

# Strategic Plan 2018-2023





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2018-2023 Strategic Planning Assessment Process To ensure mission effectiveness, an organization must continually assess progress according to its Strategic Plan. When facing the challenges of fiscal uncertainty, the knowledge gained from critical self-assessment informs effective prioritization of competing goals and objectives.

The 2018-2023 Strategic Plan identifies specific Goals and Objectives that will be pursued over the next five years consistent with resource levels. This plan will be supported by annual business plans that identify the strategies and projects needed to fulfill the identified strategic objectives.

The Superintendent's Council on Institutional Effectiveness is charged with compiling, analyzing and assessing the data needed to report the status of the Strategic Plan to the Senior Leadership Team and the Superintendent.



Superintendent's Letter of Promulgation 2018-2023

This strategic plan is the Academy's statement of direction and declares our vision and mission.

It identifies our strategic goals and outlines the supporting objectives that will move us in a common direction. It serves as a framework for making resource allocation decisions required for the execution of our mission and the pursuit of our vision. This strategic plan is a necessary, but not sufficient, step toward making our vision a reality. For our vision to become a reality, we require corresponding commitments from Coast Guard leadership and all Academy personnel.

This document offers an optimistic outlook for the Academy over the next five years. Developed through the hard work of our faculty and staff, this plan identifies the major goals and objectives that our institution will pursue. Together, we have outlined a broad plan that strengthens and builds on our existing programs to support the Coast Guard and our nation for years to come.

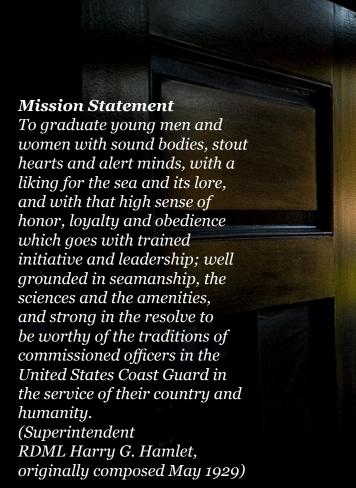
We understand, however, that our goals cannot be achieved without sufficient resources. We cannot take on responsibilities or activities that are not adequately resourced. Thus the success of this plan hinges on the ability of the Academy, the Coast Guard, the Department of Homeland Security, and other partners to obtain needed resources.

We do not have the capacity to be undisciplined; we will only focus on work of the highest importance and resist the temptation to engage entities or initiatives not aligned with our vision and strategy. For the Academy to be nationally valued, we must deliver on promises made, and therefore be careful about the promises we make. We must elevate our message to our stakeholders and take advantage of every opportunity to communicate our value.

The United States Coast Guard Academy reflects the very best of the Coast Guard. The young men and women who dream to become officers in the Coast Guard learn the meaning and importance of sound leadership, communications, and commitment from our example. They will learn to be optimistic, to think big, and to stretch themselves only if they see those attributes modeled here. Then, they will go out into the Coast Guard and beyond, and perform in a manner that best serves the nation in the highest traditions of the United States Coast Guard.

This document provides a framework for our Academy to realize our vision.









Vision Statement The Coast Guard Academy is a foundation of leadership, character and intellectual capacity for the United States Coast Guard and the Department of Homeland Security, and a source of leaders of character for our nation. In serving the American public, the Academy executes worldclass maritime-oriented academic, professional, athletic and values-based programs to educate, train, and inspire leaders of character. The Academy provides intellectual and human capital support that contributes to the Coast Guard at the local, national, and international levels. The Academy fosters an inclusive environment for all and will continue to develop integrated systems, attract talented people, and secure robust resources to achieve the mission. (Superintendent

RADM James E. Rendón, 2017)



Goal 1: Deliver a World Class Program that is Continuously Assessed and Improved

## **Strategic Direction:**

Execute programs in line with our Shared Learning Outcomes that meet academic accreditation requirements and develop personal and professional character while graduating leaders with a passion for service, intellectual development, and lifelong learning. Provide the Coast Guard with resilient, skilled maritime professionals, competent in operational and support capabilities through efficient activities and processes.

### **Objectives**

**Leadership Abilities:** Graduate military leaders of character who understand and apply sound leadership principles and competencies including the ability to develop, direct, and evaluate diverse groups. Graduates will function effectively and ethically as leaders, facilitators, and members of diverse teams, and be able to conduct constructive assessments of self and others.

Personal and Professional Qualities: Graduate officers who maintain a professional military lifestyle that embraces the Coast Guard Core Values of Honor, Respect and Devotion to Duty. This lifestyle embodies physical fitness, wellness, mental and physical toughness, and an inclusive mindset. Our graduates must also adhere to customs, courtesies and social skills befitting members of a maritime military service. To be successful, they shall employ foundational watchstanding, seamanship and leadership principles while developing an understanding of our Service's maritime heritage within the context of a national and global environment.

Leader of Character: One who embodies the conspires others to achieve a goal by seeking to a demonstrating the courage



## Ability to Acquire, Integrate and Expand Knowledge:

Graduate officers who have acquired and integrated the indepth knowledge associated with both an academic major and a military, maritime professional. Officers must also possess the skills and motivation for lifelong learning, including the ability to know when there is a need for information, and to be able to identify, locate, evaluate and effectively use that information for the issue or problem at hand.

**Communication Effectiveness:** Graduate officers who can write clearly, concisely, persuasively and correctly; prepare and deliver well-organized and polished oral presentations; read and understand a variety of written materials; listen thoughtfully to oral arguments; respect diverse opinions and formulate reasoned alternatives and responses.

**Critical Thinking:** Graduate officers who can accomplish complex tasks in a broad range of contexts by applying the basic skills of critical analysis, systems thinking, quantitative reasoning, risk management, creative problem solving and value-based decision making.

e Coast Guard core values and influences and discover the truth, deciding what is right, and e to act accordingly, always.



Goal 2: Advance the Coast Guard Academy as an Intellectual and Human Capital Resource for the Coast Guard, DHS and our Nation

## **Strategic Direction:**

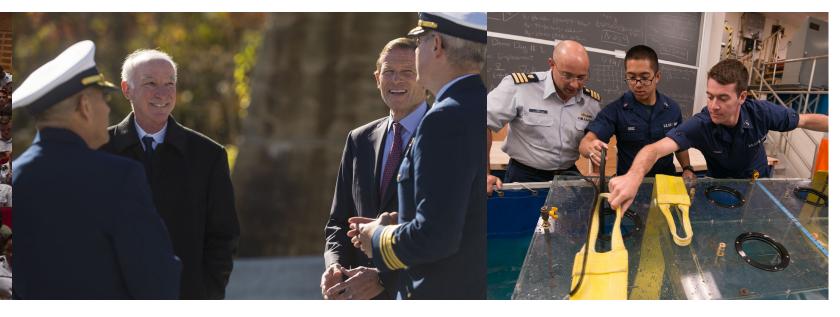
With resource constraints in mind, support the Coast Guard, DHS and our nation with intellectual capacity and professional services in scientific, engineering, policy, operations research, management, inclusion, and leadership disciplines through effective collaborations and partnerships.

## **Objectives**

**Mission Effectiveness:** Prioritize areas of strategic importance to support the security, safety, and economic prosperity of the United States and its allies. Support Coast Guard and DHS through scholarship, training, writing and publications, outreach, capstone projects, and independent studies.

**Centers of Excellence:** Achieve proper resourcing for the Coast Guard Academy to support the Coast Guard and DHS in fields including cyber education, Arctic policy, leadership and character development, diversity and inclusion, resiliency, lifelong wellness, and other emerging needs.

"Who Lives Here Reveres Honor, Honors Duty." -



**Engagement:** Promote local, national, and international relationships to support Academy mission attainment and partner success. Increase the reputation of the Academy and the Coast Guard through strategic engagement with stakeholders, partners, prospects, and alumni through effective outreach programs including visits, digital communications, events, media, and USCG Barque Eagle's domestic and international training cruises. With resource constraints in mind, focus on those activities that are mission essential with the highest return.

Coast Guard Human Capital Strategy: Systematically support short-term and enduring recruiting, training, retention, and education needs to meet Service mission requirements for an increasingly technical officer workforce. Create strong partnerships with other service academies, civilian colleges and universities, government agencies, and professional organizations to recruit, educate, train, and retain the best active, reserve, civilian and auxiliary workforce in the world. Create programs that will advance our LEAD\* strategy and other best practices to develop Coast Guard leaders of character across the Service by engendering a shared terminology and promoting leadership development.

# - RADM S. Hadley Evans, Superintendent

<sup>\*</sup> LEAD: Learn from theory, Experience through practice, Analyze using reflection, and Deepen understanding through mentorship.



## Goal 3: Cultivate a Supportive and Inclusive Environment

## **Strategic Direction:**

Foster an inclusive environment enabling personal and professional growth where all are able to reach their greatest potential in motivating a diverse Coast Guard workforce to achieve current and future objectives.

## **Objectives**

**Inclusive Environment:** Promote a culture of respect that values a broad spectrum of skills and perspectives while ensuring supportive and rewarding learning environments for all. Leverage organizational and workplace climate assessment tools that employ appropriate feedback to identify concerns and formulate actionable responses.

**Strategic Enrollment Management:** Implement a plan that facilitates the achievement of student enrollment goals. Focus on recruitment, persistence, retention, and sustainment using control metrics to optimize resource allocation across the institution while meeting Service needs.

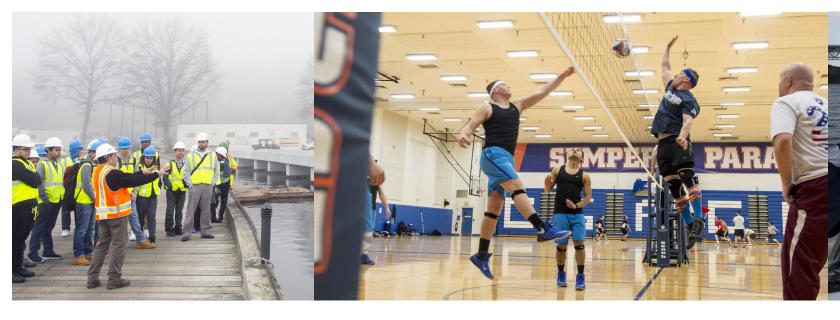
"As you put forth the proper degree of effort, you Indeed, the Corps of Cadets IS the Academy is and administrators." - RADM I



**Mentorship:** Leverage best practices to promote mentorship and professional growth through formal programs, integrated research, cadet experiences, and other frequent quality interactions among community members and partners.

**Employer of Choice:** Promote recruitment and retention of a diverse staff and faculty by supporting personal, professional and leadership development with proven or promising initiatives including outreach, marketing, selection, promotion of scholarly endeavors, and attainment of nationally recognized licenses, certifications and professional competencies for Academy faculty and staff.

ou will become an integral part of the Academy. in a greater sense than buildings, equipment, I Frank Leamy, Superintendent.



# Goal 4: Ensure a Safe and Secure Environment, Resilient Systems and Adequate Resources

### **Strategic Direction:**

Provide sustainable services and support using resilient systems and adequate resources. Leverage innovation, improved technology, and standard service delivery to enable mission execution in a safe and secure environment.

## **Objectives**

Mission Support Capacity: Acquire and sustain the required assets, systems and people to achieve goals. Efficiently and effectively manage appropriated, non-appropriated, sponsor, grant, and gift income streams. As stewards of public funds, systematically ensure legal, timely and appropriate execution of funds. Distribute control to the lowest level through a repeatable, disciplined process consistent with audit requirements. Proactively secure and protect facilities, IT networks, systems, and equipment from threats by leveraging software, personnel, monitoring and training.

**Workforce Well-Being:** Maintain the physical safety and security of the Academy community. Adequately staff the Academy to support a resilient workforce, a robust learning environment, and world-class programs. Continuously develop and apply talent and experience in a safe, positive and professional work environment to support mission accomplishment.

"It's one thing to take the oath. It's another the and live it in the way of our Coast Guard."



Service Delivery: Deliver what customers need, when and where they need it. Seek efficiencies through the use of standard processes and established service level requirements to reduce redundancy and unnecessary process steps. Empower and inspire the workforce to make decisions at the right level, rather than at the highest level, while continuing to uphold statutory requirements. Innovate across the Academy to ensure processes, products, and services are efficient, cost effective, and befitting a world-class institution.

**Performance Management:** Strive for the highest standards of service, personnel performance, and return on investment. Continuously assess, monitor, and track key performance indicators to make efficient, data-based decisions for improvement.

# thing to live it. We are here to help you live it, l." - RADM James Rendón, Superintendent









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