

U. S. Coast Guard Academy



2008 Margin of Excellence Needs List

U.S. Department of
Homeland Security

United States
Coast Guard



Superintendent
United States Coast Guard Academy

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26 Mar 08

I have approved the enclosed 2008 Coast Guard Academy Margin of Excellence Needs List. This list of projects, items and activities will greatly enhance numerous Academy programs for which appropriated funding will not be available.

More specifically, the generosity of individuals and organizations to support these margin of excellence opportunities will raise the level of the academic, athletic, military and professional training, and leadership development of our students.

Each category of the Needs List (i.e. Academics, Athletics, Comdt of Cadets, etc.) has its own internal prioritization. These prioritizations are based on the most pressing strategic needs as identified by that particular Division that, once met, will significantly improve the Coast Guard Academy's learning environment. The 2008 Coast Guard Academy Margin of Excellence Needs List can be found on the Coast Guard Academy's website www.uscga.edu at:

http://www.uscga.edu/uploadedFiles/About/needs_list_2008.pdf

If you have any questions regarding the Academy's 2008 Margin of Excellence Needs List, please contact CDR Mike Lopez, Academy Comptroller, at 860.701.6728. Thank you.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. S. Burhoe".

J. S. Burhoe
Rear Admiral, U.S. Coast Guard
Superintendent

Enclosure: 2008 Margin of Excellence Needs List

MARGIN OF EXCELLENCE NEEDS LIST – 2008

ACADEMICS	<u>EST. COST</u>	<u>PAGE</u>
Endowed Chairs: Overarching Strategy		2
Endowed Chair in Engineering and Technology	\$4,000,000	2
Endowed Chair in Civil-Military Relations	\$4,000,000	2
Endowed Chair in Ethics	\$4,000,000	3
Homeland Security Law Lecture Series	\$11,000	4
Humanities Lecture Series	\$11,000	4
Lyme Academy of Fine Arts Drawing Class	\$13,000	5
Cadet Field Trips for Electrical and Computer Engineering Majors	\$13,200	6
Cadet Travel Fund for Mechanical Engineering Competitions	\$11,000	6
Cadet Field Trips for Management Majors	\$15,000	6
Cadet Drawing Fellowship	\$8,000	6
Cadet Internship Programs	\$37,000	7
San Remo Law of Armed Conflict Competition	\$22,000	8
Cadet Professional Associations and Conferences	\$45,000	8
Business Case Competition	\$11,000	9
Host Coast Guard Case Competition	\$11,000	9
Library Endowment	\$3,300,000	10
Procure and Outfit new Marine Science Research Boat	\$330,000	10
Search for Wreck of the Cutter BEAR	\$8,000	10
Margin of Excellence Databases	\$12,650	11
Ethics Research Fellowship	\$825,000	11
Rapid Prototype Machine	\$19,900	11
Towing Carriage Weight Reduction	\$15,000	12
Ship Inclining Model	\$6,500	12
Shipboard Piping/Valve Demonstrator	\$7,000	12
Controllable Pitch Propeller Model	\$9,500	12
Acoustic Doppler Current Profiler	\$30,000	12
Handheld Water Quality Sampling Instruments	\$25,000	12
Spanish Lab Upgrades	\$28,000	13
First-Year Experience (FYE) Program Support	\$1,375,000	14
Endowment for Rhodes, Marshall, Fulbright And Other Post-Graduate Fellowships	\$1,250,000	14
Leadership Research Grant	\$110,000	15
Leadership Library Acquisition Fund	\$110,000	15
Institute for Leadership Conference	\$550,000	15
Leadership Seminars/Lecture Series	\$33,000	15
Institute for Leadership Research Fellow	\$1,375,000	15

COMMANDANT OF CADETS

Luder Yawl Replacements	\$5,600,000	16
Cadet Activities	\$55,000	16
Cadet Club Sports Endowment	\$250,000	16
Cadet Transportation	\$125,000	16
Chase Hall Duty Officer & Cadet Watch Office Renovation	\$50,000	17

ADMISSIONS EXCELLENCE

Equip Academy Admissions Partners - Recruiting Equipment	\$180,000	17
Academy History Project in Waesche Hall	\$250,000	17
Two Permanent Civilian Admissions Officers	\$150,000	18
Educator Outreach	\$935,000	18
Celebrating Academy Alumni & Academy Classes	\$34,100	19

CADET ENRICHMENT AND DEVELOPMENT

Leamy Hall Student Union	\$85,000	19
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INFRASTRUCTURE

New Visitor/Admissions/Fine Arts Center	\$5,400,000	20
New Pine Hall Sailing Center	\$5,500,000	20
Construct New Indoor Small Arms Firing Range	\$5,000,000	20

RECRUITING AND RETENTION

Engineering Department Recruitment and Retention Coordinator	\$1,650,000	21
Staff Member Recruiting/Retention of Science, Technology, Engineering, and Math (STEM) Students	\$110,000	21
Smith Hall Student Lounge	\$44,000	21
Interactive Smith/Dimick Hall Lobby Displays	165,000	21

ATHLETICS

Fitness and Conditioning Center	\$5,000,000	22
Aquatic Center (Swimming & Diving Complex)	\$8,000,000	22
Baseball Pressbox	\$30,000	22
Softball Pressbox	\$28,000	22
Billard Hall Coaching & Conference Room Rehab	\$100,000	23
Outdoor Storage / Restroom Facility	\$75,000	23
Athlete Recognition Area – Roland Hall	\$1,200,000	23

Coaching Internships	\$150,000	23
Scholar – Athlete Recruiting & Travel	\$49,500	23
Portable Hitting Tunnel for Softball & Baseball	\$15,000	24

DIVERSITY INITIATIVES

Healy Forum	\$150,000	24
Diversity Lecture Series/Training Experience	\$55,000	25
Diversity Peer Educator Conference Participation	\$23,500	25
Eclipse Week Under-Represented Officer Symposium	\$47,000	25

MARGIN OF EXCELLENCE NEEDS LIST 2008

SUPERINTENDENT'S TOP 15

	<u>EST. COST</u>	<u>PAGE</u>
Endowed Chair in Engineering and Technology	\$4,000,000	2
Luder Yawl Replacements	\$5,600,000	16
New Visitor/Admissions/Fine Arts Center	\$5,400,000	20
Aquatic Center (Swimming & Diving Complex)	\$8,000,000	22
Cadet Club Sports Endowment	\$ 250,000	16
Leamy Hall Student Union	\$ 85,000	19
Healy Forum	\$ 150,000	24
First-Year Experience (FYE) Program Support	\$1,375,000	14
Endowed Chair in Science	\$4,000,000	2
Endowment for Rhodes, Marshall, Fulbright and other Post-Graduate Fellowships	\$1,250,000	14
Procure and Outfit Marine Science Research Boat	\$ 330,000	14
Fitness and Conditioning Center	\$5,000,000	22
Coaching Internships	\$ 150,000	23
Athletic Recognition Area – Roland Hall	\$1,200,000	23
Institute for Leadership Conference	\$1,375,000	15

ACADEMIC EXCELLENCE

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.

The various needs have been categorized as follows:

Section	Contents
Excellence in Instruction	<ul style="list-style-type: none">○ Endowed Chairs○ Lecture Series○ Unique Course offerings
Excellence in Experiential Learning	<ul style="list-style-type: none">○ Field Trips○ Internships○ Academic Clubs & Competitions
Excellence in Research	<ul style="list-style-type: none">○ Library○ Equipment & Research opportunities
Excellence in Cadet Academic Achievement	<ul style="list-style-type: none">○ First Year Experience○ Honors programs
Institute for Leadership	<ul style="list-style-type: none">○ Leadership lectures○ Leadership research & conferences

Excellence in Instruction

Endowed Chairs

The Academy's goal is to endow a chair in each of five shared learning outcomes (SLO) categories: Leadership, Ethics, Communication, Critical Thinking, and Discipline Based Knowledge.

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.

Our second endowed chair will focus on Engineering and Technology. The third endowed chair would be in Civil-Military Relations and the fourth chair would be in Ethics. Institutes in each of these areas could also be developed.

The Discipline Based Knowledge endowed chairs would focus on our five departments – Engineering, Humanities, Management, Math, and Science -- and our eight current majors --- Civil Engineering, Electrical Engineering, Government, Management, Marine and Environmental Sciences, Naval Architecture and Marine Engineering, Mechanical Engineering, and Operations Research and Computer Analysis.

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 Civil-Military Relations \$4,000,000

This endowment would fund a chair in the Social Sciences, with expertise in Civil-Military Relations. To understand the broader civil-political world around them, officers must be informed, conscientious citizens of local, state, national, and even global communities. The recipient of this Chair will enhance cadets' knowledge of their ethical and constitutional obligations for selfless service in the support and defense of the Constitution, the Nation, and its people. More so than any of the other armed services, the Coast Guard frequently interacts with the citizens of our nation, and in many cases, junior officers are the liaison between the Coast Guard at large and local communities. Coast

Guard officers must recognize their obligations as members of the military profession within a democratic society. By adhering to and internalizing the Coast Guard's Core Values and understanding the values and traditions of military professionalism in the American constitutional tradition, the Coast Guard officer can faithfully fulfill these responsibilities to the Constitution and our nation's citizens, as they realize their calling as public servants and proud stewards of our nation's greatness.

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 and relies on volunteer instructors. 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

In order to maintain our margin of excellence, this series would bring in guest speakers for after hours dinners and meetings on this rapidly growing area of law. The USA PATRIOT ACT, civil liberties and the need for increased security have made this a dynamic area of study. 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. All students in Introduction to Literature and Humanities in World Literature classes will be required to attend. The lectures will also be opened to any other cadets and faculty members. Guest speakers will be well known authors speaking on topics applicable to the literature courses.

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 \$13,200

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 Engineering Center, CG Loran-C Support Unit, CG Telecommunications and Information Systems Command, 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 in order to test the products of their engineering designs – an essential component of this major.

Cadet Field Trips for Management Majors \$15,000

Funds 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 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.

- a. Marine Science Antarctic Research Experience Internship \$11,000
 Funds to provide two Marine Science Majors the opportunity to travel to McMurdo Station, Antarctica. While on the Ice Breaker, the cadets participate in the underway routine, observe and assist scientists with experiments.
- b. 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 subsidize travel, lodging and per diem.
- c. 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.
- d. 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.
- e. 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.

Academic Clubs & Competitions

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, West Point, USNA and USAFA.

Cadet Professional Associations and Conferences \$45,000

a. Civil Engineering Association

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.

b. 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

c. Cadet Management Association (CMA) Activities

The CMA sponsors workshops and opportunities for majors to become immersed in intensive learning experiences in managerial relations, multicultural management, etc. Funds for this program would fulfill the needs of the management majors.

d. JINSA Summer Program in Israel

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. Annual need approx. \$10,000.

e. Musical featuring Cadet Musical Groups & Special Guest Performers

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

f. Cadet Travel Funds for Mock Trial Competitions

Funds to support cadet travel to Mock Trial competitions, a club that enhances cadets' critical thinking, public speaking, and leadership skills. (Annual Need is approximately \$6,000)

g. 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. (Annual need is approximately \$15,000)

Business Case Competition \$11,000

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 ones 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 that focuses on Coast Guard challenges for the 21st 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 life-long learning.

Equipment & Research Opportunities

Procure and Outfit New Marine Science Research Boat \$330,000

The Marine Science Research Boat (30' Lobster Boat) is central to the field lab programs for several courses in the Marine and Environmental Sciences (MES) major. These lab programs provide opportunities for cadets to apply classroom material in the field, and are vital components to an active, engaging academic program which will attract, recruit, and retain students at the Coast Guard Academy. The current research boat is almost 30 years old and needs replacing. This past spring, age and corrosion of one of the mufflers caused it to fail and be replaced with a custom-manufactured part. We anticipate similar failures in the coming years due to the age of the boat. The requested funds will procure a replacement boat of similar design to the existing boat and equip/outfit the boat with state-of-the art scientific sampling equipment. Failure to replace this vital asset will negatively impact the quality of the field lab programs in several courses, the quality of the cadet experience in the MES major, and the ability to attract/recruit high caliber students to the Coast Guard Academy.

Search for wreck of the Cutter BEAR \$8,000

In order to maintain our margin of excellence, cadets in engineering design projects are ideally involved in cutting-edge projects with a direct application. This project will enable cadets in the mechanical engineering design capstone course to design and build a ocean bottom (1000 ft depth) Remote Operated Vehicle (ROV) that can be used in a planned search for the wreck of the Cutter BEAR that is tentatively scheduled to take place in the summer of 2008. The cadets who participate in the project will ideally be able carry this through after graduation by participating in the search and by piloting this ROV on-site to explore the wreck once it is found. Feedback from sources ranging from RADM Gabel (CG-4) to recent graduates strongly indicates that we need more projects of this type.

Margin Of Excellence Databases \$12,650

These additional databases provide excellence in education as well as help sustain faculty research. Databases that would add to the Academy's margin of excellence are:

- America History and Life published by ABC-CLIO(2,500/yr) would support the Government major.
- Environmental Policy Index published by EBSCO (\$3,500/yr) would support Civil Engineering and Marine Science majors in their environmental tracks.
- Military and Government Collection published by EBSCO (\$5,500/yr) would support the LDC, Leadership and Management Dept, and Commandant of Cadets Division.

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.

Rapid Prototype Machine – Mechanical Engineering Section \$19,900

Funds are requested to purchase a rapid-prototyping system to produce parts for concept evaluation, testing, and casting applications. The machine accepts solid models created in SolidWorks, which is already incorporated in the CGA's ME program, and uses 3-dimensional printing technology to manufacture parts. With this machine, cadets will be able to design components on the computer and then manufacture the actual parts in the lab. The machine will benefit cadets within the ME program as well as other majors, such as cadets enrolled in the Acoustics class who could design and build their own speaker components. The machine can also be used in the Materials Science course to generate molds which can be poured with molten aluminum to produce components. The acquisition will augment CGA's computer-controlled metal manufacturing capability with a plastic-based manufacturing capability.

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

Fabrication of crossbeams (2 ea) 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)

Controllable Pitch Propeller Model – Marine Engineering Section \$9,500

Machining/fabrication of model of controllable-reversible propeller, including internal components and ability for students to "tear down" and rebuild (for Ship Propulsion Design course and EOIT training)

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

Request funds 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 realtime on the Marine Science boat.

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

I propose \$25K to purchase two state-of-the-art hand-help 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. They are deployable from an RHI, hence they would be used more often than our larger instruments which need to be deployed from the Marine Science Boat. They are MOE because we can make do with the instruments that we have, but these instruments will allow more opportunities for the cadets to make direct measurements of the Thames River properties than we can currently offer them.

Spanish Lab Upgrades – Humanities Department \$28,000

Spanish Language lab is in need of a major update to its systems. The upgrade would allow each student to sit at a terminal instead of sharing. (Sharing terminals is the equivalent of sharing pencils in a chemistry lab.) Update the software from version 3 to version 8 (yes, we've missed some upgrades), and procure new hardware and software that will make the lab much more user-friendly and usable by a much larger audience than just the language learners.

Excellence in Cadet Academic Achievement

First-year Experience (FYE) Program Support \$1,375,000

This \$50,000/year request is 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.

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

This endowment would enhance cadets' competitiveness for postgraduate scholarships, adding to the Academy's prestige and improving our attractiveness to high-achieving high school students. 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.

Institute for Leadership

The Institute for Leadership at the United States Coast Guard Academy is both the coordinating body for supplementary LEADERSHIP and ETHICS programs at USCGA and a growing academic think tank. The Institute aims to serve as one of the nation's leading research organizations, and, ultimately, to develop unique, purpose-built "brick and mortar" facilities on the campus of the Academy.

Leadership Research Grant \$110,000

Funds used for expenses associated with Institute sponsored cadet and faculty research projects (e.g., data collection costs) on leadership development.

Leadership Library Acquisition Fund \$110,000

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

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.

Leadership Seminars/Lecture Series \$33,000

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". Prominent leaders of this country would also utilize these funds for a series of lectures. As future leaders of the Coast Guard, CGA students need exposure to dynamic, proven leaders in various fields of expertise. This would be an excellent supplement to academic lectures presented in classrooms.

Institute for Leadership Research Fellow / Leader in Residence \$1,375,000

Endowment would be used to hire temporary faculty to assume CGA course loads while permanent teaching staff are permitted to work on Institute sponsored research in leadership development. Funds would also be used to bring prominent local leaders to CGA in order to interact and mentor faculty/ cadets on leader development.

Commandant of Cadets

Luder Yawl Replacements

\$5,600,000

Replacement of the 4, 44' Luder sailing platforms with 8 new training sail boats at a cost of \$700,000 each. The current sail boats are well beyond their service life and need to be replaced. The new platforms will support the strategic move during the 2/c cadet summer training program to meld summer leadership training with the Luders Program. Expanding the size of the fleet would allow 100% of the 2/c Cadets to participate. Currently only 40% are able to participate in the Luders' program. The 8 new platforms would also be used during the academic year for sail training and enhanced maritime experiences.

Cadet Activities

\$300,000

The Coast Guard Academy currently sponsors over 62 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, transportation, registration fees, equipment, safety gear, association dues, etc. Funds will also continue to support gaps in funding for authorized cadet activities including Cadet Class Dinners, Cadet Hosting Fund, Cadet Social Enrichment and various Cadet musical productions.

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 US Coast Guard Academy Club Sports teams are increasingly competitive and have produced one national champion in recent years. 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).

Cadet Transportation

\$ 125,000

Cadet transportation for liberty, academics, athletics, and extra curricular activities is accomplished through four separate and distinct modes (livery service, contracted vans/buses, GSA vehicles, and cadet vans). The livery service is a contracted agreement funded through the Cadet Activities fund to mainly transport cadets during liberty hours. Contracted vans/buses are predominantly used by the athletics department to transport cadets to/from competitions. GSA vehicles are

used for official use base wide and are available to cadets on a limited basis. Four Cadet vans supplement the above transportation needs, are used for emergencies and to a greater extent to transport all cadets including those who participate in community service activities and the Academy's 62 extra-curricular clubs and activities. Due to the shortage of transportation, 1/c cadets routinely use their personal vehicles to shuttle themselves and others to Academy sanctioned events. Of the four cadet vans, three have over 65,000 miles and two have well over 100,000 miles. The service life of the latter two vehicles has been exceeded and maintenance costs are increasing exponentially. The funds for this line item will be used to purchase three new 15 passenger vans and two sedans. This incremental increase will ultimately boost the cadet vehicle fleet to five 15 passenger vans and two sedans as two legacy vehicles are decommissioned.

Chase Hall Duty Officer & Cadet Watch Office Renovation \$50,000

The Chase Hall Duty Officer and Cadet Watch offices are in disrepair and need rehabilitation to maintain a professional appearance. A renovation plan has been developed to include upgrading the flooring, ceiling, furniture, berthing, and fixtures in the four watch offices. While appropriated funds (AFC-43) are currently being used to renovate Chase Hall over the next ten years, these watch offices will not be addressed until 2010. The rehabilitation project will improve the professional appearance and habitability of the Chase Hall Duty Officer and Cadet Watch.

Admissions Excellence

Equip Academy Admissions Partners – Recruiting Equipment \$180,000

Academy Admissions Partners are CGA alumni, cadet parents, and “friends of the service” who volunteer their time to recruit and assist prospective cadets and their families. This organization replaces the Auxiliary-centric program called CGATE, which proudly served in a similar capacity for ten years. This request seeks funding to purchase table covers and tri-fold displays for 400-800 volunteers (800 is the end state projection five years from now). It is scalable to any amount. Both items are “essentials” at college fairs and congressionally sponsored service academy events which attract large numbers of prospective applicants. The table cover is embossed with the Academy word mark and cost about \$200 each. The tri-fold is a portable display unit depicting images of the cadet experience, costing about \$250 each.

Academy History Project in Waesche Hall \$250,000

This funding will outfit Admissions spaces in Waesche Hall with the furnishings necessary to receive student prospects, their families, and other visitors to Admissions. Since the departure of the Alumni Association from the work spaces in Waesche Hall, Admissions has reclaimed space to create a reception area, private meeting room, and

refreshment center for visitors. Margin of excellence funding will ensure that the décor and furnishings in these spaces properly accommodate visitors and deliver a lasting first impression that distinguishes the Academy from its competitors. Furnishings will include memorabilia and displays designed to celebrate the achievements of prominent Alumni. This need extends to the design, development and installation of furnishings & displays in the main lobby area of Waesche Hall (library main floor) and stairwell leading to Admissions that will help celebrate the history of the Academy through the lens of the cadet experience, past to present. These displays will strongly emphasize the idea that core values of honor, respect, and devotion to duty are the basis for producing leaders of character through time. The presence of the museum, library, and Admissions in Waesche Hall makes this location one of the more used buildings by Cadets, faculty, staff, and visitors alike. This project will consider the following priorities which stem from the 2005 Market Research Study and the 2007 Task Force Report:

- Conveying a strong sense of core values, traditions, and history of the Academy, and its value to the nation.
- Recognizing underserved or underrepresented populations in Academy and Coast Guard history.
- The needs and interests of Admissions visitors. Impressions formed by the campus visit remain the most important single factor in a student's decision to pursue an appointment.
- The needs and interests of alumni, whose varied contributions remain a critical source of intellectual vitality and financial support.
- Reinforcing the Academy's new visual standards.

Two Permanent Civilian Admissions Officer \$150,000

Staff turnover is deadly in any Admissions Office. The two edged sword of Academy Admissions involves turnover of the five active duty junior officers who serve as Admissions Officers. On one hand they offer personal insight into the cadet and service experience...a great competitive advantage! On the other hand, they rotate every 2-4 years and lack the professional admissions expertise necessary to compete successfully against veteran admissions professionals. Today the admissions profession is complex and changing, heightening the challenge of developing new staff. This request seeks funding to hire two permanent civilian Admissions Officers to strike a more appropriate balance between professional admissions expertise and recent service experience.

Educator Outreach \$935,000

This endowment would provide travel funds to invite approximately 100 educators and administrators to the campus each year for extended contact with Faculty, cadets, and Admissions personnel. All of the federal service academies host an extensive visitation program of this

nature with the exception of the Coast Guard Academy. Educator outreach is an essential component in any program designed to establish a system of feeder schools and organizational affiliates so critical to the recruitment of strong students, minority cadets, and technically oriented prospects, especially in emerging markets. With a 70 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.

Celebrating Academy Alumni & Academy Classes \$34,100

Construct an Athlete's Showcase to celebrate the athletic accomplishments of some of the Academy's finest teams and individual athletes by displaying memorabilia and storyboards in the empty showcases inside the new fifth deck entrance to Roland Hall, a location frequented by prospective cadets and visitors.

The Officer's Club is widely used for official and social events involving the Service Academy, Leadership Development Center, service personnel, and student prospects. This funding will be used to display artistic images and displays celebrating the rich history of Alumni and Academy Classes throughout our history.

Hero's Hall will celebrate the heroic accomplishments of Alumni by displaying storyboards, memorabilia, and artistic images in the empty showcase adjacent to the Cadet Watch Office in Chase Hall, a location frequented by prospective cadets touring the Academy.

Cadet Enrichment & Development

Leamy Hall Student Union \$85,000

Appropriated Funds (AFC-43) are currently being used to renovate Leamy Hall in multiple phases. Leamy Hall is a multi-purpose building constructed in 1970 that houses the Chaplains' Office, Coast Guard Band, Cadet Music program, MWR office, bowling alley, Dry Dock Snack Bar, Morale locker, lounges, a multi-purpose auditorium, and formal ball room. The current project is designed to renovate flooring, ceilings, heads, lighting, office spaces, electrical upgrades, cadet amenities, hazmat removal, HVAC renovation and the establishment of a student union center. Appropriated funds are not available for furnishings after building rehabilitation is completed. Funds to outfit office spaces and the student union (tables, chairs, sofas, desks, etc.) are needed to complete the Leamy Hall renovation project.

Infrastructure

New Admissions / Visitors / Cultural Arts Center \$5,400,000

The Academy Visitor Center should serve as an important recruiting tool, as well as provide a center for outreach to the public at-large. The present Visitor Center is considerably underutilized, lacks aesthetic appeal, and has significant maintenance problems. This building should be demolished and a new facility constructed to include a new Visitor Center and Admissions Office. The new arrangement would provide for a more synergistic relationship between the two functions, which are both critical in the recruitment process. This facility will also include a Cadet Arts section. Cadet's interest in producing creative works has grown during the past five years, as evidenced by the annual Cadet Art Show, the Cadet Drama Club, and the number of Cadets studying art at Lyme Academy. The Cadet Arts section will provide art studio space, a black box theater, and exhibition space, where Cadets can create and show their work. Several potential locations for the building are being studied by Cadet civil engineers.

New Pine Hall Sailing Center \$5,500,000

Pine Hall is the headquarters for the waterfront programs and staff and is in poor overall condition. Construction of a new waterfront program and office facility would greatly improve the quality of Cadet and Officer Candidate waterfront and sailing instruction programs, as well as the aesthetic quality of the Academy waterfront area. The facility is critical to all waterfront operations. 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.

Construct New Indoor Small Arms Firing Range \$5,000,000

Two Small Arms Firing Ranges (SAFR) are located in the basement of the Chase Hall barracks. This facility is over 34 years old, obsolete, functionally inadequate and incompatible with the berthing and administrative functions in Chase Hall. The current AC&I Chase Hall renovation project proposes using the existing SAFR for storing mechanical equipment necessary to complete building renovations. The construction of a new SAFR will support all shooting programs at the Academy, including all officer accession weapons training/qualifications, collegiate/club shooting sports, and operational training/qualification requirements. A new facility that meets all current environmental and OSHA standards for shooting and lead exposure will ensure safe and healthy operations. Schedule permitting, the new facility will be available to other CG units and other agency partners who operate in the New England area.

Recruiting & Retention

Engineering Department Recruitment & Retention Coordinator \$1,650,000

This endowment would provide the engineering department with a permanent staff member whose focus would be on both recruiting and retention of engineering students at the Coast Guard Academy. This position would spearhead all department outreach programs, including the summer AIM program and chair the department's accreditation oversight committee. Clearly the development and retention of a diverse, technically educated officer corps would be the focus of the individual occupying this position.

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 Satarlee 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 \$165,000

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 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.

Athletics

Fitness & Conditioning Center \$5,000,000

The CGA weight room is smaller and more outdated than most high school facilities. As the Academy's personnel complement continues to grow, finding ways to accommodate people in the existing weight room is becoming increasingly difficult. The fitness requirements of both men's and women's varsity athletic programs, as well as faculty, staff, and cadet fitness and recreational needs, place a higher demand than the facility can meet. A newly constructed weight training & conditioning facility is vital to attracting and retaining a diverse population of cadets, faculty and staff.

Aquatic Center (Swimming & Diving Complex) \$8,000,000

Aquatic sports and activities are especially important, given the maritime nature of the Coast Guard service. In addition to heavy NCAA athletic usage, the Roland Hall pool is in very high demand for cadet and LDC classes and training programs. The current pool in Roland Hall contains only six lanes, does not have a separate diving well, and is only 12 feet deep, making the pool inadequate for hosting NCAA and conference swimming and diving events. The pool in Billard Hall is even older (80+ years) and smaller. Conflicts with pool usage often occur and scheduling for pool instruction is currently very difficult. A new eight-lane pool would be 60 feet by 125 feet, and 14 feet deep. The building addition would be large enough to include a 15-foot apron around the pool in addition to bleacher and shower facilities. The pool would be constructed so that a moveable bulkhead could be used to divide the pool into separate areas to allow for simultaneous use by separate classes or activities.

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 pressbox located at the back of the new seating and backstop area behind home plate will provide much needed improvements to that facility.

Softball Pressbox \$28,000

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 pressbox located at the back of the new seating and backstop

area behind home plate will provide much needed improvements to that facility.

Billard Hall Coaching & Conference Room Rehab \$100,000

There is currently a lack of meeting room space to accommodate coaching and meeting needs for our intercollegiate athletics teams. There is space available that is currently unused but is unsuitability for anything but general storage. This initiative would provide for a large meeting space for teams and coaches. This space would also be able to utilize current video technology for teaching, coaching and analysis.

Outdoor Storage & Restroom Facility \$75,000

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 renovated lower field complex.

Athletic Recognition Area-Roland Hall \$1,200,000

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.

Coaching Internships - 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").

Scholar-Athlete Recruiting & Travel \$49,500

Recruiting scholar-athletes from across the nation is an initiative that lends itself to supporting several of the Academy's strategic goals. As athletics coaches travel, contact and recruit prospective cadets, the Academy's image and information will reach hundreds of high schools and thousands of prospective students. The personal contact associated with recruiting and travel enables our CGA personnel to seek out those qualified individuals of high character who will contribute to the service's diversity and intellect.

Portable Hitting Tunnel for Softball & Baseball \$15,000

The portable net systems would allow enclosed safety areas for conducting practices on our synthetic grass surfaces prior to the weather conditions allowing the teams to practice on natural turf.

Diversity Initiatives

The strategic initiative to emphasize diversity permeates through all divisions and staffing elements within the Academy and beyond into the Coast Guard at-large. Diversity management should be at the forefront when addressing other needs listed in areas of Academic Excellence, Admissions Excellence, Cadet Enrichment and Development, Institute for Leadership, Library Enhancements, Recruiting & Retention, Comdt of Cadets, and the LDC and within all institutes, fellowships, and lecture series. Additional diversity initiatives are reflected below. Stratton-

Stratton-Healy Forum \$150,000

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, an officer corps that must reflect the U.S. citizenry it is sworn to defend and the promise of equality the Constitution promises all.

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. By viewing diversity as a series of concentric circles, at whose core lay gender and racial differences, the Forum will focus on the two most tangible differences U.S. citizens have been socialized to believe keeps them apart. In a phased approach, the Forum will build out and engage the multiplicity and complexity that is embedded in the fabric of the nation as the concentric circles continue to grow.

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. The Forum will engage the Academy community in dialogue that will pave the way for an even

more diverse faculty/staff and officer Corps capable of leading the Service and the Nation by improving unrepresented experiences, the effectiveness of emerging leaders, and the readiness of the Coast Guard as a whole.

The Forum will be held annually, funded through a \$150K endowment managed by Academy personnel committed to the idea that leadership and diversity produce excellence in the cadet and officer corps, as framed by the Core Values. Further, the Forum will be linked to academic and professional development classes, providing an opportunity for the entire Academy community to come together at the end of the Forum to hear the winning essay honored through the Stratton-Healy Leadership & Diversity Award, presented by representatives of the Alumni class responsible for establishing the endowment.

Diversity Lecture Series/Experiential Training Experience \$55,000

Each semester expose the academy community to a unique learning experience or noted lecturer in the area of diversity, human relations or multiculturalism.

Diversity Peer Educator Conference Participation \$23,500

Funds to defray expenses for attendance and participation of officers, cadets, and advisors in various career enhancing conferences such as NNOA, ANSO, SWE, FWP, FEW, as well as student leadership conferences and training opportunity suited for cadet leadership of cultural councils (formally cadet cultural clubs).

Eclipse Week - Underrepresented Officer Leadership Symposium \$47,000

An outgrowth of the Eclipse Weekend experience and a broadened opportunity for networking and developing officers and leaders of character. Provides forum for discussing operations, assignments, mentoring, and career development of cadets, officer candidates, and officers.