

U.S. Merchant Marine Academy

Comprehensive Assessment of the U.S. Merchant Marine Academy

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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BACKGROUND

The U.S. Merchant Marine Academy (USMMA) is an accredited institution of higher education with about 950 cadets located at Kings Point, New York. The mission of the USMMA is “to educate and graduate licensed merchant marines and leaders of exemplary character who will serve America’s maritime transportation and defense needs in peace and war.” To help advance this mission, Section 3513 of the National Defense Authorization Act (NDAA) for Fiscal Year 2020 directs the Secretary of Transportation to enter into an agreement with the National Academy of Public Administration (the Academy) to conduct an independent study to examine a series of matters related to the USMMA.

PROJECT DESCRIPTION

The NDAA identifies specific issues that shall be considered by the study. Specifically, the study shall include:

- (1) A comprehensive assessment of the United States Merchant Marine Academy’s systems, training, facilities, infrastructure, information technology, and stakeholder engagement.
- (2) Identification of needs and opportunities for modernization to help the United States Merchant Marine Academy keep pace with more modern campuses.
- (3) Development of an action plan for the United States Merchant Marine Academy with specific recommendations for—
 - (A) improvements or updates relating to the opportunities described in paragraph (2); and
 - (B) systemic changes needed to help the United States Merchant Marine Academy achieve its mission of inspiring and educating the next generation of the mariner workforce on a long-term basis.

The Academy has assembled a Panel of Fellows to oversee and guide this study. Information on the Panel and study team is provided on the next page.

PANEL

Chair- Judith Youngman*

Dr. Judith A. Youngman is a Professor Emeritus of the U.S. Coast Academy. She previously served as the Distinguished Professor of Political Science at the U.S. Coast Guard Academy and Associate Professor of Social Sciences at the U.S. Military Academy. She also served as Vice President, Public Affairs at Rhone-Poulenc Rorer (now Sanofi Aventis); Executive Director, Public Issues Management at Merck & Co., Inc.; and Director, International Affairs, Pfizer Inc. She is a former Chair of the Department of Defense Advisory Committee on Women in the Services; the first American representative on the Development Committee of the Business-Industry Advisory Committee to the Organization of Economic and Development (OECD); a member of the U.S. Coast Guard's Strategic Transformation Team; a member of the Chairman of the Joint Chiefs of Staff's Comprehensive Review Working Group; and the inaugural Director of the U.S. Coast Guard Academy's Center for Maritime Policy and Strategy.

Sandra Archibald*

Emeritus Dean and Professor, Evans School of Public Affairs, University of Washington. Former positions with Humphrey Institute of Public Affairs, University of Minnesota: Deputy Associate Dean; Interim Dean; Associate Dean for Academic Affairs and Research Programs; Associate Vice Provost for Faculty Development; Professor; Associate Professor; Adjunct Associate Professor; Associate Dean and Director of Graduate Studies. Former Assistant Professor of Applied Economics, Food Research Institute, Stanford University.

Lewis Crenshaw*

President and Founder, Crenshaw Consulting Associates LLC; Managing Director, HJ Steininger, PLLC; Chairman, Navy Safe Harbor Foundation. Former Principal, Grant Thornton LLP; Executive Director, Defense and Intelligence, Global Public Sector, Grant Thornton LLP. Former positions with the U.S. Navy: Deputy Chief of Naval Operations for Resources, Requirements and Analysis (N8); Commander, Navy Region Europe; Deputy Commander, U.S. Naval Forces Europe; Director, Assessment Division (N81), Navy Staff, The Pentagon.

Thelma Harris*

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Peter Marshall*

Independent Management Consulting. Former Vice President, Dewberry; Client Services Corporate Coordinator for Navy Programs, Projects and Activities, Dewberry. Former Vice President of Operations, Burns and Roe; Senior Vice President, Parsons Brinkerhoff. Former positions with U.S. Navy: Chief Operating Officer and Vice Commander, Naval Facilities Engineering Command, Washington, D.C.; Commander, Pacific Division, Naval Facilities Engineering Command, Honolulu, Hawaii; Commander, 22nd Naval Construction Regiment, Norfolk, Virginia; Fleet Civil Engineer, Naval Forces Europe; Commanding Officer, Navy Public Works Center, San Francisco; Assistant Facilities Manager, Mare Island Shipyard, Vallejo, California.

PROJECT STAFF

Brenna Isman, *Director of Academy Studies*

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