

UNITED STATES NAVAL ACADEMY ALUMNI ASSOCIATION AND FOUNDATION

CAMPAIGN REPORT



CALLED TO
SERVE
DARING TO
LEAD



CELEBRATING WITH A
YEAR OF GRATITUDE



CALLED TO SERVE



DARING TO LEAD

CAMPAIGN REPORT

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U.S NAVAL ACADEMY ALUMNI ASSOCIATION AND FOUNDATION IMPACT



**CALLED TO
SERVE**

**DARING TO
LEAD**



**THE NAVAL ACADEMY
CAMPAIGN**



LETTER FROM THE CEO

Byron F. Marchant '78, President and CEO

TO ALUMNI, PARENTS AND FRIENDS:

The Naval Academy's Strategic Plan 2020, published in 2011, presaged a clear vision:

“To be the nation’s premier institution for developing future naval leaders from diverse backgrounds to serve in an increasingly interdependent and dynamic world.”

For the next ten years, inspired by this vision and by our commitment to the alumni community, your Alumni Association and Foundation went to work. The Foundation, expertly governed by its Board of Directors, and working closely with the Naval Academy, created the campaign plan that was the blueprint for our philanthropic support to Naval Academy strategic initiatives; our *Called to Serve, Daring to Lead: The Naval Academy Campaign*. At the same time and led by our Alumni Association Board of Trustees, we created the *Alumni Association Strategic Plan 2020* that focused on transforming the services and facilities we provide to our alumni community. This report is the story of our success on both strategic efforts; in supporting the Naval Academy and in delivering the services and facilities our great alumni community deserves.

The Campaign's financial goal was ambitious—\$400 million, nearly \$150 million more than the total raised in our first campaign, the \$254 million *Leaders to Serve the Nation*. Together, with your steadfast belief in our common purpose, and in the midst of a global pandemic, we simply answered that call to serve, and by doing so, we dared to lead.

More than 39,000 donors made a financial gift, an All-Hands-On-Deck response that drove us to \$541 million for the Campaign, 35% beyond our goal. With the campaign plan as its guidepost, your investment went right to work in addressing the Superintendent's most urgent priorities, as detailed in the following pages. Your giving provided the margin of excellence that propelled our Naval Academy to elite standing among our nation's colleges and universities: #1 Top Public School, #5 Undergraduate Engineering where Ph.D.s are not offered and #6 National Liberal Arts College in *U.S. News and World Report* rankings.

Just as important, and guided by the *Alumni Association Strategic Plan 2020*, your philanthropy also had transformational impact on services and facilities for the alumni community itself. Your gifts of time, treasure and teamwork:

- Increased Association membership by 10,800.
- Created Shared Interest Groups through which we come together in celebration and support of our rich diversity of experience.
- Expanded the Class of 1969 Alumni Mentoring Program (AMP) to more than 4,100 participants.
- Served 6,836 alumni transitions through the Service Academy Career Conference.
- Launched new Alumni Association chapters in Spain, Germany, London, South Korea and Singapore.
- Delivered our new home on College Creek for our Association members and parents to enjoy—the Alumni Association and Foundation Center—the first building in our history dedicated to the service and accomplishments of all Naval Academy alumni, parents and friends—opening in 2023 (see p. 30).

The pages that follow tell more of the story of the impact of your generosity. Please enjoy learning more about the difference you have made in the development of our future Navy and Marine Corps officers, and in the care of our great alumni community.

On behalf of our alumni community and our Association and Foundation staff, THANK YOU, AND **GO NAVY!**



RON TERWILLIGER '63 CENTER FOR STUDENT-ATHLETES

CAMPAIGN LEADERSHIP		CAMPAIGN CHAIRS
VADM John R. Ryan '67, USN (Ret.) <i>Chairman, USNA Foundation 2009–2015</i>	ADM Charles S. Abbott '66, USN (Ret.) <i>Chairman, USNA Alumni Association 2009–2012</i>	Daniel F. Akerson '70 <i>Chairman, USNA Foundation</i>
Daniel F. Akerson '70 <i>Chairman, USNA Foundation 2015–2021</i>	ADM Robert J. Natter '67, USN (Ret.) <i>Chairman, USNA Alumni Association 2012–2018</i>	Eric P. Grubman '80 <i>Vice Chair, USNA Foundation</i>
Eric P. Grubman '80 <i>Vice Chair, USNA Foundation 2018–2021</i>	ADM Samuel J. Locklear III '77, USN (Ret.) <i>Chairman, USNA Alumni Association 2018–2021</i>	J. Ronald Terwilliger '63 <i>Board Member, USNA Foundation</i>
ADM Michael G. Mullen '68, USN (Ret.) <i>Vice Chair, USNA Foundation 2018–2021</i>	ADM Mark E. Ferguson III '78, USN (Ret.) <i>Chairman, USNA Alumni Association 2021–Present</i>	
RADM Thomas C. Lynch '64, USN (Ret.) <i>Chairman, USNA Athletic & Scholarship Programs 2004–Present</i>		

CAMPAIGN IN NUMBERS

THANKS TO YOU, WE RAISED

\$541.4 MILLION

THANKS TO YOU, we enhanced the midshipman experience, invested in exceptional faculty and staff, built new facilities and supported initiatives that address the Naval Academy and greater Naval Academy community’s most pressing needs.

THANK YOU FOR BEING PARTNERS IN THIS JOURNEY.

GOAL: \$400,000,000
RAISED: \$541,420,260

CAMPAIGN TIMELINE

JULY 2012

CAMPAIGN
START

**JULY 2012-
OCTOBER
2018**

CAMPAIGN
SILENT PHASE,
ACTIVELY
FUNDRAISING

**NOVEMBER
2018**

CAMPAIGN
PUBLIC
PHASE
LAUNCHED

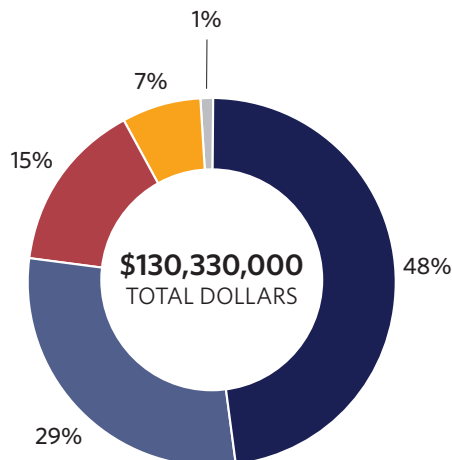
MAY 2019

ACHIEVED
ORIGINAL
GOAL OF
\$400M

**JUNE 2021
CAMPAIGN
CLOSES**

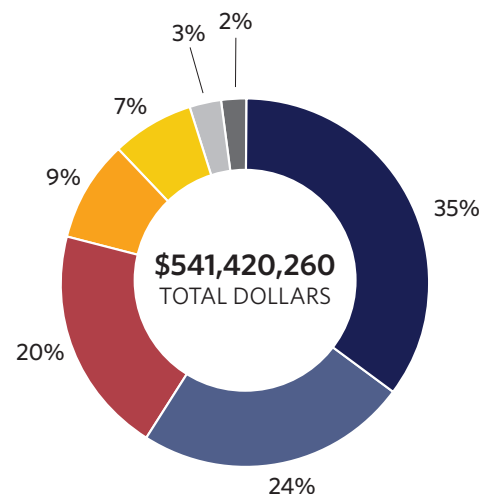
**SURPASSING GOAL
BY 35%**

PLANNED GIFTS



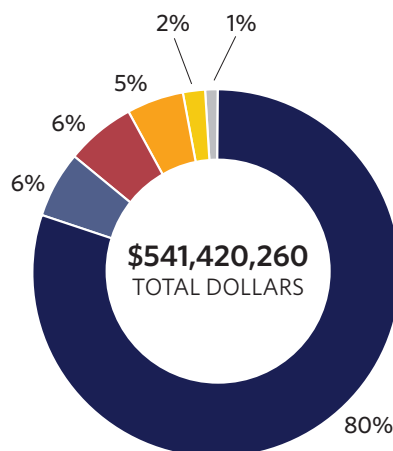
ACADEMICS:	48%
UNRESTRICTED:	29%
ATHLETICS:	15%
LEADERSHIP AND ETHICS:	7%
OTHER:	1%
ADMISSIONS (not on chart)	
UNDESIGNATED (not on chart)	

DOLLARS BY PRIORITY



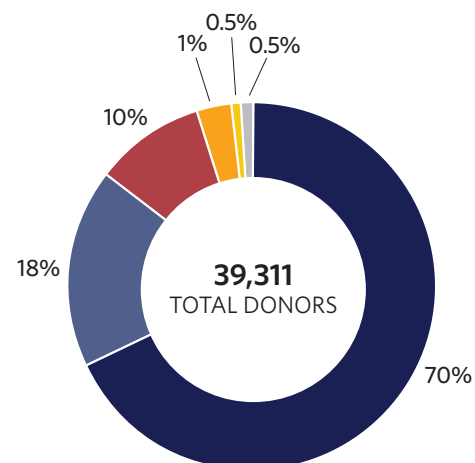
ACADEMICS:	35%
UNRESTRICTED:	24%
ATHLETICS:	20%
LEADERSHIP AND ETHICS:	9%
OTHER:	7%
ADMISSIONS:	3%
UNDESIGNATED:	2%

DOLLARS BY CONSTITUENCY



ALUMNI:	80%
CORPORATION:	6%
FRIEND:	6%
PARENT:	5%
ORGANIZATION:	2%
FOUNDATION:	1%

DONORS



ALUMNI:	70%
PARENT:	18%
FRIEND:	10%
ORGANIZATION:	1%
CORPORATION:	0.5%
FOUNDATION:	0.5%

CAMPAIGN IMPACT

22 POSITIONS

- 7 fully-funded academic Distinguished Visiting Professors/Chair positions
- 11 privately-funded positions at The Stockdale Center
- 4 Distinguished Visiting Professors at the Center for Cyber Security Studies
- More than \$7M committed to Faculty Development

9 KEY PROGRAMS

- Class of 1963 Center for Academic Excellence, *endowed by J. Ronald Terwilliger '63 and Classmates*
- Accredited Cyber Operations Major
- Recipient: 2020 NAFSA Senator Paul Simon Award for Campus Internationalization (first service academy honored)
- Boeing Leadership Innovation Lab
- Center for Experiential Leadership Development (ELD)
- Influence the Influencer Program
- STEM Center for Education and Outreach
- Project-Based Learning (comprehensive Capstone Day)
- Data Science Chair and Major

11 FACILITIES

- Hopper Hall
- Ron Terwilliger '63 Center for Student-Athletes
- U.S. Naval Academy Alumni Association and Foundation Center
- LeJeune Hall of Fame
- Prusmack Rugby Complex
- Naval Academy Golf Course Renovation
- Prager Family Squash Facility Renovation
- Halsey Field House Renovation
- Bishop Stadium Upgrades
- Naval Academy Museum Upgrades
- Navy-Marine Corps Memorial Stadium Upgrades
- NAPS Athletic Facilities Upgrades



CENTER FOR CYBER SECURITY STUDIES

NUMBER OF DONORS: 3,145

TOTAL DOLLARS RAISED: \$61,080,873

297 Cyber Operations majors commissioned to date.

The Center for Cyber Security Studies gained significant momentum during the campaign and continues to be the catalyst for new academic programs, research, innovation and partnerships for the Naval Academy. The Campaign greatly accelerated the development and implementation of Brigade-wide cyber courses, the Cyber Operations major and the Cyber Science department.

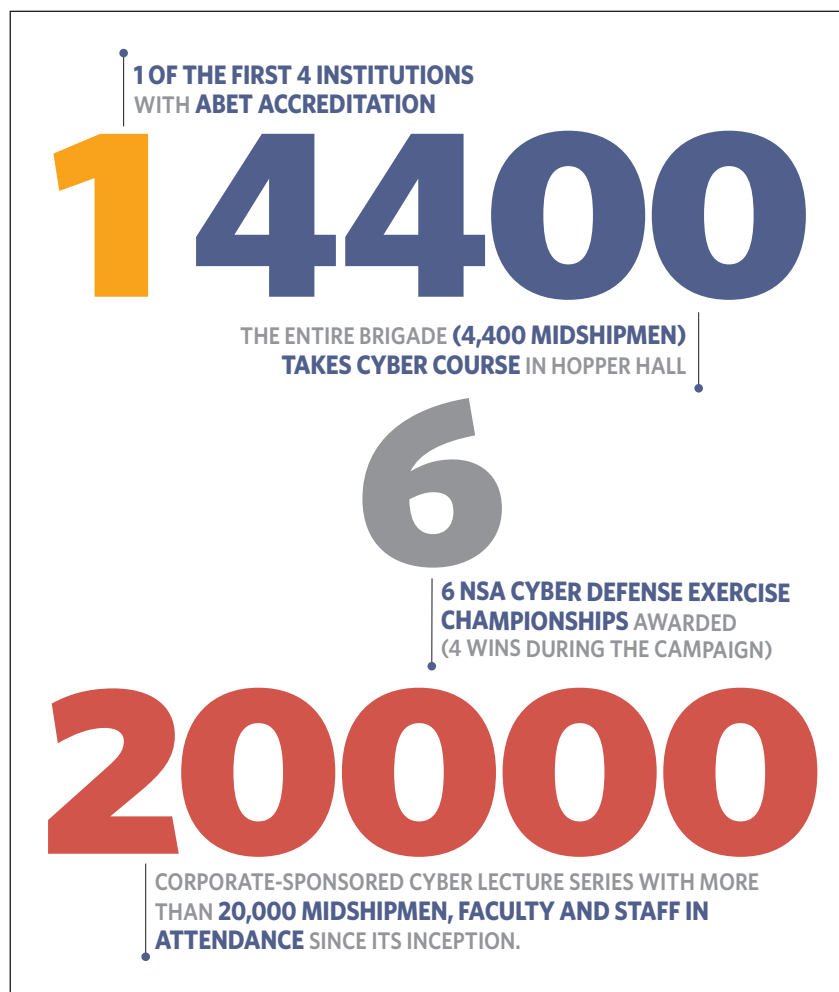
With the successful completion of Hopper Hall, the new home of the CCSS and related disciplines, midshipmen receive advanced training, professional development and opportunities for multidisciplinary project research. Midshipmen and faculty also gained professional training by taking part in global conferences, international visits with foreign governments and participation in internships for cyber operations majors.

THE CYBER CURRICULUM REACHES INTO ALL ASPECTS OF THE BRIGADE'S EDUCATION INCLUDING:

- The Cyber Operations major
- Ethical implications of cyber operations
- Leadership opportunities
- Warfare aspects
- Two core curriculum courses
- Several advanced courses for computer science and information technology majors

CAMPAIGN FUNDS ARE USED TO:

- Recruit and retain expert faculty whose prior military, government and industry leadership experience enhances the education of the Brigade
- Sustain the Cyber Lecture Series
- Establish specialized security training
- Support participation in national cyber competitions at the National Security Agency and related agencies
- Scale cyber experiences for the entire Brigade



“We direct our giving to causes that we think can make a difference. It is clear that future conflicts will involve both defensive and offensive cyber operations. Cyber skills are increasingly critical in preparing young officers as they step into leadership roles in the fleet. Supporting the USNA Cyber program is therefore a natural focus for whatever contribution we can make.”

—Richard '64 and Maryellen Keyser



May 2015, midshipmen met with President Obama in the Diplomatic Room to be congratulated on their success and later met members of the National Security Council to discuss matters relating to cyber security.



Hopper Hall was formally dedicated in Fall 2020, named for Rear Admiral Grace Hopper, a pioneer in computer programming.

STOCKDALE CENTER FOR ETHICAL LEADERSHIP

NUMBER OF DONORS: 3,490

TOTAL DOLLARS RAISED: \$22,712,270

Today's world demands leaders who can think through complex issues and respond decisively and ethically. It demands men and women prepared to lead in a dynamic and diverse geopolitical environment. It demands the engagement of individuals committed to the free and open exchange of ideas. The Stockdale Center's research, education, publications, programs and other innovations have a far-reaching impact on the Brigade of Midshipmen; Academy faculty, staff and coaches; and leaders in the naval service.

KEY AREAS OF STOCKDALE CENTER IMPACT INCLUDE:

- **RESEARCH PROGRAM**—The Stockdale Center's unique research program annually assembles Center staff, Resident Fellows from academia, USNA faculty and advanced midshipmen—through a two-semester seminar—to examine a timely ethics topic relevant to military operations. The program:
 - supported more than 50 speaking and teaching engagements by the Center's Research Director
 - generated more than 160 publications
- **INFLUENCE THE INFLUENCER PROGRAM**—The Influence the Influencer initiative strengthens leadership competencies and confidence of USNA faculty, coaches and staff as they lead, teach, coach and develop the Brigade. This initiative offers a variety of inspirational leadership opportunities including:
 - **GALLUP ACCESS:** A customized survey platform built upon the valued and renowned Gallup Q12. It optimizes key influencer engagement and provides relevant steps to maximize team performance. More than 30 departments and nearly 800 key influencers have been impacted by this survey since 2019.
 - **STOCKDALE ASSOCIATE FELLOW PROGRAM:** An internal leadership development program tailored to USNA key influencers combining online content, guest speakers, experiential opportunities and cohort special projects. Thus far, 50 key influencers have participated in the program, representing every cost center at the Naval Academy.
- **BOEING LEADERSHIP INNOVATION LABORATORY**—The Boeing Leadership Innovation Laboratory targets products that affect each one of the class year groups.
 - Stockdale Interactive is an augmented reality-based tool featuring six ethical dilemma scenarios that provide immersive experience with decision making at sea, interrogation and torture, and allyship, diversity and inclusion, to name a few.
 - The Stockdale Minute is a series of podcasts that tackle leadership, character and ethics issues that impact the day-to-day lives of midshipmen and point to future situations they will face upon graduation.

11 PRIVATELY-FUNDED POSITIONS AT THE STOCKDALE CENTER

THROUGHOUT THE CAMPAIGN THE STOCKDALE CENTER HOSTED 27 FELLOWS

11 140 1400000 27

TO DATE, THE 140 PODCAST EPISODES WERE DOWNLOADED MORE THAN 140,000 TIMES.



- **MCCAIN CONFERENCE**—The nation's premier military ethics event, the annual McCain Conference is attended by faculty from all U.S. service academies, war colleges, leaders from civilian universities, think tanks, industry and government and by midshipmen. Since the last campaign, the conference has brought the expertise of 162 speakers to more than 900 attendees on critical issues, including "Warfare in a New Domain: The Ethics of Military Cyber Operations," "The State and Future of Civil-Military Relations" and "The Ethics of Future Conflict Scenarios."
- **DISTINGUISHED CHAIR OF LEADERSHIP**—The Distinguished Chair of Leadership engages almost every member of the Brigade of Midshipmen in a four-year period, beginning with Plebe Year Leadership classes and culminating in the MIDN 1/C Capstone Leadership Development Seminar. This work is enhanced by supporting the Gettysburg Leadership Encounter providing personal insights to every team captain and both sets of Brigade leaders, from Brigade Commander to Company Commanders. Additionally, the Leadership Chair has worked with the men's and women's soccer teams, the men's basketball team, the sprint football team and the men's rugby club to enhance selfless servant leadership and winning cultures with coaches and players.
- **USNA ETHICS DEBATE TEAM**—As members of the USNA Ethics Debate Team, midshipmen hone their team building and leadership abilities, as well as critical thinking skills with regard to complex cases in applied ethics, drawn from public policy, medical, business, technology, engineering and military operations. More than 50 midshipmen have participated in the national and international travel associated with these debates during the Campaign.
- **DIVERSITY AND INCLUSION INITIATIVES**—The Stockdale Center has developed programming to augment USNA's Diversity and Inclusion (D&I) initiatives to include an 18-minute video entitled "Conversations in Conscientious Leadership" which has been used to develop the abilities of more than 85 Naval Academy Athletic Association coaches and staff members, 45 representatives at the Naval Academy Foundation and 80 Midshipman Diversity Peer Educators. Stockdale Center leaders are now finishing up an interactive D&I video project that allows midshipmen to explore the negative consequences of unaddressed racial problems at USNA and in the fleet.

"With the mission of the Naval Academy being to develop midshipmen morally, mentally and physically, we feel the focus on moral development is most important.

We have supported the Fellows Program at the Center because of the research and publications that enhance the curriculum at the Academy. The interaction the fellows have with midshipmen leads to practical application of addressing ethics issues."

—Don '60 and Beverly Freeman

ATHLETICS

NUMBER OF DONORS: 9,105
TOTAL DOLLARS RAISED: \$110,975,482

Every midshipman is a student-athlete in some form, making the physical mission of the Naval Academy a key component of a midshipmen’s development. Support for the Physical Mission and The Fund for Athletic Excellence allowed Navy Athletics to expand the resources necessary for all 33 varsity programs and 16 club sports to compete with confidence and an “expect to win” attitude. Thanks to this sustained support, Navy Athletics continued to build on its great reign of excellence. Most importantly, this support ensured that all midshipmen have access to opportunities to grow and develop while attending USNA.

KEY AREAS OF ATHLETICS IMPACT INCLUDE:

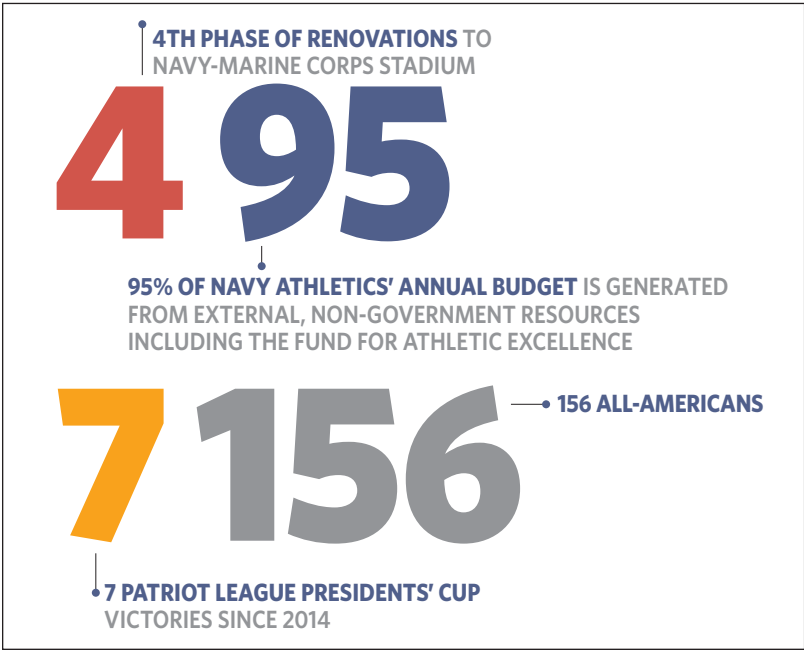
- **THE FUND FOR ATHLETIC EXCELLENCE**—The Fund for Athletic Excellence serves as an unrestricted annual fund for Navy Athletics. More than 95 percent of Navy Athletics’ annual budget is generated from external, non-government resources. Therefore, this private support is essential to providing midshipmen the margin of excellence so that they can compete at the highest level of competition.

- **PHYSICAL MISSION CAPITAL PROJECTS**—Since the start of the Campaign, Navy Athletics successfully built and renovated a number of facilities, which helped recruit top coaches and student-athletes as well as enhance the experience for all midshipmen.

PROJECTS INCLUDE:

- Gurnee ’61 Golf Performance Center
- Ron Terwilliger ’63 Center for Student-Athletes
- Tom Lynch ’64 Football Wardroom
- Roger Staubach ’65 Football locker Room
- Captain Owen Thorp ’77 Men’s Lacrosse Wardroom
- Prager Family Squash Facility
- LeJeune Hall of Fame
- Bishop Stadium Lights and Video Board
- Prusmack Rugby Complex
- Halsey Field House Renovation (ongoing)
- Dyer Tennis Facility (ongoing)
- Ingram Track resurfacing

- **UNITED STATES NAVAL ACADEMY GOLF COURSE**—The USNA Golf Course restoration was a multi-phase project that restored the course greens, bunkers, fairways and added a new irrigation system. The \$6 million project was possible through the generous support of several leadership donors and the NAGA membership. The final product is now aligned with all Physical Mission facilities at the U.S. Naval Academy and provides an incredible venue for the Navy golf teams and the NAGA members.
- **NAVY-MARINE CORPS MEMORIAL STADIUM**—Navy-Marine Corps Memorial Stadium is home to Navy football, sprint football, men’s and women’s lacrosse as well as local, national and international events. Thanks to the Campaign, this prestigious facility went through a fourth phase of renovations to improve the Brigade, alumni, fan and recruit experience with upgraded suites, hospitality facilities, scoreboards and locker rooms.





Women's Track and Field is one of the Naval Academy's 33 Varsity Sports.

NAVY-MARINE CORPS MEMORIAL STADIUM RENOVATED SPACES INCLUDE:

- Akerson Tower supported by Dan Akerson '70
- Yeager Pavilion supported by Michael '76 and Robin Yeager
- Minter Pavilion supported by David '79 and Susan Rich
- Flag Bridge supported by Thomas '67 and Candy Knudson

- Frederick and Diane Smith Atrium
- 1963 Navy Football Team Club at Akerson Tower
- A&SP Trustees Club at Akerson Tower

ADDITIONAL SPORT-SPECIFIC INITIATIVES—Throughout the Campaign, Navy Athletics has partnered with the Foundation to support a number of sport-specific projects that help coaches enhance their programs with supplemental resources.

“The education we receive at USNA based on moral, mental and physical development is unique as it promotes the whole person. The Physical Mission is vital to this development and is funded almost exclusively from private sources. I benefitted greatly from this type of education that was provided by prior donors, and we support it now so our future leaders can have the same opportunity I have had.”

—Michael '76 and Robin Yeager

THE CLASS OF 1963 CENTER FOR ACADEMIC EXCELLENCE,

endowed by J. Ronald Terwilliger '63 and Classmates

NUMBER OF DONORS: 1,713

TOTAL DOLLARS RAISED: \$34,159,141

There was a time when a plebe might be asked to look to his left or right and be assured that one of those classmates—or themselves—would surely not make it to graduation. Those days are long over, due in part to what is now known as The Class of 1963 Center for Academic Excellence (CAE), endowed by J. Ronald Terwilliger '63 and Classmates. Over the course of the Campaign, the Academy's academic attrition has declined from more than 3 percent to an average of 1.2 percent, and overall graduation rates have increased from 85 percent to 89 percent due in large part to the resources and support offered by the CAE.

The CAE delivers study skills instruction, time management techniques, reading and writing skills instruction and tutoring services vital to the success of the entire Brigade of Midshipmen. The Center has been lauded as a key factor in the improved attrition and graduation rates for the Brigade, matching the academic rigor with the proper academic support.

The CAE accomplishes its mission through seven distinct programs: Supplemental Instruction, The Writing Center, Midshipman Group Study Program (MGSP), Evening Tutoring, Topic Reviews and Exam Reviews, Advanced Learning Skills and AceReader.

KEY AREAS OF CAE IMPACT INCLUDE:

- The Brigade's use of CAE services has more than tripled from 2009 through 2019 (16,000 visits to 50,602 visits). In 2020, despite the global pandemic, the CAE was able to reach its second-highest number of visits (45,811).
- The use of CAE services has averaged a yearly increase of 5 percent over the past seven years.
- Academic Board data: From 2009–2014, an average of 353 midshipmen were sent to an academic board, with an average of 30 midshipmen separated. From 2015–2020, an average of 232 midshipmen were sent to an academic board, with an average of 16 separated. On average, this accounted for a 46 percent decrease in midshipmen separated at an academic board.
- During the academic year the CAE is utilized by more than 1,200 unique midshipmen with more than 1,500 appointments, each week.

98% OF THE BRIGADE USE
CAE SERVICES AT LEAST
ONCE IN THEIR FOUR YEARS.

98% 26%

26% THE NATIONAL AVERAGE
FOR SIMILAR COLLEGE SERVICES.



Located on the second floor of the Levy Center, the CAE serves the entire Brigade of Midshipmen with academic services to fit their needs, goals and rigorous schedules.

“When I went to the Academy, school was not much fun. The academics were hard, and we had to deal with the academics on our own, without any support services. If you played varsity sports, as I did, you had to make every minute count. Having our class have its name on something as significant as the CAE is a great legacy for our class. It’s rewarding to me to help cement this legacy for the Class of 1963.”

—Ron Terwilliger ’63



CENTER FOR EXPERIENTIAL LEADERSHIP DEVELOPMENT

NUMBER OF DONORS: 549

TOTAL DOLLARS RAISED: \$5,636,581

The Center for Experiential Leadership Development (ELD) is the bridge between the Leadership Education and Development (LEAD) Division's curricular programs within the Leadership, Ethics and Law Department and USNA experiential leader programs. Formally established in 2017 through philanthropic support, ELD's charter is to draw connections between the behavioral science theory taught in the classroom and experiential leadership development opportunities throughout the Brigade in order to further the mission of the Naval Academy.

KEY AREAS OF ELD IMPACT INCLUDE:

- **NATIONAL OUTDOOR LEADERSHIP SCHOOL (NOLS)**—The field-based leadership practicums are designed to complement USNA classroom leadership theory. Students experience real-world decision-making in unpredictable wilderness environments. NOLS operates courses in locations such as Alaska and Wyoming each summer.
- **OUTWARD BOUND SPRING/SUMMER TRAINING**—The Chesapeake Bay Outward Bound School (CBOBS) offers a field-based leadership practicum that challenges midshipmen through living as a group in a wilderness setting. Participants realize what they are truly capable of and develop leadership skills that meet USNA's demand for small-unit experiences.
- **GETTYSBURG LEADERSHIP ENCOUNTER (GLE)**—The Class of '77 Gettysburg Leadership Encounter brings varsity team captains and Brigade leadership together to learn about the responsibilities and challenges of command through lessons from the iconic U.S. Civil War battle. Midshipman leaders attend classes and break-out discussions covering the leadership tenets of loyalty, standards and action.

400-500 MIDSHIPMEN (MEN AND WOMEN) PARTICIPATE ANNUALLY IN THE NETWORK TO FOSTER RETENTION OF WOMEN IN THE ARMED FORCES

400-500

8000

THE CENTER EXECUTED MORE THAN 8,000 MIDSHIPMEN ELD EVENTS AND EXPERIENCES DURING THE CAMPAIGN

- **THE NETWORK**—The Network empowers and equips midshipmen to navigate careers through increased opportunities for engagement, education and experiences with officers and graduates. The Network cultivates an inclusive and diverse mentoring system of women and men from USNA, the fleet and operating forces. The Network typically involves 400-500 midshipmen annually and provides Lean-in Circle opportunities, as well as four networking events throughout the year to foster mentoring and future retention of women service members.
- **SISTERS ACADEMY OF NEW JERSEY AND ST. BENEDICT'S PREPARATORY HIGH SCHOOL**—Midshipmen develop leadership skills as they mentor middle and high school students in the classroom and on school trips. This professional training opportunity allows midshipmen to become role models as they strengthen their problem-solving skills, enhance their innovative thinking and hone their ability to adapt to dynamic situations.



Experiential Leadership Development can take midshipmen outside of the classroom, and sometimes across the world, to enhance their small-unit leadership skills as well as cultural and language proficiencies.

- **NAVAL ACADEMY LEADERSHIP CONFERENCE (NALC)**—Each year, midshipman NALC staff host more than 400 students and faculty from more than 70 schools, including 10 U.S. and international service academies.
- **NL425 ENGINEERING LEADERSHIP COURSE**—Engineering Leadership (NL425) is offered by the Aerospace Engineering Department as an upper-level humanities course. The class prepares students for project management roles with practical application projects. Students demonstrate technical leadership skills while working in teams that focus on engineering innovation.
- **ELD-IPO BATTLE SITES LREC**—The International Programs Office (IPO) combines with ELD on Language, Regional Expertise and Culture (LREC) trips to provide select midshipmen an opportunity to interact with overseas cultures. The history of U.S. diplomatic and military involvement before, during and after various conflicts instills a broadened understanding of cross-cultural dynamics within a conflict setting.

“Developing leaders is USNA’s most important mission and thus we believe it is crucial that every midshipman—not just ‘stripers’—graduates with the appropriate leadership concepts, tools and experiences. We supported experiential leadership programs to give a larger group of midshipmen the opportunity to develop and hone leadership skills in challenging, small group settings so that they are better prepared to lead sailors and Marines.”

—Greer ’85 and Bob Lautrup

INTERNATIONAL PROGRAMS

NUMBER OF DONORS: 2,845
TOTAL DOLLARS RAISED: \$28,744,116

Working closely with foreign leaders from around the world, young Navy and Marine Corps officers represent the frontline of diplomacy as they build stability through international cooperation. International experiences are therefore essential for preparing future officers for the present challenges. However, government-appropriated dollars for international immersion experiences have essentially ceased, making private philanthropy the only source of funding to send midshipmen to countries of strategic importance.

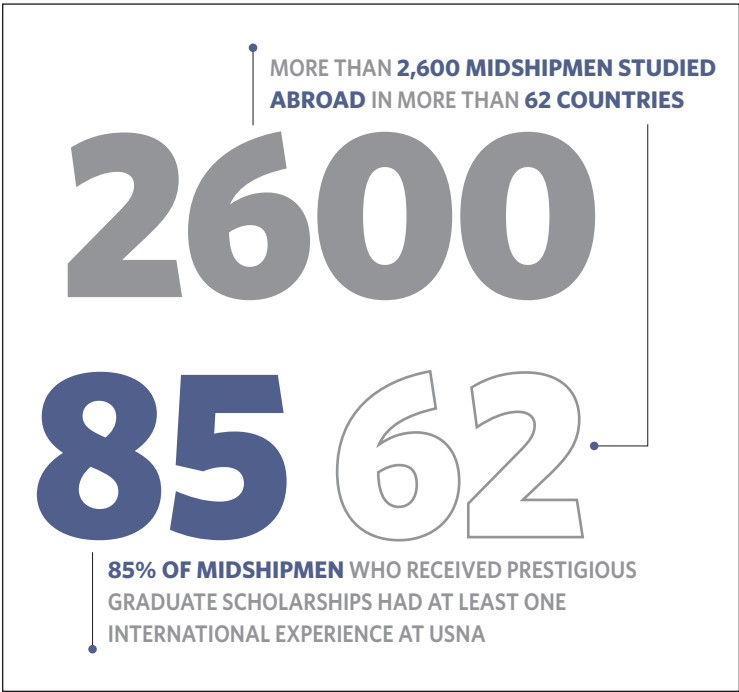


International programs provide exposure to foreign navies, languages and cultures.

The International Programs Office organizes these experiences, which include semester study abroad, training with foreign navies, language immersion programs, hosting foreign exchange officers and midshipmen, faculty-led cultural programs and arranging visits from international dignitaries.

Support from individuals, classes, corporations and foundations has sustained and enhanced the Academy's ability to offer these valuable development opportunities to midshipmen. As a result, significant improvements are made in their regional expertise, cultural awareness and language skills, all of which better prepare them to serve.

During the course of this campaign, the Naval Academy became the first service academy recognized by NAFSA: Association of International Educators with the 2020 Senator Paul Simon Award for Campus Internationalization. This award distinguishes excellence in integrating international education through all facets of college campuses.



*“Our graduates need worldwide experiences to adequately prepare them.
I have been honored to provide this as McKinney Scholars.”*

—The Honorable Robert H. McKinney '47

AREAS OF THE WORLD FOR MIDSHIPMAN STUDY



ADMISSIONS EXCELLENCE

NUMBER OF DONORS: 1,855

TOTAL DOLLARS RAISED: \$11,833,973

In support of the Naval Academy's mission, the Office of Admissions conducts a wide range of marketing, education and outreach programs each year. Programs are designed to connect high school students, guidance counselors, parents, community influencers and congressional offices with midshipmen, faculty and staff. Along with annual admissions summer events, these programs are designed to build a pipeline of promising potential applicants, with a particular focus on the recruitment of candidates interested in the STEM disciplines. The Fund for Admissions Excellence supports the Naval Academy Admissions initiatives and outreach.

KEY AREAS OF ADMISSIONS IMPACT:

- Orientation (Centers of Influence) visits to USNA for School and Community leaders
- Scholarships for students in financial need to attend
 - Summer Seminar
 - STEM Programs at USNA
 - Candidate Visit Weekends
- Remote STEM Programs
- Virtual campus tours
- Marketing materials to support Blue and Gold Program
- Women's Glee Club and Gospel Choir school performances
- Social media and internet outreach
- Midshipmen travel to support
 - Congressional Academy Days
 - Admissions Forums
 - College fairs, school visits and community events

AS A RESULT, THE NAVAL ACADEMY ACHIEVED:

- The most diverse Brigade in USNA history
- Greatest female representation in USNA history
- 2nd highest 4-year graduation rate of 584 public schools
- #1 Public School
- #6 National Liberal Arts Colleges

"Growing up in a family of seven kids, I didn't have a lot. But I did have great parents, teachers and coaches that inspired me—I know that now. My family and I are committed to supporting underserved and underrepresented populations whether for STEM educational efforts or gaining better access to a terrific education at a place like the Naval Academy."

—John Young '78





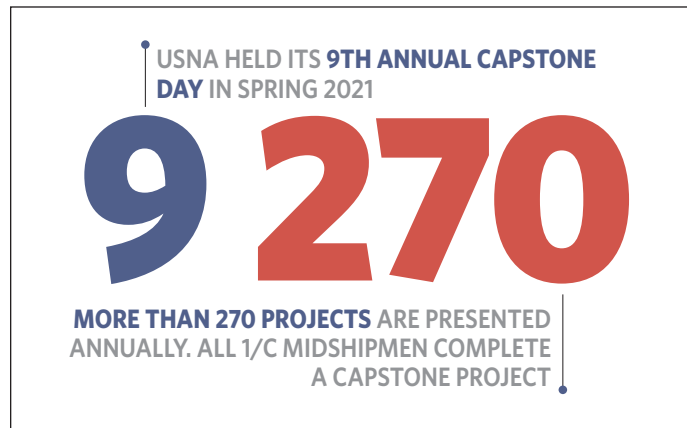
PROJECT-BASED LEARNING

NUMBER OF DONORS: 738

TOTAL DOLLARS RAISED: \$5,054,189

Project-based learning and practical design experiences are central aspects of a midshipman's education. First, the complexity of today's naval weapon and engineering systems mandates a multidisciplinary approach to applied engineering and technology in Naval Academy classrooms. Second, the Navy requires 65 percent of each graduating class to major in a Science, Technology, Engineering or Mathematics (STEM) discipline, and an emphasis on project-based learning is a critical aspect of attracting these students.

Finally, engineering accreditation bodies are increasingly requiring outcomes-based programs that culminate in a final Capstone design experience. The Academy's annual federal appropriation does not fund a full range of project-based learning activities. Consequently, gifts fund the "margin of excellence" between what the federal appropriation supports and what the Naval Academy desires. Expanding complexity and interdisciplinary approach on project-based learning within all programs and at all levels of their education promotes a deeper understanding, a greater retention of coursework and enhanced critical thinking skills.



MADE POSSIBLE BY THE CAMPAIGN:

- **MIDSHIPMAN FIRST CLASS CAPSTONE PROJECT**—Support ranges from funding materials and fabrication services to competitive team travel, many of which have external partners that require real-world applications and solutions.
- **MIDSHIPMAN INTERNSHIPS**—Each year, dozens of midshipmen are given the opportunity to spend a summer training block with government agencies or private industry partners.
- **SUPPORT FOR EXISTING, RENOVATED AND NEW LABORATORY SPACES**—The Microsoft Advanced Network and Cyber Laboratory, Class of 1962 Cyber Science War Room, the Keyser Classified Education and Research Facility, Lakefield Laboratory, Lockheed Martin Cyber Operations Center, London Laboratory, William E. Conway '48 Teaching Laboratory and the USNA MakerSpace are a few of the state-of-the-art facilities where midshipmen learn.

“I am a big fan of ‘Project-Based Learning’ and ‘Capstone Day’ because it teaches the fundamentals required for real life success: creativity, analysis, iterative design, procurement, teamwork and ultimately selling the merits of your concept.”

—Bill Bastian '80

Each midshipman must complete a Capstone Project during their 1/C year. Engineering topics such as robotics, virtual reality and autonomous vehicles are a few examples of what they may achieve individually or on teams.



STEM CENTER FOR EDUCATION AND OUTREACH

NUMBER OF DONORS: 961

TOTAL DOLLARS RAISED: \$6,103,384

The USNA STEM Center addresses an urgent Navy and national need for more young people to pursue careers in science and engineering, particularly in technical areas of interest to the military. Faculty and midshipmen provide outreach to local and national communities in order to facilitate the recruitment of USNA candidates with interest in STEM careers. These outreach programs have a lasting and transformational impact on our youth and dedicated educators, including those from underserved and underrepresented populations.

The Center supports the recruitment of USNA candidates who have an affinity towards STEM majors and who demonstrate leadership in the classroom, creative problem-solving skills and the ability to adapt. Participation in STEM events prepares current midshipmen to interface with multiple technologies, to understand the interdependence of different disciplines in military technologies and to enhance their technical communication skills.

Thanks to the support provided by generous donors, the U.S. Naval Academy's STEM Center for Education and Outreach continues to make an impact on the Yard and beyond.

KEY AREAS OF STEM IMPACT:

- **SUMMER STEM PROGRAM**—The STEM Center and the Office of Admissions host this project-based curriculum for rising 9th, 10th and 11th graders. The week-long sessions on the Yard host students from around the country as they receive support from USNA midshipmen, faculty and staff. Midshipmen present a range of lessons, including building circuits, cyber security, 3D simulation, storm chasing, the physics of light, robotics and much more.
- **GIRLS ONLY STEM DAYS**—The USNA STEM Center hosts Girls Only STEM Days as part of an on-going effort to encourage young women to pursue education and careers in STEM. The event consists of hands-on workshops for middle school girls on-site at the Naval Academy.
- **SET (STEM EDUCATOR TRAINING) SAIL SUMMER PROGRAM**—SET Sail provides week-long training to educators from DoDEA and U.S. schools. The workshops train secondary educators to incorporate project-based learning and real-world applications while delivering STEM content.
- **SUMMER HEROES YOUTH PROGRAM (SHYP)**—The Summer Heroes Youth Program (SHYP) reaches underserved middle-school students in the region, including inner-city Baltimore and Washington, DC. A team of USNA midshipmen and faculty visit local schools and provide an engaging program for students to explore science and engineering through hands-on activities.

14 7500 523

NOW IN ITS 14TH YEAR, 7,500 STUDENTS HAVE PARTICIPATED IN THE SUMMER STEM PROGRAM, 523 STUDENTS CONTINUED THEIR EDUCATION AT USNA

“Throughout our history, we have steadfastly committed to supporting partnerships focused on education, skill building, workforce readiness and a diverse STEM pipeline. Our longstanding partnership with the U.S. Naval Academy Foundation allows us to support teachers and students from across the country in merging the excitement of STEM with the hands-on learning and relevancy of STEM skills and educational pathways in support of STEM literacy for the workforce of the future.”

—Carleen Beste
Director, Corporate Citizenship and Manager,
Northrop Grumman Foundation



Summer STEM Program modules mirror the USNA curriculum and invite rising 9th, 10th and 11th graders to Annapolis for an immersive week of STEM education, led by USNA faculty and midshipmen.

MIDSHIPMAN ACTIVITIES FUND

NUMBER OF DONORS: 2,336

TOTAL DOLLARS RAISED: \$2,629,070

“We felt it was important to support the Midshipman Activities Fund ... the fund allows the midshipmen to participate in many extracurricular activities which are generally not funded by the Navy. These opportunities are an integral part of their development as well as providing an outlet from the daily grind of the Yard.”

—Fred and MaryLynn Festa P’18

The United States Naval Academy provides a unique environment where leadership opportunities abound through participation in military training, varsity athletics, extracurricular activities (ECAs), club sports, professional organizations and academic groups. The Midshipman Activities Fund (MAF) provides non-appropriated quality of life support for the Brigade through extracurricular involvement at the individual, company or Brigade level. The MAF functions in a similar manner to campus support organizations at civilian institutions of higher education.

The COVID-19 pandemic placed challenges on the Academy’s infrastructure for learning and living on the Yard. In response to these growing demands, a special focused campaign in Fall 2020 raised more than \$588,000 for the Midshipman Activities Fund in just a few weeks.

KEY AREAS OF MAF IMPACT INCLUDE:

- Musical programs
- Brigade support for varsity athletics
- Midshipman Action Group (MAG) activities
- Brigade quality of life programs
- Club sports and other extracurricular activities (ECAs)



Navy Cycling is one of many club sports that benefit from the Midshipman Activities Fund.

1M 50
MUSIC GROUPS HAVE NEARLY **1 MILLION VIEWS** OF THEIR MORE
THAN **50 PUBLICLY RELEASED PERFORMANCES**
75000
MIDSHIPMAN ACTION GROUP DONATES MORE THAN
75,000 POUNDS OF FOOD EACH YEAR

THE NAVAL ACADEMY FUND

NUMBER OF DONORS: 32,626

TOTAL DOLLARS RAISED: \$131,658,598

Total Support for the Superintendent's Unrestricted Fund: \$10,300,000

The Naval Academy Fund is the most powerful and versatile way to support the Naval Academy. It is the engine that fuels all Academy philanthropy and allows the Superintendent the flexibility to meet the emerging needs of USNA, in advance of or in excess of the government funding that supports general Academy operations.

In addition, the Naval Academy Fund supports mission critical Alumni Association programs and services including *Shipmate* magazine, class reunion support, career services, WaveTops e-newsletter, usna.com and staff support for alumni chapters and parent clubs worldwide.

Unrestricted gifts to the Naval Academy Fund provide the sole source of funding for the operations and staffing of the Foundation. In turn, the Foundation executes all fundraising in support of the Naval Academy, averaging well more than \$60 million in annual commitments over the last several years. The Foundation stewards these gifts responsibly; the average cost of fundraising for the Foundation remains at about 16 cents on the dollar, well within national best practice parameters.

EXAMPLES OF NAVAL ACADEMY FUND IMPACT:

- U.K. Scholarship Program
- Diversity and Inclusion Initiative
- NAPS Athletic Program
- MacDonough Hall equipment upgrades
- Rickover Hall technology upgrade
- *Shipmate* magazine
- Virtual events series
- Service Academy Career Conference (SACC)
- Virtual Alumni Business Directory
- Support for your class, chapter and club

“My wife Teresa and I have always focused our charitable giving on education. We believe we are helping fund the ‘margin of excellence’ at USNA, an institution we believe is a national asset.”

—Charlie Cannon '74



U.S. NAVAL ACADEMY ALUMNI ASSOCIATION AND FOUNDATION CENTER

NUMBER OF DONORS: 1,151

TOTAL DOLLARS RAISED: \$36,183,426*

A key imperative of Naval Academy Strategic Plan 2020 focused on the outreach by the Naval Academy Alumni Association and Foundation (USNAAAF). By creating strong and growing relationships with individuals and organizations, USNAAAF contributes to the Academy's future through philanthropy and engagement.

When completed in 2023, The Alumni Association and Foundation Center will serve as a fitting symbol of its mission to bind together our alumni community in support of our Naval Academy by offering premier facilities and communal spaces for Naval Academy alumni, parents and friends. The Center will

be the gathering space to celebrate and commemorate alumni success and leadership in military and civilian careers of achievement and service. This will be the first and only building on or around the Yard that recognizes and celebrates the accomplishments of the entire Naval Academy alumni body. The Center will include displays and memorabilia that celebrates our community and serves as its living memorial.

We installed a camera atop an adjacent building so you can join us in monitoring the construction process, which is available for viewing at <https://www.usna.com/news/alumni-center-camera>.



“Claudia and I, and our entire family, are honored to have had the opportunity to support the construction of the Alumni Center with our philanthropy and my personal involvement. I am confident the Center’s activities will be central to future generations of our fellow alumni.”

—ADM Robert J. Natter ’67, USN (Ret.),
and Claudia Natter

CAPITAL PROJECTS

NUMBER OF DONORS: 3,605

TOTAL DOLLARS RAISED: \$135,590,882

Thanks to philanthropic gifts, the Naval Academy, Naval Academy Athletic Association and Naval Academy Alumni Association and Foundation have enhanced the midshipman, alumni and greater Naval Academy community experience through facility growth and restoration.

KEY CAPITAL PROJECTS INCLUDE:

- Hopper Hall
- Ron Terwilliger '63 Center for Student-Athletes
- U.S. Naval Academy Alumni Association and Foundation Center
- Naval Academy Golf Course Renovation
- Prager Family Squash Facility
- Halsey Field House Renovation
- Bishop Stadium Upgrades
- Naval Academy Museum Upgrades
- Navy-Marine Corps Memorial Stadium Upgrades
 - Yeager '27 Pavilion
 - Minter '37 Pavilion
 - Akerson '70 Tower
- NAPS Athletic Facilities Upgrades
- LeJeune Hall of Fame
- Prusmack Rugby Complex



Akerson Theater is one of many new, interactive exhibits featured in the Ron Terwilliger '63 Center for Student-Athletes. The Center will support the entire Brigade of Midshipmen.

U.S. NAVAL ACADEMY ALUMNI ASSOCIATION AND FOUNDATION IMPACT

The fundamental mission of the U.S. Naval Academy Alumni Association and Foundation, and particularly *Called to Serve, Daring to Lead: The Naval Academy Campaign*, centers on supporting and strengthening the Academy itself. However, the Campaign also had an impact on the Alumni Association and Foundation.

KEY PRIORITIES AND THE ACCOMPLISHMENTS MADE IN SUPPORT OF THEM INCLUDE:

- Alumni Association growth of more than 10,800 members since the start of the Campaign
- Alumni Association and Foundation Center Initiative
- Launch of Shared Interest Groups (SIGs): Nearly 3,000 alumni have joined and are participating with Naval Academy Minority Association, USNA Women and Run to Honor SIGs.
- Expansion and improvement of communications tools: *Shipmate*, WaveTops and other e-newsletters, social media, virtual events and more
- Investment in the Service Academy Career Conference and Alumni Job Board: 15,943 Service Academy grads have attended a SACC event since the beginning of the campaign (6,836 USNA grads).
- Expansion of the Alumni Mentoring Program: More than 4,100 alumni are participating in the critical support program.
- Alumni Business Directory initiation: 194 alumni owned companies are represented.
- Technology investments: Blackbaud CRM, website redesign (usna.com), HiveBrite online community platform, Qwestica budgeting software and Concur expense management tools deployed to improve support for our volunteer led organizations.
- Increased diversity and participation in Alumni Association volunteer leadership and engagement
- New Alumni Association chapters in Spain, Germany, London, South Korea and Singapore

“Aligned with our mission and vision, the Alumni Association and Foundation continue to enhance the level of excellence of the Naval Academy. The Alumni Association’s communications and advocacy for the Academy and Brigade among our alumni, parents and friends and the Foundation’s philanthropic support have helped raise USNA to new heights. I can’t imagine better partners as we strive to develop young officers best prepared for our Navy and Marine Corps in this increasingly complex world.”

—VADM Sean S. Buck ’83, USN
63rd Superintendent, U.S. Naval Academy



CELEBRATING WITH A
YEAR OF GRATITUDE

Your support of **CALLED TO SERVE, DARING TO LEAD: THE NAVAL ACADEMY CAMPAIGN** has already begun to have a transformative impact on the Academy, the Brigade of Midshipmen and the alumni community—see those results [HERE](#). Your extraordinary generosity has created a foundation of resources and momentum for growth, change and improvement that will shape the Naval Academy, the midshipman experience and the lives and legacies of our alumni community for generations to come.

Our webpage, www.usna.com/yearofgratitude, offers additional insights and examples of the campaign impact.