

UNITED STATES MERCHANT MARINE ACADEMY
KINGS POINT, NEW YORK

3 September 2009

Superintendent's Notice 09-13

Subj: USMMA STRATEGIC GOALS

As part of our strategic planning effort, the Strategic Planning Committee has identified six Strategic Goals which capture the institution's collective vision, and provide a focus for program growth and development. These goals were developed in consultation with our leading stakeholders, to ensure that our institution is shaping up on a course that meets the needs and expectations of the maritime industry and the Nation now and into the future.

Goal 1: Baseline review of programs, a purposeful continuation of the ongoing initiative to determine the mandatory core of midshipmen programs, including the academic, regimental and co-curricular elements. This effort will identify a collectively agreed upon set of core programs for the midshipmen with the added benefit of permitting a more responsive approach to new initiatives (see also Goal 3).

Goal 2: Exploit USMMA's maritime education leadership role, a purposeful initiative to use the talent, expertise, and reputation of the USMMA to provide leadership in the national and international arenas of mariner education.

Goal 3: Develop and pursue focused strategic initiatives, a purposeful initiative to identify emerging trends in marine transportation and to translate these into educational programs for the midshipmen. We have identified seven initiatives of current interest. Since this initiative requires a lean and responsive curriculum, it is inextricably tied to Goal 1.

- Alternative power
- Inland/brown water
- Offshore energy
- LNG transportation
- National Guard and Reserve Communities
- Ethics and Character
- Maritime Security

Goal 4: Model stewards of our resources, a purposeful initiative to improve the management and allocation of all resources—whether natural, financial, or human—at USMMA.

Goal 5: Capital Improvement Plan, a purposeful initiative to focus attention and resources on the improvement of the infrastructure and physical plant with all processes being carried out in a transparent fashion.

Goal 6: Enrollment Management, a purposeful initiative to improve the recruiting and selection of students, the support and tracking of their performance in residence and at sea, and to close the loop with monitoring of post graduate success.

Attachment 1 provides a set of initial action items intended to help move us toward achieving these goals.

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ALLEN B. WORLEY
Rear Admiral, USMS
Superintendent

Dist: Via email

ATTACHMENT 1

Strategic Plan Action Items (September 2009)

Goal 1: Baseline Review of Programs

Implementation Strategies

- 1.1 Continue the Baseline of Midshipman Programs as set forth in SUPINST 2007-18
- 1.2 Establish a process to review program effectiveness

Key Performance Indicators

- 1.1.1 Completion of Phase IV by 6/30/09.
- 1.2.1 Phase V (post review) requirements are addressed by 10/31/09.

Goal 2: Exploit USMMA's Maritime Education Leadership Role

Implementation Strategies

- 2.1 provide leadership in mariner education at the international and national level, development of new programs and training standards

Key Performance Indicators

- 2.1.1 Participation in and provide expert advice to the US Delegation to the STW Sub-committee meetings and to the MERPAC Advisory Committee to the United States Coast Guard
- 2.1.2 Participation in, and lead as appropriate, the development of new model courses for the International Maritime Organization upon completion of the Comprehensive Review of STCW
- 2.1.3 Purposeful cultivation of the necessary relationships and local conditions to ensure that midshipmen, faculty and staff are seen as a primary resource by the parent agency, MARAD and the DHS/USCG.
- 2.1.4 Participation in and hosting of relevant conferences of maritime and professional organizations such as IAMU, IAME, SNAME, IRNSLC, IMLA, GlobalMET, MERPAC, SOCP, et cetera.

Goal 3: Develop and Pursue Focused Strategic Initiatives

Implementation Strategies

- 3.1 Develop an effective means to monitor and evaluate emerging trends in the domestic and global marine transportation environment whereby USMMA is able to identify relevant opportunities for program growth, modification, or elimination and to implement initiatives in a timely manner.

Key Performance Indicators

- 3.1.1 Alternative power programs- aggressive partnerships are formed with RITA, DOE, and state and local agencies to utilize USMMA expertise and resources in the development of practical alternative energy solutions for the transportation system with particular emphasis on the marine sector and the vessel/shore interface.
- 3.1.2 Inland/brown water fleets- development of ties with this industry sector and development of a comprehensive program that supports this segment through internships, course development, simulation technologies, enrollment management and career planning.

- 3.1.3 Offshore energy- development of ties with this industry sector and development of a comprehensive program that supports this segment through internships, course development, simulation technologies, enrollment management and career planning.
- 3.1.4 LNG- fine tuning of existing course syllabi, development of appropriate teaching and assessment methods, and incorporation of simulation to the maximum extent possible thereby ensuring a leadership role in this important area of seafarer training and education.
- 3.1.5 National Guard and Reserve Communities- development of ties with National Guard Bureau and other military service branches and identification of commissioning opportunities therein, which exploit USMMA graduates' specialized qualifications.
- 3.1.6 Ethics- establishment of a Center for Maritime Ethics and active exchange with key partners in business, military, and educational sectors.
- 3.1.7 Maritime Security- The following actions will enhance the Academy's already prominent role in maritime security education and training:
 - 3.1.7.1 Establishment of MOAs with agencies and companies sponsoring applied research projects.
 - 3.1.7.2 Expansion of the undergraduate elements of the curriculum that address security topics.
 - 3.1.7.3 Increase in agency and public awareness of the Academy as a security-related resource.
 - 3.1.7.4 Support of faculty research and publication on security subjects.
 - 3.1.7.5 Participation in security conferences by faculty and midshipmen

Goal 4: Model Stewards of Our Resources

Implementation Strategies

- 4.1 Establish a culture of institutional and individual responsibility to improve management or consumption of all resources, whether natural, financial, or human.
- 4.2 Establish an effective institutional assessment program

Key Performance Indicators

- 4.1.1 Implementation of effective, informed, data-driven, campus wide budgeting and financial management practices.
- 4.1.2 Implementation of management recommendations as may be mandated by MARAD, OST, and GAO.
- 4.1.3 Development and implementation of a five-year human capital management plan.
- 4.1.4 Assurance that new structures erected on campus attain LEED certification at a minimum of the "Gold" level.
- 4.1.5 Establishment of a Green Team to identify and implement both cost savings practices and "green" initiatives.
- 4.2.1 Establish an Institutional Assessment Committee, with appropriate mandates and authority

Goal 5 Capital Improvement Plan

Implementation Strategies

- 5.1 Continue the aggressive pursuit of capital construction, maintenance, and repair projects as identified in the Academy's Capital Improvement Plan employing, as appropriate, the Blue Ribbon Panel and the Capital Improvement Strategic Plan

Key Performance Indicators

- 5.1.1 On-time completion of Murphy Hall renovation.
- 5.1.2 Establishment of partnership with the US Coast Guard to accelerate the replacement of Mallory Pier and other waterfront projects to commence in FY2010.
- 5.1.3 Establishment of partnership with the Dormitory Authority of the State of New York to fund the construction of the GMATS student lodging facility.
- 5.1.4 Achievement of a high level of transparency with Congress and DOT and MARAD officials in the execution of the CIP.

Goal 6: Enrollment Management

Implementation Strategies

- 6.1 Develop and implement an effective enrollment management process to improve the recruiting, admissions and selection efforts as well as the overall quality of our graduates.

Key Performance Indicators

- 6.1.1 Development and implementation of a comprehensive data analysis program, to identify, track, and adjust metrics predictive of both undergraduate and post graduation success and including the processes related to NIME.
- 6.1.2 Development and implementation of effective recruiting policies and practices that: a) focus on those candidates most likely to excel and b) ensure a nationally representative percentage of female and minority students.
- 6.1.3 Establishment of partnerships with key stakeholders, to identify and recruit qualified candidates.
- 6.1.4 Development and implementation of a comprehensive branding strategy within the maritime industry and high school community.
- 6.1.5 Establishment of partnerships with other maritime education institutions to develop a comprehensive recruiting and enrollment program to better meet the global need for qualified seafarers.