Coast Guard Academy Board of Trustees

Board of Trustees

RADM Ken Venuto, USCG
Human Resources (CG-1)
Chairman

RADM Robert Olsen, USCG
Superintendent, USCG Academy

RADM Sally Brice-O'Hara
Commander, Fifth Coast Guard District

RADM Erroll Brown, USCG
Systems (G-S)

RADM Paul Busick, USCG (Ret.)

VADM Jack Costello, USCG (Ret.)

RADM Thomas Gilmour, USCG
Marine Safety & Environmental Protection (G-M)

Dr. Nathaniel Heiner
Knowledge Officer (CG-6)

RADM Ronald Hewitt, USCG
Information & Technology (CG-6)

Mr. Robert Horowitz, USCG
CFO (CG-8(d))

RADM Richard Houck, USCG
Resources (CG-8)

COMMO Peter W. Melera, USCG (Aux.)

RADM Stephen Rochon, USCG
Personnel (CG-WP)

RADM Richard W. Schneider, USCGR (Ret.)

RADM Dennis Sirois, USCG
Operations (G-O)

Mr. Walter Somerville
Civil Rights (G-H)

RADM James Van Sice., USCG
Reserve & Training (G-WT)

MCPOCG Frank Welch
Master Chief Petty Officer of the CG

U.S. Coast Guard Academy
Board of Trustees

Fall 2004 Meeting

The Fall 2004 Board of Trustees (the Board) meeting was held at the U. S. Coast Guard Academy from 18-19 November 2004. General themes of strategic planning, recruiting (cadets and faculty), infrastructure, and resource management guided much of the discussion.

In attendance:

RADM Venuto
RADM Olsen
RADM Brice-O'Hara
RADM Brown
RADM Busick (Ret.)
VADM Costello (Ret.)
RADM Gilmour
Dr. Heiner
RADM Hewitt
Mr. Horowitz
RADM Houck
COMMO Melera
RADM Rochon
RADM Sirois
RADM Van Sice

A two-hour new trustee orientation was provided the morning of 18 November. RADMs Hewitt, Rochon, and Van Sice attended. The Board meeting began at noon and lasted one-and-a-half days. The meeting included board discussions, committee meetings, and presentations by CGA faculty and staff. The new dean, Dr. D'Ann Campbell, introduced herself. The CGA faculty and staff provided the following briefs: strategic plan, the Guide to Officership and Leader Development (GOLD), accreditation update, admissions update, Excellence in Engineering Education (E^3) status report, master plan, and sexual assault task force/climate study report. RADM Busick (ret.) provided

an Alumni Association brief. The faculty also provided a Geo-Spatial Information Systems (GIS)/Geo-Spatial technologies brief. GIS is defined as an infrastructure that supports Society (e.g., Coast Guard) by facilitating the flow of spatial information and analytical technology between participants.

Board committees provided the following outbriefs: Academic Affairs, Leadership and Professional Development, Resources, and Facilities.

Introduction

RADM Venuto opened the Board meeting by thanking all Board members for participating. He mentioned there would be a slight change to the agenda in order for the Board to attend ADM Loy's Homeland Security Conference outbrief. RADM Venuto also discussed recent sufficiency vs. margin of excellence successes, e.g., the football field and future prospects for the new track. He was encouraged by the synergy between the Alumni Association and the Foundation, and that their combined effort could lead to even greater successes for margin of excellence initiatives. RADM Venuto indicated he is optimistic for Chase Hall renovation in FY 2006.

Dean Campbell provided a quick introduction and affirmed the strong triad relationship between the athletic director (Dr. Ray Cieplik), the Commandant of Cadets (CAPT Wisniewski), and herself. The dean's top three goals include ensuring non-appropriated funds are used primarily for margin of excellence initiatives, rigorous faculty development, and commitment to the cadets. When asked about increasing faculty development opportunities given such a heavy course/workload, the Dean believes securing a grant is of utmost importance. A grant will help reduce workload, which would subsequently allow more time for faculty research. Additionally, the Dean mentioned the need for extra Training Allowance Billets (TABs). For example, PCTS officers must currently wait approximately five years to enter into a doctoral program.

Strategic Plan Update

RADM Olsen provided a strategic plan update. With a few exceptions, each measurement on the CGA Strategy Map is moving in a positive direction. The numbers of EE majors and minorities remain low, as competition for these groups is getting tougher. Resources remain a major issue. Every funding-related objective is in the red, and little relief is forecasted for the near future. Despite the resource challenges, the Institutional Effectiveness section of the Strategy Map displays very positive results and indicates the Academy faculty and staff are making the most of the limited funding available. A stabilized budget would allow for better resource planning and would help highlight the fact that the Academy is not a typical training command that can meter throughput to account for funding fluctuations.

The Academy continues to review current balanced scorecard measures to ensure they are the best evaluative elements for each scorecard category. Enrollment management will continue to be paramount. Many top tier colleges and universities dialogue with high potential students beginning in their sophomore year of high school. This type of long-term commitment is often required to ensure the best high school students are recruited. Faculty diversity continues to improve. Several African American professors are on staff, including one in the physics department. Statistics of minority faculty recruitment nationwide, however, are discouraging. One option to improve minority recruitment is to use the Brown University model, which

recruits visiting professors for a one to three year period using Margin of Excellence funding. This allows the visiting professor to concentrate more on teaching and less on securing tenure, while simultaneously increasing the Academy's visibility and credibility in minority academic circles. An African American civil engineering Ph.D. candidate in Florida is seeking such an arrangement with the Academy. Unfortunately a billet does not exist. RADM Olsen will seek funding via Margin of Excellence sources.

The other balanced scorecard issue, which could affect New England Association of Schools and Colleges (NEASC) accreditation, is the time it takes PCTS instructors to enter into a Ph.D. program. A lack of Coast Guard Academy billets does not permit PCTS instructors to immediately enroll in a terminal degree program, nor does it allow instructors to finish the degree while attending the school (degrees are completed several years after professors return to teach at the Academy). Analysis has clearly shown that PCTS instructors are more cost effective than rotating military members, but we can't get them into their Ph.D. programs in a reasonably timely manner. As a result, several years of experience are lost with each PCTS retirement and lengthy wait for the relieving PCTS to wait for the opportunity, complete the study/research and then teach while completing the Ph.D.

Margin of Excellence

An eight-lane track, required for collegiate competition, will be funded in the near future. The track and associated field can be used for other sports (e.g., soccer) and will help alleviate green space challenges. Alumni Center groundbreaking occurred during homecoming weekend. The waterfront boasts a new Laser fleet, two J-35s, a Farr 40, two Mumm 30s, a Swan 37, a J44 and a Nelson Marek '43, all from support by the Coast Guard Foundation.

NEASC Accreditation

NEASC identified seven areas of concern/focus in the 2000 evaluation. The Academy made significant progress in all categories during the last four years. The mid-period five-year self-study, recently completed by the Academy in preparation for their mid-period progress report, found that five areas of concern/focus currently still exist: diversity of faculty and staff, strategic planning, formal institutional research program, assessing outcome achievements, securing staff and budget resources. The Academy, with Board guidance, will help ensure success during the next NEASC evaluation (2010). On a separate but related note, the Academy will seek a $3M endowment to keep electronic databases and periodical subscriptions current (NEASC noted a dearth of periodicals during the 2000 evaluation).

Academy Admissions

The applications to attend the Academy have continually declined during the last 20 years at a rate of 4% annually. A total of 3,200 finalist requested appointment in 1984. That number dwindled to just over 1,000 in 2004. Additionally, since 1996 fewer high school seniors in the top 10% of their class have applied for appointment, although average SAT scores have remained relatively constant. Part of the problem associated with the quality and quantity of students relates to recruiting. Minority recruiting was outsourced for several years, but was reabsorbed by the Academy in 2002. The Academy's enrollment management plan seeks to address the issues of a declining demand for Academy appointments, as well as issues associated

with both minority recruiting and the demand to enter engineering programs. The Excellence in Engineering Education report found that engineering students, especially minorities, need personalized attention early on in high school. Personalized attention in recruiting has been proven successful regardless of field of study or demographics. There was considerable discussion about the need to engage members within the service at large about their responsibility to contribute to the Academy recruiting process. Recruiting responsibilities are not isolated to recruiters or Academy faculty and staff. RADM Venuto has addressed this issue with both the National Naval Officers Association (NNOA) and Association of Naval Services Officers (ANSO) and obtained a commitment from many of those members to help the minority recruiting efforts of the Academy.

Coast Guard admissions are not as selective as once thought. Up until several years ago, the number of Academy inquiry forms was used as the denominator in the formula to calculate acceptance rates (number of students accepted/number of students applied). The inquiry form, however, is not an application. Rather, it is a card used to solicit additional information about the Academy. The Academy is now using the correct measures to calculate selection rates, which determines the selectivity classification of the institution.

Cadet Endeavors to Improve Academy Climate

Sexual Assault Task Force Peer Helpline: On their own accord, the cadet corps developed a system to field sexual assault/harassment complaints. A helpline watch, manned solely by cadets, is available from 1900-2200 each workday. Cadets are allowed to stand watch once sexual assault/harassment training is successfully completed. Helpline volunteers who receive a victim phone call record key details and provide immediate triage. They will immediately brief the Academy psychotherapist and if requested by the victim, they will contact the chaplain or the chain of command. The psychotherapist will contact the victim at the number provided and set a time for confidential one-on-one counseling at the first opportunity.

Sexual Assault Task Force / Climate Study Result: Four cadets participated in a BOT panel discussion that focused on the 2004 cadet climate survey. The superb discussion demonstrated that both male and female cadets champion an environment void of sexual harassment and assault. In order to get the cadet perspective, the survey was completed solely by cadets during a one-week period in August 2004. It combined portions of the DOD Sexual Assault Survey and the CGA 1991 Climate Assessment. Survey data uncovered thirteen salient facts, the top five of which include:

(1) Sexual harassment is not seen as a problem at the Academy. There were substantially fewer reported sexual assaults and harassment than in 1991.

(2) Approximately 75% of the corps believes that if a cadet brought formal charges against a perpetrator of harassment or discrimination that cadet would experience some type of negative consequence. This is a cadet perception that will improve as we continue to educate cadets on the process, and the cadet run Sexual Assault Task Force and Human Relations Network continue to mature and positively influence cadet norms and responses to issues.

(3) Approximately 63% of the corps thought the selection for leadership positions and the assignment of punishments was not fair. The Commandant of Cadets staff does not share this cadet perception, but they have increased cadet involvement in the process. Both of

these critically important issues are well thought out before action is taken. As the responsibility of the Corps leading the Corps evolves, this perception should change.

(4) Unfavorable situations were typically experienced by others and generally not reported. If reported, the reported-to agent did nothing or took action that made the situation worse. With no specific examples, this is a hard issue to address. However, as several initiatives (Corps leading the Corps, Sexual Assault Task Force, Human Relations Network, etc.) continue to mature, this perception should improve.

(5) A minority of cadets' perceptions included:

a. The climate of their division as friendly (18%)
b. The Academy has no clear goals and objectives for cadets (32%)
c. The Academy doesn't provide opportunities for individual growth (29%)
d. Cadets are not proud to belong to the Academy (36%)

Although somewhat disconcerting, these perceptions highlight areas that we will need to continue to address through education and communication. The GOLD initiative and the concept of the Corps running the Corps will be vehicles to address these concerns.

Committee Reports

Resources Committee: A $3M operational gap existed in the 2002 budget model. In addition to inflationary costs, increased admissions and increased retention have significantly increased the Corps size. The standard was 888 cadets, however we presently have 988 cadets aboard which has increased the Academy's current operational funding gap to $4.097M. The deficiencies are largely attributable to five accounts that include training, information resource management, recapitalization, Shipboard Collision Avoidance & Navigation Training Simulator (SCANTS), and admissions. The Academy's FY 07 RP has identified specific funding requirements to close the gap in all areas. We have survived past funding gaps through aggressive OPSTAGE support—the Academy received adequate short-term funding through the 2003 and 2004 OPSTAGE process. In order to maintain long-term Academy viability, approval of the FY 07 RP is critical.

Leadership and Professional Development Committee: The committee briefed on Coast Guard LDC throughput (3,000), the rave comments for the CMC course, the successes of the Senior Leadership Principles and Skills course, and the fact that the executive development course received mixed reviews.

Facilities Committee: Three themes emerged from the Facilities outbrief. First, the power of alignment vis-à-vis the strategic plan. The faculty, staff, and program managers must understand and make decisions that support the strategic plan. The plan, subsequently, must remain current and flexible. The same holds true for the master plan. The master plan must include a chart that reduces maps into verbiage. This type of chart would provide both an overhead perspective as well as information about particulars buildings or other infrastructure. The second theme is posturing for the future—ensuring a facility/real estate focus. An emphasis must be placed on maintaining green space and eliminating overbuilding. The acquisition of Riverside Park would help this endeavor. The final theme is broadening alternatives associated with the physical environment. One example of broadening facilities alternatives is building vertically…adding floors to building verses expanding horizontally which reduces green space.

Academic Affairs Committee: The Association to Advance Collegiate Schools of Business (AACSB) accreditation process is going well. The AACSB considered the Academy to have an insufficient number of academically qualified faculty two years ago, however, that hurdle has since been cleared. Accreditation could occur as early as this year due to a strong mission, a focused business program, and the fact that students rate in the top 10% of undergraduate business majors nationwide. The primary concern for non-accreditation relates to the budget. Proposed Academy budget cuts bode poorly for the leadership and management department's ability to continue to provide adequate support for faculty development.

The committee expressed concern about insufficient opportunities for faculty development, leaves of absence, and sabbaticals. Such shortfalls relate to the scarce number of billets to adequately support such endeavors. Assuming PCTS instructors retire at 26 years (the historical average), new PCTS officers will wait an average of six-plus years to enter into their Ph.D. program. Per our current union contract all faculty members are supposed to have a one-semester sabbatical every seven years, however, the current billet structure does not allow for such professional growth. An institutional solution to this issue is a key factor in keeping the faculty energized. The committee offered to invite a U.S. Naval Academy representative to the 28 January 2005 meeting to present their faulty staffing model.

Virtually everything discussed at this Board meeting, cadet and faculty recruiting and retention efforts, increasing the number of both EE majors and minorities, accreditation, etc. relate to increasing, or at a minimum maintaining the competitiveness of the Academy.

Next Meetings

The Naval Academy will be the venue for the next Board meeting (28 January 2005). This site was selected in order for Naval Academy representatives to provide an overview of the their faculty staffing model. Dean Campbell has worked closely with Naval Academy staff to understand the methodology used for faculty course loading, expectations for continued research, etc. The meeting will also be used as a forum to discuss the results of the self-assessment that trustees will participate in prior to the meeting. Future meetings are planned for (AY = Academic Year):

AY04/05	AY05/06	AY06/07
28 Jan 05	*17-18 Nov 05*	*16-17 Nov 06*
07-08 Apr 05	*27 Jan 06*	*26 Jan 07*
	06-07 Apr 06	*05-06 Apr 07*

Kenneth T Venuto

K. T. Venuto
Chairman