



Naval Education Strategy 2023



A Message From SECNAV



The dynamic maritime environment requires a persistent, forward, and integrated all-domain naval force to protect our Nation. The Department of the Navy (DON) maintains a naval force that is always ready to control the maritime domain, and protect our national interests against existing and emerging threats. Alongside our allies and partners, we maintain a reassuring deterrent presence around the world, defending our Nation's interests and keeping the seas open for global economic prosperity.

Naval education is foundational to our ability to deter conflict and succeed in war. This strategic guidance articulates my vision for naval education to develop the world's most capable, adaptive, and innovative naval force in support of the President's national security priorities and the National Defense Strategy (NDS). This strategy guides the Department's education-related strategic and budgetary initiatives, actions, activities, and investment decisions, including prioritization of resources. Education is a critical warfighting enabler; therefore, we will continue to strengthen our Department's culture, policies, processes, talent management, and investments to reflect education's key role in force development.

As I discussed in my *"One Navy-Marine Corps Team: Strategic Guidance from the Secretary of the Navy,"* our mission demands leaders who possess the highest intellectual and warfighting capabilities in order to confront the many dangers of a complex world. We cannot simply rely on advanced technologies to achieve overmatch, it is vital for our national security to further develop our Sailors, Marines, and DON civilians at all levels to think strategically in order to deter conflict and maintain a competitive advantage. When called to fight, our Sailors and Marines use their extraordinary training and education to succeed over adversaries. Our naval education institutions are the primary way that we develop our warfighters' intellectual edge to achieve warfighting advantage. We must invest in our education institutions and training programs to ensure that they can fulfill that responsibility.

This Naval Education Strategy provides my guidance to modernize our naval education to meet our Nation's security needs. I expect all to read it, contribute to our Department's culture of continuous learning, embrace opportunities to develop professionally, and seek opportunities to improve our programs. Education is the foundation for ensuring that our Sailors, Marines, and civilians are prepared to meet the many evolving dynamic challenges that will test our determination, understanding, and skills. Guided by this strategy, the Department will provide our people with the right education opportunities at the right time for our force to be more ready to fight and win our Nation's battles. I am honored to lead the way in this important endeavor.

Carlos Del Toro
78th Secretary of the Navy

Naval University System



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Introduction

The Navy and Marine Corps team must be ready to compete, fight, and win whenever and wherever the Nation requires. The DON's strategic focus is to increase naval competitive advantage to effectively deter aggression and succeed in long-term competition that challenges our national security, and to ensure that our naval forces succeed across the full spectrum of conflict. We are transforming the Department's culture, processes, and education programs to ensure that we become a more adaptive learning organization, a necessity to remain the world's preeminent naval force. We must continue to recruit, educate, train, and retain a more diverse, professional military and civilian workforce to achieve decisive advantage in this complex and rapidly changing global security environment.

Competitors and adversaries with growing technological capabilities and contending interests are increasing their influence on complex global security and economic systems that threaten our country and interests abroad. Additionally, the effects of a changing climate and other forces are challenging geopolitical stability, opening the Arctic to naval operations, and challenging the resilience of our installations and facilities. Therefore, we need to further develop our people – both military members and government civilians – to out-think our

adversaries, better enable informed decision making, and be more prepared for future challenges.

The United States and our allies can no longer assume technological advantage over adversaries. We must ensure that we continuously hone both our intellectual and technological capabilities to prevail over near-peer competitors. Our warfighters and DON civilians must continuously seek new ways to gain advantage and create a continuum of learning to prevail in complex operational environments along the full spectrum of competition and conflict. Continuous learning enables our force to quickly recognize changing conditions, adapt, and make timely decisions to counter threats and adversaries, enabling the Department to effectively develop new ways to succeed.

VISION: All Sailors, Marines, and DON civilians continuously learn in an integrated, technology-enabled naval education enterprise to increase our naval force's readiness and competitive advantage in all domain operations.



Ends: Education for Force Readiness and Competitive Advantage

The DON will take an integrated, enterprise-wide approach to improve naval education and prioritize programs that are critical for a competitive warfighting advantage. We will provide a range of learning opportunities for Sailors, Marines, and our civilian workforce to further develop professional competencies and intellectual skills that enable us to succeed against competitors and adversaries. Naval education curricula, research, and experiential learning all contribute to the total force's professional development—and all need to continuously evolve to ensure that our personnel have the competencies to succeed against any challenge. Our Nation's maritime defense requires the DON to attract talented individuals and develop the most professional, strategic-minded, critical thinking, innovative, and adaptive naval forces in the world. This expectation for intellectual and professional development across the force is repeatedly emphasized in our national defense and security strategies and is included in senior Department leadership guidance.

To sharpen our force's competitive edge and succeed in future conflicts, we will create a continuum of learning across the Department. For Sailors and Marines, this means emphasizing the importance of professional military education (PME) to cultivate the art and science of warfighting, deepen our knowledge of history, seek opportunities to learn new skills, and embrace new techniques and technologies to counter competitors. Education opportunities also build trust and reinforce interoperability across the force, to include the Joint Force and allied and partner forces, as we counter threats and aggression together. For DON civilians, it means that they have access to education opportunities to obtain relevant knowledge, skills, and competencies to remain at the forefront of their professional fields and further contribute to the DON mission.

Building our maritime advantage requires our total force to always strive to learn, apply critical thinking, and exercise decisive judgment in difficult situations. Education and training are inextricably linked and complement each other to develop both individual and collective competencies. Sailors, Marines, and DON civilians alike benefit from intellectual development, experiential learning, and well-designed training. Education is the key factor that enables our force to more effectively make sense of an ambiguous situation, decide, and act more quickly than any competitor or adversary. Education enables better problem-solving at all levels and cultivates a bias for intelligent

action that is essential to succeed in distributed maritime operations. Education develops the necessary competencies for all Sailors, Marines, and DON civilians to seek alternative solutions and perspectives, assess information critically in ambiguous situations, and quickly exercise effective judgment when the consequences of near-term tactical decisions could lead to long-term strategic consequences.

New technologies and the evolving security environment, including disruptive changes in the conduct of warfare, directly affect what we teach our force, how we provide that education, and the ways that we resource our programs. The accelerating development of our adversaries' new technologies and increasingly aggressive actions require that the Department evolve how we prepare our force in many ways, including naval education. To succeed in deterring aggression and winning future conflicts, we must improve our naval education programs, systems, processes, and opportunities to ensure that the force is always more prepared to fight and win than any adversary.

Ways: Learning as a Critical Warfighting Enabler

The Department recognizes that significant improvements must be made to ensure that naval education is poised to develop the warfighting advantage that the Nation requires. This strategy provides a roadmap to build upon the Department's significant efforts to transform our education programs. Our Naval Education Strategy has evolved from years of assessing the DON's approach to education, including our strengths, areas for improvement, processes, partnerships, and goals to support the full spectrum of operations.

The Department has made progress on many fronts, including emphasizing naval education's value as a critical warfighting enabler and the importance of continuous learning. However, the DON recognizes that naval education needs to further evolve to meet the Department's future needs over the next 5 to 10 years. Learning requires introspection and deliberate assessments to identify areas to improve, determine solutions, and take the necessary actions. As a result, many of the objectives identified in this strategy will take time and resources to fully implement. A unified vision and clear strategy will ensure that naval education evolves to meet our Nation's increasing national security challenges and needs.

The DON will evolve naval education to develop a culture that views learning – from the individual to the organizational levels – as a key warfighting enabler. The Naval University System (NUS) is the primary way that the DON delivers education to its force, and it includes the DON's academic degree granting

institutions: the United States Naval Academy (USNA), Naval War College (NWC), Marine Corps University, Naval Postgraduate School (NPS), and the United States Naval Community College (USNCC). The Naval Education Enterprise (NEE) consists of the NUS, Naval Reserve Officers' Training Corps, Junior Reserve Officers' Training Corps; Flag Officer, General Officer, and executive education programs; Voluntary Education/Tuition Assistance (TA) programs, and other DON-funded scholarship, fellowship, and graduate education programs. The DON uses a combination of these programs and education delivery methods to form a continuum of learning that addresses the Service's unique requirements, and addresses the dynamic security environment's complex issues within curricula.

Over the past three years, the DON has made substantive changes to strengthen naval education governance, processes, institutions, and programs. For example, the Navy established the Deputy Chief of Naval Operations, Director of Warfighting Development (DCNO N7). DCNO N7 ensures that the Navy's education strategy and curriculum are directly linked to warfighter development to obtain warfighting advantage, while also serving as the resource sponsor for the USNA, NWC, and NPS. The Marine Corps elevated Training and Education Command to a three-star level command, demonstrating training and education's key roles in force development. The Commandant of the Marine Corps published the Marine Corps Doctrinal Publication 7 *Learning*, emphasizing learning's importance to warfighting and the Service's focus on developing a culture that prioritizes continuous learning. Additionally, the Commandant recently released *Training and Education 2030 (TE2030)*, a companion document to *Force Design 2030 (FD2030)*, providing a road map for setting a new direction, describing how the Marine Corps will transform training and education for the future force. Both the Navy and the Marine Corps are transforming their education methods into modernized competency and outcomes-based learning. The Navy and Marine Corps continue to update education requirements and talent management processes to ensure that education contributes to increased operational effectiveness.

The DON established the USNCC to bring accessible naval focused education to Navy, Marine Corps, and Coast Guard enlisted personnel. The USNCC enables enlisted Service Members to earn associate degrees and stackable professional certificates in areas directly relevant to naval warfighting. The USNCC is working with partner education institutions to deliver all online education to our naval Service Members around the world and to explore expansion to DON civilians.

The Secretary of the Navy (SECNAV) accelerated the DON education transformation when he established the Naval Education Task Force in 2022 to assess progress on these education efforts and identify opportunities for improvement. This strategy integrates the Naval Education Task Force's findings,

and identifies additional opportunities to strengthen our naval education institutions, programs, curriculum, processes, and talent management.

Informed by the Naval Education Task Force, the SECNAV directed actions in 2022 to improve naval education. Among the most significant directed actions was to establish the Naval Education Board (NEB) in 2023, an internal board of senior DON leaders to strengthen naval education governance. Chaired by the SECNAV, the NEB includes the Department's senior leaders, including the Under Secretary of the Navy; the Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN (M&RA)); Assistant Secretary of the Navy for Energy, Installations, and Environment; Assistant Secretary of the Navy for Financial Management and Comptroller; the Chief of Naval Operations, Commandant of the Marine Corps; Master Chief Petty Officer of the Navy; and Sergeant Major of the Marine Corps. This board ensures that the Department's leadership quickly deliberate on top education issues to deliver warfighting advantage.

This strategy provides strategic guidance and the vision for naval education in the mid- and long-term (5 to 10 years). Naval education must be modernized to more effectively deliver relevant, engaging, competency-focused, and outcomes-based education to the total force. The following naval education strategic lines of effort and objectives will better prepare the force to succeed wherever and whenever the Nation calls.



Lines of Effort

This strategy has three lines of effort (LOEs):

1. Implement a learning continuum for the entire force.
2. Integrate education into talent management frameworks for more precise and agile talent management.
3. Strengthen the NUS.

The LOEs collectively form a comprehensive framework to address critical warfighting needs in support of DON and NDS goals. LOE 1, the continuum of learning, emphasizes that learning is a professional expectation to increase the force's effectiveness and that education is a key warfighting enabler. LOE 2 incorporates education into talent management frameworks to better align our people with the Departments' needs, and encourages all personnel to actively seek learning opportunities. LOE 3, strengthening the NUS, emphasizes that naval education must be strengthened through increased NUS collaboration, modern learning delivery methods and technologies, and alignment with prioritized naval warfighting needs. Each LOE is prefaced with a vision of the future state and a list of prioritized objectives to achieve the vision. Separate implementation plans following this strategy will provide incremental steps to implement these objectives.



LOE 1 – Implement a Continuum of Learning for the Entire Force

Maintaining an edge on our competitors and adversaries requires that learning be continuous, purpose-driven, accessible, tailored, and career-long. Learning must be focused on honing excellence in the art and science of war—at all levels, and across all occupational specialties or designations. The learning continuum must be clearly defined and integrated into the Department’s culture to support learning across the individual, unit, and organizational levels. All Sailors, Marines, and DON civilians must have a clear learning plan that supports career development and is aligned with prioritized naval warfighting needs. The NEE will provide officers, enlisted Service Members, Midshipmen, and DON civilians with a continuum of relevant, readily accessible, competency-focused, outcomes-based education to better enable the total force to outperform any adversary in the defense of our national interests.

Objective 1.1 – Focus Naval Education on Warfighting

Naval education’s primary, unwavering focus is to increase warfighting advantage to prevail against all competitors and adversaries. As we sharpen our focus on competition with peer adversaries with global ambitions, our education curriculum will be timely and relevant to prepare our force to counter growing threats. To this end, the NEE will:

- Encourage personnel to gain deep expertise not only about key technologies, but also about our competitors and the future of warfare.
- Foster critical thinking and analytical skills, fluency in critical languages, and integration of insights from the social and behavioral sciences.
- Align curricula and research to areas that yield the greatest warfighting advantage.
- Include assessment and evaluation along the education continuum that measures knowledge, skills, abilities, and competencies at both the individual and program levels.
- Conduct naval-relevant research and integrated wargaming to develop, refine, and assess strategic intent and operational concepts.

These efforts will increase education program effectiveness, ensure that education curricula and research are directly relevant to future warfighting, and enable more precise talent management.

Objective 1.2 – Enhance Partnerships

The DON fully supports Department of Defense (DoD) initiatives to further develop international partnerships through increased PME opportunities. DON will further explore innovative ways to increase PME opportunities that strengthen our relationships with allies and partners. Our naval allies and partners around the world provide our force with an unmatched competitive advantage and warfighting capability. Strengthening our understanding, collaboration, wargaming, and learning alongside our allies and partners are key components to succeeding in strategic power competition, and deterring conflict.

Objective 1.3 – Develop a Strategic Communications Plan

In coordination with the Office of Legislative Affairs and the DON Chief Information Officer, ASN (M&RA) will develop a strategic communication plan for communicating education priorities and initiatives for use in public and congressional engagements. The communications plan will seek to gain support and resources for the objectives and related initiatives necessary to achieve the DON’s education related strategic goals.

Objective 1.4 – Modernize Education Programs

The Navy and Marine Corps’ expeditionary nature and a rapidly changing operational environment require that the DON provide regularly updated, accessible education content to individuals at their points of need. There is typically not enough time in a Service Member’s career to provide all of the necessary education in person, as it has traditionally been delivered. Naval education must respond to, and adapt to the battle rhythm and challenges of active-duty military service. DON will modernize education curriculum content and delivery methods to better leverage advances in science, technologies, and collaborative capabilities to more effectively tailor learning to the student’s needs, at scale, and at their points of need. Modular, technology-supported education delivery methods enable more tailored learning, enhanced assessment, increased collaboration, and can be quickly updated for relevancy. DON will provide the total force with scalable, world-class, easily accessible, and cost-effective education. Modernized naval education will enable the DON to provide the right education to the individual, at the right time along the education continuum.

- Naval education programs will leverage state-of-the-art learning methods and technologies to ensure that learning is effective, efficient, relevant, and engaging.
- Naval education will optimize education using a variety of education delivery models ranging from in-residence, low-residence, distance learning, blended/hybrid learning, asynchronous, and completely online.
- Education opportunities will include accredited degree-granting programs, stand-alone and stackable certificate programs, as well as tailored professional development programs.
- Naval education programs will focus on updating education curricula to develop competencies in emerging science, technology, engineering, and mathematics (STEM) disciplines directly relevant to modern naval warfighting, such as artificial intelligence and machine learning.

Objective 1.5 – Expand Civilian Education

DON must attract and retain a highly skilled, effective, and innovative civilian workforce for the total force to succeed in future challenges. It is critical that DON expand opportunities for our civilian employees to update and enhance their competencies in support of the Department’s mission. The DON benefits by cultivating a culture of continuous, career-long learning for the entire force, including our civilian workforce. DON will invest in scalable, cost-effective, and innovative education op-

portunities to enhance DON civilians’ knowledge, skills, and competencies, especially in the STEM-related disciplines and other functional communities that are critical for sustaining our workforce.

Objective 1.6 – Fully Integrate PME into the Learning Continuum

In accordance with the Joint Chiefs of Staff Vision and Guidance, the Navy and Marine Corps will ensure that PME programs are robust, requirements-based, relevant, and fully supported. DON will clearly define PME and Joint Professional Military Education (JPME) milestones at the community, Military Service, and inter-Service levels to articulate education requirements for developing naval warfighting leaders, senior staff officers, and strategists. These clearly defined PME and JPME milestones will enable our Service Members to better understand key requirements for effectively progressing along the learning continuum.



LOE 2 – Integrate Education Into Talent Management Frameworks for More Precise and Agile Talent Management

We will develop strategically-minded Sailors, Marines, and DON civilians who can think critically, assume increasing responsibility, and out-think our adversaries to defend our Nation and our global interests. This integration of education into naval talent management frameworks requires the Department to provide diverse learning opportunities for all personnel, especially naval leaders, to strengthen their professional competencies. Successful talent management requires that the Department better understands and assesses each individual's competencies and career progression in relation to the organization's needs.

- DON will deliver the right education opportunity, at the right time in the individual's career progression along the learning continuum, using the most effective methods.
- DON talent management systems will better monitor, incentivize, and reward academic success, promoting a cultural of career-long learning and professionalism.
- DON will integrate career-long learning for personnel with talent management tracking for more precise and agile talent management.

These efforts will enable the DON to better match individuals' competencies to future education opportunities and more quickly address the Department's pressing personnel needs through follow on utilization tours and experiences.

Objective 2.1 – Integrate Education into Performance Management

Continuous learning is an expectation for both military Service Members and DON civilians to ensure that they can adapt to changing situations, successfully address challenges, and optimally perform as an integrated DON team. Incorporating education into the performance management system through fitness reports and performance evaluations or appraisals assists in better matching individuals with relevant, impactful, and challenging opportunities for professional development and monitoring their achievement. All personnel benefit from timely, actionable, and candid feedback on their performance. Commands will discontinue issuing "non-observed" evaluations as a default for Officers, Sailors, Marines, and DON civilians assigned to formal education programs as their primary duty. Instead, students will be formally evaluated through the normal fitness report, evaluation, and appraisal systems, as appropriate based on timing and periodic reporting cycles.

Objective 2.2 – Deliver Tailored Learning at the Point of Need

Each Sailor, Marine, and DON civilian must obtain and sustain relevant skills and competencies for mission success. However, Service Members' education opportunities are often in tension with compressed career paths and high operational commitments. The DON will explore and deploy innovative education methods, programs, delivery models, partnerships, and opportunities that will enable each Sailor, Marine, or DON civilian to continue learning while in high-demand career paths, high-tempo operational assignments, and deployments. Delivering tailored learning at an individual's point of need supports a culture of continuous learning, and enables the force to more effectively balance managing further education with operational requirements.

Objective 2.3 – Improve Education Utilization

Personnel need to apply their newly acquired knowledge, skills, and competencies from their education, or they will rapidly diminish from disuse. Both the Navy and Marine Corps assign officers to billets that require they directly apply the earned education.

- The Navy will review its subspecialty system and additional qualification designators to ensure that graduate degree-coded billets requiring specific education are matched to the Navy's critical skills and competencies.
- The Navy and Marine Corps will maximize credentialed officers to coded billets, within end-strength constraints and operational requirements.
- The Services will align rigorously validated education requirements, education opportunities, and related assignments across the total force.

To the maximum extent possible, both the Navy and Marine Corps will use follow-on utilization tours after DON-funded education to ensure that all officers apply their newly earned education credentials and skills. The utilization tours will maximize the DON's return on the education investment and reinforce the officers' knowledge, skills, and abilities in support of the Department's mission.

Objective 2.4 – Align Officer Education with Advancement

Graduate-level education that develops naval warfare competencies and prepares officers to lead and think strategically is integral to developing warfighting advantage. PME, advanced degree programs, professional certifications, experiential learning, and other non-standard educational opportunities provide a rich portfolio for developing future leaders.

- The Navy and Marine Corps will continue to align promotion precepts and board convening orders to reward relevant educational achievement.
- The Services will ensure that fostering the pursuit of education throughout an officers' career will positively influence assignment of those officers to diverse and career-enhancing positions of increasing leadership and responsibility.



LOE 3 – Strengthen the NUS

The education delivered by our renowned academic institutions is an investment in our people and forms the foundation for our future naval warfighting success. Our NUS institutions are the primary means by which the DON provides education to the force, and the institutions each uniquely contribute to the DON mission. Like distributed maritime operations, the NUS operates on a decentralized model to foster greater agility, responsiveness, and innovation. DON leadership provides oversight and strategic guidance on governance, resources, policy, processes, general curriculum, integration, and outcomes to ensure that education is appropriately resourced and focused on naval warfighting.

The NUS leadership will identify innovative solutions to ensure that our academic institutions provide our force with the best naval warfighting-related education in the world. Each of our NUS institutions has a unique, yet complementary, role in supporting Service Members' career-long learning. NUS leadership will identify opportunities for the institutions to better collaborate, coordinate, and integrate capabilities to improve education quality and opportunities for the total force.

The entire force has a role in improving the education enterprise. Students must be ready and willing to learn, motivated to seek career-relevant learning opportunities, and open to constructive feedback. Faculty must continuously strive to be at the forefront of their fields, focused on improving their students' academic experiences through naval warfighting-related education and research for improved academic outcomes. Academic institution leadership must be conscientious stewards of resources while simultaneously modernizing education delivery, ensuring program relevance to naval warfighting, and supporting both faculty and student development. Finally, the DON must resource the educational institutions appropriately, adhering to this strategic guidance to prepare our force for the many challenges of the 21st century.

Objective 3.1 – Strengthen NUS Framework and Standards

The NUS will maintain and continuously seek to improve upon the highest standards for academic quality and resource management. NUS institutions will:

- Attract and retain diverse, high performing faculty, staff, and leadership teams.
- Implement innovative best practices for education.
- Incorporate Navy and Marine Corps feedback into the NUS programs to ensure that our institutions' programs are aligned with the Fleet and Fleet Marine Force's needs.

- Implement robust assessment processes, including both qualitative and quantitative measures, to drive continuous improvement, innovation, and support accreditation requirements.
- Develop an active alumni network to support continuous learning and mentorship after completion of studies for graduates' long-term career development.

Objective 3.2 – Develop the USNCC

Our enlisted Marines and Sailors are our distinct advantage over our adversaries. We will educate them to think more strategically and develop additional competencies to succeed in volatile, complex, and uncertain operational environments where we rely on them to apply sound judgment in difficult situations. The Department will ensure that the USNCC obtains academic institutional accreditation and reaches full operational capacity by Fiscal Year 2025. The USNCC enables enlisted Sailors, Marines, and Coast Guardsmen to earn naval-relevant Associate of Science degrees and certificates that directly enhance their professional competencies in key subject areas critical to success in maritime operations, such as nuclear engineering, data analysis, and cyber security. USNCC education programs complement other education opportunities, such as the TA Program, to enable students to apply their earned academic credits towards bachelor's degree programs at partner schools.

Objective 3.3 – Support NUS Faculty and Staff Development

Expert faculty form the foundation for any world class university system. The strength of our Department is our people, and we will achieve greater warfighting readiness by attracting and retaining people from different personal, cultural, and professional backgrounds. Our military and civilian NUS faculty and staff must be able to continue their professional development so that our education institutions are better able to foster academic excellence. The NUS will continue to invest in faculty development, promote intellectual exchange, and encourage collaboration across the NEE. Close integration of the NUS institutions is expected to take many forms and may include faculty exchanges, dual appointments to share unique expertise, and curricula that are jointly taught to students at multiple NUS institutions.

Objective 3.4 – Leverage Naval Education Advisory Boards

Our advisory boards provide expert, independent advice to the SECNAV to inform improvements to the NUS institutions' processes, programs, and policies. These boards leverage experts with diverse perspectives and experiences across the government, academic, and private sectors. The DON will ensure that the NUS institutions leverage their insights to the fullest extent. Where and when appropriate, the DON will seek to share these key insights, recommendations, and lessons learned across the NUS to improve naval education across the NEE.

Objective 3.5 – Ensure the NUS is Resilient to Climate Change

The DON will develop climate resiliency plans for each NUS institution. These climate resiliency plans will assess risks due to climate change, identify and prioritize the necessary actions to mitigate risks, and inform resource sponsors' decision-making for effective implementation.

Objective 3.6 – Invest in the NUS Infrastructure

The Navy and Marine Corps resource sponsors for education programs, with the support of the NUS institutions, will develop and prioritize submissions for the annual Program Objective Memorandum to ensure that NUS institutions are adequately resourced and aligned with the SECNAV's guidance and Defense Planning Guidance. These plans will provide a detailed roadmap for the current Future Years Defense Program to the extent possible and include objectives for the 5 to 10-year planning horizon.

Objective 3.7 – Implement Wargaming Best Practices

Wargaming has had a critical role in how the Navy and Marine Corps prepares to fight for over 130 years. In perhaps the best-known example, wargaming conducted at the NWC during the inter-war years was vital to developing War Plan Orange that guided the Pacific campaigns during World War II. Although the tools and technologies used in simulations have evolved over the past century, wargaming remains vital to developing maritime leaders and operational plans. Today, wargaming is an immersive experience leveraging a variety of simulation technologies and integration with partners. Wargaming reinforces active, experiential learning and can be easily repeated to reinforce learning, explore different options, or glean new insights.

- The NUS institutions will further explore and deploy emerging technologies, innovative methods, and ways to more fully integrate wargaming into education programs and curricula.
- The NUS institutions will further collaborate in wargaming environments and ensure that best practices are widely shared amongst the NUS.

Objective 3.8 – Integrate Student Management and Learning Management Data

The NUS institutions use differing learning management systems to manage their education programs. Over time, the institutions will evolve these disparate platforms into an integrated DON learning ecosystem that supports the total force's continuum of learning.

- The integrated DON learning ecosystem "system of systems" will ensure that the DON has a more robust, scalable, and integrated learning environment that better responds to the learners' and organizations' needs.
- Education systems will be interoperable with each other, and with talent management systems across the DON, to share student learning outcome information, data, and metadata.
- Working with DoD and government partners, the DON will further explore innovative, cost-effective ways to modernize its learning management systems and data management systems to support the learning continuum.

Objective 3.9 – Implement Robust Education Assessments

Although the NUS institutions employ a variety of assessments, naval education's fundamental value to warfighting can be difficult to determine – and is often based on the understanding that education improves the student's intellectual capabilities that make them more effective in new or challenging situations. The direct effects of education and value are often hard to quantify. More robust education assessments will enable the DON to better determine where to improve education, and better focus its education resources.

- The NUS institutions will improve their assessment metrics, processes, and reporting so that there is a common understanding of the education programs' value to naval warfighting.
- The NUS institutions will clearly identify specific assessment areas that need to be improved, and present a coordinated plan to DON leadership.



Means

The DON will prioritize and invest in developing an intellectual edge for all of our personnel to ensure success in great power competition and all-domain operations. The Office of the SECNAV will provide clear and timely budget and policy guidance that will direct education resource activities across the Department. The NEB and ASN (M&RA) will provide naval education oversight to ensure alignment with this strategy, including related policy guidance. ASN (M&RA) will work with other DON and NEE stakeholders to develop necessary policies and processes to ensure integration across the Services, and that our NUS is aligned with this strategy's objectives. Aligning resources to support this strategy's objectives will ensure that the Department's education investments will provide the greatest impact and benefits to prepare our force for future challenges. We will accelerate implementation of modern technology and system interoperability to enable more informed naval education resource decisions, improved talent management, and an integrated DON learning ecosystem. A separate implementation plan will follow this strategy to include specific tasks, offices of primary responsibility, and timelines. Specifically, the NEB will:

- Establish a sub-working group to develop an implementation plan to address these strategic objectives.
- The working group will assign an office of primary responsibility for each objective that will provide status updates to the NEB.
- Report annually to the SECNAV with an update regarding the status of the DON's progress towards this strategy's objectives, including significant achievements, and recommendations.



Conclusion

This strategy identifies the vision, ways and means that the DON will improve our naval education, and will guide the Department over the next 5 to 10 years towards delivering more effective, efficient, and integrated naval education to the total force. Education is the foundation upon which we prepare our personnel to succeed against any potential competitor or adversary. We will modernize our naval education enterprise and system to ensure that our people have the necessary knowledge, skills, and competencies to maintain a clear naval warfighting advantage. We are transforming the Department's culture, processes, and programs to ensure that we become a more adaptive learning organization and remain the world's preeminent naval force. This strategy sets the course for the Department to work towards the vision that all Sailors, Marines, and DON civilians will continuously learn in an integrated, technology-enabled naval education enterprise to increase our naval force's readiness and competitive advantage in all domain operations. Naval education is a key factor that enables the United States Navy and Marine Corps team to be ready to compete, fight, and win whenever, and wherever the Nation requires.





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