



STRATEGIC PLAN *2013–2018*



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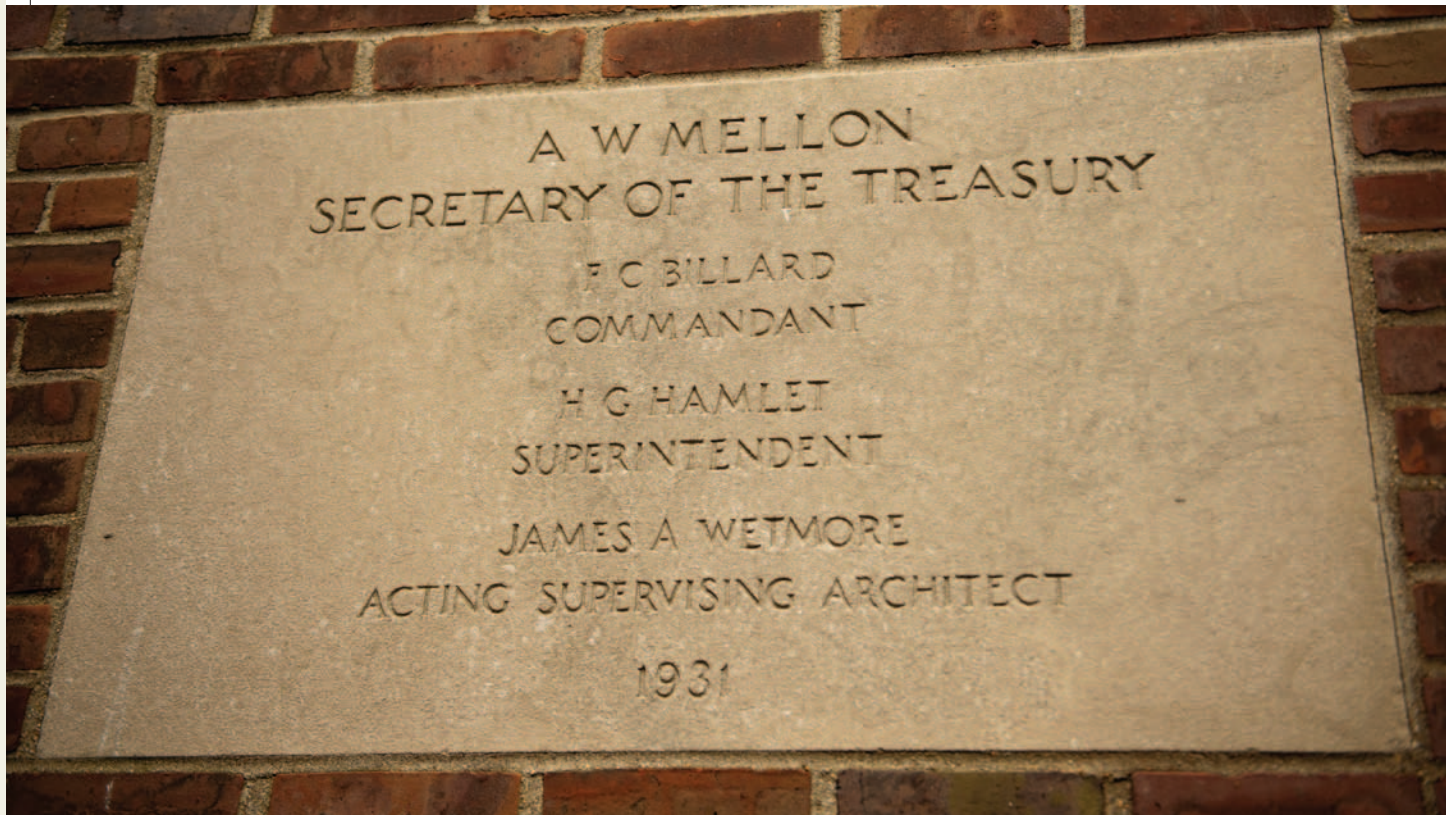


# *The Coast Guard Academy's Value to the Nation*

THE COAST GUARD ACADEMY is built on a firm foundation that reflects the Service's rich history and enduring traditions. The cornerstone of Hamilton Hall is inscribed with famous names of those whose vision led to its construction—names like Treasury Secretary Andrew W. Mellon and Commandant Frederick C. Billard. In front of Hamilton Hall stretches the expansive Washington Parade Field, named for General George Washington, who as President signed the law in 1790 establishing the Revenue Cutter Service—predecessor of the U.S. Coast Guard—and who presided over the Convention that drafted the Constitution of the United States of America.

*Scientiae Cedit Mare - The Sea Yields to Knowledge.*

—REAR ADMIRAL FREDERICK BILLARD, Superintendent 1921–1924, Coast Guard Commandant 1924–1932





On that parade field, generations of cadets have taken a solemn oath to support and defend the Constitution. The Coast Guard Academy prepares them for that awesome responsibility. The mission of the Coast Guard Academy, penned in 1929 by then-Superintendent RADM Harry G. Hamlet, is as timeless and relevant today as it was then. We develop the next generation of Coast Guard leaders—leaders of character—for faithful service to the U. S. Coast Guard, Department of Homeland Security (DHS) and the Nation. That mission drives our vision and our strategic plan for 2013–2018.

Nestled into the hillside on the banks of the Thames River in New London, Connecticut, the United States Coast Guard Academy is one of just five federal service academies. Established by Congress in 1790 and our oldest continuous seagoing service, the Coast Guard has a proud history steeped in military and maritime traditions. One of the world’s largest maritime nations, the United States relies on the Coast Guard to keep it safe, secure and prosperous. Providing both a four-year Bachelor of Science degree and professional development for an entry-level mariner, the Coast Guard Academy is uniquely positioned as America’s trusted source of leaders with the character, core values, professionalism

and analytical skills required to support our Constitution by executing Coast Guard missions and sustaining our citizens’ way of life.

#### LOCALLY RELEVANT, NATIONALLY PROMINENT

America is a premier democracy and world leader as a result of the power of our Constitution, Rule of Law, and enduring government institutions, such as the Coast Guard Academy, that provide the foundation to guarantee our freedoms, economic prosperity and homeland security. Here in New London, Connecticut, the Coast Guard Academy is locally relevant and nationally prominent. In 2012/2013, the Academy sponsored a Habitat for Humanity home in New London—fully funded by Academy donors and constructed with cadet and officer candidate labor—locally relevant. In 2012, our newly established Center for Maritime Policy and Strategy sponsored a first-ever international Leadership for the Arctic conference—nationally prominent. We are proud to provide a critical link between the public we serve and the nation we protect and defend; a link that will be further strengthened by the construction of the National Coast Guard Museum in New London over these next five years.

*The sea has, through the ages, been of all schools, the best for bringing out the qualities of leadership.*

—VICE ADMIRAL JAMES PINE, Superintendent 1940–1947





Home to the Coast Guard's Leadership Development Center and the Coast Guard Academy's Institute for Leadership, the Academy is the Service's leadership center of excellence. From the day they report in for swab summer, cadets start to assimilate the Coast Guard's core values of Honor, Respect and Devotion to Duty. Committed to accessing, retaining and graduating leaders who reflect the broad diversity of our nation, the Academy prepares the next generation of Coast Guard leaders to protect those on the sea, protect the nation from threats delivered by the sea and protect the sea itself. Cadets are exposed to a wide portfolio of academic, professional and physical development activities unique to the ethos of a military maritime service academy, such as maritime law, navigation and seamanship, rifle, pistol, sailing and crew.

The geographic sole source of all Coast Guard and National Oceanic and Atmospheric Administration (NOAA) officers, the Coast Guard Academy and Leadership Development Center execute the cadet, officer candidate school, direct commission officer, reserve officer candidate indoctrination and NOAA officer training programs. This powerful partnership facilitates alignment within the Coast Guard and across the two services from the point of accession onward.

Upon graduation, each officer will receive a Commission, through which the President of the United States of America "reposes special trust and confidence in the fidelity, abilities, valor and patriotism..." of the officer being commissioned. Each officer will then take an oath

"to support and defend the Constitution of the United States against all enemies, foreign and domestic..." This is a solemn charge and a truly noble cause, and is why our mission is to develop leaders of character ready to assume responsibility immediately upon commissioning and, accordingly, to be held accountable for their performance and actions.

#### INTELLECTUAL CAPACITY FOR THE FUTURE

The Coast Guard Academy provides the Coast Guard, DHS and the nation with an in-house intellectual capacity for research and problem solving. The faculty, staff and cadets represent an immense, deployable force for critical thinking that often contributes directly to Service and Agency mission effectiveness. Emerging centers of excellence provide an even greater ability to offer the Coast Guard and DHS key resources to address specific challenges and opportunities, such as those presenting in the Arctic region. The Academy's unique ability to compete for academic research grants provides capacity to improve Coast Guard and DHS reach and competitiveness.

As DHS' unique service academy and only institution of higher education, the Coast Guard Academy is well poised as the natural source for DHS-wide learning and higher education programs. Expansion opportunities would allow development of a DHS educational campus that could include everything from the Cornerstone senior leader development program to a Homeland Security Masters Degree.

*Strength of character is formed in the unyielding mold of obedience, loyalty, and honor.*

—REAR ADMIRAL FRANK LEAMY, Superintendent 1957–1960



#### HUMAN CAPITAL SKILLS THAT MATTER

In a nation facing a crisis of Science, Technology, Engineering and Math (STEM) graduates that must be alleviated by tapping into today's bright, diverse and innovative youth, the Coast Guard Academy delivers virtually all of the Coast Guard's technically educated officers with Bachelor of Science degrees in STEM disciplines; officers who have also developed the cultural competency to lead in a global environment. Unlike the other service academies, which depend upon their Reserve Officer Training Candidate (ROTC) programs to produce most of their engineering expertise, the Coast Guard must produce this expertise organically at the Academy.

Officers with engineering degrees are well positioned to ensure the Coast Guard delivers the expertise required in its role as Technical Authority for major systems acquisitions. Ready to meet the Service need for financial management expertise, the Academy has partnered with the Coast Guard Chief Financial Officer to develop officers capable of managing the Service's increasingly complex financial requirements. Equipped with a certified Secure Classroom, the Academy is prepared to provide intelligence and cyber education to meet emerging Coast Guard and DHS needs in this key arena.

#### SERVICE-READY ENSIGNS

The cadets reporting into the Coast Guard Academy and our preparatory schools during the summer of 2013 are among the best and brightest representatives of our diverse nation. They will graduate in 2017 and 2018,

spanning the entire period of this strategic plan. Those eager young cadets deserve the very best academic, professional, athletic, leadership and character development we can provide in order to develop the "sound bodies, stout hearts and alert minds" needed to become "worthy of the traditions of commissioned officers in the United States Coast Guard in the service of their country and humanity." Likewise, their prospective commanding officers deserve the very best Service-ready ensigns we can deliver.

After completing the 200-week education, training and professional development program, nearly all Coast Guard Academy graduates proceed directly to the fleet. Unlike other service academies, that provide post-graduate specialty training, Coast Guard Academy cadets must assimilate all the professional and military training they need prior to graduation. Today's dynamic, globalized, technically-driven world presents our graduates with unique challenges and opportunities they are ready to meet head-on.

In conclusion, the Coast Guard Academy is locally relevant, nationally prominent and internationally engaged. Cadets graduate as leaders with the character, core values and courage necessary to "do the right thing" under pressure...when no one is looking, as well as when all eyes are upon them in the spotlight. They are critical thinkers who can reason well and make sound decisions. They graduate worthy to earn the trust and respect of the enlisted men and women they will lead. They are ready to stand the watch. Our nation is in good hands. Our future is bright!

*...conscience and judgment plus courage to act and willingness to take the penalty of responsibility—  
they are the stuff of which leaders are made.*

—ADMIRAL EDWIN ROLAND, Coast Guard Commandant 1962–1966



## *Vision Statement*

As a military, maritime, federal service academy, we are a locally relevant, nationally prominent institution serving the American public and producing leaders of character prepared for Coast Guard service in a dynamic and challenging world.





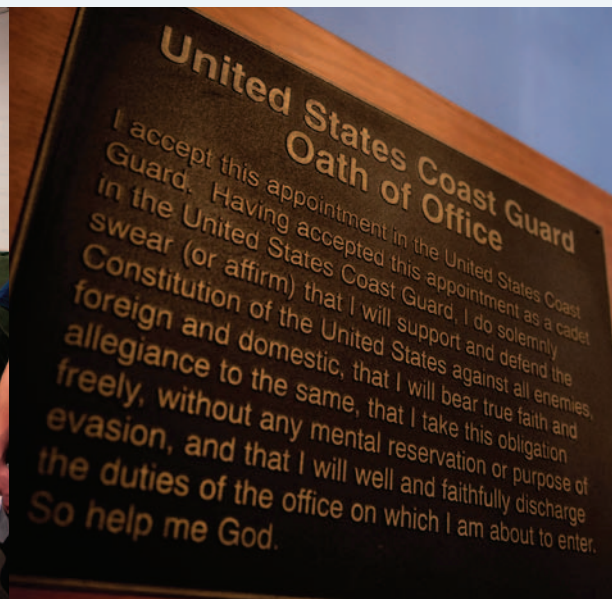


## *Mission*

### OF THE UNITED STATES COAST GUARD ACADEMY

To graduate young men and women with sound bodies, stout hearts, and alert minds, with a liking for the sea and its lore, and with a high sense of honor, loyalty, and obedience which goes with trained initiative and leadership; well-grounded in seamanship, the sciences and the amenities, and strong in the resolve to be worthy of the traditions of commissioned officers in the United States Coast Guard in the service of their country and humanity.

# Ready to Serve...



*Earning a commission and successful service as an Ensign in the United States Coast Guard requires the development of proven qualities and skills. These Shared Learning Outcomes are observable results that define the unique qualities, character, and knowledge of the graduates of the United States Coast Guard Academy.*

#### LEADERSHIP ABILITIES

Graduates shall be military and civilian leaders of character who understand and apply sound leadership principles and competencies. This includes the ability to direct, develop, and evaluate diverse groups; to function effectively and ethically as a leader, follower, facilitator or member of a team; and to conduct constructive assessment of self and others.

#### PERSONAL AND PROFESSIONAL QUALITIES

Graduates shall maintain a professional lifestyle that embraces the Coast Guard Core Values of Honor, Respect and Devotion to Duty, includes physical fitness and wellness, and demonstrates the customs, courtesies and social skills befitting members of a maritime military service. Graduates shall also have a sense of Coast Guard maritime heritage and an understanding of the roles that the Coast Guard and the nation play in the global environment.





#### ABILITY TO ACQUIRE, INTEGRATE AND EXPAND KNOWLEDGE

Graduates shall have developed the motivations and skills for “lifelong learning.” Graduates shall be able to create a working conceptual framework that lends itself to continued expansion. To accomplish this, graduates shall be able to efficiently access a broad range of information sources, locate and interpret desired data reliably, employ appropriate technology, and integrate knowledge. Graduating cadets shall also have acquired and integrated the specific in-depth knowledge required of both an academic major and an entry-level professional assignment. Leadership Development Center course graduates shall have accomplished all program objectives.

#### COMMUNICATION EFFECTIVENESS

Graduates shall be able to write clearly, concisely, persuasively and grammatically; prepare and deliver well-organized and polished oral presentations; read and understand a variety of written materials; listen thoughtfully to oral arguments; respect diverse opinions; and formulate reasoned alternatives and responses.

#### CRITICAL THINKING ABILITY

Graduates shall be able to accomplish complex tasks in a broad range of contexts by applying the basic skills of critical analysis, systems thinking, quantitative reasoning, risk management, creative problem solving, and value-based decision-making.

# Strategic Goals



The Strategic Goals underpin the institution's vision of developing **leaders of character** through a rigorous 200-week program focused on **academic, professional, and physical excellence**. The Academy accomplishes this, and its other scholarship and leadership activities, through fostering a **community of inclusion**, robust **communications and partnering** with other organizations, and striving to be **conscientious and resourceful stewards of our resources**. The pursuit of these goals serves to enhance the value of the U.S. Coast Guard Academy, and enables the institution to be both **locally relevant** and **nationally prominent**.



## Develop Professional Excellence



**STRATEGIC DIRECTION:** Develop cadets' personal values and professional skills to ensure that they perform effectively as Ensigns in the Coast Guard.

**SPONSOR:** Commandant of Cadets

### **ACTION ITEMS:**

**Maritime and Military Professionalism:** Expose cadets to the fullest range of Coast Guard missions, programs, and initiatives by enhancing the connectivity between the Academy and operational Coast Guard. Ensure the Nautical Science/Professional Maritime Studies curriculum aligns with fleet needs through assessing Level III surveys and responding to the Core Curriculum review. Explore initiatives to optimize cadet experiences including exposure to interagency and international training assignments.

**Leadership Development:** Utilize the Institute for Leadership's LEAD (Learn, Experience, Analyze, Deepen) strategies to identify, articulate, develop, coordinate, and assess the leadership objectives of the 200-week program. Draw upon Institutional Research, 360-degree evaluations, and officer promotion rates to identify weaknesses and close gaps. Structure the cadet program as a developmental continuum, with leadership experiences and common competencies integrated into all components including the academic year, physical education and athletics, the summer training experiences, and the diverse array of leadership opportunities within the Regimental Organization.

**Character Development:** Inculcate Core Values within the Corps of Cadets by instilling concepts of trust, respect, and accountability throughout their educational and training environment. Analyze data from the Service Academy Consortium on Character Assessment (SACCA), climate surveys, Good Order and Discipline notices, and the Diversity Scorecard to identify gaps, refine programs, and target areas of concern.

**Personnel Development:** Attract, develop, and retain a diverse military and civilian staff consisting of service-oriented role models by affording opportunities for them to participate as mentor-leaders in Academy initiatives. Support personal, professional, and leadership development of the workforce with initiatives including access to LDC training and exposure to visiting government and business leaders.

**Infrastructure Development:** Provide sufficient facilities, equipment, academic, and IT support in a safe environment to deliver world-class leadership and professional development. Assess the repair and recapitalization projects lists to identify priorities; review those needs within a changing budget environment; and develop a more sophisticated, adaptable, non-appropriated spend plan to address gaps. Make certain that IT and other infrastructure resources address academic and training requirements for cadets, faculty, and staff.



## Ensure Academic Excellence

**STRATEGIC DIRECTION:** Deliver a nationally recognized, fully accredited academic program that attracts and cultivates the next generation of Coast Guard leaders who embody the Shared Learning Outcomes and serves as a unique intellectual resource for the Service and beyond.

**SPONSOR:** Dean of Academics

### **ACTION ITEMS:**

**Graduate ensigns of sufficient quality, and in sufficient quantity, to meet the Service needs of the Twenty-first Century Coast Guard.** Develop initiatives to help balance enrollment in academic majors and establish incentives to satisfy the Service mandate of approximately 90 engineering majors and 130 STEM majors. Develop policies linking admissions, first-tour assignments, and graduate school opportunities to technical major success. Identify gaps in officers' education competencies, explore options for improving preparatory school efficacy, re-assess academic programs to address educational and graduate school needs, and develop solutions to resolve any identified shortfalls.

**Foster a culture of systematic assessment to ensure graduates possess the intellectual and critical-thinking abilities required of Coast Guard leaders.**

Develop an effective, sustainable, integrated system to assess student learning. Perfect assessment tools for evaluating achievement at the course, programmatic, and degree level, and incorporate feedback procedures for continuous improvement. Employ accreditation structures to validate direction and encourage improvement via the NEASC 2015 midterm report, the NEASC 2020 Comprehensive Self-Study, four engineering self-studies for ABET, the Fall 2013 ABET evaluation visit, the AACSB maintenance report, and the AACSB Self-Study. Establish partnerships to enhance academic relationships and ensure Coast Guard applicability, through advisory councils, MOUs, and BOT engagement. Complete the Core Curriculum Review, implement curriculum revisions to include information literacy and effective communication, assess core curriculum outcomes, and schedule future evaluations.





**Grow as a nationally prominent intellectual asset to the Coast Guard by promoting, enhancing, and leveraging scholarly activity.** Establish self-sustaining Office of Grants and Special Programs to attract, manage, and disburse funding. Refine and formalize internal and external partnerships with governmental and non-governmental resources including CG-R&D, BOT, DHS Directives, corporate entities, and peer educational institutions. Seek sponsorships and support to pursue creation of academic centers focused on research and innovation. Capitalize on Coast Guard initiatives and projects aligning appropriate cadet and faculty research with needs of the Service.

**Cultivate a diverse world-class faculty renowned for teaching, scholarship, mentoring, and service.** Sustain junior officers' interest in CGA as unit of choice by ensuring graduate school opportunities and career-enhancing follow-on assignments. Support innovative teaching by the faculty, remove any systemic barriers to creativity in the classroom and lab, and communicate success in pedagogy to the community of higher education. Utilize the Center for Advanced Studies, the Center for Teaching, the Library, and the Hewitt Writing and Reading Center as resources for faculty development. Examine PCTS policies regarding selection and continuation to better exploit investment and long-term value. Re-evaluate and update critical instructions including those relating to hiring practices, Pay-Promotion-Tenure, Annual Performance Appraisal, the *USCGA Organization Manual*, and the *Faculty Handbook*. Secure appropriate quality and quantity of support staff, administrative personnel, academic facilities, and IT systems to ensure a safe and supportive environment for faculty to deliver a world-class academic program.











## Promote Athletics and Physical Excellence

**STRATEGIC DIRECTION:** Establish an environment with cadet programs that combine teamwork, physical challenge, passion, loyalty, and character growth to build a culture that assures success in competition, leadership development, and lifelong wellness.

**SPONSOR:** Athletics Director

### **ACTION ITEMS:**

**Emphasize and Promote Competitive Success:** Affirmatively emphasize and promote the achievement of success in varsity and club team sport competition. Enhance and reconfigure existing athletic space to bring greater recognition and visibility to the Academy's proud and successful athletic history and Hall of Fame.

**Engender Lifelong Wellness:** Provide each cadet with the basis for sustaining lifelong wellness and fitness through course offerings in Health & Physical Education, stressing the need for ongoing compliance with established standards – both as a cadet and as an officer, once commissioned.

**Develop Cadets as Leaders:** Create unique, cooperative programs that will advance LEAD strategies and other best practices to develop cadets as leaders on and off the field, building officer skills that will enable them to succeed as commissioned officers in the Coast Guard. Utilize the leadership expertise of the IFL and LDC to enhance cadet athlete, coach, and athletic staff development.

**Support Balance in Athletic, Academic, and Military Domains:** Reinforce the premise that effective leadership development requires working cooperatively between the athletic, academic, and military domains. Monitor the size and talents of the Corps of Cadets and work with the Cadet Division to balance the number of varsity and club sports to assure Title IX compliance.

**Implement Best Practices:** Complete required NCAA Self-Study and develop and implement Athletic Division policies and procedures to reflect intercollegiate athletic program best practices.



## Model a Community of Inclusion

**STRATEGIC DIRECTION:** Integrate and assess the compositional, educational, programmatic, and structural diversity necessary to develop an officer corps and workforce capable of thriving in a dynamic global environment.

**SPONSOR:** Chief Diversity Officer

### **ACTION ITEMS:**

**Attract and Retain Highly Talented and Diverse Cadets, Faculty, and Staff:** Incorporate LEAD and the Inclusive Excellence Models to develop and promote an equity paradigm within the academic, military, and athletic domains. Develop and deploy an Equity Scorecard to identify what a critical mass looks like for a demographically diverse cadet corps, faculty, and staff. Secure appropriate resources to establish effective practices commensurate with attaining equitable outcomes across all domains.

**Enhance a Performance-Based Inclusive Environment:** Enhance and improve a culture and climate that value a broad spectrum of skills and perspectives ensuring a safe, supportive, and rewarding learning environment for all who serve. The Office of Inclusion & Diversity will leverage climate assessment tools – such as Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS), Defense Manpower Data Center Gender Survey (DMDC), Equity Scorecard, and cadet data (including Cadets Against Sexual Assault [CASA] and the Diversity Council’s focus-group sessions)—to identify cadet concerns and formulate actionable responses. The





Inclusive Excellence Council (IEC), a cross-functional team composed of staff elements from all parts of the Academy, will conduct similar culture and climate focus group sessions with faculty and staff.

**Develop Culturally Competent Leaders:** Examine the 200-week cadet program for opportunities to incorporate curricular and experiential elements that promote interdisciplinary, cross-cultural, and international competencies linked to Coast Guard missions. Utilize cross-functional teams (IEC and Equity Officers) to engage cadets, faculty, and staff in a range of experiential opportunities designed to enhance team performance and empathic decision-making competencies through exchange programs and curricular and co-curricular venues. Broaden personal and professional networks to ensure workforce flexibility and capability in a dynamic global environment.





## Enhance Communication and Partnerships

**STRATEGIC DIRECTION:** Effectively communicate to internal and external audiences and ensure robust partnerships with organizations to support the Academy's Vision and Mission, highlighting its unique value to the Coast Guard and public at large.

**SPONSOR:** Assistant Superintendent

### **ACTION ITEMS:**

**Pursue a Proactive Communication Program:** Employ a proactive media approach aimed at national, regional and local coverage to prominently feature the Academy in the media. Leverage the Academy's website and social media tools, such as Facebook and YouTube, to raise awareness of CGA's and Coast Guard's missions and accomplishments. Promote and seek opportunities for robust interactive communications up and down the chain of command at the command and division levels.

**Apply a Strategic Outreach Program:** Strengthen relations with the State of Connecticut, New London County, and community groups. Engage with elected officials to bolster CGA's support of the local community, further advance cadet educational opportunities, inform the local area on CGA's value to the community, and promote the National Coast Guard Museum in New London in concert with Coast Guard HQ.

**Develop Partnership Opportunities:** Support strategic partnerships in K-16 educational programs to align with CGA's STEM focus. Maintain an active participation on the Service Academy Consortium on Character Assessment (SACCA) by identifying programs and projects that can be implemented at the Academy. Formalize and build partnerships with DHS and Coast Guard Headquarters program offices to enable the establishment of "Centers for Excellence" such as the center for Maritime Strategy and Policy; and advanced education programs, such as cyber defense for the Coast Guard and DHS.

**Leverage and Promote Sponsorship Opportunities:** Work closely with the Coast Guard Foundation, Coast Guard Academy Alumni Association and Parents Association to raise awareness of sponsorship opportunities and the institution's unique value to the Coast Guard Service and the public at large.





## Optimize Resources and Promote Sustainability

**STRATEGIC DIRECTION:** Be a conscientious and resourceful steward of the Academy's human, capital, and physical resources. Support Services will facilitate mission accomplishment by ensuring a safe and secure workplace and residential environment. In a challenging fiscal setting, we will organize, align, and right-size resources to recruit, educate, and commission the Coast Guard's future leaders.

**SPONSOR:** Chief of Personnel and Support Services

### **ACTION ITEMS:**

**Ensure a Safe and Secure Environment:** The Academy will implement policies, procedures, and physical improvements to enhance perimeter security, repel potential threats, and secure access to residential spaces. Employ effective training and education to empower our personnel to recognize and respond to foreseeable contingencies.

**Enhance Academy Infrastructure and Learning Environment:** Acknowledging the challenges of the near-term fiscal environment, we will marshal available resources to improve its infrastructure with longevity in mind. We will complete renovations to cadet barracks; bring T-Boats, Sailing Center, and Waterfront facilities back to full effectiveness; and construct a DOD- and NCAA-certified shooting range. The Academy will actively pursue the transition to a base support facility to support operational afloat assets.

**Foster a Culture of Conservation and Sustainability:** Conduct operations to minimize adverse impacts to the environment, such as partnering with Defense Logistics Agency to convert Academy's steam boiler to natural gas. Incorporate energy conservation and storm resilience features in new construction and improvements to the physical plant. We will consciously incorporate available energy conservation and storm resilience features. Determined efforts will be made to recapitalize our motor vehicle fleet with hybrid and electric vehicles. We will craft sustainability indicators to monitor, report, and continuously improve performance.

**Maximize and Leverage Financial Resources:** We will exhibit exacting standards in the identifying, targeting, and spending of appropriated funds and maintain current, comprehensive, and prioritized accounts of back-log projects to capture a robust share of any available fall-out resources. Partnering with our generous benefactors, we will develop means to successfully compete for research and other grants to enhance the quality of cadet education. We will foster productive relationships with the Coast Guard Academy Alumni Association, Coast Guard Foundation and Parents Association to apply non-appropriated Margin of Excellence resources to yield maximum benefits.

**Realign and Organize Support Functions:** Drawing upon the best features and practices of the Coast Guard product/service lines and base construct, we will realign personnel and staff elements to operate with maximum efficiency ensuring appropriate span of control; accountability; and harmonious relations with tenant commands, adjoining units, and partner agencies.

# *2013–2018 Strategic Planning Assessment Process*

TO ENSURE EFFECTIVENESS, an organization must continually assess the progress of its Strategic Plan. When facing the challenges resulting from fiscal uncertainty, the reliable knowledge gained from critical self-assessment becomes even more valuable for an organization's decision-making process. The 2018 Strategic Plan incorporates an array of metrics and timelines that are process driven for measuring the progress toward and attainment of those goals. The Plan also identifies specific Sponsors who are responsible for the progress of each goal and for collecting the data described by the metrics. The Superintendent's Council on Institutional Effectiveness is charged to compile, analyze and assess this data for reporting to the Superintendent on the status of the Strategic Plan and evaluating the Coast Guard Academy's effectiveness in carrying out its Mission.





*Letter of Instructions  
to the Commanding Officers  
of the Revenue Cutters*

*"They will always keep in mind that their countrymen are freemen, and, as such are impatient of everything that bears the least mark of a domineering spirit.*

*They will, therefore, refrain, with the most guarded circumspection, from whatever has the semblance of haughtiness, rudeness, or insult.*

*If obstacles occur, they will remember that they are under the particular protection of the laws and that they can meet with nothing disagreeable in the execution of their duty which these will not severely reprehend.*

*This reflection, and a regard to the good of the service, will prevent, at all times a spirit of irritation or resentment.*

*They will endeavor to overcome difficulties, if any are experienced, by a cool and temperate perseverance in their duty—by address and moderation, rather than by vehemence or violence."*

*Alexander Hamilton  
June 4, 1791*



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