



Commandant  
United States Coast Guard

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DCMSINST 5400.2  
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DEPUTY COMMANDANT FOR MISSION SUPPORT INSTRUCTION 5400.2

Subj: COAST GUARD ACADEMY PROGRAM MANAGEMENT AND GOVERNANCE

Ref: (a) Mission Support Program Management and Governance, DCMSINST 5400.1  
(b) Charter: United States Coast Guard Academy Board of Trustees  
(c) Flagship Accession Point Program, DCMSINST 7042

1. PURPOSE. This Instruction implements a governance structure that ensures the Coast Guard Academy (Academy) has enterprise-level oversight to best meet Service need and manage institutional risk. It gives the Academy Board of Trustees (BOT) and the Chain of Command, from the Commandant down, a formal means to provide advice and recommendations to, and directive oversight of, the Academy. The roles of the Academy, the BOT, and the Chain of Command are defined herein to ensure accountability for achieving strategic organizational goals.
2. ACTION. All DCMS unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION.
  - a. Historically, the Academy was more narrowly viewed as primarily an officer accession source, with a reporting chain through the Assistant Commandant for Human Resources (CG-1) up to the Commandant. However, the Academy today serves the Coast Guard in a much broader sense. Cadet research, through Capstone Projects, adds value to the Coast Guard. Centers of excellence, such as the Center for Arctic Study and Policy, are instrumental in implementing the Commandant’s strategic direction, and the Loy Institute for Leadership is achieving measurable leadership development outcomes that serve as a model nationwide.

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- b. To reflect the Academy's enterprise level contributions and value to the Service, in 2016 the first-level supervisor was changed from Commandant (CG-1) to the Deputy Commandant for Mission Support (DCMS). To supplement this new reporting structure, the Academy needs a more robust top-down and horizontal governance structure to ensure (1) the institution is strategically aligned with the Commandant, (2) the capability/capacity of the Academy is considered in strategic investment decisions, and (3) the Academy is prepared to preserve its value proposition of developing "Leaders of Character" to serve the Nation and execute Coast Guard missions.
5. ROLES AND RESPONSIBILITIES. Consistent with reference (a), governance of the Academy shall be executed through the roles and responsibilities listed below:
- a. Deputy Commandant for Mission Support (DCMS). As the entity ultimately accountable for all the functions for which the Academy Superintendent, Commandant (CG-1), DCMS-5, and the BOT are responsible, the Deputy Commandant for Mission Support will annually provide overarching strategic guidance and programmatic direction for the Academy, aligned with Coast Guard and Department of Homeland Security (DHS) strategic direction.
  - b. Coast Guard Academy Superintendent (Superintendent). As the Program Director for the Academy, the Superintendent is responsible for administrative and operational control over the Academy, holding overall responsibility for execution of the Academy's Mission. The Academy shall regularly evaluate and report program performance to the BOT Chair and inform the BOT Chair of significant issues as they arise.
  - c. Deputy to the Deputy Commandant for Mission Support (DCMS-D). Serves as Chair of the BOT, and is accountable to the Commandant through DCMS. Through the use of data, metrics and analytics to the greatest extent possible, DCMS-D and the BOT will utilize the strategic guidance provided by DCMS to the Academy Superintendent to regularly evaluate the performance of the Academy in meeting the Commandant's strategic direction.
  - d. Assistant Commandant for Human Resources (CG-1). Serves as Vice Chair of the BOT, and is accountable to the BOT Chair. Serves as the Executive Secretariat to the BOT and the Board of Visitors. Commandant (CG-1) also exercises responsibility over human resource issues such as developing policies and procedures regarding classification of Federal Wage System and General Schedule positions and the administrative classification of Academy faculty, in addition to serving as decision authority on cadet disenrollment packages. Following each BOT meeting, Commandant (CG-1) shall within 30 days route a report through the chain of command to the Commandant with recommendations.
  - e. Coast Guard Research and Development Center (RDC). The RDC will support the Academy with a program of record to collaborate on cadet capstone research projects. Such collaboration should be confined to instances where the proposed project scope of work contributes to approved projects within the RDC portfolio, and the purpose of the work aligns with the appropriated purpose of the funds used. Both organizations will collaborate to optimize value to the Organization. It is imperative that the Department of Homeland Security's (DHS) only research and development center and its only institution of higher education are linked by a program of record to deliver value to both the Coast Guard and DHS.

- f. CGA Board of Trustees (BOT). The functions of the BOT, prescribed in reference (b), include providing advice to the Superintendent, oversight of the Academy and recommendations to the Superintendent, DCMS, Vice Commandant, and Commandant. To ensure enterprise visibility, the BOT Chair will brief the Commandant in person after both the Fall and Spring BOT meetings.
- g. The Mission Support Integration Office (DCMS-5). As Program Manager, DCMS-5 is responsible for the overall integration of strategic planning, resource management, and performance improvement processes for the Academy, including evaluation based on strategically formulated measures and metrics. On behalf of DCMS, DCMS-5 will ensure that the Academy's vision and mission statements, and strategic plan; academic, professional, and training curricula; objectives regarding enrollment and majors; overall support to the Loy Institute for Leadership, Center for Arctic Study and Policy, the Research and Development Center, and other such efforts are consistent with the needs of the Coast Guard and DHS and support the Commandant's Strategic Guidance. DCMS-5 will coordinate Academy inputs to the DCMS Statement of Assurance and DCMS approval of the annual Precept to the Director of Admissions. In accordance with applicable DHS delegations and/or Commandant Directives, and in consultation with the Deputy Commandant for Operations (DCO), DCMS-5 will lead development of policy, procedures, and doctrine for the Academy.
- h. DCMS-8. Partners with DCMS-5 in the management of financial and human resources specific to the Academy in support of DCMS priorities and the Commandant's Strategic Guidance.
- i. Coast Guard Headquarters Programs. Per existing agreements, it is expected that Headquarters programs will support Coast Guard Academy research efforts.
- j. Areas of overlapping responsibility.

(1) Resource Management

- (a) First and foremost, all entities shall comply with the provisions of reference (c) to ensure the Academy is adequately resourced to support its Mission and to provide enterprise-level value to the Service.
- (b) Planning. Based on Commandant's Strategic Guidance and predicted needs of the Service, and consistent with the DCO role in establishing strategic intelligence and operational direction for the Service, DCMS-5 will serve as the integrator between the Academy and Coast Guard programs to determine what capabilities, services, and career field graduates will be required in the future. CG-1 shall promulgate annually the target number of graduates for the incoming class, following the provisions of reference (c) regarding level-loading the Academy with at least 1,000 cadets.
- (c) Programming. DCMS-5 and DCMS-8 will work together to prioritize, balance and integrate Academy resource needs against other DCMS and Service priorities, in keeping with reference (c).

(d) Budgeting. DCMS-5 and the Academy will develop Academy resource proposals for inclusion in the DCMS submission to the Coast Guard budget.

(e) Executing. The Academy obligates, expends, and accounts for resources.

(2) Relationship Management

(a) Coast Guard leadership. DCMS-5 coordinates information flow pertaining to Academy issues between the senior-most leadership of the Coast Guard.

(b) White House, OMB, and DHS (Interagency). Subject to any issue-specific caveats (e.g., President's Budget), DCMS-5 coordinates drafting and clearance of communications and contacts within the Interagency.

(c) Congressional requirements (in Washington, D.C.). DCMS-5 works within existing Congressional and Public Affairs (CG-092) guidance regarding responses to queries from members of Congress or Congressional report requirements (Academy and Commandant (CG-1) contributing).

(d) Congressional visitors to the Academy. The Academy is lead on any congressional visitors on Academy grounds (CG-1 and DCMS-5 informed).

(e) Board of Visitors and Board of Trustees visits to the Academy. As the Executive Secretary for the Board of Visitors and BOT, Commandant (CG-1) coordinates visits to the Academy (DCMS-5 informed).

(f) External academic and maritime communities. The Superintendent (or his/her designee) represents the Academy at any academic or maritime fora.

(3) Academy Advocacy

(a) The Superintendent of the Academy shall be the lead advocate, supported by the BOT, which can leverage individual positions and personal contacts to further the discussion regarding resourcing or other Academy needs.

(b) On behalf of the Deputy Commandant for Mission Support, DCMS-5 shall advocate for the Academy in Headquarters discussions and coordinate strategic messaging efforts between the entities.

(c) Other governance groups, such as the Management Advisory Council and the Engineering Advisory Council, shall be consulted when appropriate.

6. CONCLUSION. Establishing a governance structure for the Academy ensures unity of purpose and clear lines of responsibility and accountability intended to best support the governing principles of the Service and strategic goals of the Commandant.

7. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.
  - a. The development of this Instruction and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, Commandant (CG-47). This Instruction is categorically excluded under current Department of Homeland Security (DHS) categorical exclusion (CATEX) A3 from further environmental analysis in accordance with "Implementation of the National Environmental Policy Act (NEPA), DHS Instruction Manual 023-01-001-01 (series).
  - b. This Instruction will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policy in this Instruction must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Department of Homeland Security (DHS) and Coast Guard NEPA policy, and compliance with all other applicable environmental mandates.
9. DISTRIBUTION. No paper distribution will be made of this Instruction. An electronic version will be located on the following Commandant (CG-612) web sites. Internet: <http://www.dcms.uscg.mil/directives/>, and CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.
10. RECORDS MANAGEMENT CONSIDERATIONS. This Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
11. FORMS/REPORTS. None.
12. REQUEST FOR CHANGES. This Instruction will be updated based on significant changes in programs or higher level directives. The Mission Support Integration Office (DCMS-5) shall be responsible for coordinating revisions. Submit recommended changes via the chain of command to DCMS-D via DCMS-5.

S. L. STOSZ /s/  
Vice Admiral, U.S. Coast Guard  
Deputy Commandant for Mission Support