

Memo to Trustees from the Chairman

November 28, 2011

Subj: Plan 2020

1. Purpose. The purpose of this memo is to provide my analysis of the work done to date on Plan 2020, and to provide my recommendation for the way ahead.
2. Background. The Board of Trustees empanelled a 2020 Plan Committee in May 2010, led by VADM Dunn. The charter of the committee was to develop a strategic plan that would guide the Alumni Association over the coming decade, as had the 2010 Plan during the previous ten years. The Committee reported to the Board in April 2011, outlining its proposed plan (Attachment 1). The Board directed that the proposed plan be reviewed by the chairs of the standing committees, and further refined by a subcommittee of three led by LtGen Klump. That review committee assembled comments from the chairs of the Standing Committees, and forwarded their recommendations (Attachment 2) to me on September 30, 2011. I have completed a thorough review of the proposed Plan 2020 from VADM Dunn's committee, the comments of the Chairs of the Standing Committees, and comments from LtGen Klump's subcommittee. I have studied the Naval Academy's revised strategic plan (Attachment 3), released in the Fall of 2010. I have also studied the strategic plan dated March 30, 2011, prepared by staff as a planning document for the management of staff activities in support of the Alumni Association and of the Foundation (Attachment 4).
3. Analysis.
 - a. Draft Plan 2020.
 - 1.) Mission Statement. VADM Dunn's committee worked systematically through their tasking and produced a solid Draft Plan 2020. Of note, the committee proposed a change to the Mission Statement of the Association, which elicited substantial comment following the presentation of their proposed plan, including comments from LtGen Klump's subcommittee and the Chairs of the Standing Committees. Trustees are clearly divided over whether or not to adopt the new suggested wording of the Mission Statement, which introduces "to engage" as the primary mission of the Association, adds "family" and "friends" as targets of that engagement, and which does not contain explicit language specifying a duty to serve and support alumni, as does the current version. I admit to my own reservations about abandoning an explicit commitment to support alumni. I am also uncertain about making engagement the primary mission goal of the Association, when, as others have stated, it seems to be a

means to an end, rather than an end in itself. I believe the existing Mission Statement is appropriate, should be reaffirmed by the Board and can continue to guide the Association in the years ahead.

- 2.) Vision Statement. The proposed revision of the Vision Statement shifts from a focus on being “the most effective and highly regarded alumni association in the world” (current wording), to focusing on being the primary source for “alumni, family and friends worldwide.” I find the existing vision not very helpful in that there is no reasonable way to determine if we are the most highly regarded alumni association in the world. There is no Westminster Kennel Club Dog Show equivalent for alumni associations. We can, however, determine if we are serving as the primary resource for our constituency in maintaining their links with their alma mater. So, I favor the new Vision Statement. I would substitute “resource” for “source” in the wording of the new Vision Statement: “We are the primary resource 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.”
- 3.) Strategic Recommendations. The eight areas covered in the proposed Plan 2020 are the ones I requested the committee to consider. I believe they cover the correct areas of strategic focus for the Association at this time in its history. I also support, with minor exceptions, the Objectives, Measures and Initiatives called for in each of the eight areas. One objection I and others have is to the strategic objective under “Organizational Development & Alumni Services” to “Gradually grow the staff to more generally mirror the makeup of the Alumni they serve.” Both the imperative to grow the size of the staff and for it to mirror the makeup of alumni seem misplaced. We may not want to grow the size of the staff, and having it reflect the makeup of alumni wouldn’t seem to be fulfilling a diversity goal if, for instance, we drove toward the male/female percentage of the present alumni by dismissing female employees. I believe this objective can be omitted.
- 4.) Metrics. The proposed 2020 Plan calls for the development of metrics in a number of areas. I agree with this approach of making the development of metrics a sequential step. Those who have been through the process of drafting and implementing National Security and Homeland Security Strategies know that there is no compulsion to have an agreed set of metrics before publishing strategic objectives. Where called for in the plan, the Board should task the relevant standing committees to produce

recommendations on these metrics, and provide for their periodic review once approved.

- b. Review Subcommittee comments - The comments of LtGen Klimp's subcommittee (Attachment 2) and those of the Standing Committee Chairs highlighted several areas for more attention: metrics, the Mission Statement revision, and clarifying guidance on diversity goals, facilities, and financial support of the Association. I have incorporated revisions, above, which address the majority of the Subcommittee's recommendations. I do not agree with the suggestion that the 2020 Plan effort be sent back to a newly formed committee of Trustees and staff. The Board should vote on the proposed 2020 Plan, as herein amended, at the December 8, 2011 Board meeting, and continue with the refinement of Plan 2020 on an annual cycle as recommended below.
- c. USNA Strategic Plan - The Naval Academy's Strategic Plan 2020 (Attachment 3) is a well crafted document which has been briefed to the Board by the Superintendent. It flows in a logical fashion from the Naval Academy Mission and 2020 Vision, through a definition of the Attributes of Graduates and Naval Academy Core Values, to a series of ten Strategic Imperatives which directly support the Mission. There is a general obligation of the Alumni Association to support the Naval Academy in all of these areas, and especially in Imperatives Nine (Strategic Relationships) and Ten (Fundraising). The Alumni Association Plan 2020 is fully consistent with and supportive of the Naval Academy's Strategic Plan 2020.
- d. Staff Strategic Plan - The U.S. Naval Academy Alumni Association and Foundation Draft Enterprise Strategic Plan FY 2012-2020 (Attachment 4) was briefed to the Board at the April 28, 2011, Board meeting. Developed in parallel with VADM Dunn's committee's efforts, and with overlapping membership, it focuses on both programs and services (the Alumni Association side) and on financial support of the Naval Academy (the Foundation side). The five Goals of the plan are:
 - 1.) Goal I - Build and sustain lifelong and meaningful relationships with increasing numbers of alumni, parents, families and friends
 - 2.) Goal II - Build and sustain strong connections across the Alumni Association and Foundation communities with robust information technology and communication.
 - 3.) Goal III - Enhance and preserve Enterprise fiscal health through financial integrity, strategic budgeting and cost-effective programs.
 - 4.) Goal IV - Grow contributions in support of the U.S. Naval Academy short-term plan, prepare for a comprehensive campaign and enhance the culture of philanthropy.
 - 5.) Goal V - Invest strategically in human capital to sustain the Enterprise as a high performing organization.

These five goals are all logical and supportive elements of the proposed Plan 2020. There will be a need to align the metrics used in both plans which should be achieved through the work of the Standing Committees.

4. Recommendations

- a. Mission Statement. Continue with the existing Mission Statement for the Alumni Association: “To serve and support the United States, the Naval Service, the Naval Academy and its alumni....”
- b. Vision Statement. Substitute “resource” for “source” and approve the proposed Vision Statement: “We are the primary resource 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.”
- c. Plan 2020. Approve Plan 2020 as drafted with the exception of the objective under “Organizational Development & Alumni Services” to “Gradually grow the staff to more generally mirror the makeup of the Alumni they serve” which should be omitted.
- d. Review of Plan 2020. Direct the annual review of Plan 2020 at the Spring Meeting each year. Direct Standing Committee Chairs to produce the first set of proposed metrics in May 2012, according to the following plan:
 - 1.) Board Composition/Diversity - Executive Committee
 - 2.) Organizational Development & Alumni Services - Membership & Alumni Services Committee
 - 3.) Membership - Membership & Alumni Services Committee
 - 4.) Physical Plant, Facilities - House Committee
 - 5.) Equipment & Technology - Communications Committee
 - 6.) Engagement - Communications Committee
 - 7.) Relevance & Support of USNA - Executive Committee
 - 8.) Financial Security - Joint Finance and Audit Committee