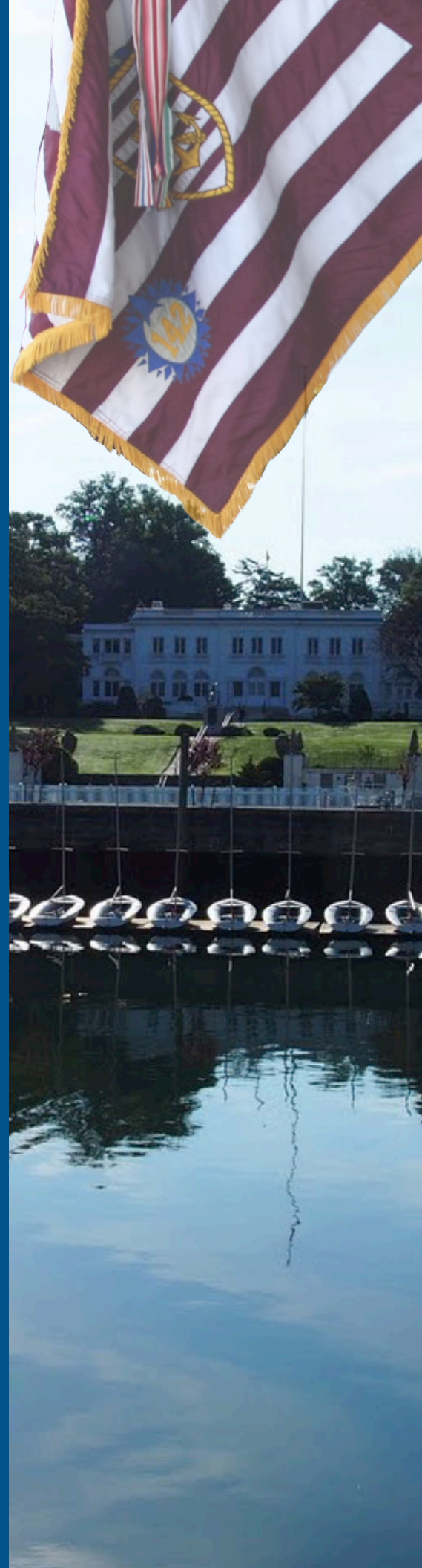




# U.S. MERCHANT MARINE ACADEMY

STRATEGIC PLAN 2012–2017







THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

July 2012

The U.S. Merchant Marine Academy is an essential national asset. It is a top priority for the U.S. Department of Transportation. For more than seven decades, the Academy has trained young men and women for careers at sea in the service of our Nation, and instilled in them the discipline, skill, and character to become leaders in the maritime industry, the military, and their communities.

Known for its rigorous academic program, USMMA requires more credit hours for a baccalaureate degree than any other Federal service academy. This challenging coursework is augmented by the Academy's Sea Year experience, which affords midshipmen the opportunity to acquire hands-on, real-world experience aboard working commercial vessels sailing to ports around the world. Midshipmen who master this demanding curriculum earn a unique combination of credentials—an elite Bachelor of Science degree, a Coast Guard license, and a commission in the U.S. Armed Forces.

For this reason, Academy graduates are highly sought after as officers in the military and the merchant marine. This merchant fleet of efficient and productive commercial ships, owned by U.S. companies and registered and operated under the American flag, forms an essential part of our domestic and international transportation system. Kings Point graduates play a key role in this industry, which is vital to America's economy and continued prosperity.

This forwarding-looking Strategic Plan sets out a clear vision for the Academy's future. It was developed with input from hundreds of midshipmen, faculty and staff, as well as representatives of the maritime industry, government and community leaders, and parents and alumni. I especially commend the midshipmen, faculty, and staff for their enthusiastic participation, thoughtful feedback, and commitment to the long-term success of the USMMA. It is only through the leadership of every member of the Kings Point community—from the Superintendent to the newest plebe—that the promise embodied here will be realized. As we work together to translate these words into actions over the next five years, the Academy will have the full support of the U.S. Department of Transportation. The Academy is an important part of our team, and I am proud of their work each and every day to develop our Nation's maritime leaders.



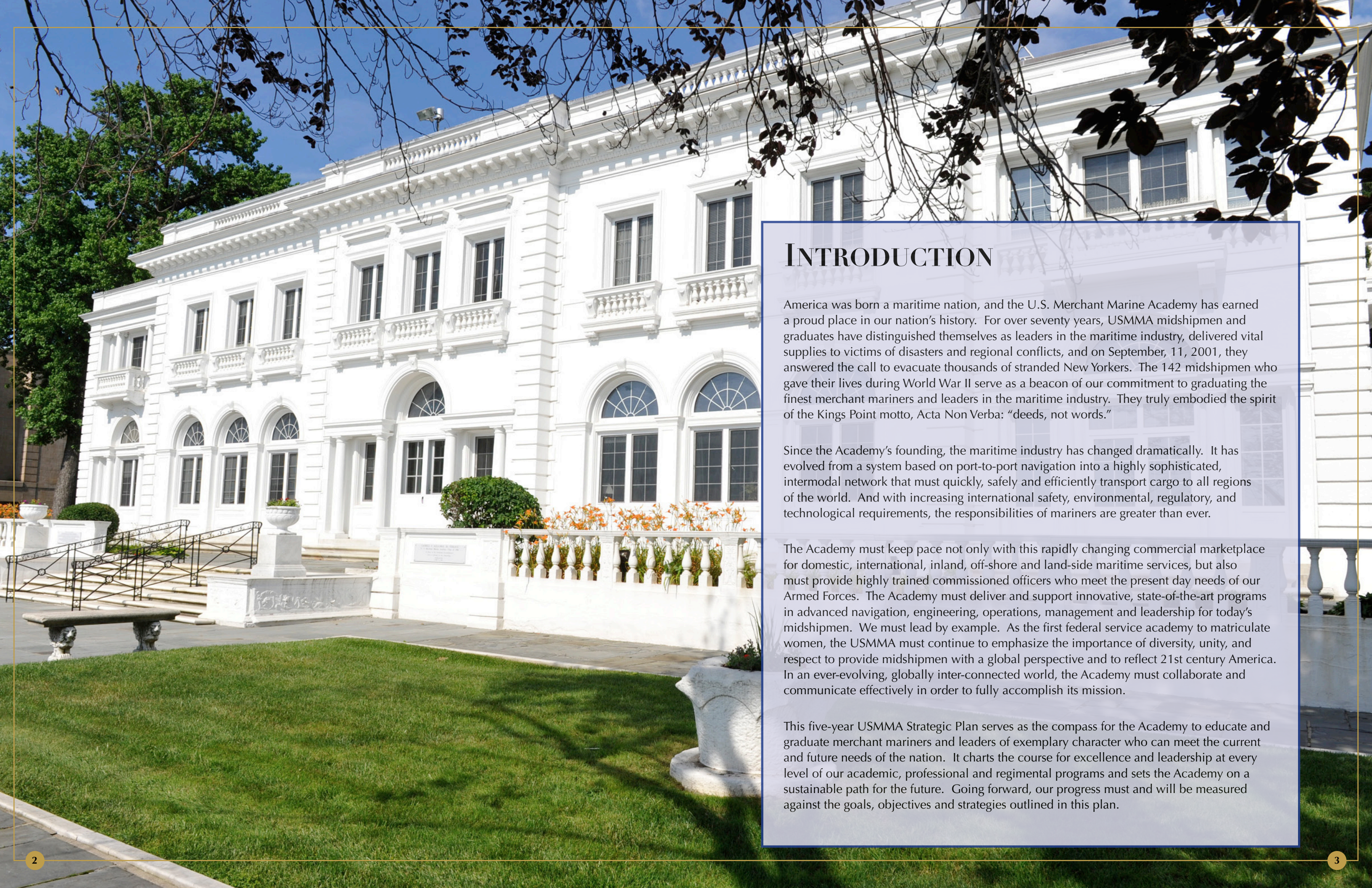
Ray LaHood



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## INTRODUCTION

America was born a maritime nation, and the U.S. Merchant Marine Academy has earned a proud place in our nation's history. For over seventy years, USMMA midshipmen and graduates have distinguished themselves as leaders in the maritime industry, delivered vital supplies to victims of disasters and regional conflicts, and on September, 11, 2001, they answered the call to evacuate thousands of stranded New Yorkers. The 142 midshipmen who gave their lives during World War II serve as a beacon of our commitment to graduating the finest merchant mariners and leaders in the maritime industry. They truly embodied the spirit of the Kings Point motto, *Acta Non Verba*: "deeds, not words."

Since the Academy's founding, the maritime industry has changed dramatically. It has evolved from a system based on port-to-port navigation into a highly sophisticated, intermodal network that must quickly, safely and efficiently transport cargo to all regions of the world. And with increasing international safety, environmental, regulatory, and technological requirements, the responsibilities of mariners are greater than ever.

The Academy must keep pace not only with this rapidly changing commercial marketplace for domestic, international, inland, off-shore and land-side maritime services, but also must provide highly trained commissioned officers who meet the present day needs of our Armed Forces. The Academy must deliver and support innovative, state-of-the-art programs in advanced navigation, engineering, operations, management and leadership for today's midshipmen. We must lead by example. As the first federal service academy to matriculate women, the USMMA must continue to emphasize the importance of diversity, unity, and respect to provide midshipmen with a global perspective and to reflect 21st century America. In an ever-evolving, globally inter-connected world, the Academy must collaborate and communicate effectively in order to fully accomplish its mission.

This five-year USMMA Strategic Plan serves as the compass for the Academy to educate and graduate merchant mariners and leaders of exemplary character who can meet the current and future needs of the nation. It charts the course for excellence and leadership at every level of our academic, professional and regimental programs and sets the Academy on a sustainable path for the future. Going forward, our progress must and will be measured against the goals, objectives and strategies outlined in this plan.





## OUR MISSION

*To educate and graduate licensed merchant mariners and leaders of exemplary character who will serve America's marine transportation and defense needs in peace and war*





# OUR VALUES

## HONOR

- We are honest and forthright
- We treat one another with respect and dignity
- We take personal ownership and hold ourselves to the highest level of integrity and accountability

## SERVICE

- We are passionate about protecting and serving America's economic and national defense interests
- We prepare the next generation of extraordinary maritime leaders and officers
- We exemplify courage, leadership and patriotic service to our nation in peace and war

## EXCELLENCE

- We graduate the best prepared and educated students who serve in positions of leadership and responsibility in the maritime industry
- We are dedicated professionals delivering quality programs to serve our midshipmen, the maritime industry and the nation
- We are forward-looking and innovative to meet the needs of a dynamic global maritime environment



# OUR VISION

## *The world leader in maritime education...*

- Academy graduates will be known for their exemplary leadership and sustained service to the nation
- Americans will understand the importance of the maritime industry and value the essential contribution the Academy makes to the maritime industry and national defense
- We will be recognized the world over for our innovative programs and opportunities for midshipmen
- We will attract and retain a diverse team of talented and enthusiastic faculty, staff, and midshipmen who work together to create a dynamic and collegial learning environment
- We will have cutting-edge outreach programs to recruit a diverse group of exceptional applicants
- We will have sound infrastructure and state-of-the-art facilities across the campus
- We will actively partner with local, national, and global maritime leaders and experts
- We will have strong organizational alignment, leadership, and governance to sustain high performance

*... a challenging and rewarding place to live, learn and work!*



# CUTTING-EDGE PROGRAMS

*Deliver integrated and innovative academic, professional, and regimental programs to prepare midshipmen for leadership and service to the nation*

Through the collaboration and integration of highly trained and qualified faculty and staff, midshipmen are prepared to enter careers as exemplary merchant mariners who will serve America's marine transportation and defense needs in peace and war. The Academy will deliver the best academic, professional, and regimental programs and maintain the standards necessary to ensure excellent levels of placement at graduation.



## OUR OBJECTIVES

- Faculty across the Academy who are recognized as global leaders and experts in the maritime field
- The Academy is recognized as a world leader in maritime education, training, and policy advancement
- Innovative programs that are in step with emerging industry trends and technology to ensure 100 percent placement of Academy graduates in the maritime industry or armed forces
- A comprehensive and integrated approach to academic, regimental, mental, and physical fitness programs that provides lasting benefits to midshipmen

## OUR STRATEGIES

- Articulate a commitment of maritime service to the nation as the central theme from recruitment through graduation
- Systematically review and revise the curriculum to reflect industry trends, the business and regulatory environment, and technology advancements
- Develop a comprehensive plan to ensure that a full complement of faculty and staff are trained and aligned with current and emerging industry trends
- Establish a dynamic environment that includes cross-functional teams that promote ongoing collaboration, communication, and problem-solving across the academic, professional, and regimental programs
- Expand collaboration and ongoing communications with federal, industry, and academic partners to enhance and share Academy expertise in maritime education, training, research, and policy
- Define the role of graduate studies at the Academy





# SOUND LEADERSHIP

*Strengthen leadership, organizational capacity, and governance of the Academy at all levels*

The Academy will foster a culture of leadership that reflects our passion for education, innovation, and honorable service to the nation. Working with our partners at the U.S. Department of Transportation and the Maritime Administration, we will improve the Academy's organizational capacity and establish and maintain sound accountability practices in all that we do at Kings Point. We will demonstrate a sustained commitment to organizational excellence by our pursuit of openness and fairness in our working relationships, clarity in our management structures, and engagement with our oversight bodies.



## OUR OBJECTIVES

- Effective leaders who exercise ownership, teamwork, and accountability at all levels, creating an environment of trust and confidence among all stakeholders
- Strong alignment and integration with the programs and policies of the U.S. Department of Transportation and the Maritime Administration
- Effective engagement with Advisory Board and Board of Visitors



## OUR STRATEGIES

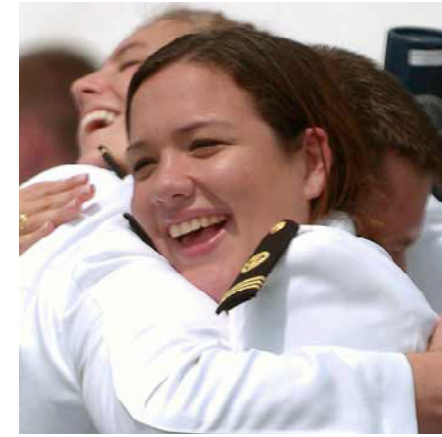
- Align with U.S. Department of Transportation and Maritime Administration strategic initiatives on organizational excellence to strengthen the Academy's leadership and organizational capacity
- Leverage the Academy's maritime leadership and expertise to further inform the policy and program initiatives of the U.S. Department of Transportation and Maritime Administration
- Regularly engage with the Advisory Board and Board of Visitors to support their oversight of the Academy and the implementation of the strategic plan
- Establish accountability structures, human capital plans, training plans, and standard operating procedures in accordance with federal laws and guidelines, and accreditation and industry standards
- Strengthen the Academy's ability to fulfill its delegated responsibilities in a sound, timely, efficient, and effective manner



# DYNAMIC CAMPUS CULTURE

*Create a vibrant, diverse, and inclusive culture to attract and educate best-in-class maritime leaders*

To enhance the overall quality of life of midshipmen, we will foster a community of common values, mutual respect, and an appreciation of the contributions of each individual. We take pride in establishing a welcoming and diverse campus that reflects our values of excellence, service, and honor. The Academy is committed to cultivating a vibrant campus environment where students can enjoy and share their cultural, spiritual, and recreational experiences.



## OUR OBJECTIVES

- A strong sense of collegiality, institutional ambition, engagement, and high morale among faculty, staff, and midshipmen
- Strong diversity of staff, faculty, and midshipmen
- Increased global understanding among midshipmen

## OUR STRATEGIES

- Develop a robust recruitment and retention program for a diverse population of midshipmen, faculty, and staff
- Establish an effective system for campus engagement that fosters a diverse, cohesive, inclusive, and interactive community
- Foster a sense of pride, trust, open communication, and fairness across all aspects of the Academy and the Sea Year experience
- Offer cultural opportunities locally and regionally that benefit midshipmen
- Integrate cultural education as a key element of the Sea Year experience





# FIRST-CLASS INFRASTRUCTURE

*Modernize the infrastructure and strengthen administrative services to support outstanding scholarship*

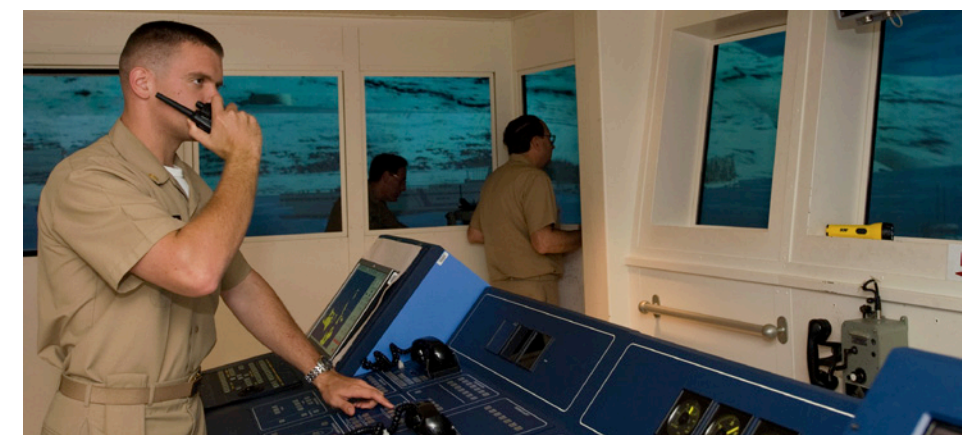
We are committed to maintaining a safe and secure environment for midshipmen and employees in order to deliver the most effective and comprehensive Academy experience. Day-to-day operations of the Academy will be conducted with the highest standards. We will provide midshipmen, faculty, and staff with facilities consistent with their personal, regimental, academic, and professional needs while keeping current with the latest technological advances.

## OUR OBJECTIVES

- Operational infrastructure that is safe, secure, connected, and sustainable
- Trained, qualified, and dedicated staff who deliver a full complement of operational services across the Academy in accordance with best practices

## OUR STRATEGIES

- Provide modern facilities with technology, security, communications, and infrastructure consistent with the changing needs of the midshipmen, faculty, and staff
- Establish a robust plan for training staff to ensure that their skills and certifications are current with professional standards and federal, state, and local regulations
- Establish an effective asset management program, including proactive preventive maintenance and planned asset renewal and reinvestment
- Develop and maintain an institutional culture that enables the Academy to respond to its immediate maintenance needs





# MEANINGFUL COMMUNICATION AND PARTNERSHIPS

*Improve communication and build strong and lasting relationships with external stakeholders*

The Academy will strengthen ongoing communications with stakeholders to enhance the institution's contributions to maritime industry research, programs, and policies, and to identify potential areas of cooperation and collaboration in support of the Academy's strategic goals.



## OUR OBJECTIVES

- The Academy is recognized as the world's premier maritime educational institution
- Strong, collaborative partnerships with industry, U.S. Navy, U.S. Coast Guard, and other federal services and agencies
- The Academy is valued as a "good neighbor" in the Great Neck and Long Island communities as well as the greater New York metropolitan region
- Strong support and giving from alumni, parents and other key stakeholders



## OUR STRATEGIES

- Develop a comprehensive communications plan that promotes and highlights the Academy's important contributions to the maritime industry, the nation, and the world
- Leverage the convening power of the Academy, U.S. Department of Transportation, and Maritime Administration to bring together maritime stakeholders to discuss emerging trends and technologies that can be integrated across Academy programs
- Develop partnerships and seek other innovative ways to promote collaborative projects among a broad range of stakeholders in the community, region, and the nation
- Build support from alumni, parents, and governmental stakeholders to advance the Academy's strategic priorities



# PERFORMANCE MEASURES



## CUTTING-EDGE PROGRAMS

*Deliver integrated and innovative academic, professional, and regimental programs to prepare midshipmen for leadership and service to the nation*

- A larger percentage of midshipmen who pass their U.S. Coast Guard license exam on their first attempt
- Higher scores on the National Survey of Student Engagement and Student Instructional Report
- Improved leadership development and performance of midshipmen
- An increased percentage of faculty whose annual performance plans include hands-on maritime training and continuing education
- More faculty publishing research papers and scholarly articles in peer-reviewed journals and presenting papers at professional meetings

## SOUND LEADERSHIP

*Strengthen leadership, organizational capacity, and governance of the Academy at all levels*

- Improved perceptions of leadership and morale among midshipmen, faculty, and staff as reflected in the federal Employee Viewpoint Survey and campus climate assessments
- A greater number of Academy offices that develop and implement standard operating procedures, human capital plans, and training plans
- An increased number of visiting professors, scholars, and lecturers with strong leadership experience
- Timely implementation of recommendations from the Advisory Board

## DYNAMIC CAMPUS CULTURE

*Create a vibrant, diverse, and inclusive culture to attract and educate best-in-class maritime leaders*

- An increased percentage of Academy graduates who represent diverse populations
- An increased percentage of faculty and staff representing women and minority populations
- An increased percentage and diversity of midshipmen who participate in a broad range of cocurricular and extracurricular activities
- An increased number of campus engagements that promote communication among midshipmen, faculty, and staff, and a quarterly tracking of the resulting actions

## FIRST-CLASS INFRASTRUCTURE

*Modernize the infrastructure and strengthen administrative services to support outstanding scholarship*

- An increased level of customer satisfaction with IT, food quality, and facilities at the Academy
- An increased number of staff whose annual performance plans include training and continuing education
- A reduced number of work orders for facility maintenance issues
- A larger number of infrastructure projects completed on time and on budget

## MEANINGFUL COMMUNICATION AND PARTNERSHIPS

*Improve communication and build strong and lasting relationships with external stakeholders*

- An increased number of community, regional, and national partnerships in support of the Academy's strategic goals
- An increased number of nationally and globally recognized meetings, roundtables, and conferences led by the Academy
- An increased number of positive references to USMMA in national and international news coverage
- Improved USMMA rankings among institutions of higher education



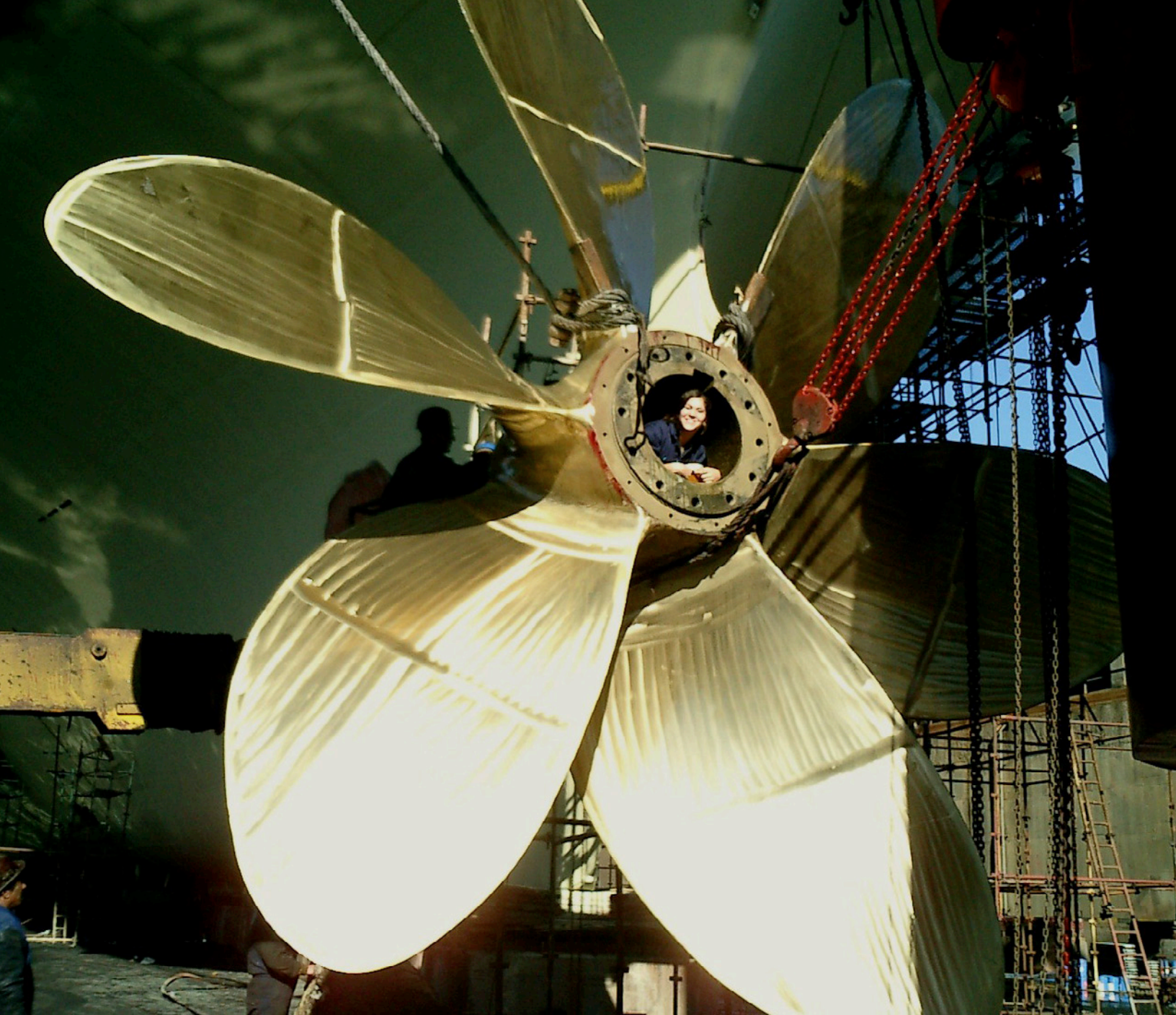


## *ALMA MATER*

*“Oh, Stately, strife born Alma Mater  
the sound flows softly at thy feet  
and sunset strikes across its waters  
as silver notes invoke retreat.*

*Now dim the paths and trees in darkness.  
The stars above our way appoint.  
We’ll sleep secure aboard ‘til morning.  
God steer thee well, Kings Point!”*





**U.S. Department of Transportation**

**U.S. MERCHANT MARINE ACADEMY**

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[www.usmma.edu](http://www.usmma.edu)