

# Stewardship Review of Strategic Priorities

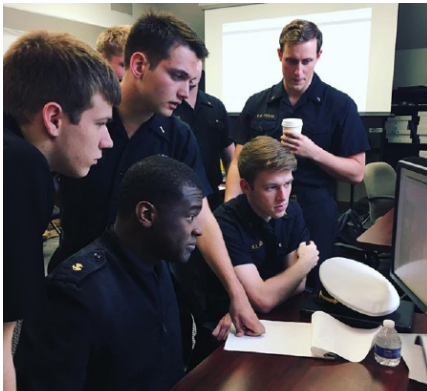
*An overview of the top strategic fundraising opportunities at USNA and their impact in the 2018-2019 academic year.*





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# Strategic Priorities

*These summaries currently highlight program information from 2018-2019, but will continue to evolve over time as information is collected for subsequent academic years.*



## Admissions Excellence:

In support of the Naval Academy's mission to graduate morally, mentally and physically exceptional leaders, the USNA Office of Admissions conducts a wide range of marketing, education and outreach programs each year designed to connect with high school students and their families, guidance counselors and community leaders, congressional offices, volunteers and more. Along with annual admissions summer events, these programs ensure a pipeline of promising potential applicants, with a particular focus on the recruitment of candidates interested in the STEM disciplines. The Fund for Admissions Excellence heavily supports the Academy's outreach efforts, leading to a 64% increase in the number of fully qualified applicants over the last 10 years.

### 2018-2019 Highlights:

- 2,551 rising high school seniors attended the annual Summer Seminar, participating in academic sessions, admissions briefings, and a physical education program similar to plebe summer.
- 838 9-11th graders participated in the residential Summer STEM program in 2019; the program has grown to reach a total of 6,682 student attendees, many of whom (444 since the program's inception) go on to continue their education at the Naval Academy and pursue STEM majors.
- With the highest acceptance rate of admission offers in the nation and in Academy history, incoming classes have broken plebe-year academic and physical fitness performance marks and contribute to the highest graduation rate and most diverse Brigade of Midshipmen in Academy history.



## Athletic Excellence:

The Fund for Athletic Excellence serves as an unrestricted annual fund for Navy Athletics, providing Physical Mission support and supplemental resources for all 33 varsity programs and 16 club sports. Donations made through the USNA Foundation to The Fund for Athletic Excellence are used annually to:

- Support Physical Mission needs to create and sustain a winning environment for all varsity programs and club sports
- Recruit and retain outstanding coaches to serve as educators and role models for student-athletes
- Provide Margin of Excellence resources which enhance the everyday student-athlete experience
- Support the Naval Academy Preparatory School (NAPS) varsity athletic program, which competes against other preparatory schools, junior colleges, and college junior varsity teams



Aided by generous funding, Navy Athletics continued to do remarkable things in the 2018-2019 athletic and academic year. Some notable achievements include winning nearly two-thirds of all varsity athletics competitions, earning 21 individual All-American honors, 7 Academic All-American titles and 7 Patriot League Scholar-Athletes of the Year, defending the Patriot League President's Cup and capturing the Army-Navy Star Series.

The Athletics department continues to make progress on the construction of the Ron Terwilliger Center for Student-Athletes, the renovation of the USNA Golf Course and ongoing improvement to Navy-Marine Corps Memorial Stadium.

## Center for Academic Excellence:

The Class of 1963 Center for Academic Excellence, endowed by J. Ronald Terwilliger '63 and Classmates (CAE), offers high quality academic support programs for all midshipmen seeking to improve their academic performance. Through a student-centered approach, the Center supports midshipmen to help them meet USNA's high academic standards, encouraging them to become active participants in the learning process. Here are just a few highlights of another exciting year at CAE:

- Record-breaking 50,602 total visits, an increase of 5,502 visits over 2017-2018
- 3,147 unique students (70.6% of the Brigade of Midshipmen) made at least one visit to the center, a record amount of unique visits
- 1,488 average visits per week

By continuing to tailor its academic support programs to the evolving needs of midshipmen and by maintaining the highest standards for quality, CAE has become synonymous with academic success throughout the Brigade. Donor contributions maintain this margin of excellence and allow USNA's future naval officers to thrive.



## STEM Center for Education & Outreach:

The [USNA STEM Center](#) is focused on addressing an urgent national need for more young people to pursue careers in science, technology, engineering and mathematics. USNA faculty and midshipmen provide STEM outreach to local and national communities to engage and influence students and teachers. Some statistics from 2018-2019 include:

- In June 2019, 838 rising 9th-11th graders attended the annual USNA Summer STEM Program.
- More than 470 female students participated in fall, winter and spring Girls Only STEM Days, including the STEM Center's first High School Girls Only Day.
- The STEM Center held outreach events in locations all over the world, from Alaska and California to Germany and the Netherlands.
- More than 780 teachers and informal educators attended STEM Educator Workshops in 2018-2019, reaching thousands of students through secondary impact.



## Center for Cyber Security Studies:



The Center for Cyber Security Studies (CCSS) continues to be among the Academy's leading strategic priorities as it prepares midshipmen for the constantly evolving technical landscape of the 21st Century. The Center's mission is to enhance education in all areas of cyber warfare, creating opportunities to share cyber expertise and perspective and increasing interdisciplinary research at the United States Naval Academy.

### 2018-2019 Highlights:

- Cyber Operations became the third most popular major for the Brigade and it continues to grow in popularity among midshipmen, with 46 majors in the Class of 2019, 68 in 2020, 97 in 2021 and 115 in the Class of 2022.
- Hopper Hall construction is scheduled to be complete by Spring 2020, with classes scheduled to begin inside in Fall 2020.
- The CCSS hosted a fall and spring lecture series featuring prestigious speakers including the CEO of Microsoft, the former deputy director of the National Security Agency, the principal deputy director of national intelligence and other industry and government leaders.

Additionally, the USNA Cyber Operations major became the first of its kind to be formally accredited by ABET (the international group that authorizes technical degree programs across the globe) under its new evaluation criteria. USNA now works with ABET to assist other schools across the nation in developing their own cyber security curricula.

## Experiential Leadership Development:

The Center for Experiential Leadership Development (ELD) combines the Leadership, Education, and Development (LEAD) Division's curricular programs with the USNA's experiential leader programs, transforming classroom theories into real-life leadership opportunities. ELD aims to prepare midshipmen to excel in leadership positions and learn through practice as well as reflection. Some program highlights from 2018-2019 include:

- *Class of '77 Gettysburg Leadership Encounter* – Two trips to the Gettysburg Battlefield occur each year in June and December. This annual retreat allows midshipmen to study leadership principles, network and improve team building through peer support, while gaining important historical context and attending classes on leadership, loyalty, standards and action.
- *Outward Bound Spring and Summer Expeditions* – Twice a year, midshipmen have the opportunity to participate in outdoor expeditions alongside veterans, where they practice real-world decision making in unpredictable wilderness environments. In March 2019, the midshipmen and veterans spent five days hiking the Appalachian Trail (Harpers Ferry area), and in Summer 2019 midshipmen joined a two-week, small-unit leadership expedition that tested their teamwork and leadership skills in the wilderness.
- *Vietnam LREC* – In July and August 2019, Col. Maria “MJ” Pallotta '94, USMCR and Capt. Marko Stawnyczyj, USMC took eight midshipmen to Vietnam for 16 days of cultural immersion and battlefield study. As the first combined IPO–ELD LREC trip, this experience provided select midshipmen an opportunity to engage with Vietnamese culture and study the history of U.S. diplomatic and military involvement before, during and after the Vietnam War.

These programs are just a few of the many opportunities offered by the Center for Experiential Leadership Development. Ongoing funding makes it possible for ELD to continue to expand its programs and engage midshipmen in a rich variety of experiences, strengthening their leadership skills and shaping them into the dedicated officers they will become.





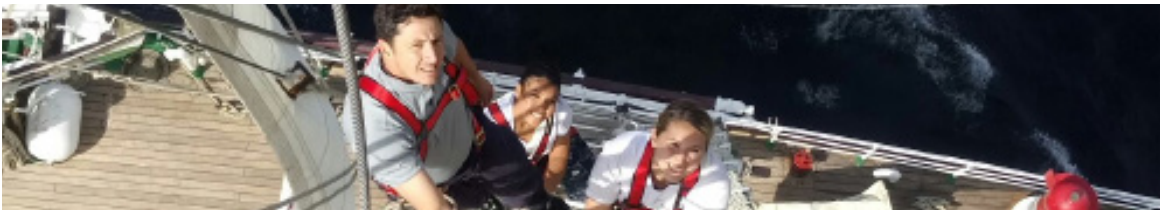
## International Programs Office:

Since 2005, more than 4,500 midshipmen have participated in an international experience. In the 2018-2019 academic year, the International Programs Office sent 330 midshipmen to 35 different countries around the world. The program types (for which summaries can be found [online](#)) include:

- Semester Study Abroad Program
- Language Immersion Programs
- Cultural Opportunities
- Professional Training with Foreign Navies

International opportunities broaden midshipmen's horizons, forcing them to step out of their comfort zones and allowing them different perspectives of the world they will enter as officers. Moving forward, IPO will continue to expand its opportunities for midshipmen through a number of growing programs:

- Increasing partnerships with counterpart naval academies through semester exchange and participation in USNA midshipmen-led conferences and USNA summer professional programs
- Partnering with the Naval Academy's Center for Cyber Security Studies to develop summer study abroad programs providing experiential learning opportunities in cyber security in Australia, Estonia, Germany, Israel, Italy, Japan, Singapore and the United Kingdom
- Using established ties with non-governmental organizations (NGOs) to engage in humanitarian assistance and disaster relief efforts in the developing world



## Midshipman Activities Fund (MAF):

The Midshipman Activities Fund (MAF) is designed to provide private funding for activities that would not otherwise exist at the individual, company or Brigade level. MAF functions in a similar manner to campus support organizations at civilian institutions of higher education, offering student and recreational organizations that enhance the daily lives of the midshipmen.

With an overall budget of \$2,775,000, MAF supported more than \$550,000 worth of Brigade Activities in 2018-2019, including almost \$390,000 worth of club sports activities, \$55,000 worth of ECA's and approximately \$40,000 of wardroom updates. Funding allows midshipmen to thrive, as seen in Navy club teams' successes at National Championships (Women's Softball and Men's Lacrosse) and continued musical excellence in the Drum & Bugle Corps and Gospel Choir.



## Project-Based Learning:

Project-Based Learning (PBL) is a comprehensive instructional approach that engages students in practical and cooperative investigation. The complexity of today's naval weapons mandates a multidisciplinary approach to engineering and technology, making PBL an essential part of midshipmen education. Midshipmen in STEM majors such as Aerospace, Oceanography, Meteorology and Cyber Security Studies gain real-life experience and work together in teams to create projects and make sense of problems by:

- Asking and refining questions
- Making predictions and drawing conclusions
- Designing plans and experiments
- Collecting and analyzing data
- Communicating ideas and discoveries to others

These projects are highlighted during the annual [Capstone Day](#), which is held each year in April. As the Academy's annual federal appropriation does not fund the entire range of Project-Based Learning activities necessary to achieve these goals, the generosity of

## Stockdale Center:

The Stockdale Center for Ethical Leadership, established in 1998 and renamed to honor VADM James B. Stockdale '47, USN (Ret.) in February 2006, is a valuable resource for the Naval Academy and its midshipmen that aims to empower leaders to make courageous ethical decisions. The Center had a highly successful year in 2018-2019, continuing to advance its mission to produce leaders of uncompromising character and develop innovative products to strengthen the learning process on and off the Yard. This past academic year the Center hosted a number of conferences, competitions and research opportunities. Some highlights included:

- *The Influence the Influencer Initiative* – this program strengthens the capabilities and confidence of USNA faculty, coaches and staff through a variety of leadership opportunities across the country.
- *McCain Conference on Military Ethics and Leadership* – On 28-29 March 2019, the Stockdale Center held its 19th annual McCain Conference, seeing the highest attendance in the event's history.
- *Midshipman opportunities* – In 2018-2019 midshipmen excelled on the Ethics Debate Team, attended the American Service Academy Program 16-day educational initiative in Poland, performed research on the ALLIES Civil Military Relations Research Trip to India and attended the annual Law of Armed Conflict Competition (LOAC) in San Remo, Italy.

Moving forward, the Stockdale Center plans to increase its research and leadership opportunities, refine its educational programs and expand to new physical locations to accommodate a growing number of opportunities. For regular updates browse their bi-annual newsletter, ["Taking Stock."](#)

## Naval Academy Fund:

A gift to the Naval Academy Fund has the power to elevate and transform the Naval Academy, the midshipman experience and the USNA alumni community. The Fund is the lifeblood of Academy support because it provides versatile, unrestricted resources for the Brigade of Midshipmen, the Alumni Association and the Foundation. This flexibility allows the Superintendent to direct support to where the needs and opportunities are the greatest. While the government funds the U.S. Naval Academy's core operations, loyal donors establish and maintain the margin of excellence.

So far, more than 34,000 donors have made commitments to *Called to Serve, Daring to Lead: The Naval Academy Campaign*, including more than \$10 million to the Naval Academy Fund last year. Concluding in 2020, the impact of the Campaign will be felt by current and future midshipmen as well as generations of alumni. To recognize the continued commitment of our donors, the Foundation created a display at the Armel-Leftwich Visitor Center that recognizes both lifetime and annual leading donors to the Naval Academy Fund.

