



UNITED STATES NAVAL ACADEMY ALUMNI ASSOCIATION

Plan 2020 Recommendations
Board of Trustees Presentation
April 28, 2011



Quick Review

- Committee approved by BOT on 7 May 2010
- “The objective of the Plan 2020 Committee will be to develop, publish and implement a Strategic Plan through the year 2020 that focuses the Board and the Association staff on accomplishing the USNA Alumni Association mission.”



The Committee

- Robert F. Dunn, '51
- Byron Marchant, '78
- Michael J. Collins, '84
- Christopher S. Cooke, '81
- Bruce E. Grooms, '88
- Carl Fulford, '66 (Michael W. Hagee, '68)
- Joseph L. Moreno, '93
- Alex Plechash, '75
- Jennifer L. Stillings, '96
- Joshua Welle, '02



Ex Officio

- Perry Martini
 - Steve Maconi
 - Eric Ruden
 - Edward Wallace
 - Skid Heyworth
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- Hank Sanford
 - Skip Lind



Charge

- Validate or revise the Association's mission statement
- Create a Vision for 2020
- Create a set of vital goals



Pertinent Literature

- USNA Strategic Plan 2020
- 2010 Organizational Redesign
- Plan 2010
- Plan 2010 Review
- AA & Foundation Operating Agreement
- AA Bylaws
- AA Operating Manual
- AA Certificate of Incorporation



Our Procedure

- Reviewed Mission and Vision as Committee of the Whole
- Formed seven Tasker Committees IAW “Vital Goals” listed by the AA Chairman
- Met in offsite with facilitator



Tasker Committees

- Met with parallel BOT committees and staff
 - Considered changes that have taken place over the last ten years and anticipated changes for the next ten years
 - Defined **Objectives** for the Tasker
 - Aligned with Mission and Vision
 - Developed **Measures** and **Initiatives**
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Two Day Offsite

- Skip Lind facilitated. Balanced Scorecard Approach
- First day almost entirely on Mission
- Second day developed matrix of recommended Objectives, Measures and Initiatives corresponding to Chairman's Taskings



Current Mission Statement (Preamble)

To serve and support the United States, the
Naval Service, the Naval Academy and its
alumni



Proposed Mission Statement (Preamble)

To engage the Naval Academy Alumni, family, and friends in order to serve and support the United States, the Naval Service, the Naval Academy.



Mission Subset for Both Current and Proposed

- By furthering the highest standards at the Naval Academy;
- By seeking out, informing, encouraging and assisting outstanding, qualified young men and women who represent the strength of our nation to pursue careers in the Navy and Marine Corps through the Naval Academy
- By initiating and sponsoring activities which will perpetuate the history, traditions, memories and growth of the Naval Academy and bind alumni together in support of the highest ideals of command, citizenship and government



Background Discussion

Proposed Mission Statement adds:

- “Engage” at the beginning
- “Family and friends”
- Drops, “and its alumni.”



Mission Statement Comparison

Current: To *serve and support the United States, the Naval Service, the Naval Academy and its alumni*

- Proposed: To **engage** the Naval Academy **Alumni, family, and friends** in order *to serve and support the United States, the Naval Service, the Naval Academy.*



Current 2010 Vision Statement

We are the most effective and highly regarded alumni association in the world, a relevant, informed advocate and a respected partner of the United States Naval Academy.



Proposed 2020 Vision Statement

We are the primary source for the community of Naval Academy alumni, family and friends worldwide to maintain active lifetime links and be engaged with each other and the Naval Academy and its traditions.



PLAN 2020 STRATEGIC RECOMMENDATIONS



Board Composition/Diversity

Objective	Measure	Initiative (s)
Steadily increase board diversity to reflect makeup of the Alumni.	Annual review of board composition especially considering perspectives and demographics of under-engaged members.	<p>By spring 2013 move toward a board reflecting the makeup of the Alumni.</p> <p>By 2020 achieve a board generally reflecting the makeup of the Alumni.</p> <p>Task the Executive Committee with monitoring progress annually.</p>



Organizational Development & Alumni Services

Objective	Measure	Initiative (s)
Provide services that engage our members in support of the mission and vision.	Periodic surveys and sampling of Alumni engagement, especially from among those still serving. Return on mission and investment of individual services provided.	Continue to benchmark other like institutions. Continue to solicit feedback from classes, chapters and individuals.
Sustain the Alumni Association as a high performing organization. Gradually grow the staff to more generally mirror the makeup of the Alumni they serve.	Periodic comparison with makeup of the Alumni.	Conduct periodic surveys, both formal and informal. Identify the under-engaged groups; report annually to the board. Identify under-engaged groups in order to seek out and retain staff sufficient to do the job, but at the same time reflect the makeup of the Alumni.



Membership: Numbers & Profile

Objective	Measure	Initiative (s)
Build and sustain lifelong and meaningful relationships with increasing numbers of Alumni, parents, families and friends.	Growth in membership across all constituencies with increasing numbers of Alumni, families, and friends.	Continue to develop programs attractive to all Alumni constituencies. Report annually to the board on progress.



Physical Plant, Facilities

Objective	Measure	Initiative (s)
Modern, low maintenance infrastructure minimum cost.	Meet appropriate standards while providing a comfortable work and Alumni event environment.	Joint House Committee & Alumni Association staff survey of existing plant compared to desired.



Equipment & Technology

Objective	Measure	Initiative (s)
State-of-the-art management and communications technologies to meet the demands of an increasingly IT-sophisticated membership, but not ignoring the needs of older Alumni.	Satisfaction of Alumni and staff as measured by periodic surveys.	<p>Assess the needs of the various cadres of alumni ranging from the older more comfortable with print media to the younger more attuned to electronic.</p> <p>Provide for the full range of requirements.</p>



Engagement (Strategic Communications & Outreach)

Objective	Measure	Initiative (s)
More effectively engage Alumni, families and friends via strategic communication and outreach.	Iterative improvements in outreach.	Use of the entire spectrum of communications and visits to increase and establish relationships.
Build and sustain lifelong and meaningful relationships Be a trusted source of information.	Member feedback.	With the help of the Communications Committee establish metrics, with an early focus on the use of social media. Develop internal and external benchmarks. Develop a structure to educate and leverage volunteer leaders.



Relevance & Support of USNA

Objective	Measure	Initiative (s)
Be relevant to, and in full partnership with the Naval Academy in support of its mission.	Quality of strategic and functional relationships between Alumni Association staff and Yard personnel.	Benchmark midshipmen engagement. Continuous improvement in formulation and definition of roles and relationships between USNA Admissions and USNA AA.
Demonstrate an understanding of Naval Academy leaders' key concerns and needs.	Expanded number of collaborative programs with increased value and effectiveness.	Continue to increase the engagement of Alumni, family, and friends towards attracting America's finest midshipmen candidates.
Engage members in support of USNA strategic imperatives.	Increased membership across friends and family, and increased engagement among all members.	Support Naval Academy's 2020 Plan.



Financial Security

Objective	Measure	Initiative (s)
Improve financial resources to promote self-sufficiency.	Increase operating reserves.	Build existing endowments and establish restricted funds. Increase revenue stream from services.
Enhance and preserve Alumni Association fiscal health with financial integrity, strategic budgeting and cost-effective programs.	Amount of support from external sources (e.g. Foundation). Clean audits year-in year-out. Improved financial health year to year.	Adopt sustainability measures based on 2011 fiscal policy statement. Comprehensive fundraising campaign.



Recommendations

- Review and consider committee's recommendations
- Treat it as a “Living Plan” to be continuously reviewed by the Board of Trustees

