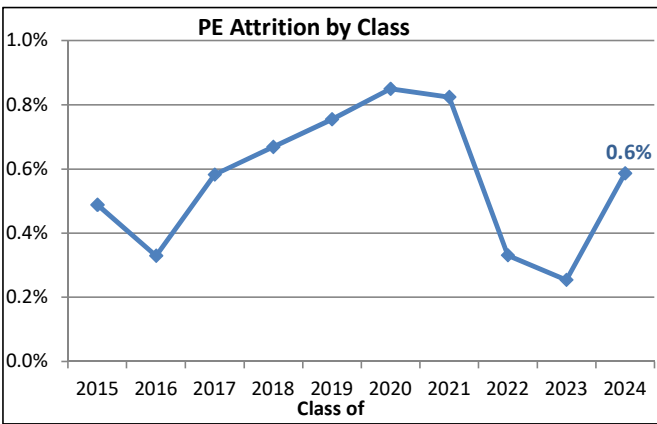
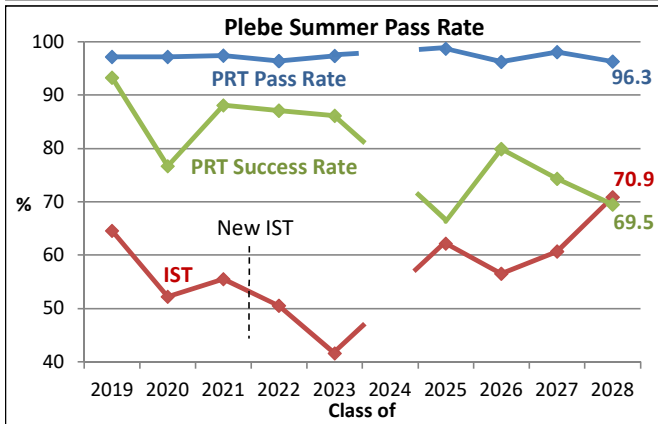
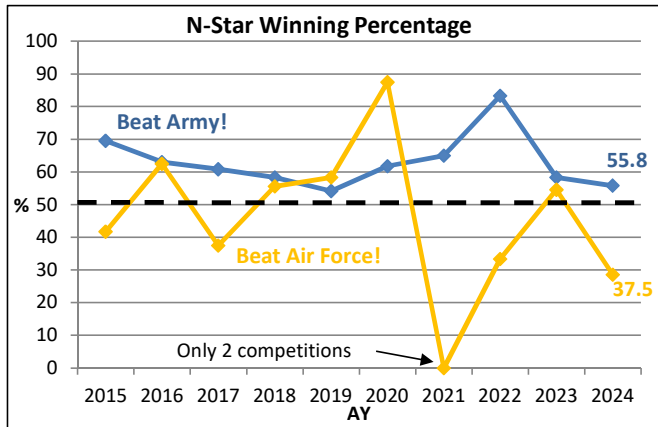


# MENTAL MISSION

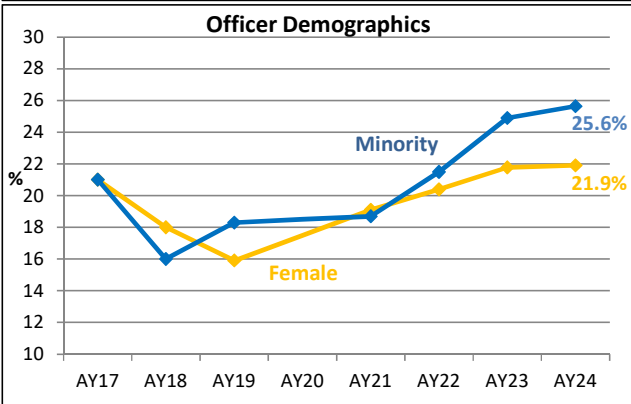
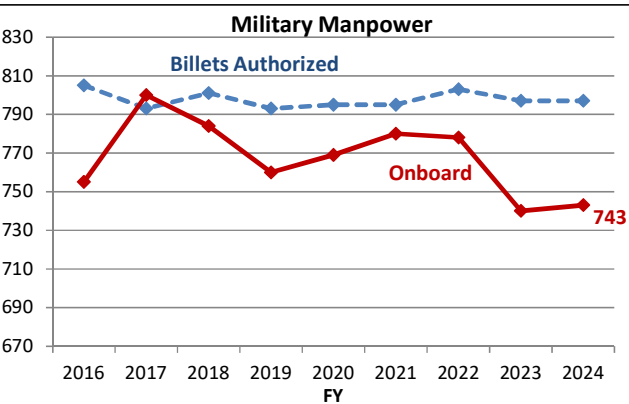
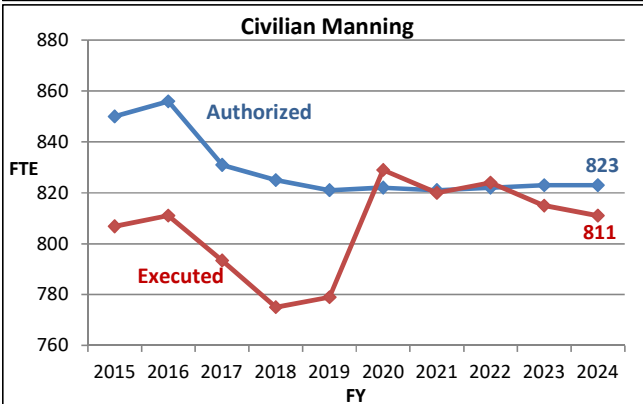
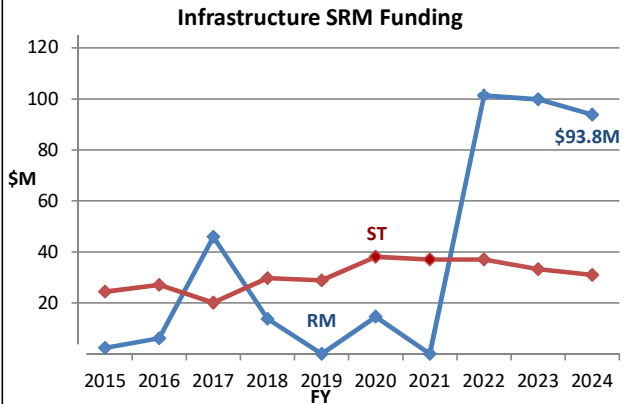
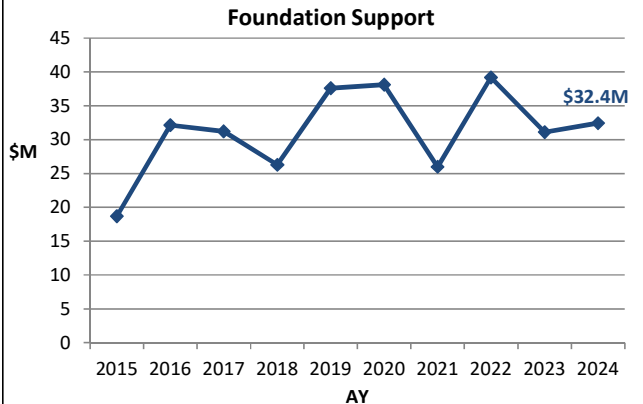
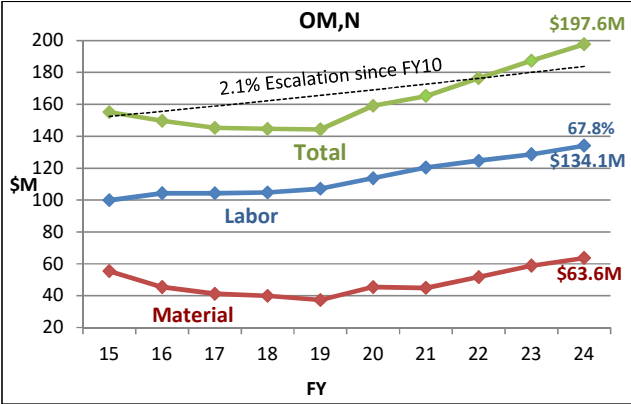
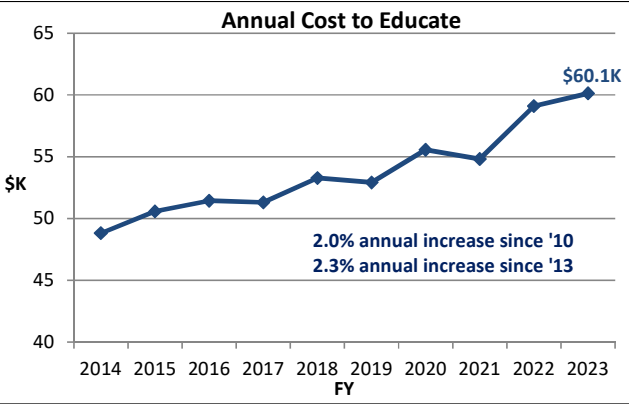
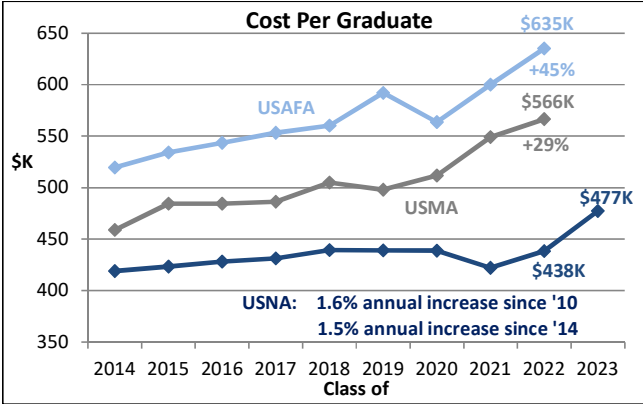




# PHYSICAL



# RESOURCES & MANNING





# **USNA Cost Center Annual Assessments**

## **Academic Year 2023-24**

Enclosure (2)

## Admissions

### 1. Increase application numbers for the Class of 2028

Goal	Metrics	EOY Assessment - Goal Partially Met	
Achieve a minimum of 15,316 applications for the Class of 2028. (SP-G1-O1)	Total applications initiated	NM	15,147 applications received, 2.9% increase from Class of 2027
	Number of applications by minority demographic	M	* Minority applications increased 4.7%, making up 43.9% of total * Female applications increased 8.0%, making up 32% of total

### 2. Increase application completion rate

Goal	Metrics	EOY Assessment - Goal Not Met	
Attain a 35% application completion rate of the total candidate, including across minority demographics. (SP-G1-O1)	Application completion rate	NM	32.8% completion rate below goal, and 2% lower than last
	Application completion rate by demographic	NM	* Application completion rates were below 35% with declines from previous year for most demographics * Women 28.4% (-2.5%), Minority 27.7% (-3%) * Likely contributing factors include Regional Director manning gaps, lack of digital media specialist, and challenges with AIS transition

### 3. Receive nominations from every Congressional District

Goal	Metrics	EOY Assessment - Goal Not Met	
Receive nominations from every Congressional District eligible to nominate candidates. (SP-G1-O1)	Congressional nominations per district	NM	All but one eligible Congressional district submitted nominations; better results than the more than 10-year average (1.8)

## Athletic Director - Physical Mission

### 1. Support midshipman student-athletes graduation and commissioning success

Goal	Metrics	EOY Assessment - Goal Met, with room for improvement	
Provide academic, personal, and professional mentoring to midshipman student-athletes that supports and results in academic success and in graduation and commissioning as an officer in the Naval Service.	Academic Progress Report (APR)	M	* 19 of Navy's 24 NCAA varsity sports above national avg APR * 4 sports (Gymnastics, Water Polo, W-Golf, W-Rowing) w/perfect score
	Graduation Rate	M	91%...above non-varsity athletes' 88%
	Graduation Success Rate (GSR)	M	94%, in-line with previous two years
	Student-Athlete Eligibility	M	5 of 1386 student-athletes QPR ineligible fall semester; 7 in spring semester. Comparable to previous years.

### 2. Produce graduates who are physically fit and committed to lifelong physical fitness

Goal	Metrics	EOY Assessment - Goal Met	
Maintain and support the physical mission to meet the needs of the Naval Services and produce graduates who are physically fit and committed to lifelong physical fitness. (SP-G1-O6)	Attrition rates due to Physical Mission (BCA, PRT)	M	0.59%, above previous 2 years but below previous 6. BCA failures remain low.
	Average PRT scores	M	In-line with previous year; women-90.0, men-90.2
	End-of-Plebe Summer PRT scores compared to IST	M	Strong entering IST (70.9%), average end-of-summer PRT pass rate (96.3%) and success rate (69.5%)

### 3. Beat Army and Air Force

Goal	Metrics	EOY Assessment - Goal Partially Met	
Be the most successful Service Academy in Division I Athletics. Win N-Star series and achieve winning record against USAFA. (SP-G1-O6)	Overall record vs. other Military Service Academies	PM	* Beat Army in 54% of N* competitions (14-11-1) * Beat Air Force in 29% of competitions (3-5)

### 4. Develop student-athletes in leadership & character

Goal	Metrics	EOY Assessment - Goal Met	
Develop our student-athletes in leadership and character such that they are recognized as leaders within the Brigade of Midshipmen and throughout the NCAA. (SP-G1-O2)	Number of varsity athletes assigned to hold Brigade leadership positions (striper billets)	M	29% of 3-striper and up billets held by varsity athletes (slightly below Brigade representation). 16 CC, 3 Batt CDR, 1 5-striper
	Institutional and external awards received by varsity athletes	M	61 external awards (positive trend), including 5 Academic All Americans, Class of 2024's #1 graduate, and 35 student athletes with Graduated with Distinction honors
	Midshipman student-athlete Aptitude grades	M	* Conduct grades (4.0) = non-varsity (4.0) * Aptitude grades (3.0) slightly below non-varsity (3.2)

### 5. Provide coaching leadership that develops and inspires student-athletes

Goal	Metrics	EOY Assessment - Goal Met	
Provide coaching leadership that develops and inspires our student-athletes both on and off the field of play. (SP-G1-O1&2)	Institutional and external awards received by coaches	M	17 National/Conference Coaches of the Year
	New hire credentials	M	* New Baseball coach with 13 seasons at major programs and 3 NCAA tournaments * New Women's Golf coach recognized as Patriot League Coach of the Year after first year
	Professional Development Participation	M	Continued participation in Stockdale Center's <i>Influence the Influencer</i> initiatives, including individual leadership development, MyNavy Coaching skills, and building team culture

## Commandant

### 1. Develop selfless leaders of character with a bias of action to uphold that which is right

Goal	Metrics	EOY Assessment - Proficient (P), with 2 Progressing (PR) / Emerging(E) elements	
Develop a strong foundation as selfless leaders of character, committed to the mission and team and foster moral courage with a bias for action to uphold that which is right. (SP-G1-O2/3)	Instituted processes structured to ensure accountability across the spectrum of activities	P	Accountability processes continue to increase in effectiveness * Full Brigade Roster efficiently tracks midn through TAPS, intl travel, and leave * Aptitude & Conduct tracker reports more than tripled, Midn Independent Review Board grew from 10 to 17, and there were 1312 "speeding tickets"
	Reduce honor and major/SEPP conduct cases	C	Training and enforcement (peer and staff accountability) have been effective. * Negligible increase in honor accusations (3) and in-violations (3) from AY23, with new classes reporting each year, level at an acceptable level. * Continued high percentage of midn-initiated honor accusations = ownership * Major conduct offenses increased marginally from AY23, but below 4-yr avg
	Conduct a comprehensive review and analysis of leadership development tools	P	* Continued effective "MyNavyCoaching" program - 80% of COs, SELs, BATTOs have received 14-training program - 53 faculty taught in AY24; 118 to date - All Company Commanders offered 7 hours of trng, all Detailers received a minimum of 90 minutes of trng * Ensured 100% of 1/C midn held leadership position * Continued Commissioning Vector Check program; to date 86 low-performing midn have successfully completed CVC program
	Institute processes to adequately assess leader development across the Brigade	PR	Continued to pilot "Leader's Compass" application with two companies. Instrument will track longitudinal individual growth by tying performance in evaluated criteria. Will remain in pilot status through AY25
	Guide the progression of the Brigade's moral development	E	* Continued Character & Baseline Culture Survey; expanded to upper class. * Initial indications of this longitudinal study show upperclass with more positive traits and fewer negative traits than underclass
	Conduct cyclic "culture checks" in companies, varsity sports teams, and Brigade Support activities	P	Continued O-Rep/CO led climate stand downs to ensure each cohort's environment was in keeping w/high standards * Added these culture "spot-checks" to companies during spring semester * Small number of units caught drift from standards and corrected early

### 2. Create a more unified environment within the Brigade of Midshipmen

Goal	Metrics	EOY Assessment - Progressing (PR)	
Strengthen the environment within the Brigade to be more unified, where all are treated with dignity and respect, making us strong leaders, better shipmates, and more productive citizens. (SP-G1-O4)	Seek, instill, and reinforce critical leadership skills that draw upon various perspectives, cultural backgrounds, and lived experiences	PR	* OEREO provides continual feedback for existing programs and new initiatives and serves as standing member of OOM Revision Working Group * Midn Dignity and Respect Officers continue to empower midn to have small group conversations that foster a culture of inclusion across the Yard - Brigade DRO raised to 4-striper position and 43 additional stripers created

### 3. Create a culture fully committed to the prevention of destructive behaviors

Goal	Metrics	EOY Assessment - Proficient (P)	
Create a culture that is fully committed to the prevention of destructive behaviors; including alcohol abuse, sexual assault and sexual harassment. (SP-G1-O5)	Conduct analysis to determine source of barriers to help-seeking perceived, and actual norms.	PR	* AY24 DEOCS largely positive with 9 of 10 protective factors improving and risk factors either improving or steady. Sexually harassing behaviors down 20% * Continued to refine MIDPRES process, fully instituted down to company level * Updated Wellness and Services Handbook * Added new PTE for midn to become certified personal trainers in support of nascent Brigade Fitness Instructor Training program * Hosted Brigade-wide "Theater of War" performance and "Sexual Citizens" discussion with positive feedback



3. Create a culture fully committed to the prevention of destructive behaviors (continued)		
Goal	Metrics	EOY Assessment - Proficient (P)
Develop a strong foundation as selfless leaders of character, committed to the mission and team and foster moral courage with a bias for action to uphold that which is right. (SP-G1-O5)	Maintain POA&M for updating training to peer helping groups, including SHAPE Peer Educators, GUIDES, Peer Advisors, and midn in ADEO program.	P <ul style="list-style-type: none"> <li>* Continued all programs; expanded MDC Peer Advisors into varsity teams and ECAs, promoted BDRO &amp; increased number of midn Dignity &amp; Respect Officers</li> <li>* For first time, brought together all 5 peer-helping groups for comprehensive, Block 0 summer training and collaboration</li> <li>* For better clarity of support services, separated midn CMEO advisor and GUIDE roles</li> </ul>
	Support execution of USNA's 2024 Comprehensive Prevention Plan	P <ul style="list-style-type: none"> <li>* Closely coordinated with Wellness Team to support the execution of USNA's 2024 Prevention Plan of Action <ul style="list-style-type: none"> <li>- Issuance of Brigade guidance on how to complete pre-commissioning physical from while maintaining MDC confidentiality</li> <li>- Development of plans for a new Wellness Center</li> <li>- Establishment of all 7 Brigade support billets as 4-strippers to promote integrated primary prevention</li> <li>- LEL Dept incorporated public health principles into applicable core courses</li> </ul> </li> </ul>
	Implement modern techniques and evidence-based practices essential to mental and physical wellness	P <ul style="list-style-type: none"> <li>* MDC Peer Advisor program mature and effective</li> <li>* Expanded sport and performance psychology team engaged with varsity athletics, PRT performance, and high-demand screeners</li> <li>* MDC increased outreach during Plebe Summer, including at training sites</li> <li>* Implemented "MIDCHECK" program where any staff can complete an online survey to share concerns on wellbeing of a midn. 19 reports in first 3 months.</li> <li>* Discontinued use of Neuroflow "wellness app" due to low utilization</li> </ul>
	Conduct ongoing professional development for individuals performing prevention roles, including staff	E <ul style="list-style-type: none"> <li>* LEAD Masters program filled to near-capacity, including 2 SELs in AY24. <ul style="list-style-type: none"> <li>- Unable to fill LEAD Cohort with 18 COs; non-attendees obtain baseline minimum trng inhouse.</li> </ul> </li> <li>* SELs required to complete similar "in-house" course and complete a five-phase qualification card to prepare them to meet midn demands. USNA in early talks with NPS on potential leadership certificate program for SELs.</li> <li>* Bancroft staff required to complete twice annual training to remain abreast of current guidance, practices, and techniques in dealing with destructive behavior</li> </ul>
	Implement recommendations of the Climate Transformation Task Force	PR <ul style="list-style-type: none"> <li>* Expanded Brigade from 30 to 36 companies for aY24-25</li> <li>* MDC hired 2 additional providers; a Triage and Intake Coordinator and an Outreach Coordinator. Subsequently, MDC has not had a wait list for psychological health since Fall 2023.</li> <li>* Embedded local Family Advocacy Counselor in Bancroft Hall 2 days/week</li> <li>* Tested virtual reality training for suicide and sexual assault prevention trng</li> </ul>

4. Strengthen the toughness, grit, resilience and well-being of the Brigade		
Goal	Metrics	EOY Assessment - Progressing (PR)
Strengthen the toughness, grit, resilience, and well-being of the Brigade. (SP-G1-O6)	Leverage existing physical crucibles as deliberate opportunities in the development of moral courage when culminating USNA's rites of passage.	C <ul style="list-style-type: none"> <li>* Herndon Climb paired with Sea Trials as symbolic culmination of 4/C year</li> <li>* Severn Shellback end of 3/C year successfully executed for second year</li> <li>* Warrior Toughness training inserted into Plebe Summer curriculum</li> </ul>
	Expand innovative educational/training methods, technologies, and experiential opportunities to prepare midshipmen for challenges of the future.	P <ul style="list-style-type: none"> <li>* Effectively coordinated summer training priorities with a cross-cost center timeline.</li> <li>* Expanded alignment with USNI's Warfighter Series to expose midn to leading experts in their respective military communities/professional fields</li> </ul>
	Increase opportunities for independent inquiry within USNA programs and model continuous learning to teach midn to be intellectually and ethically prepared officers.	E <ul style="list-style-type: none"> <li>* Increased community-specific summer trng opportunities</li> <li>* Continued Warrior Wednesday, affording midn time for professional devpment</li> <li>* Leader Notebook distributed to 1/C midn in leadership positions</li> </ul>

## Deputy for Finance

### 1. Comptroller

Goals	Metrics	EOY Assessment - Met	
Continue to refine POM submission processes to best represent USNA requirements (SP-G2-O1/2, G3-O1)	Sufficient operational resourcing adjusted for actual inflation to facilitate mission execution	M	FY24 and projected FY25 and FY26 budgets continue to meet operational needs; 35% increase from FY19
	Advocate for Cost Center requirements in POM	M	* With Provost, developed POM-27 issue to address gapped military billets and pay cap challenges * Consolidated and refined cost center inputs for POM-27, requesting \$30M and 57FTE.
Refine transition to Navy ERP system	Successful ERP transition	M	New Navy ERP implemented and functional

### 2. Human Resources

Goals	Metrics	EOY Assessment - Met	
Increase use of direct hiring authorities and tailored job announcements to ensure faster quality vacancy fills. (SP-G2-O1)	* Turn around times for vacancy fills * Quality of candidates	M	* Maximum use of direct hiring authorities led to faster turnaround time for filling vacancies. * Better tailored job announcements yielded higher quality candidates
Improve awards program to address Cost Center inconsistencies. (SP-G2-O2, G3-O4)	More consistent and effective use of monetary awards	M	* Revamped awards process to promote use/ease of access and emphasized "rewards" season during summer intersessional * Executed all performance awards within FY with budget plus-up * Executed robust faculty training and development opportunities
Promote hybrid work environments (SP-G2-O1/2)	Increased understanding and utilization of hybrid work environment opportunities	M	* Aided management in establishing cost center specific guidance * Assisted mgmt with properly coding all USNA employees with correct telework codes * Expanded situational telework understanding and opportunities
Seek out and employ evolving practices to improve operations (SP-G3-O4)	Streamlined processes, better communications, and better employee understanding	M	* Implemented DocuSign for separations 52's * Established HR access to Flankspeed and Microsoft Teams to increase communication efficiency with regional office * Implemented electronic USNA/NAPS Welcome Packet

### 3. NABSD

Goals	Metrics	EOY Assessment - Met	
Increase professional development opportunities for NABSD personnel (SP-G2-O2)	Increased interoperability and upward mobility for NABSD personnel	M	* Promoted cross-training to maximize personnel interoperability. * Developing midgrade manager and a Crafts & Trades to supervisor track.

### 4. NAF Human Resources

Goal	Metrics	EOY Assessment - Met	
Employ new and evolving practices and technologies that improve NAF personnel matters. (SP-G2-O2, G3-O4)		M	* Promoted "cohort programs to provide relevant experience and training that enhances upward mobility of supervisors and managers. * Reemphasized mental health awareness regularly with all personnel

## IT - Chief Information Officer

### 1. Develop, Maintain and Modernize IT Infrastructure

Goal	Metrics	EOY Assessment - Mostly Met	
Develop, maintain and modernize IT infrastructure to support the USNA mission and Cost Center needs/requirements. (SP-G3-O5)	* Complete reqd infrastructure life-cycle replacement * Increased OPN future funding to support equipment life-cycle replacements	M	* Replaced reqd servers/switches, recapitalizing USNA telephone system. * Increased OPN resources by 169% from \$10.5M (FY20-24) to \$28M (FY25-29)
	Maintain legacy MIDS and NSTAR systems	M	Legacy ERP systems required until new ERP systems are completed and transition has occurred.
	Developed plans to enhance USNA network and increase survivability and redundancy	M	* Developed plans for "on premise" Hot Site * Planned 2-yr migration of wireless network to WiFi 6e
	Support user IT requirements via Abbreviated Systems Decision Paper (ASDP) process	M	Over \$1M of customer-driven IT requirements procured

### 2. Provide IT Customer Support

Goals	Metrics	EOY Assessment - Met	
Support and enhance faculty, staff, and midshipmen productivity via IT. (SP-G3-O2/5)	Finalized transition to new Admissions Information System	M	Delivered custom built AIS, removing TargetX Application. Accepted 60K+ applications for Classes of 2025-2028.
	Maintain information systems for USNA and affiliated users	M	* Maintained community-based application for 2200 BGOs and nomination portal for 450 Congressional staff members * Maintained NSTAR and legacy MIDS (updated for 36 companies) * Executed upgrade to Blackboard Learning Mgt System
	Effectively resolve customer service requests	M	Resolved over 20,000 tier 1, 2, and 3 Help Desk tickets
	Continue upgrade / migration of MIDS to Salesforce	PM	Migration effort 30% complete. Anticipate completion May '27.

### 3. Provide a Secure Cyber Infrastructure

Goals	Metrics	EOY Assessment - Met	
Maintain a secure mission network and cyber infrastructure	Maintain a robust cyber security network	M	Maintained and updated a robust cyber security network, effectively blocking over 70,000 attacks/month
	CCRI POA&M results	M	Complete

### 4. Establish and Maintain External Relationships

Goals	Metrics	EOY Assessment - Met	
Maintain external relationships to inform, influence and executed organizational needs in a dynamic environment	Relationships maintained to optimally position USNA to support existing and future stakeholder needs	M	* Maintained relationships with strategic partners (NHEITC, JSACC), alliances (EDUCAUSE) and vendors * Maintained valued relationships within OPNAV N1, N2N6, N7, OPNAV CIO, DoD CIO, FCC and service academy CIOs

### 5. Provide Information and Data to Support Institutional Operations

Goals	Metrics	EOY Assessment - Met	
Via Institutional Research, provide information and data to USNA leadership to support institutional planning, policy formulation, and decision making; provide data for internal/external reporting	Provide periodic updates to USNA leadership	M	Numerous updates to Superintendent, SLT and AEB
	Respond to internal and external requests for information and data	PM	* Efficiently responded to over 1,700 requests for information * Met external reporting rqmts (IPEDS, MSCHE, US News, etc.) * Continued to work gain longitudinal USN/USMC alumni data

## NAPS

### 1. Improve records management and process documentation

Goal	Metrics	EOY Assessment - Progressing (P)	
Working with the established policies and procedures for life cycle management of DON records, further NAPS Academic effort regarding standardization of records management.	Proper disposition of records over 5 years old	P	* All divisions tasked with purging old records personal (M) and NAPS institutional (Z) drives. * Execution in progress
	Records renamed with appropriate SSIC numbers and folders	P	* Academic Faculty Records Mgt Team developed document file plan and guide for faculty use. * New records are being named appropriately; old record renaming in progress.
	Bring 25% of records into alignment	P	Progress being made, but determined goal metric unmeasurable as all individuals and units involved starting with different baselines.
	File plan created by each division supervisor for their respective records	P	* Supervisors focused on ensuring naming compliance and file purging continues * Plans developed to continue to move permanent files to institutional drives

### 2. Improve student academic support and faculty development

Goal	Metrics	EOY Assessment - Progressing (P)	
Creation/Implementation of the NAPS Center for Academic Student Success & Excellence and Faculty Professional Development.	Collaboration with USNA Center for Academic Excellence (CAE)	P	* Engaged w/CAE during AY24 Battalion trip on best practices to strengthen candidates academic foundation. * Hosted CAE for an on-site review visit with following recommendations that are being implemented: - Repurpose existing Learning Skill position into a Director of all Academic Support. - Restructure individual academic support elements under Director of all Academic Support - Add evening "Topic & Exam Reviews" - Provide more oversight of evening tutoring

**Provost**

<b>1. Core Curriculum Review</b>			
<b>Goal</b>	<b>Metrics</b>	<b>EOY Assessment - Met and Ongoing</b>	
Conduct a review of USNA's Core Curriculum. (SP-G1, SP-G3-O4)	Updated Core Course Compendium	M	Published PROVOSTINST 1531.2H, updating the 20+ year old core course compendium with current information and adding information on how courses support the Core curricular learning outcomes
	Assessment of current core curriculum; including parameters and management (multi-year endeavor)	O	Two Academic Assemblies conducted, actions included * Comparison of USNA core to other service academies and civilian institutions * Assessment of USNA total credit hour requirements and size of core, potential gaps in core, and core learning outcomes * Assessment of ownership of core and processes for holistic review
<b>2. Evaluation of Teaching</b>			
<b>Goal</b>	<b>Metrics</b>	<b>EOY Assessment - Effective and Ongoing</b>	
Examine and improve teaching evaluation practices. (SP-G2-O2, SP-G3-O4)	Determination of appropriate expectations of excellent teaching	M	Discussed expectations during two academic assembly mtgs and incorporated into PROVOSTINST 12430.1A and Annual Performance Expectations notice (PROVOSTNOTE 12452)
	Explore, confirm, improve, and where appropriate establish practices that evaluate and support teaching	M	Paired peer evaluations adopted as best practice * CTL provided peer evaluator trng opportunities throughout fall semester * Communicated reqmt for peer eval for P&T or contract renewal (2026) * Memorialized new process in PROVOSTINST 12335.1C
	Assessment of Master Instructor Program and Foundations of Teaching	M	Assessment conducted, results will be used to improve program for future participants
	Reaffirmation or revision of the practices and policies related to Student Opinion Forms	O	Ad Hoc committee established and is reviewing current and best practices on the use of SOFs
<b>3. Business Processes and Workflows</b>			
<b>Goal</b>	<b>Metrics</b>	<b>EOY Assessment - Ongoing</b>	
Analyze and where appropriate improve business system processes and workflows. (SP-G3-O4)	Improved business system processes and workflows	O	* ECW School's use of 2 full-time purchasing agents has shortened Gov Purchase Card purchase timeline and lowered error rates. Success has resulted in hiring of an additional purchase agent. * Increased use of Google Apps implemented by Provost Finance Office has shown promise; training and "buy-in" across Cost Center are works in progress.

## Superintendent

### 1. Create a culture fully committed to prevention of destructive behaviors

Goal	Metrics	EOY Assessment - Met; efforts continue	
Create a culture that is fully committed to the preventions of destructive behaviors, including alcohol abuse, sexual assault, and sexual harassment. (SP-G1-O5)	Develop and implement an extensive USNA Prevention Plan of Action to reduce harmful behaviors among midshipmen, faculty, and staff by addressing risk and protective factors across USNA policies, practices, and programs.	M	* Initial USNA Prevention Plan of Action completed 3Q 2023, followed by a 1Q 2024 Navy Comprehensive Integrated Primary Prevention Plan. * USNA in on time with all propose actions, including increasing prevention & mental health staffing, increasing alcohol harm reduction strategies, and expanding the number of companies from 30 to 36.
	Advance the Brigade's training and education curriculum to include topics on healthy relationships, human sexuality, and pornographic impact	M	Mandatory Healthy Relationships course for plebes developed for launch in October 2024.
	Expand the prevention workforce to include specialists in drug and alcohol use, suicide prevention, and command management equal opportunity areas and additional specialists in the Sexual Assault Prevention and Response offices.	PM	* In process of hiring an Integrated Prevention Coordinator (suicide and substance abuse prevention focused), replacement for SAPR Education Specialist, and an additional SAPR Victim Advocate. * 3 paygrade reclassifications for SAPR positions in-progress or complete * NSAA Family Advocacy Program advocate has begun working in Bancroft Hall 2x per week.

### 2. Enhance and Maintain State-of-the-Art Facilities

Goal	Metrics	EOY Assessment - Partially Met; efforts continue	
Enhance and maintain state-of-the-art facilities that inspire and support the pursuit of academic, professional, and athletic excellence. (SP-G3-O2)	Continue renovation of Macdonough Hall	M	Renovation efforts continue, estimated completion slipped to fall 2026
	Complete replacement of failing medium voltage cable that provides power to the lower Yard	M	Medium voltage cable successfully replaced
	Complete repair of Building 250A's fire protection system and other building repairs to create ITSD staff offices on the upper Yard	PM	Renovation efforts ongoing, updated estimate for completion in Dec 2024
	Commence installation of new Santee Basin wave attenuation system and integrated floating piers	M	Santee Basin wave attenuation system and integrated floating piers fully installed and operational.
	Secure funding and award contracts to repair Bancroft Hall fire protection systems, repair the failing utility bridge, and repair Ward Hall aging building systems and envelope.	PM	* Funding secured & contract awarded for Bancroft center section and Wings 5&6 fire protection systems repair. * Ward Hall contract awarded, contractor to mobilize in Jan 2025. * Utility Bridge replacement funding delayed, anticipate award in FY26
	Non-planned facility efforts	M	Funding secured and a contract awarded for the initial phase of multi-year Bancroft Hall recapitalization. Phase 0 will renovate center section and create additional berthing capacity throughout Bancroft Hall.

### 3. Address the current and forecast impacts of water intrusion

Goal	Metrics	EOY Assessment - Met and Ongoing	
Continue to address the current and forecast impacts of water intrusion to ensure the safety of personnel, sustain operations today and into the future, and protect USNA's capital investments. (SP-G3-O3)	Complete reconstruction of Farragut Seawall	M	Farragut Seawall reconstruction completed on time and on budget.
	Award contract and commence reconstruction of damaged and failing YP pier.	M	\$63.1M contract awarded to rebuild and raise the YP pier and wave screen. Construction commenced, anticipated Aug 2025 completion.
	Secure funding and award contract to repair Ramsay Road and protect it from frequent high tide flooding.	M	\$10.9M contract awarded to raise and repair Ramsay Road. Construction anticipated to start prior to the end of CY24.

### 4. USNA Administration improvement

Goal	Metrics	EOY Assessment - Not Met	
Eliminate outdated instructions (MSCHE 2016 suggestion #2)	Reduce the number of outdated instructions (59 over 10 years old) by 50%	NM	Number of outdated instructions reduced to 45, broken out as follows: USNA (34), Academic (7), Commandant (3), Athletic (1).

## Superintendent (cont)

5. Engagement, Retention & Equal Opportunity		
Goal	Metrics	EOY Assessment - Objectives Not Met
Strengthen the environment within the Brigade to be more unified, where all are treated with dignity and respect, making us stronger leaders, better shipmates, and more productive citizens. (SP-G1-O4)	Continue the USNA-NROTC semester exchange program	NM USNA identified candidates to support this initiative, however exchange with Howard University did not take place due to training conflicts.
	Office of Engagement, Retention and Equal Opportunity initiatives	M * Based on FY24 NDAA, Office of Diversity, Equity and Inclusion was dissolved. A new office with new purpose, the Office of Engagement, Retention & Equal Opportunity was formed. * Planned & executed renamed ASPIRE Leadership & Inclusion Summit
6. Stockdale Center - Midn Development		
Goal	Metrics	EOY Assessment - Met
Integrate ethical leadership and character development across the entirety of the midshipman experience, including living in Bancroft Hall as well as all academic, professional, athletic, and extracurricular activities. (SP-G1-O2)	Through the Leadership Excellence Council, continue to coordinate and align efforts across USNA to develop ethical leaders; procure the Carnegie Classification in Leadership for Public Purpose	M Developed and submitted an 84-page application for the Carnegie Elective Classification for Leadership for Public Purpose that resulted in USNA becoming among the 35 schools nationwide to be granted that status.
	Continue the Stockdale Center's Distinguished Chair for Leadership efforts.	M Distinguished Chair for Leadership individually mentored 70+ midn, spoke with all 4/C and 2/C during core courses, and co-led leadership coaching development for 180 faculty and staff members.
	Expand the electronic dissemination of ethical leadership material through the Stockdale Center's Innovation Laboratory	M * Increased followers/subscribers on various platforms from 1-9% * Due to funding shortfalls, Innovation Lab suspended in June 2024.
	Expand "Teaching Leadership with the Classics" initiative to include a "Teaching Leadership with the Classics" Conference with St. John's College.	M Working with USNA and St. John's scholars, executed a day-long conference dedicated to teaching leadership with classic resources. 60 attendees participated, 15 presenting papers or in panel discussions.
	Continue Ethics Across the Curriculum and the Yard annual workshops	M Expanded program by teaming with Center for Teaching and Learning to host two faculty workshop sessions regarding the use of Generative AI. 30 faculty members, including some from other MSAs, participated.
7. Stockdale Center - Faculty/Staff/Coaches Development		
Goal	Metrics	EOY Assessment - Met
Increase professional development opportunities for USNA team members to learn and apply best practices in pedagogy, coaching, and support services to advance as experts in their fields. (SP-G2-O2)	Continue personalized coaching for faculty, staff, and coaches	M * Continued Coaching Skills program, w/8 cohorts (62 faculty, staff and coaches) trained on basic tenets of coaching. * Expanded program to leaders w/in the Brigade, reaching ~75 company commanders and team captains and 600 Plebe Summer detailers. * Supported 14 individuals in the Coaching Skills for Higher Education Leaders at Georgetown University.
	Continue revamped Associate Fellows Program	M Expanded program from 10 (AY23) to 16 participants completing the year-long course, including classroom and experiential learning.
	Continue the Professors at Sea and Faculty in the Field experiential learning programs for faculty, staff, and coaches.	M * 12 faculty participated in U.S. Aircraft Carrier embark. * Grew Influencer in the Field program, adding staff and coach participation. 14 midn influencers completed 2-day Quantico experience * Offered first YP adventure with 42 participants with positive feedback * Provided NOLS opportunity for 24 faculty, staff, and coaches