LETTER FROM THE CHAIRMAN

June 13, 2015

Subject: Strategic Plan 2015 – 2020

To: Members of the Army and Navy Academy Community

In July 2014, we began our journey to develop our 2015 – 2020 Strategic Plan. Our collaborative planning process involved the Board of Trustees, administration, faculty, staff, parents, and alumni.

Our guiding principles and mission developed during our 2010-2015 Strategic Plan Conference set the foundation for our 2015-2020 effort. Our mission, vision, values and other tenants remain largely the same. Our goals and objectives have changed as a result of our many accomplishments and a constantly changing environment. During our August 2014 faculty and staff in-services and the following ten months, nine focus group sessions were held to discuss our vision, goal statements and key result areas. The focus groups were a cross section of our Academy community from the Board of Trustees to classroom teachers, to our Training Advisor Counselor (TAC) officers. I regularly assembled with the President and the Trustee Committee for Strategic Planning to review the progress of the focus groups and a Strategic Planning Conference was held June 12, 2015 to finalize the plan.

This publication represents the results of our planning effort and commitment by everyone involved. This Strategic Plan will provide the Academy, its Cadets, families, patrons and community with an understanding of who we are, what we strive to become, and how we will successfully achieve our mission during the next five years. This plan will also provide the foundation for conducting our California Association of Western Schools (CAIS) and Western Association of Schools and Colleges (WASC) self-assessment that precedes our 2018 CAIS/WASC accreditation.

I encourage everyone connected with the Academy to read our Strategic Plan and join in the effort to successfully achieve our mission, and make a difference in the lives of the young men who make up the Corps of Cadets.

The Academy has a proud heritage of successfully educating young men and developing their character. For over 100 years, the trustees, administration, faculty, staff, parents, alumni and community have worked together to continue our tradition of accomplishment. We look forward to the challenges and opportunities the next 100 years will present.

Jack Wyatt, Capt USN (ret)
Army and Navy Academy Class of 1963
Chairman of the Board of Trustees
MISSION STATEMENT

Army and Navy Academy's mission is to educate, mentor, and develop good character and leadership in young men.

ACADEMY VALUES

The Army and Navy Academy school-wide community teaches and models the following in all aspects of Academy life.

Honor
Integrity
Respect
Responsibility
Compassion
Gratitude

VISION

Army and Navy Academy is a premier, college preparatory, military boarding school for young men. Internationally recognized, the Academy’s structure instills pride in its Cadets and empowers them to develop academic excellence, leadership, and character traits to succeed in life.

PHILOSOPHY

Our philosophy is to provide a pathway for Cadets to:

Value an active pursuit of knowledge to realize individual potential;

Instill a sense of brotherhood, self-discipline, leadership, and respect for others;

Develop honor and pride in themselves and in the school-wide community;

Gain respect for God, country, and all for which they stand.

GOALS

Institutional Excellence
Long Term Financial Sustainability
Campus Improvement/Environmental Conservation
Workplace of Choice
Community Engagement and Citizenship
Institutional Excellence

KRA 1: The Academy strives to achieve excellence in all areas of endeavor. The Academy’s program(s) meets or exceeds the entrance standards of leading private and public universities and colleges, including the service academies. Curriculum and instruction are designed to meet the needs of diverse learners. The Academy is accredited by the Western Association of Schools and Colleges (WASC), the National Association of Independent Schools (NAIS), and the California Association of Independent Schools (CAIS).

KRA 2: The Academy prepares Cadets to be globally minded critical thinkers and to evaluate ideas from multiple perspectives.

KRA 3: The Cadet Life program provides a structure for leadership development and performance feedback for each Cadet to learn, lead, and grow.

KRA 4: Coaches are teachers and mentors who emphasize scholastic achievement, performance, and character development while promoting good sportsmanship in competition.

KRA 5: The Associated Student Body (ASB) provides the framework for a Cadet government, which complements the Cadet Battalion, campus activities, social events, and extracurricular clubs. This offers Cadets leadership and educational opportunities to demonstrate service above self.

KRA 6: The Academy Character Development Program is woven throughout Academics, Athletics, and Cadet Life.

KRA 7: The Academy is committed to the customs and traditions that have evolved since its inception in 1910.

KRA 8: Dynamic and structured learning activities are part of the Cadet Weekend schedule during the academic year.

KRA 9: The Academy Summer Program focuses on our principal value of leadership.

Long Term Financial Sustainability

KRA 1: Generate the financial resources to accomplish the mission and achieve the vision of Army and Navy Academy.

KRA 2: Aggressively raise funds to ensure short- and long-term sustainability, with a focus on annual giving and endowments.

KRA 3: Maintain a cash reserve to sustain the school in fiscally challenging times.

KRA 4: Raise project-oriented funds to support facility modernization, special program(s), and the completion of the Master Plan.

Campus Improvement/Environmental Conservation

KRA 1: Continue to execute the Master Plan in conjunction with a strategic capital campaign.

KRA 2: Promote Cadet educational achievement and experiences, campus-wide, through innovations in technology.

KRA 3: Promote recycling, reuse of materials, and continued reduction of the waste footprint as a campus-wide priority.

KRA 4: Implement alternative energy solutions that conserve and reduce energy consumption.

KRA 5: Promote water conservation and ways to reduce consumption.
Workplace of Choice

KRA 1: The Academy provides the leadership, programs, and resources to sustain its reputation as a destination of choice for the talented professional men and women needed to achieve the goals of the organization.

KRA 2: The Academy provides competitive salaries and benefits to attract and retain highly qualified professionals.

KRA 3: The Academy maintains a family atmosphere in the workplace.

KRA 4: The Academy maintains consistent policies and practices in all aspects of campus life and communicates them clearly and concisely.

Community Engagement and Citizenship

KRA 1: Cadets actively engage in service to the Academy and community.

KRA 2: Faculty and staff actively engage in service to the Cadets and the community.

KRA 3: Patrons actively support Cadet community and Academy service endeavors.

KRA 4: Alumni actively engage in alumni events, mentoring Cadets, and promoting Academy activities and community outreach.

2015 Strategic Planning Conference and Work Group Attendees

MG Arthur Bartell, President, and Black Group Facilitator
Dr. Lisa Basista, Dean of Academics
COL Kevin Batule, Commandant, and Blue Group Co-Facilitator
Christy Brown, Lead Counselor, and Blue Group Co-Facilitator
John Burden ’63, Trustee
Jim Callaghan, Board of Trustees
Amy Coe, Science Department Chair, and Gold Group Co-Facilitator
Tim Cook, Athletic Director
Dr. Robin Cowen, Faculty Chairperson, and Purple Group Co-Facilitator
Kevin Clark, Alpha Company TAC
GEN William Crouch ’59, Vice-Chairman of the Board
Dick Daniels, Conference Moderator
1SGT Martin Davis, Acting Senior Army Instructor/JROTC Dept
Alex De Los Santos, Weekend Activities Coordinator
Kelly Edmonds, ANAPA President
Jan Erickson, Registrar
Lauren Fernandez, Calendar & Events Manager
Kim Folsom, Trustee
Jamie Frankfurth, English Department Chair
GySgt Charles Glimka, Deputy Commandant
Julie Hall, Librarian
Col Russ Hanthorn, Carlsbad Rotary Club Representative, and Trustee
Candace Heidenrich, Director of Admission
Senator David Kelley ’47, Trustee
Yvette Lopez, Logistics Administrative Specialist
John Maffucci, Director of Athletic Facilities

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2015 Strategic Planning Conference and Work Group Attendees (continued)

SFC Javier Marcia, Operations Officer
1Sgt Ray McCastle, Assistant Commandant for Operations
Sgt Jason MacDonnell, Band Company TAC
LTC Kevin McMah, Senior Army Instructor (designee)
Paige Maslen, Communications, Media, & Public Relations Manager
Frank Monteleone, Trustee
John Musser, VPA Department Chair
Sarah Ortiz, LOTE Department and ASB Coordinator
Tracy Overton, Director of Human Resources, and Gold Group Co-Facilitator
Janet Pullen, Director of Finance
Maya Ramirez, Director of International Student Services
Ed Roe ’61, Trustee
Tracy Overton, Director of Human Resources, and Gold Group Co-Facilitator
Barry Schreiar, Trustee
Ethan Segovia, Assistant Dean of Academics, and Green Group Co-Facilitator
Jeff Tisor ’85, Trustee and ANA Alumni Association President
Victor Tracey ’03, International Admission Counselor
Sylvia Vasquez, Executive Assistant to the Commandant and Dean of Academics
Dr. Erika Walters, Learning Strategies
Miles Warner, Director of Facilities, and Green Group Co-Facilitator
Jim Weber, Trustee
Ken Weeks, Director of Summer Programs
Lt Col David Witwer, Director of Logistics, and Strategic Plan Coordinator
CAPT Jack Wyatt ’63, Chairman of the Board of Trustees