

## U.S. Coast Guard Academy Cultural Competence Assessment

### ABOUT THE ACADEMY

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 900 distinguished Fellows and an experienced professional staff, the Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

### BACKGROUND

The U.S. Coast Guard Academy (USCGA), located in New London, CT, is a four-year, tuition-free federal service academy that prepares its cadets physically, intellectually, and ethically for careers in the U.S. Coast Guard (USCG). Graduates earn a commission as an Ensign and are obligated to serve 5 years in the service. Cadets can earn a Bachelor of Science degree in one of nine engineering and professional majors, while also participating in intercollegiate and club athletics, music, community service, and other extracurricular activities.

### PROJECT DESCRIPTION

Section 8272 of the Coast Guard Academy Improvement Act, part of the National Defense Authorization Act for FY 2021, requires the Secretary of Homeland Security to contract with the National Academy of Public Administration (the Academy) to conduct two discreet one-year studies focusing on the USCGA. The first is a study to enhance the cultural competency of the USCGA. Following submission of that report, a second study will immediately commence to focus on USCGA admission processes, building on what was learned in the first study.

The first Academy study will include:

- A comprehensive assessment of the current cultural competency and diversity, equity, and inclusion resources and capabilities of the USCGA.
- Analysis of institutional practices, policies, and structures, and any other areas of focus deemed appropriate in assessing the USCGA's cultural competence.
- Recommendations to enhance USCGA cultural competence, which may include outreach and recruitment; modifying structures and practices to foster a more diverse cadet corps body, faculty, and staff workforce; and modifying policies to foster retention of cadets, faculty, and staff.

The Academy has formed a five-member Panel of Fellows to direct the study team and author the report. Information on the Panel and study team is provided on the next page.

## PANEL OF ACADEMY FELLOWS

**David Chu, Panel Chair:** Adjunct Staff Member, Institute for Defense Analyses. Former President and Chief Executive Officer, Institute for Defense Analyses; Senior Fellow, RAND; Under Secretary of Defense for Personnel and Readiness, U.S. Department of Defense; Vice President, RAND Corporation within Army Research Division; Director, RAND Corporation within Arroyo Center; Director, RAND Corporation within Washington Research Department; Associate Chairman, RAND Corporation within Research Staff; Economist, RAND Corporation; Assistant Secretary of Defense for Program Analysis and Evaluation, U.S. Department of Defense within the Office of the Secretary of Defense; Assistant Director for National Security and International Affairs, Congressional Budget Office.

**Erik Bergrud:** Chief Strategic Communications Officer, Park University. Former Associate Vice President for University Engagement, Park University; President, American Society of Public Administration; Senior Director of Program and Service Development, American Society of Public Administration; Senior for e-Organization Development, American Society of Public Administration; Director of Information, American Society of Public Administration; Director of Chapter/Section Relations, American Society of Public Administration.

**Jennifer Brinkerhoff:** Professor of Public Administration and International Affairs, George Washington University. Former Associate Dean, Faculty Affairs and Special Initiatives, George Washington University's Elliott School of International Affairs; Co-Director of GW Diaspora Research Program, George Washington University; Assistant Professor & Director, Rutgers University's International Public Service and Development Master's Program; Consultant, World Bank; Program Associate, Thunder and Associates, Inc.

**Mike Dominguez:** Former Director, Institute for Defense Analyses within Strategy, Forces and Resources Division; Principal Deputy Under Secretary of Defense for Personnel and Readiness, U.S. Department of Defense; Assistant Secretary of the Air Force for Manpower and Reserve Affairs, including service as Acting Secretary of the Air Force, U.S. Department of Defense; Assistant Director for Space, Information Warfare, and Command and Control, U.S. Department of Defense; Executive Assistant to the Assistant Secretary of Defense for Program Analysis and Evaluation; Program Analyst, Office of the Secretary of Defense for Program Analysis and Evaluation; Office of the Chief of Naval Operations, U.S. Department of Defense; Research Project Director, Center for Naval Analyses; General Manager, Tech 2000 Inc.; Associate Director for Programming, Office of the Chief of Naval Operations; Director for Planning and Analytical Support, Office of the Assistant Secretary of Defense for Program Analysis and Evaluation; Adjunct Research Staff Member, Institute for Defense Analyses.

**Susan Gooden:** Dean and Professor, Virginia Commonwealth University's Wilder School of Government and Public Affairs. Former Executive Director, VCU Wilder School's Grace E. Harris Leadership Institute; Associate Professor, Virginia Polytechnic Institute and State University's Center for Public Administration and Policy; Founding Director, Virginia Polytechnic Institute and State University's Race and Social Policy Research Center; Director, MPA Program, Virginia Polytechnic Institute and State University's Virginia Tech, Richmond Center; Post-Doctoral Fellow, University of North Carolina-Chapel Hill; Research Evaluator, University of North Carolina-Chapel Hill; Consultant, MDRC.

## PROJECT STAFF

**Brenna Isman**, *Director of Academy Studies*

**Roger Kodat**, *Senior Project Director*

**Daniel Ginsberg**, *Senior Advisor*

**Robert Goldenkoff**, *Senior Advisor*

**Sharon Yoo**, *Research Analyst*

**Elise Johnson**, *Senior Research Associate*

**E. Jonathan Garcia**, *Research Associate*