

Plan 2020 Inputs as of 8-2-2011 (1700):

GOVERNANCE

Proposed mission- not clear - engage NA alumni and family and friends of alumni or family and friends of Naval Academy?

Otherwise I'm ok

See nothing from Gov Comm standpoint - will need to see if any gov docs need amendment when plan adopted

Committee has always thought it needs to regularly review board composition - always a good idea

[Herb Frerichs]

ADMISSIONS

I forward the following email from Rob Bender. I concur with his assessment of the Preamble and the Vision. I certainly like them better than the previous. Rob's comments pertaining to the Admissions Committee are also germane to Committee items. One thing I think might be discussed for inclusion in the 2020 Plan is the Board Composition (right size or too many?). Perhaps it is more a By Laws item than a 2020 Plan item. If I get further inputs, I will get them to you quickly. I arrived back from Sacramento late last night (Senior Softball Western Nationals), and I am leaving for Redmond, OR this AM for another softball tournament. Things slow up for me after this weekend. Tim [Myers]

Tim,

I agree with the proposed changes to the Mission Preamble and Vision and I believe that our committee has more to do with these statements than any other BOT committee.

Mission 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

- 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

In my opinion our committee's focus should be on how we can work with the Admissions Office, the chapters, the parents' clubs and the BGOs to engage the Naval Academy alumni, family and friends to

support the Naval Service and the Naval Academy by seeking out, informing, encouraging and assisting outstanding, qualified young men and women. We can do this by

- Working with the alumni chapters, parents' clubs and BGOs to sponsor USNA information events and to increase our network through organizations such as the Navy League, the Marine Corps League, the Surface Navy Association, etc
- Working with the classes to recruit BGOs and to recruit from the fleet by informing those on active duty, etc
- Working with the parents' clubs to recruit BGOs and to use their network to increase USNA awareness
- Working with the chapters to sponsor events that compliment USNA activities such as local STEM events, obtaining/purchasing tickets for high school students when USNA groups (e.g. Glee Club) and athletic teams come to town, etc

I agree that we could use more alumni as BGOs however I think that we need a mix of alumni, parents, reserve officers and friends.

All geographic areas are important for recruiting BGOs but we should target areas that need BGOs; these areas could be selected by the Admissions Office

In my opinion we often spend too much time being briefed by the Admissions Office on how the next classes are coming along and not enough time discussing how we can assist the Admissions' effort

Although we have a right to make suggestions to the Admissions Office, this should not be our focus. Our focus should be complimenting the efforts of the Admissions office through our alumni, our parents, and our friends

Thank you for the opportunity to offer our suggestions and I look forward to working with you and the committee. Please call or send an email if you have any questions, comments or requests.

Semper Fi

Rob Bender

I agree Tim, we should really talk about how we can get a BGO in every Chapter so the word gets out to everyone...we might want to have LT Paul White (he's new but is the BGO liaison, so in charge of the program) in to talk to the committee. Maybe talk also on Admissions Forums, how the AA can help with them (I know they took a financial hit last year and a bunch got canceled). Kristen Yale (Staff)

HOUSE

Facilities Inputs for Plan 2020
(Revision Two, April 2011)

Introduction

The three main buildings that make up the Ogle Hall/ Alumni Association complex are Ogle Hall (247 King George Street), the "Cottage" (45 College Ave.), and "49 House" (49 College Ave.). Ogle Hall and 49 House both have official historical markers and are part of the Historic District of Annapolis. All

three buildings are work spaces for the Alumni Association employees. Ogle Hall also contains public spaces for both service and revenue events on the main floor, ballroom, and lower level (old “tap room”). The grounds are also used for Alumni gatherings and revenue events including reunions, weddings, receptions, and company off-sites. Long term plans for the proper care of buildings and grounds, involving both capital projects and regular maintenance, are essential to ensure that they will continue to be both the ancestral home and most important physical assets of the Alumni Association for years to come.

Ogle Hall

Ogle Hall is the headquarters of the Naval Academy Alumni Association and Foundation and provides offices for the President/CEO as well as 14 plus staff personnel. The Ogle Hall Enhancement Project (OHEP), completed in 2009, was a major effort that added an elevator to improve handicapped access, added new restrooms, completely renovated and updated the HVAC system, gutted and renovated the taproom, installed a new catering kitchen, rewired the house with new audio-visual and information systems, and completely repainted the interior. The building has a new wood shingle roof (2005), new guttering (2010) and is subject to an annual maintenance and improvements schedule. While the OHEP was inconvenient for Alumni Association staff and expensive in both direct costs and loss of use, it also makes it likely that there will be no major expensive repairs in the near term.

One area not covered in the OHEP concerns the floors. The ballroom floor is the original floor of the house. A recent assessment shows that there are many areas of the first floor that are in need of significant repair or replacement and some areas of the ballroom require repair as well. Since the ballroom is the most heavily used room in the house and is essential for large events, this will require careful scheduling. Furthermore, in keeping with the historic nature of Ogle Hall, “historic” wood will likely be required to replace or augment existing flooring.

Local experts state that both historic wood and craftsmen are available. No cost estimate for this project is yet available.

Post-renovation long-term maintenance and monitoring contracts for the newly installed systems have been put in place to ensure that the new systems perform efficiently for their expected 15 to 20 year lifetimes. A small (\$40,000) temporarily restricted fund currently exists to support preservation and maintenance of Ogle Hall. In addition, several rooms on the main floor are sponsored by classes: 1955 for the Ballroom, 1903 for the sitting room, and 1923 for the other room. Unfortunately only 1955 has living members to provide any financial support to the sponsored rooms. It would be useful to create an endowment or permanently restricted fund for Ogle Hall preservation and maintenance that would allow alumni to help the Naval Academy Alumni Association and Foundation keep this magnificent old building in top condition with less impact on annual budgets.

49 House

49 House provides office space for the Chief Financial Officer/Treasurer, the Vice President, Engagement, and 24 staff personnel. It includes a meeting room, and, to comply with zoning and use restrictions, a guest suite. The basement also houses the servers which support the enterprise. This building also has an temporarily restricted fund established by the USNA Class of 1949 to support maintenance, improvements and minor repairs. This fund currently holds \$223,000. Repainting and replacement of the carpeting is planned and programmed. A major concern about 49 House include a poorly functioning heating and cooling system which makes working in the building unpleasant in mid-

summer and mid-winter. This equipment is now over 15 years of life and is not nearly as efficient as current equivalents. The Interstate Company, which most recently overhauled the system (1995-1996), has made suggestions for upgrading the HVAC. A range of options, including some relative simple upgrades or replacements of existing systems to a major renovation with new plumbing and wiring, are under consideration. This project is slated for FY2012 and cost estimates are not yet available.

The Cottage

The Cottage provides office space to the Engagement staff of 11 people. The HVAC system was replaced in 2009, but has one thermostat control for the entire building. This results in uneven cooling and the use of window air conditioning units on the second floor where eight staff with computers do their work. The building is small enough that two new HVAC systems could be installed, one serving each floor. Two four or five ton dual fuel units with improved ductwork distribution could provide a comfortable work environment for the staff. A new professional HVAC engineering assessment to determine a course of action and costs should be conducted in due course, but this project has less urgency than other recommendations in this report.

Landscaping and Grounds

Planting around the Ogle Hall complex is quite visible and a matter of interest not only to the staff who work at the complex and the visitors who use the facilities, but also to those in Annapolis concerned with the appearance and historic validity of all buildings and grounds in the Historic District. Boxwoods are long-lived but don't last forever. They can be severely affected by rough winters and replacement should be programmed and budgeted to avoid a scraggly appearance. The large trees will need regular attention and pruning. Annual and perennial flowering shrubs must be planted, weeded and maintained. A professional landscaping firm has been retained to handle the day-to-day maintenance and long-term upkeep of the grounds. They will make recommendations for plant upkeep and replacement as necessary. A landscape designer with experience in historic gardens should probably be consulted at this point to reestablish the authenticity of the grounds now that the Ogle Hall renovation and patio replacement have been completed.

The grounds behind Ogle Hall and 49 House constitute another valuable resource for the Alumni Association. The patio is the venue for many revenue-producing events, and because storage for much catering material is located in the wooden sheds behind 49 House, particular attention must be paid to maintenance of brick patios and walkways. New walkways behind 40 House leading from the patio to the storage sheds have just been installed and make a pleasant addition to the grounds. All surface-laid brick or pavers will need annual inspection and attention for safety of use as well as appearance.

Many events overflow the Ballroom and interior spaces of Ogle Hall and spill out onto the patio. If food or beverages are to be served, tenting is required by Code. Furthermore, for protection against weather, tenting is also necessary. Geometry of the patio and tree location make tenting challenging and somewhat expensive. This subject merits some research, but current rental procedures are meeting the demand. [Jerry Smith]

MEMBERSHIP & SERVICES (MSC) & Greater Washington Chapter

From: Gerard Farrell <GFarrell@coausphs.org>

To: kerr Smith <smithsdrexelhill@yahoo.com>; Dan Lear <OMEGADANL@aol.com>; Doug Bomarito

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Sent: Monday, July 18, 2011 9:57 PM

Subject: RE: Plan 2020- Please Review & Comment

Kerr –

I asked the GWC Board to take a look at Plan 2020 and provide some thoughts. Here ya go:

There is clearly some concern with the proposed new mission statement. (Slide 11). Will the redirection of focus away from alumni, make graduates feel somehow disenfranchised?

☐ ☐The proposed mission statement preamble makes no mention of serving or supporting USNA alumni. This appears to be a fundamental strategic error. Why would anyone be part of an alumni association that doesn't include, as some part of its mission, service to alumni? Or is service to alumni so obvious in the USNA AA's *raison d'être* that it need not be included in the mission statement? Is service to alumni an implied mission?

The proposed mission statement begs the question – “What is the purpose of an alumni association? Is it to support the alumni? The *alma mater*? Something bigger (Navy, U.S.)?”

Are we confusing the purpose/mission of the AA with that of the Foundation? “Engage...to...support” clearly implies fundraising. Is that what the AA is all about or is that the domain of the NAF?

☐ ☐Who, exactly, are “family” and “friends”? We know who the alumni are. But family and friends seems too ambiguous and needs to be more clearly defined. Is this a reference to actual family and friends of USNA alumni or to some notional USNA AA “family,” i.e. people who are associated with the USNA AA either as employees, financial supporters, business associates, etc? Same concern for the term “friends.” Since there was no mention of service to alumni in the proposed statement, should we believe that service to “family” and “friends” is also implied? Does this then imply a competition for services between actual USNA alumni, “family” and “friend”?

☐ ☐Again, are we confusing the purpose/mission of the AA with the NAF?

☐ ☐The mission statement of an AA, it seems to me, has to name the alumni first in any listing of what we are about. How about:

“To support Naval Academy Alumni and encourage others (family and friends) to join with the AA to serve and support the Naval Academy and through the Academy and its graduates, the Naval Service and the Nation.”

☐ ☐**Slide 16** – The inclusion of the undefined terms “family” and “friends” is dilutive to the USNA AA source of strength; the strong identity and the pride of achievement of USNA alumni. Why would USNA alumni want to be closely associated with an organization that views “family” and “friends” as the equivalent of actual alumni?

❓ **Slide 18.** Lose “diversity.” It is an unnecessarily divisive term and needlessly opens the AA to complaints that we have “quotas” that determine the composition of the board. Quite simply, the board should fairly represent the alumni. (We could even be so bold as to suggest what that means in terms of numbers of females and minorities on the board!)

More importantly, we need to include some idea of how the BOT intends to achieve this goal. In all candor, this goal means more women and more minorities on the board. Will the number of appointed board members be increased? Which demographics will warrant representation on the restructured board; warfare specialty, sex, religion, race, political party, sexual preference, marital status, service history (ranked achieved and career vs. non-career), USNA class standing, retired or active, financial well-being? How is “makeup” defined? This needs to be made clear.

And how is the board currently established?

4 Regional Trustees - All 4 are white males.

7 Class Trustees - The 7 Class Trustees are all Class Presidents. There are exactly ZERO female class presidents. And only one or two minority class presidents.

12 Chapter Trustees - Only one of 12 chapter trustees is a minority.

2 Board Selected Trustees - Only one of two board selected trustees is female.

Chair/Vice Chair/Pres & CEO

Plan 2020 needs to be realistic. The only way the BOT will achieve this goal is through the regions, chapters, and board selected trustees. Further, in order to be successful in this goal, the board needs to significantly increase the active participation of younger alumni (where the “diversity” exists) in regions and chapters.

I don’t know how you do that in a region. But you can do it in a chapter. GWC is perhaps the best example of getting younger alums involved.

The Plan needs to speak to SPECIFICS in this regard. What is the AA going to do to help the chapters attract younger grads to active participation? How do we make the AA and the chapters relevant to them?

❓ **Slide 19** – Why is it important that the staff of USNA AA “mirror the makeup of the alumni they serve?” What “makeup” does this objective mean to include? Shouldn’t our objective be to have the most capable and talented staff possible? This objective implies some system for selecting a “representative staff” that, by necessity, does not put talent and relevant experience at the forefront of selection process. Why is this objective necessary? It implies a solution to an unspecified and potentially nonexistent problem.

❓ **Slide 20** – The objective to build “lifelong and meaningful relationships with increasing numbers of alumni, parents, family and friends” implies resources will be directed toward non-alumni and, again, will ultimately undermine the USNA AA’s relationship with actual alumni.

You asked!

Best regards,
Jerry Farrell '70
Executive Director
COA/COF

COMMUNICATIONS

Dave [Paddock],

What do you think of the draft that I've pasted below?

Cheers,

Joe Moreno

There have been a lot of comments regarding the changes to the mission statement. If you ask people whether an organizational mission statement is inwardly focused, towards the employees, or outwardly focused toward the customers/members, you'll get a 50/50 answer.

Frankly, I believe that organizational mission statements for long established organizations do not carry much weight – it's not about what it says, rather how it's marketed. Personally, I think that any reasonable mission statement for the Alumni Association will suffice. Below is my thinking as to why the mission statement isn't that important when compared to a military mission statement.

Organization Mission Statements

There are things – there are documents – which tell us how to do business. They lead the way and we follow. These things are obvious such as corporate bylaws, the US Constitution, or a military (tactical) mission statement.

On the flip side of the coin – and this is the part that wasn't very obvious to me – are documents and things which, by design, lag behind the way we do business.

Generally speaking, these things that lag are things like icons, company logos, tag lines, mascots, etc. A gecko selling car insurance for Geico is a perfect example. These icons usually aren't very important in the big scheme of things and what they actually are isn't important either. However, how they're used is very important.

Sometimes, these symbols can be very important, but what they are or how they look isn't as important as we initially think.

A perfect example of a symbol that is hugely important to all of us is the American flag. We don't make changes to the American flag very often. As a matter of fact, it's changed about 28 times over the last 335 years. But there are two key points about changes to the American flag.

1. If we decide that Puerto Rico should become the 51st state, we don't begin the process by adding another star to the American flag and then admit Puerto Rico to the Union. We admit Puerto Rico to the union and then we still wait until the next 4th of July when we unfurl the new American flag quite literally as a birthday present to America. The symbol, by design, lags behind reality. In other words, an organization mission statement should reflect what we are doing now and where we are headed.
2. It doesn't matter what the American flag looks like. Whether the stars are in a matrix or in a circular pattern makes no difference in what it means to be an American. But, how we use it and what it means to us is hugely important.

Organizational mission statements are written at such a strategically high level that changes to them have almost no impact. We recently saw this when the Naval Academy's mission statement was changed two years ago. Only a couple words were changed, here and there, to the Academy mission statement but those changes had zero impact on how the Academy did business. The only effect those changes had were that every where that the Academy's mission statement was published had to be updated. Contrast this with changing a couple words in a *tactical* mission statement where each specific word has very important meaning such as: to defend, to block, to observe, to reconnoiter, etc.

Ask yourself what the CEO & President of the Alumni Association is selling? Lockheed Martin sells military airplanes, Exxon sells oil, PricewaterhouseCoopers sells professional services. What does the Alumni Association sell? Basically, it's our mission statement.

So, with all that in mind, the Plan 2020 proposed Alumni Association mission statement is important because the CEO & President will travel around the country and speak to alumni, family, and friends; and he will talk about engagement. We have made engagement such a priority, that Skid Hayward is in charge of engagement. And, our alumni, family and friends will read about engagement in the opening words of the proposed mission statement. That consistent message is hugely important. And, from there, we will define exactly what engagement means. [Joe Moreno]

[Bill Neill]

Dave [Paddock],

Attached is the slide deck with my comments embedded.

Overall, a good start, but far too inwardly focused.

I'm not sure how one runs an alumni association if one doesn't list them as both partners and customers of the mission.

In terms of comments, here are some ideas. Instead of focusing on actions and measures on staffing and comfort, the document should be focused on:

- a. Competitive services
- b. Offerings that match alumni interests
- c. Turnaround time and responsiveness metrics on communications
- d. Engagement and response metrics from alumni

I was quick in my review , so I may have missed it, but I didn't see any of the following addressed:

- a. revenue goals for supporting the USNA or Alumni Association in areas such as subscription, advertising, or events at Ogle Hall.....
- b. Association management tools & processes to encourage and not deter volunteer leadership engagement

Shouldn't we have something there?

Thank you.

Very respectfully,

Bill / William R. Neill

Hi Dave [Paddock]. We are traveling in England with our kids/grandkids, so am "off the grid" for the next three weeks. I'm sorry I did not get your request for input before we left the country. I will catch up when we return, and try to contribute. Best regards, Walt

Dave [Paddock],

I only had a chance to review briefly, but my general observation is that we're giving ourselves softballs. I might have missed it, but I saw nothing really transformational here. I'll review more over the weekend, but I wanted to give you input quickly.

Ingar [Grev]

Dave [Paddock] and colleagues:

In the "better late than never" category I am just now getting back to you...just prior to blasting out of here for two weeks at Bethany Beach. God Bless the class of 2015 as the Heat Index in DC today is over 120. I won't waste your time with wordsmithing comments just broader thoughts or questions. Let me also say that I thought Bill Neill's comments were right on and concur with them. If others commented I may have just missed them.

1. On Mission Subset I was very surprised that the first note under “By furthering the highest standards at the Naval Academy was followed by:

“By seeking out, informing, encouraging and assisting outstanding, qualified young men and women....”

That seems much more appropriate for the Admissions Office or Foundation, not the Alumni Association. There is nothing inherently evil about it, just wondering how that got to the front of the line.

2. New mission statements and vision statements are fine
3. On Board Composition and Diversity my only comment would be I think it would be more compelling to have a broader statement reflecting the Naval Academy Alumni Assn goals include promoting diversity throughout including the Board, Board Committees, other leadership positions and staff.
4. On Org. Development & Alumni Services – I really do not like the language on the initiative of “Identify under-engaged groups in order to seek out and retain staff to do the job, **but at the same time reflect the makeup of the Alumni.** That last part is a throw-away line at best and at worst it’s suggesting (at least to me) “don’t hire the best staff – just make sure they look like the Alumni. “ Really? I also suggest that “gradually grow the staff to more generally mirror the makeup of Alumni they serve” is in question. Who said we’re going to grow the staff at all? I would go back to the broader statement I made above which essentially says, at every opportunity (including new hires) NAAA should seek to further promote diversity. That being said I believe that identifying which alumni groups are NOT engaged is crucial. I know everybody in the “new world” almost automatically becomes a “Life Member” but there must be ways to lay down parameters to determine which groups are not truly involved and which ones are.
5. **One thing I don’t see in here is the coordination, use of and integration of the “Naval Academy” brand across all critical areas including the Alumni Association, Athletic Association, Foundation and other entities. We have discussed this and I think it remains a huge issue and one that appropriately could and should be addressed by the Communications Committee. I would argue that the Naval Academy “brand” is extraordinarily valuable and has great currency. It not only must it be protected, but more importantly used in more creative and integrated ways to benefit “all” Naval Academy constituencies.**
6. I would simply reiterate Bill Neill’s comments on “completive services” “offerings that match alumni interests” and the rest.

Best, **Bob [Schuermund]**

Dave and Teammates, I agree with both Bill and Bob's comments, and I have one more.

I know I'm beginning to sound like a broken record here, but I do not agree with the revised Mission Statement. When an alumni association - any alumni association - no longer has the mission to serve and support alumni, I just can't support that. I'm fine with "engage," and including "family and friends," but not explicitly spelling out that it serves and supports alumni is just wrong.

Craig [Quigley]

Hi Craig,

I think it's unanimous that we all want to see that first part of mission statement end with stating that we explicitly support Alumni. I'm not sure why that was left out.

- Joe [Moreno]

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