

# **U. S. Coast Guard Academy**



## **2012 Margin of Excellence Needs List**

# Top 10 Needs for USCGA

## **1. Academic Research Grant Writer \$100,000**

Funding supports a part-time or up to full-time individual to manage solicitation for Academic Grants. The individual will assist faculty in securing support for research and will manage the approval and administration process of funds across all Academic areas. The individual will also coordinate with the CG Foundation and CGA Alumni Association.

## **2. Endowment for Rhodes, Marshall, Fulbright and Other Post-graduate Fellowships \$1,250,000**

This endowment will enhance cadets' competitiveness for postgraduate scholarships, adding to the Academy's prestige and improving our attractiveness to high-achieving applicants. Scholarships include but are not limited to the Rhodes, Marshall, and Gates for graduate study in Britain; the Fulbright for international research and cultural exchange; the Hertz for graduate work in engineering and applied math; and the Truman, which recognizes the most promising students committed to public service. An endowment would provide significant enhancements to the existing honors program. Funds would be used to endow a part-time "Advisor for Graduate Study and Postgraduate Fellowships" who would provide expertise and advice on all CG-related graduate study as well as coaching and direction of undergraduate honors candidates for postgraduate fellowships. Additional funds would be used for speakers' fees and expenses; tickets and transportation to special cultural events; cadet travel and memberships in national honors conferences; cadet travel for honors-level research; cadet travel to regional interviews for Rhodes, Marshall, or other postgraduate fellowships; and other special experiences that cannot be supported by appropriated funds, such as "externships" for study opportunities outside the scope of current internship programs.

## **3. Admission Recruiting Initiatives \$100,000 per year**

This funding will provide support for numerous recruiting initiatives to include: tuition scholarships and transportation stipends for financially needy underrepresented high school students who have been selected to attend Academy recruiting activities such as AIM, Open Houses, Cadet for a day, Genesis Invitational and Academy Experience Programs. Combined, these programs yield a majority of the Academy's future cadets. This funding would remove financial considerations as a barrier.

## **4. Educator Outreach \$80,000 per year or \$2,000,000 Endowment**

This funding would provide travel funds to invite approximately 100 educators and administrators to the campus each year for extended contact with our faculty, cadets, and Admissions personnel. All of the DoD service academies host an extensive educators program, with the exception

of the Coast Guard Academy. Educator outreach is necessary to build a system of feeder schools, which in turn ensures a steady supply of well prepared students from diverse backgrounds. With a 65 percent decline in the applicant pool occurring since 1980, building demand for an Academy education is the central strategic concern in Admissions. Appropriated funds may not by law be used to support this type of activity.

**5. STEM Mentor & Leadership Academy \$275,000**

The Mentor and Leadership Academy is a six-week residential learning program unlike any other in the country! Throughout the summer, engineering students from HBCU's receive classroom education and training on behavior styles, leadership and mentoring. Integrated into the Coast Guard Academy's AIM program (a week-long resident program for rising high school seniors), students have ideal opportunities to iteratively practice and reflect on leadership and mentoring over three consecutive one week programs. The students serve as the engineering subject matter experts and lead the instruction of the AROW (Academy Robotics on Water) competition, where the high school students in the AIM program, use their science, math and engineering skills to build a radio controlled floating robotic craft. The teams operate their craft in a water filled arena and complete as many Coast Guard mission oriented tasks as possible. When the students return to their home institutions, they will be competent mentors, armed with the tools to recruit and train their peers to also serve as mentors to high school students. The college students will then be able to train select groups of high school students to be mentors to middle school students, providing a multiplying factor to the training and outreach in the STEM fields.

**6. Athletic Excellence**

**Two additional Athletic Trainers \$90,000 per year or \$2,250,000  
Endowment**

An internal assessment was recently conducted regarding the staffing of the Roland Hall athletic training room which supports the Coast Guard Academy intercollegiate athletic program. The assessment showed that the athletic training room, as currently constructed, is inadequately staffed.

The athletic training room currently consists of one GS position and four contract trainers provided through the clinic – a total of five athletic trainers. Based on the Academy's current NCAA sport offerings (20 athletic teams), the Health Care Index shows that five certified athletic trainers is the recommended number using only the 10 month traditional college athletic cycle. However, this calculation does not take into account the unique staffing and work conditions at a federal service academy which includes Swab Summer, coverage of Health & Physical Education programming core curriculum physical education classes and Physical Fitness Exams, Baseball /Softball Spring training where one third of regular season schedule is played in Florida, required administrative work per Coast Guard and Clinic guidance, and intra-company / club

sports programs. When these conditions are factored into the calculation, an additional 2.16 trainers are required.

Additional resources for the training room are not only critical to the care of our student athletes, but also according to the National Athletic Trainers' Association, two significant changes are occurring in the college athletics landscape. First, an unprecedented number of intercollegiate sport offerings now exist in addition of women's teams, non-traditional seasons, and strength and conditioning sessions. We have no room for expansion. Second, sports-related lawsuits have shifted away from equipment manufacturers and their 'duty to warn', toward the health care delivery process. Without these two additional resources we are at risk of providing inferior care as well as potential lawsuits.

**The Captain Otto Graham Coaching Internship Program      \$150,000**

Coaching internships will provide a valuable supplement to the current professional coaching staff. Current CGA staffing allocations do not provide sufficient personnel to support the existing athletic programs. Providing internships will allow qualified assistant coaches to supplement the full-time coaching staff on an ongoing basis. The internships are meant to provide entry level professional opportunities for coaches, and would normally be for one to two years in length. A major advantage would be to recruit from a diverse pool of candidates to fill these positions. This initiative would also provide for naming opportunities (e.g., “The John Smith Women’s Soccer Coaching Internship”). This project is scalable.

**7. Operational Leadership Simulator      \$325,000**

An experiential learning intervention, the Operational Leadership Simulator (OLS) uses a real world Coast Guard situation to challenge cadets and officer candidates in a high-paced leadership simulation. Each user is given a role and required to answer five challenging, complex leadership questions as they interact with the rapidly changing avatar-based scenario or each other. This would be an online, interactive, video-enhanced leadership simulation principally geared towards critical leadership incidents, and is expected to primarily address elements of the *Leading Others* competency with secondary emphasis on *Leading Self*, including an orientation towards ethical conduct and integrity. It is a tool that addresses the learning style of the audience – approximately 20 year old technologically savvy, well educated, motivated users.

The OLS will enhance the capability of the Coast Guard’s leadership training program to produce competent first line supervisors in a critical leadership environment. A critical leadership environment is defined as a tactical situation involving rapidly changing operational parameters which must be addressed by a team of individuals working together to accomplish the goal or mission. A competent first line supervisor would be portrayed as an individual who could perform in a critical situation while maintaining safety, security and effectively completing the mission.

**8. Endowed Chair for Resident Fellow of the Center for Maritime Policy and Strategy (CMPS) \$4,000,000**

The Center for Maritime Policy & Strategy (CMPS): promotes inclusion of maritime policy and strategy goals throughout the U.S. Coast Guard Academy's teaching, leadership development, research, and public service missions.

Facilitates and delivers advanced, timely and relevant analyses on maritime policy and strategy founded upon interdisciplinary research across the maritime disciplines. Fosters innovative policy approaches to contemporary maritime challenges through collaborative research and outreach with scholarly and policy communities.

The Resident Fellow holds a joint appointment as a Distinguishing Visiting professor in the Department of Humanities. The Resident Fellow is a senior academic who is widely recognized as an expert in maritime policy and strategy studies. The Resident Fellow will be selected through a national search, conducted by a committee appointed by the Head, Department of Humanities, and will serve a contract of 2-4 years.

**9. Commandant of Cadets**

**Cadet Activities \$300,000**

The Coast Guard Academy currently sponsors approximately 70 clubs and activities. These activities include religious, ethnic, academic, professional development, and recreational programs. Currently, these programs are funded through the Cadet Activities Fund - over 80% of which is funded from cadet pay. All clubs and activities are established to increase awareness, foster professional development, expose cadets to a variety of experiences, and provide a foundation to establish a well rounded cadet/officer/citizen. Funds will defray expenses incurred by cadets for operating expenses, registration fees, equipment, safety gear, association dues, etc..

**Cadet Club Sports Endowment \$250,000**

Cadet Club Sports provide cadets an opportunity to compete against other schools and universities in athletic activities not sponsored by the Athletics Department and/or the NCAA. The CGA Club Sports teams are increasingly competitive and several consistently compete in post season play. We have produced one national champion in recent years and several have competed in regional and national semi-final and final competitions. The endowment will provide an additional source of funds to be distributed among all club sports teams. The corpus would be used as a source of travel funds for any of the teams that qualify to compete in regional or national championships (appropriated funds are not available for this purpose and the Cadet Activities Fund is insufficient to cover these costs).

## 10. Engineering Department Laboratories

### **Dept of Engineering 2<sup>nd</sup> floor addition to McAllister Hall **\$800,000****

The new 1<sup>st</sup> floor Mechanical Engineering lab addition in the south quad of McAllister Hall was designed to carry a 2<sup>nd</sup> floor which would be used for three (3) classrooms. This 2<sup>nd</sup> floor addition would allow for better configured classrooms in McAllister Hall to take advantage of current instructional technology. This phase of the project was originally planned for appropriated funding, but the project has exceeded the operating expense thresholds and the 2<sup>nd</sup> story cannot be built with appropriated funds.

### **Department of Engineering Laboratories **\$1,000,000****

The design lab constructed in the south quad of MacAllister Hall will be duplicated in the north quad to create two general purpose labs to support the exploratory learning components in the engineering curriculum. A number of the current "labs" used throughout the building are in fact former classrooms that have been converted (with inherent limitations) to serve as engineering labs. This addition would provide state of the art, multi-use facilities that would be set up to support lab courses distinct to each semester.

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# Commandant of Cadets

The Greatest Generations Foundation ‘Connecting Generations’ program participation for 6 cadets (1/c-2/c) and 2 faculty: \$35,000

The mission of the Greatest Generations Foundation is to promote recognition and respect for U.S. and Allied war veterans, while enhancing historical education for today’s youth. The Greatest Generations Foundation works to ensure that our veterans’ dedication and bravery are never forgotten, and that the value of their deeds be reflected upon eternally. Cadets and faculty will be paired with veterans on a return trip to their battlefields for a personal recount of action. This living history program is truly a once in a lifetime opportunity, especially as WWII veterans are passing away at the rate of almost 1000 each day.

The Connecting Generations program is a fantastic way to instill within young Americans the ideals of duty, honor, and sacrifice epitomized by those who fought throughout the European and Pacific theaters in WWII. The program impresses upon civilians the gravity of the high cost of the freedoms they enjoy while cultivating within young military personnel a deeper appreciation for the rich heritage in which they are taking part. This project is scalable down to minimum of \$22,000.

Development of USCGA-specific NOLS leadership course \$60,000

The U.S. Naval Academy leadership expeditions through the National Outdoor Leadership School (NOLS) are custom courses that serve as a leadership practicum in dynamic and demanding wilderness or at sea environments and serve to complement classroom leadership lessons taught at the Academy. NOLS facilitates development of effective leadership across four domains: self-leadership, active followership, designated leadership, and peer leadership. Leadership under physical and emotional pressure is directly relevant to leadership in a broad array of contexts, and is developed and tested through practice in a dynamic environment in ways that cannot be replicated in the classroom. Additionally, performance based technical skills relevant to the environment (such as terrestrial and celestial navigation in the sea kayaking course) are thoroughly practiced, as are risk management, contingency planning, and decision-making skills.

Cadet Musical Activities Travel \$60,000

Cadet Musical Activities (vocal & instrumental) have had an enormous impact on the Coast Guard Academy’s image over the years. Each of their programs is in high demand placing a great burden on the Club/activity funds managed. They perform in a multitude of different venues and arenas; from the local elementary School Veteran’s Day celebration to a National Football League Halftime performance. The cadets involved in these programs have had an enormous impact on the CGA Brand and are an exceptional, yet mostly untapped resource to support the Academy goal; to become an institution of national prominence. We have only begun to realize the potential benefits of better supporting these valuable programs, not only for the Corps of Cadets and CGA but for the entire Coast Guard. The potential benefits of additional and more focused community outreach

events, diversity affairs and admissions/recruiting partnerships are great. The travel for these programs has typically been funded entirely through a limited Cadet Activities Funds. \$60k annually will provide the travel funds to support select performances that support the USCG/CGA brand nationwide.

Stonington Lodge Upgrades \$200,000

Stonington Lodge is a facility that is utilized by cadets, faculty, staff, and alumni for a variety of MWR purposes. The facility is well used; however, it is in need of cosmetic/structural recapitalization. Additionally, upgrading the facility's HVAC unit will help ensure year round use. Currently, only moderately effective heat is available in the main facility building - limiting its use to mild temperatures. The construction of a covered patio area adjacent to the facility will also improve the functionality of the Stonington Lodge. Currently, there is no covered outdoor recreation use area.

Cadet Transportation \$125,000

Past Cadet Activities Fund audits have directed the manager to seek alternate funding sources where appropriate to reduce the growing financial and administrative burden on the fund. Transportation costs continue to be one of the biggest costs incurred by approximately 70 activities and clubs. The Comptroller attempted to move the Cadet Transportation contract (Livery, Morale, Club events, Athletic club events, and other) over to appropriated money and combine all transportation contracts including athletics into one funded contract. Unfortunately, appropriated funds were not available to support this initiative and although the preference remains to have appropriated funding for all contracted transportation, our current fiscal environment will require our Club/Activity transportation to remain a Cadet Activity Fund obligation.

Rifle / Pistol Coach \$20,000

Intercollegiate rifle and pistol are coed sports. The collegiate rifle program is a Division I NCAA program and competes in the Middle Atlantic Conference, which consists of 23 schools from Vermont to Virginia. Both programs are winter sports that compete from October through March throughout the Northeast and compete against each of the other Service Academies annually. Additionally, these sports have a long history in international and Olympic competition. These high profile programs operate with appropriated funds from the Commandant of Cadets division. Historically, these programs have been coached by unpaid volunteers – civilian & rotating military. A professional coach (part time for duration of the season) would provide consistency, increase competency and professionalism of our current shooters. Billeting shortages elsewhere around the Academy have precluded our ability to fill this position via traditional appropriated positions.



## Athletics

### Baseball Pressbox \$30,000

Continued lower field improvements will provide for an improved baseball field and complex. Currently there is no structure from which to conduct scoring, perform public address announcements, and provide administrative responsibilities involved with conducting this collegiate sport while being protected from the weather. A new, modular press-box located at the back of the new seating and backstop.

### Softball Pressbox \$30,000

Continued lower field improvements will provide for an improved softball field and complex. Currently there is no structure from which to conduct scoring, perform public address announcements, and provide administrative responsibilities involved with conducting this collegiate sport while being protected from the weather. A new, modular press-box located at the back of the new seating and backstop area behind home plate will provide much needed improvements to that facility.

# Academics

## *Endowed Chairs*

The other Federal Armed Service Academies have a variety of endowed chairs, and the Coast Guard Academy needs to focus on attracting the talent and support to establish a few key chairs. Our first endowed chair was established in Leadership, thanks to the generosity of Mr. James Tyler. Mr. Tyler's generous gift in establishing the James Tyler Leadership Chair jump-started the Institute for Leadership and our endowed chair's initiative. The Institute for Leadership is beginning to bring our many leadership activities under one umbrella.

### Endowed Chair in Engineering and Technology \$4,000,000

This endowment would support a chair for a distinguished faculty member in the Engineering Department. This faculty member would provide valuable academic, military and industry experience to cadets taking upper division courses in our engineering majors. This faculty member would likely teach a course or courses in areas that are outside the scope of the current faculty and provide valuable insight to both cadets and colleagues in these unique areas.

### Endowed Chair in Ethics \$4,000,000

This endowment would fund a chair in Ethics under the auspices of the Institute for Leadership. The estimated annual recurring cost (real terms) of a full-time chair is \$150,000. The cost is projected to include salary and benefits package for a 10-month position. Perhaps the most important aspect of the Coast Guard Academy's mission is the task of developing leaders of character who possess a high sense of honor and are ethically prepared to serve their country and humanity. Coast Guard Academy alumni have long recognized that ethical preparation and character development are essential for Coast Guard officers. The class of 1948 created the Ethics Forum and continues to co-sponsor this vital event with the class of 1957. The Distinguished Chair in Ethics will oversee and help teach the required Morals and Ethics course which is currently understaffed. The Chair will also coordinate the Academy's numerous non-academic character development efforts, which are currently assigned as collateral duties to faculty and staff members whose primary responsibilities lie elsewhere. The Chair will also dramatically increase the visibility of our ethics programs and serve as a liaison with the other federal service academies, each of which already has a distinguished chair in ethics.

### *Lecture Series*

Homeland Security Law Lecture Series \$11,000

This series would bring in guest speakers for after hours dinners and discussions on this rapidly growing area of law. The series would have members of academe, state and federal government as well as members of interest groups debate, lecture and teach on these critical issues of the 21st century. In 2004-2005, the Series provided for an Australian Naval Officer who spoke on the International Criminal Court. A distinguished panel on the USA PATRIOT ACT was also held at the Academy. This extremely well received and successful event included Professor Nadine Strossen of the ACLU; Hon. Kevin O'Connor, US Attorney for Connecticut; Professor Kate Stith of Yale Law School and Mr. David Rivkin, former counsel in the Bush administration. The program was moderated by Ray Hardman of WNPR radio and the event was broadcast on National Public Radio. The panel in 2006 focused on the status of the detainees in the GWOT at Guantanamo Bay, Cuba.

Humanities Lecture Series \$11,000

The Humanities Lecture Series will feature three guest speakers during the spring semester of each year. Guest speakers will be well known authors speaking on topics applicable to the cadet literature courses.

Elenchus Lecture Series \$8,000(\$200K to Endow)

The Elenchus Lecture series seeks to name a renowned public intellectual annually as the Elenchus Fellow, who is invited to the Academy to address the Corps of Cadets on topics related to the humanities and humanitarianism. The objective of the lecture series is to encourage cadets to consider their rights, obligations, and responsibilities as Americans and future military leaders in an organization with a humanitarian mission. The first two Elenchus fellows were Samantha Power and William Kristol.

Coast Guard Foundation Hedrick Fellowship \$15,000 (\$300K to Endow)

The Hedrick Fellowship honors citizens whose distinguished public service shaped the course of our nation. It provides an opportunity for future leaders of the Coast Guard and our nation to learn from the leadership experiences of America's most distinguished political and military leaders. The Academy developed the Hedrick Fellowship after receiving a generous gift from Mr. and Mrs. Frank E. Hedrick of Wichita, Kansas. The Hedricks encouraged the Academy to use their gift to bring influential Americans to New London for the purpose of interacting with cadets and faculty in both formal and informal settings.

Interfaith Prayer Breakfast Guest Speaker Series \$10,000

Funding would provide ability to invite high-profile individuals to inspire cadets, faculty and staff on the power interfaith dialogues have to change lives. Past speakers include a survivor of the genocide in Rwanda, Immaculée Ilibagiza who is a living example of interfaith activism put into action. Her life was transformed dramatically during the 1994 Rwandan genocide where she and seven other

women spent 91 days huddled silently together in the cramped bathroom of a local pastor's house.

### *Unique Course Offerings*

Lyme Academy of Fine Arts Drawing Class \$13,000

The Coast Guard Academy signed an MOU with Lyme Academy College of Fine Arts in Old Lyme, CT whereby Lyme Academy offers a three-credit Drawing I class to Coast Guard Academy cadets each spring. The class is intended to teach cadets to observe with accuracy and precision, skills they can use in the field in the maritime law enforcement duties. The money will cover tuition costs for the cadets.

### *Excellence in Experiential Learning*

#### *Field Trips*

Cadet Field Trips for Electrical and Computer Engineering Majors \$13,000

Funds to support cadet field trips to selected Coast Guard Electrical and Computer Engineering laboratories and selected civilian companies. Trips include CG Command and Control, Communications Engineering Center (C3CEN), C4IT Service Center, USCG Headquarters, US Naval Underwater Warfare Center, ESPN, Sikorsky, General Dynamics, and other selected companies as part of the learning activities for our student chapters of Armed Forces Communications and Electronics Association and Institute of Electrical and Electronics Engineers.

Cadet Travel Fund for Mechanical Engineering Competitions \$11,000

Funds to support cadet travel to Mechanical Engineering competitions to test the products of their engineering designs – an essential component of this major.

Cadet Field Trips for Management Majors \$15,000

Funds are to support cadet field trips to leading businesses in Boston and New York (e. g. Wall Street firms and trading floors, consulting groups and high tech industries) as part of the Cadet Management Association. This is an opportunity for cadets to see the theories they learn in action, best practices in industry and consider how to apply these best practices in management techniques to Coast Guard operations.



### Cadet Field Trips for the Humanities

\$15,000

Funds are to support cadet field trips to leading centers for the humanities, including libraries, academic centers, and arts complexes in major metropolitan areas. Such trips expand cadets' knowledge of world cultures and complement the curriculum offered by the Department of Humanities. Recent trips have included visits to the Carr Center for Human Rights, where cadets met leading international human rights experts; guided tours of special exhibits at the Metropolitan Museum of Art; and attendance at Tony-award winning Broadway shows. This exposure to the full range of human endeavor helps teach cadets about the meaning of human life, in its full complexity, a critical element of leadership development.

### Cadet Drawing Fellowship

\$8,000

This fellowship will permit up to three cadets a year to study drawing at the Florence Academy of Art in Florence, Italy. The Florence Academy is internationally renowned for the teaching and practice of realism in art. Cadets will study at the Florence Academy and visit the great museums of Florence during their spring break. The fellowship will cover transportation, housing, and board fees.

### *Internships*

The purpose of a cadet summer internships is to offer cadets an opportunity to broaden their academic experience by exposing them to a workplace or research environment pertaining to their program of study. Summer Internship Programs will be of a nature that expands the cadets' knowledge of their academic major, their understanding of the role of the Coast Guard, and/or their practical experience in the broader realm of U. S. Government and international policy.



Marine Science/NASA Internship \$5,000

Funds would allow one Marine Science major the opportunity to intern at the Goddard Space Center for six weeks. Funds will subsidize travel, lodging and per diem.

Connecticut Internship Program \$1,000

Internships in Hartford, CT provide governmental experience at the state capital for two cadets. Funding would subsidize travel costs and other miscellaneous expenses associated with the trips.

Management Internships \$5,000

Located in Washington, DC, these internships allow three management majors exposure to the FAA, DHS, CGHQ (including budget execution office, CGPC, Strategic Studies Group, the Information Systems Center) or OMB. Funds subsidize travel, lodging and per diem.

Government & Policy Internships \$15,000

These internships, all located in Washington, DC, enable six cadets the opportunity to work at NSA, Congress, State Dept, and other top-level agencies. Funds subsidize transportation, lodging, and per diem.

**Cadet Professional Associations, Conferences and Competitions** **\$105,000**

San Remo Law of Armed Conflict (LOAC) Competition \$22,000

Fund two teams of three cadets per team and one faculty member to take part in the service academy competition held in San Remo, Italy each spring. This is an opportunity to "market" the USCGA and maintain parity with the other service academies. USNA, USMA, and USAFA all send a delegation and USCGA has become a regular member of this competition. This maintains our margin of excellence as well as our role as a military academy. With the advent of Homeland Security, it has become increasingly critical to have cadets well versed in the laws of war and comfortable operating under these guidelines. The report on Abu Ghraib prison brings home the necessity for CGA graduates to be competent and moral enforcers of international law. In 2005, one of the cadets selected to attend this worldwide competition won 3rd place overall. This was particularly impressive in that there were over 150 attendees from around the world, including India, Russia, Italy, Ireland, Australia, Belgium, USMA, USNA and USAFA.

Civil Engineering Association \$5,000

These funds will support a capstone research and design project allowing cadets to compete in the annual Northeastern Civil Engineering Association's concrete canoe competition. Service Academies Students Mathematics Conference Funds to subsidize travel for up to six Cadets and one faculty sponsor to travel to the Annual Service Academies Students Mathematics Conference. The cadets present their papers to an audience of their peers from all of the Service Academies. Annual need approx. \$5,000

Cadet Management Association (CMA) Activities \$5,000

The CMA sponsors workshops and opportunities for majors to become immersed in intensive learning experiences in managerial relations, multicultural management, etc.

JINSA Summer Program in Israel \$10,000

Funds allow two cadets to participate in the JINSA (Jewish Institute for National Security Affairs) Military Academics Program. This three-week, work/study program imparts the reality of Israel's role in the Middle East.

Musical featuring Cadet Musical Groups & Special Guest Performers \$10,000

Funds support performance fee and travel expenses for the guest performer, advertising by radio and newspapers, and a soundman.

Cadet Travel Funds for Mock Trial Competitions \$6,000

Funds to support cadet travel to Mock Trial competitions, a club that enhances cadets' critical thinking, public speaking, and leadership skills.

Society for Policy and International Affairs (SPIA) \$15,000

Society for Policy and International Affairs (SPIA) a cadet club designed to increase participation in and knowledge of the process of governing. Funding would be allocated for the annual cadet trips to the United Nations, Washington, DC, and regional government agencies to learn about local, state, federal, and international governance. Some funds may be used to pay for speakers.

Business Case Competition \$11,000

This will fund four cadets and one faculty to participate in a national or international business competition. This is an opportunity for the cadets to test their business savvy against other students at the world's leading business schools. Cadets will receive an enriching learning experience by wrestling with a complicated business scenario, competing against and learning from peers, and getting critical feedback from leaders in business and academia. Additionally, it is an opportunity for the Academy to get exposure in business school circles and the business community at large. Examples of these competitions include those sponsored by Johnson & Johnson, Hass Business School – University of CA at Berkeley, and the McComb Business School – University of Texas at Austin.

Host Coast Guard Case Competition \$11,000

Sponsor a business case competition such as those described above, that focuses on Coast Guard challenges for the 21<sup>st</sup> century. Invite service academies and select regional B-Schools to compete in a competition that challenges future leaders with relevant issues facing the Coast Guard. This would be an opportunity for the Coast Guard to have cadets "wrestle" with current Coast Guard issues. Modeled after an existing competition format, we would initially partner with another institution with competition hosting experience.

## *Excellence in Research Library*

Library Endowment \$3,300,000

The Academy Library will continue to have critical needs in collections, technology, and staffing because of dramatic cost increases even though our library now meets minimum standards as set forth by our accrediting agencies. It is our vision the CGA Library be established as the Academy and Coast Guard's premier source for lifelong learning.

## *Equipment & Research Opportunities*

Ethics Research Fellowship \$825,000

Moral values and principles are unchanging, but helping students apply them to constantly changing real-world situations demands ongoing research. Such research requires unbroken stretches of time, which are extremely difficult to come by while teaching full time and performing the many other duties expected of faculty members at the Coast Guard Academy. An Ethics Research Fellowship will allow Coast Guard Academy faculty to spend several months focusing on developing the most effective ways to help our students meet the ethical challenges they will face throughout their careers. Possible research projects include research into the ethics of homeland security, development of engineering ethics curriculum, development of ethical assessment instruments, and research aimed at integrating ethics instruction into other courses and non-academic activities. Such projects are essential to the Coast Guard Academy's mission of developing leaders of character who possess a high sense of honor and are ethically prepared to serve their country and humanity.

Towing Carriage Weight Reduction – Marine Engineering Section \$15,000

Fabrication of crossbeams and an instrumentation beam from structural aluminum to replace the existing structural steel members, for the purpose of reducing the mass of the tow tank carriage. Reducing the carriage mass will enable the carriage drive system to accelerate ship models to higher speeds than at present. This capability will increase the overall utility of the tow tank for cadets and faculty, and will help us move toward the capabilities presently at Webb, Stevens, and the Naval Academy.

Ship Inclining Model – Marine Engineering Section \$6,500

Fabrication of Plexiglas Barge Model with attached tracks for vertical and transverse shifts of center of gravity. Goal is demonstration of basics of USCG inclining process and classroom calculation of initial stability of a vessel (for Principles of Naval Architecture & Nautical Science II courses)

Shipboard Piping/Valve Demonstrator – Marine Engineering Section \$7,000

Fabrication of steel/copper mock-up of common shipboard piping and valve systems, including cutaways of components to demonstrate internal workings/geometries (for Fluid Mechanics course and EOIT training)

Acoustic Doppler Current Profiler – Science Department \$30,000

Requested funds are to purchase an Acoustic Doppler Current Profiler (ADCP) and associated ruggedized laptop. An ADCP is the instrumentation for collecting current measurements, through both time series and boat mounted applications. Several courses within the Physical MES major would benefit from current profile data produced by the proposed instrument. It will collect data from near the surface to the bottom, and can be mounted in a wide variety of configurations, e.g., on the Marine Science boat or moored at the surface or near the bottom. Thus, currents are measured throughout the water column, allowing capture of multi-layer flow in system. Knowing/measuring these currents are needed in order to understand distribution of chemical or even plankton in the Thames River. The instrument collects large amounts of data; data analysis will further apply cadets' math coursework. Ruggedized laptop will allow data to be downloaded and displayed in real-time on the Marine Science boat.



Handheld Water Quality Sampling Instruments – Science Department \$25,000

Funds will purchase two state-of-the-art hand-held water quality sampling instruments. These instruments would be used by 3/c, 2/c, and 1/c cadets in 4 courses in our MES major. These instruments will allow more opportunities for the cadets to make direct measurements of the Thames River properties than we can currently offer them.

## *Excellence in Cadet Academic Achievement*

### First-year Experience (FYE) Program Support

\$1,375,000 Endowment

This endowment would provide \$50,000 per year to hire a faculty member to expand the reach of the current Fourth-Class Academic Orientation Program as part of the growing presence of First-year Experience Programs in colleges and universities across the nation. The ideal candidate will have a solid background in FYE programs to include working with faculty to develop interdisciplinary courses that focus on critical thinking, reading, and writing in an integrated way, as well as to integrate into their courses opportunities for cadets to develop skills and knowledge crucial to their academic success and retention: time management, self-assessment, understanding diversity, understanding learning styles, etc. In addition, the faculty member would work with the Department of Academic Resources to continue to integrate programs such as Advising, Peer Tutors, Honors, 4-5-2, CWRC, Summer Reading, etc. into a successful "first-year experience" for cadets, one that will address the needs of the most "at-risk" students as well as those with unusual talents.



## Leadership Development

The Commandant, in his 2011 State of the Coast Guard address, set forth his leading priorities. One of ADM Papp's "top four" is to improve the quality of the Coast Guard's leadership in crisis situations. Under his "Our Strength-Our People," a listed Coast Guard core competency is "crisis leadership, management and command and control." It further describes that: "We Grow Leaders... with years of experience weighing risk, exercising independent judgment, and making time-critical on-scene decisions, often with life or death consequences." The Commandant's Priorities and Objectives also align with "leader development." His #1 Priority of "Sustain Mission Excellence" has as one of its components to "Refresh Leadership Competency Requirements." This #1 Priority is complemented by another, "Enhance Crisis Response and Management." Our objective is to provide a world class education in our mission to graduate leaders of character who lead with "stout hearts and alert minds." The following section presents needs that will provide a "margin of excellence" to our academic programs in support of our strategic goals.

### Conferences and Seminars

#### Leadership Seminars/Lecture Series,

\$41,500

The Center of Creative Leadership offers a wide range of exportable education in the field of leadership. These funds would support Academy efforts to tap this educational resource to strengthen our military and academic efforts to reinforce "Leadership across the Academy". The fund will also support prominent leaders as speakers to supplement the academic lectures presented in classrooms.

#### Youth Leadership Conference

\$12,500

In the spring, the CGA Institute for Leadership partners with 2/c cadets to organize, fund and execute an annual youth leadership conference. The youth leadership conference provides cadets the opportunity to practice teaching leadership to younger students. Conference participants have come from as far away as California. The conference is designed for 9<sup>th</sup> and 10<sup>th</sup> graders. Also, the youth conference enhances partnerships with the local community and the national Sea Cadet program. During the conference, participants learn about engineering and leadership. Cadets receive hands on experience guiding subordinates through leadership development and helping high school students see what the Academy has to offer as a college experience.

#### Diversity and Leadership Symposium

\$60,000

The CGA Institute to Leadership and the Office of Diversity Affairs will host an annual conference, lunch and learn sessions, and speakers on diversity and leadership. The purpose of these activities will be to encourage and inform diversity and leadership in its many forms and facets. We will examine and explore topics such as what diversity looks like beyond race, gender, sexual orientation and nationality; how diversity empowers innovation; how to minimize groupthink while maximizing desired outcomes.

Institute for Leadership Conference \$550,000

Funds used for expenses associated with Institute sponsored annual leadership conferences. Endowment would bring prominent academics and practitioners to CGA for national academic conferences focusing on leadership development. Conferences would also serve to raise national reputation of CGA in field of leader development.

### Assessment

Cadet 360 Leadership Feedback Program \$10,000

This program has proven to be a positive spark in developing the leadership abilities of graduates. It's a multi-rater assessment process that provides 2/c cadets with a 360-degree view of their leadership performance as articulated by their seniors, peers, and subordinates. This personally-tailored and confidential information is then compared to the self-assessment of the rated cadet. The assessment serves as a basis for past reflection, current goal setting, and future growth, all critical components of a leader's development. While the program has experienced much success over the past few years, there are process and technology improvements that can further enhance its effectiveness and efficiency.

Cadet E-Portfolio \$10,000

The E-leadership portfolio documents the leadership development journey of a cadet throughout their Academy experience by providing one place for self-reflection and goals. The portfolio is designed for new recruits, or swabs, to begin use by entering their thoughts of the day. The user can personalize the e-leadership portfolio as much or as little as they would like with pictures and quotes. The portfolio also provides cadets space to describe their life story in 400 words or less, enter their current career aspirations, and name who their mentors or advisors are. The e-leadership portfolio will be utilized and updated throughout cadets' time at the Academy. During their last year, cadets can reference their e-leadership portfolio to review all reflections they have completed during their time at the Academy. The e-leadership portfolio also provides a space for a cadet's mentors and advisors to view the cadet's goals and career aspirations, helping mentors provide relevant feedback.

### Mentoring

CGA Mentoring Program \$35,000

This program matches cadet protégés with trained mentors. Faculty and staff members at the Academy volunteer for the program in hopes to both develop their own mentoring skills and gain experience mentoring, and to give back. Cadets join the program to interact with an experienced person in an unofficial capacity, to seek career advice, and to gain a sounding board as they deal with life's challenges.



Women's Leadership Initiative \$50,000

The Coast Guard Academy tends to attract a higher percentage of women than the other services academies and mentors are important for retention and advancement. Imagine new opportunities where mentoring relationships can begin to cultivate and grow over time, providing long-term professional outreach, support networks, educational programs, and a means to share and learn from each other's experiences. Mentor relationships work both ways as well. Senior leaders must continue to learn and they need to know and understand the challenges for junior leaders today. With the help of the Coast Guard Academy Institute for Leadership, we want to create and foster such opportunities with the establishment of the *Women's Leadership Initiative Endowment* within the Academy's Alumni Association.

Development Programs and Tools

Civic Leadership Development Program \$25,000

The Civic Leadership Development Program seeks to provide funding, strategic guidance, and support to cadet development community service initiatives, enabling the Academy to better serve and embrace the New London and Southeastern Connecticut community.

Over the past several years, several civically-minded initiatives have been supported at the Academy including: the Partnership in Education Program, cadet service day, the requirement that all cadets perform a minimum of eight hours of community service, and the recently-adopted annual Alumni Award for Community Service. For this award, a plaque is presented to the individual who performs the greatest number of community service hours per semester, and financial gifts are given to the company and class that lead in community service hours. The Civic Leadership Development Program would help cadets embrace community service by knocking down several barriers they face while completing service projects.

The most common issue with community service is the lack of funding. Because cadets receive minimal salary and are unable to fundraise as members of the military, they are often confined to small scale, labor-only initiatives, such as raking leaves in New London's parks, cooking at soup kitchens, or reading to kids

(all performed by cadets in the past few years). Certainly these initiatives are valuable to the community, but any larger scale projects, such as repainting the New London Boys and Girls Club or building a park in New Haven, require funding for supplies and travel. This program would award small grants for community service projects to enable cadets to have more impact and stretch themselves further as they develop their civic leadership.

Servant Leadership Development Program \$25,000

The servant leader feels compelled to serve country or organization first. Cadets should feel a strong desire to serve above all else, and then make a decision to lead within the Coast Guard. Servant leadership requires individuals to possess the following qualities: the ability to listen, empathy, healing, awareness, persuasion, foresight, stewardship, and interest in building community. Servant leaders are leaders of character who have the ability to communicate across cultures and excel at teamwork in order to complete the mission and better the global community.

The CGA Institute for Leadership will sponsor servant leadership trips to domestic and international locations that need assistance or aid. These trips will provide cadets, faculty, and staff with the opportunity for individual growth, increased teamwork, and personal involvement. For example, the Institute assisted cadets participating in a servant leadership trip to Honduras.

Applied Leadership & Teambuilding Challenge Course \$80,000

Request is for integrating character development, confidence and leadership into a memorable series of experiential learning events on a world-class outdoor challenge course. Opportunities to exercise leadership lessons from Chase Hall and the classroom in a dynamic and visible manner have long been critical components of Academy leader development programs. Outdoor challenge courses are widely recognized as an effective means to place students of any experience and skill level in situational leadership roles. Approval of this grant request would enable the Academy to build and utilize a premier, on-site challenge course that would become a capstone event for Academy, OCS and the Leadership Development Center's leadership courses, directly impacting more than 700 students per year. The primary outcomes of the grant would be:

- Promote the Academy and the Leadership Development Center as an unrivaled center of excellence for academic, experiential and practical growth of leadership skills.
- Physically and mentally challenge students in an outdoor environment to solve problems and works as a team to accomplish a common goal.
- Provide a fun and safe facility on which leadership skills that have been observed in the barracks or at operational units can be practiced and perfected.
- Immerse Academy and Leadership Development Center personnel in a world class environment that will allow them to observe the application of leadership principles from the classroom.
- Build individual confidence and understanding of risk based decision making both as the leader and member of various team-based exercises.

- Provide multiple scenarios at one location to be experienced as a leader or team member over the course of one afternoon or series of events.

Summer STEM Teacher Initiative for the 21<sup>st</sup> Century \$35,000

Funds to defray expenses for attendance of 30 high school and middle school Science Technology Engineering Math (STEM) teachers to the Academy for an intensive National Science Foundation led STEM/Leadership ‘boot camp’ designed to professionally develop teachers and bolster Academy reach into urban school systems. The program is designed to create a pipeline for direct admission of STEM qualified students from diverse school systems into the Academy by using a blended Project Based Learning and Leadership Development model, coupled with the establishment of regional STEM Mentorship Centers in key geo-markets around the nation.

Stratton-Healy Forum \$300,000 endowment

The Stratton-Healy Forum captures the emerging leadership models that will shape the United States Coast Guard in the 21st Century. Named after CAPT Dorothy Stratton and CAPT Michael Healy, both of whom were leaders and pioneers, the Forum serves as a beacon, uncovering our richly diverse heritage as we lay claim to an ever diverse national landscape. New leadership patterns and techniques in all their diverse manifestations are the result of the decision to recruit and retain a richly diverse cadet population in order to secure the future diversity of the officer corps.

In order to attain the richness that diversity offers, the Stratton-Healy Forum will concentrate on engaging cadets, officers, and faculty in long-term discussion and evaluations of the different leadership obstacles and best practices women and underrepresented populations in the United States offer. The Stratton-Healy Forum will follow in the rich tradition of the Margaret Corbin Forum inaugurated at West Point in 1976 to address the entrance of women into the Corps of Cadets and the U.S. Army. Like the Corbin Forum, the Stratton-Healy Forum will focus on the rich history of accomplishments women and unrepresented cadets and officers have achieved in the U.S. Coast Guard.



Leadership fellows \$75,000

The CGA Institute for Leadership seeks to provide opportunities for members of the faculty, staff, and Corps of Cadets to spend focused time enhancing leadership development programs and conducting leadership research in addition to their regular duties. The Cadet Fellows Program enables a small group of cadets to work with the Leader in Residence and/or Tyler Chair in Leadership in a directed study in a leadership topic of their choice for a semester. The Faculty/Staff Fellows Program provides a member of the faculty or staff the funding to support travel, external training, and course relief for a semester. These fellows would be required to apply for the program and produce publishable research or actionable programs for Academy leadership development.

Visiting Scholars \$75,000

The CGA Institute for Leadership seeks to provide opportunities for individuals outside of the Academy community to spend focused time providing their unique insight of leadership development programs and/or conducting leadership for the Academy. The Visiting Scholars Program will be open to active duty military and academic and business professionals. These professionals would work with the Leader in Residence and/or Tyler Chair in Leadership to gain a better understanding of a leadership topic of their choice or develop a leadership program that will benefit the Academy. These scholars would be required to apply for the program and produce publishable research or actionable programs for Academy leadership development. Cadets will benefit by interacting with individuals from different backgrounds and experiences who can provide various perspectives on leadership studies.

LEADer Development Model and Playbook \$25,000

A team of stakeholders from across the Academy has created an elegant model that simplifies the Academy’s philosophy of leader development and explains the strategy for developing leaders of character. The model introduces the potential to continuously assess and improve leader development programs across the 200 week cadet experience. Funding is necessary to see the LEADer Development Model socialized and accepted by faculty, staff, and cadets. Funding would be used to publish the model and playbook, implement a branding strategy, and ultimately institutionalize the “how” of leader development at U.S.C.G.A.

Leadership Library Acquisition Fund \$110,000

This is a recurring operating budget to fund collection of Institute holdings. Specifically, periodicals, journals, and electronic collections related to the study of leadership development.



Eclipse Week - Cadet & Officer Leadership Symposium \$50,000

The CGA Institute for Leadership and the Office of Diversity Affairs will host an annual conference, lunch and learn sessions and speakers on diversity and leadership. The purpose of these activities will be to encourage and inform diversity and leadership in its many forms and facets inside and outside the classroom. We will examine and explore topics such as what does diversity look like beyond race, gender, sexual orientation and nationality; how does diversity empower innovation; how do you minimize groupthink while maximizing desired outcomes or how does E. Pluribus Unum make us more powerful as a nation.

Cadet Leadership Breakfasts \$3,000

The Institute recognizes the cadet leadership twice a year with a breakfast. At the breakfast the Regimental Staff and the Company Commanders receive their command insignias from the Superintendent and the Commandant of Cadets. The athletic team captains receive their insignias from the Superintendent and the Director of Athletics. This breakfast recognizes the commitment the cadet leadership has undertaken in the barracks and on the athletic field. The leadership breakfast also provides positive recognition to cadets that have willingly decided to make a difference within the barracks and athletic fields and help guide their subordinates to have a successful year.

OCS Class Significant Events \$6,500

Officer Candidate School is the largest source of diversity to the Coast Guard Officer corps and there are several significant events that mark milestone in an OC's 17 week period. These events include Billet Night and the Graduation Dinner Dance. Billet Night is when the OC's are told of their first unit as a Coast Guard officer. During the evening the OC's have a chance to celebrate the milestone, are presented unit ball caps to stimulate pride and have a chance to meet with representatives from their unit who may be in attendance. Funding is sought for offsetting the cost of the unit ball caps (\$8.00 per cap), which cannot be purchased using AFC funds. The OC's are authorized to wear their unit ball caps during the remainder of OCS. The Dinner Dance is held the evening before graduation and is the single largest celebratory event held for the officer candidates. The event is very formal and attended by senior officers, family members of the graduating class and distinguished guests. Currently, each officer candidate is paying for their own and their family's tickets. Funding for the Dinner Dance is sought to defray the expense of supporting the honored guests and VIPs who attend.

ROCI and DCO Graduation Events \$500

The Reserve Officer Candidate Indoctrination (ROCI) and the Direct Commission Officer (DCO) classes represent a significant pool of officers to the officer corps. There is one reception held for each graduation and the funds will cover this event.

CPO Academy Graduation \$7,000

The Chief Petty Officers Academy is a formal milestone marking the end of 33 days of training and the transition of the Chief Petty Officer into the mid-level management position within the Coast Guard. The Chief Petty Officers Academy graduation ceremony is a formal dinner dance that marks this occasion and is when the actual graduation takes place. With ten classes per year the staff, comprised of mostly E-8s, is expected to absorb a tremendous cost in order to provide the appropriate level of importance, pomp and circumstance at this key event. In addition to having to purchase appropriate uniforms (CGHQ denied the supplemental uniform allowance request), the staff must pay for their dinners, their significant other's dinners and any expenses related to child care. Offsetting, not sustaining, the cost of this weekday event reduces the burden on the staff and attracts the best and brightest instructors to the staff. An additional cost is paying for A school students who attend the event as honorees. The Chief Petty Officer Academy invites the leader of every A school class in session to attend the CPO Academy Graduation Dinner. This graduation dinner not only honors the A school student but also provides motivation and incentive to the student and provides a grounding experience for the graduating Chiefs.

## Admissions Excellence

Model of CGC WAESCHE \$8,000

This model will be displayed in the new lobby of Waesche Hall to honor the buildings namesake, adorn the newly renovated and decorated interior as a center, and acknowledge the Coast Guard's latest capital acquisitions.

Support for Academy Partnership \$6,000 - \$20,000/per year

These funds permit the Academy to pay an increasingly common fee, to attend college fairs around the country (\$6k). Academy Partners, who volunteer to represent the Academy at over 400 college fairs per year, are often unable to attend due to the fee. In addition, the funds will be used to reimburse extraordinary travel expenses incurred by the Partners. Finally, the funds will be used to resupply Partners with table display materials. These items are essential parts of any college fair event, promoting the institution and attracting visitors to the table to learn more. The most costly of these items is a large stand up tri-fold display. A relatively small percentage of these displays are in the hands of Partners; our end state goal is to equip each active Partner with their own display unit.

## Recruiting & Retention

Staff Member Recruiting/Retention of Science, Technology, Engineering & Math (STEM) Students \$110,000

Staff members are already involved with the admissions process by writing letters and calling prospective students. However, given the Coast Guard's growing need for STEM graduates, we must continue to develop effective strategies to attract these students. Funding would enable one or two staff members to contact more potential cadets by phone and email, to attend college fairs and to insert a CGA presence at sites with high numbers of college-bound students with special interests in engineering, science and math.

Smith Hall Student Lounge \$44,000

A recent study highlighted development of a sense of community as an important factor in retaining students in technical majors. As a result of this study, student lounges have been constructed in McAllister and Saterlee Halls. As such, Smith Hall is the only academic building without a student lounge for students to congregate and for student-faculty interactions. The requested funds are for the procurement of flooring, lighting, cabinetry, furniture and other furnishings.

Interactive Smith / Dimick Hall Lobby Displays \$250,000

The lobby between Smith and Dimick Halls is one of the most publicly visited lobbies at the Coast Guard Academy, second only to Leamy Hall. The current use of Dimick Hall during Homecoming, Parents Weekend, and for various lectures, as well as the proximity of Smith/Dimick Hall to Admissions, results in visitors frequently visiting the lobby. Although the lobby is one of the most publicly visited lobbies, its current condition is completely inadequate and uninspired for this purpose. As a result, the Academy is missing important opportunities to project itself as a leading academic institution. The requested funds would be for the procurement of active museum-quality displays, including a floor-to-ceiling cylindrical aquarium, Foucault pendulum, wave tank, and plasma display.

## Campus Sustainability

Endowed Director of Sustainability \$4,000,000

This endowment would support a full time sustainability director in the Facilities Engineering Department. This staff member would provide valuable academic, military and industry experience to the Academy to coordinate all of the sustainability activities taking place at the Academy in alignment with the Strategic Plan. In addition to their primary duties, this staff member would assist with teaching courses in areas that are outside the scope of the current faculty and provide valuable insight to both cadets and colleagues in these unique areas.

## Infrastructure

New Admissions / Visitors Center \$10,000,000

The Academy Visitor Center should serve as an important recruiting tool, as well as provide a center for outreach.

New Pine Hall Sailing Center \$14,000,000

Pine Hall is the headquarters for the waterfront programs and staff and is in poor overall condition. However, we have an unmatched waterfront that is a national treasure from the smallest dinghy to USCGC EAGLE along with a top notch sailing staff. Construction of a new waterfront maintenance, teaching, and office facility would greatly improve the quality of waterfront and sailing instruction programs, as well as the aesthetic quality of the Academy waterfront area. The facility is critical to all waterfront operations, and has been designed to accommodate the new L44s. The staff coordinates all waterfront based professional maritime and sail training and instructional programs from this facility which also serves as the home for much of the Academy small boat and equipment maintenance.

Waesche Hall – New Library Window Wall & Door Entrance \$50,000

This project will remove the existing entranceway into the library and replace it with glass wall and entranceway to enhance the overall appearance of the Waesche Hall library.

Leamy Hall Lower Ballroom Upgrades \$500,000

(This project is scalable.) The recent renovations to Leamy Hall Auditorium transformed the facility into a top level regional multipurpose venue for performances and events. Typically it is the Lower level ballroom of Leamy Hall that receives the highest foot traffic and hosts many individual and Academy wide events like Parents Weekend and Homecoming. It is at these events where many visitors form their first and sometimes only impression of the Coast Guard Academy. Now with newly renovated Leamy auditorium, this exposure will be even greater as traffic into the facility will undoubtedly increase with the auditorium's draw. Currently the lower level of Leamy Hall is generally clean and well organized however, the layout does not support its current multipurpose usage and the décor is dated and from the 1960s. The facility is in need of updating to ensure it represents the pride and professionalism of the Academy and its people.

Leamy Hall Auditorium Lobby Upgrades \$300,000

(This project is scalable.) The recent renovations to the Leamy Hall Auditorium transformed the facility into a top level regional multipurpose venue for performances and events. However, due to funding constraints, upgrades to the auditorium lobby were not able to be funded. This project will modernize the auditorium lobby and restrooms to tie it into the auditorium and cadet spaces.

Outdoor Storage & Restroom Facility \$250,000

Improvements are necessary for spectator and athlete facilities to complement the new track and field complex, and to service all of the other lower field athletics facilities. Current facilities cannot accommodate the expected needs associated with conducting events taking place at the lower field complex.

Athletic Recognition Area-Roland Hall \$2,000,000

A facility is needed to provide recognition for Coast Guard Academy athletics accomplishments and to better recognize the history and traditions of Academy athletics. An atrium facility connected to or extended from the lobby of Roland Hall would provide that venue. There is also potential for this space to be included in the new Admissions/Visitor center.

# Honoring our Profession and History

Washington Parade Field Monument

\$100,000

Funds would pay for a bronze monument of General George Washington on his horse leading the Colonial Army into battle. This monument would recognize the leadership of General Washington for whom the CGA Parade Field is ceremoniously named. It would also serve as a historical reflection point for cadets, students, faculty and visitors.



## CGC EAGLE

Refurbish and renew CGC EAGLE's Brightwork

\$100,000

Funds provided would cover re-finishing all or portions of fore and aft helms, bridge gratings, bitt boxes, and the Captain's Coffin. The cost is scalable.



...served with ...  
...he joined the forces of ...  
...and campaign against the ...  
...British in Rhode Island



RESIDENT GEORGE WASHINGTON  
IN 1791. APPOINTED  
CAPTAIN HOPLY YEATON  
FIRST COMMISSIONED SEA-GOING OFFICER OF  
UNITED STATES  
YEATON COMMANDED CUTTER  
HAMPSHIRE - GOVERN  
VENUE CUTTER  
d marit