

PLAN 2020 STRATEGIC PLAN



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. |

