



**Thinking Beyond Today**  
*Strengthening the Future*  
**National Naval Officers Association**  
**Strategic Plan**  
**2013 and Beyond**



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## MESSAGE FROM THE PRESIDENT

The National Naval Officers Association's Strategic Plan forwards the mission of continuing the vision of our illustrious founders nearly 41 years ago. The 2013-15 Plan builds on our longstanding mission of increasing diversity in the Officer ranks per our previous plan, but also departs from it in specific ways. The new plan takes advantage of the technological advances in communication systems and social media avenues to disseminate information across the entire spectrum of society. We remain confident in the benefits the Association provides not only to its members, but to the Sea Services in pursuit of their respective Diversity missions. The 2013-15 Plan addresses the Association goals, objectives and the need to enhance our programs in order to attract, recruit and retain America's best and brightest young adults for ascension to Flag grade positions of leadership. Over the next two years, strategic planning focuses on communication, financial stability, mentoring, education, increased membership, and enhanced engagement with senior leadership of the Sea Services.

In this fiscally austere environment, disciplined reductions in spending are essential as we set forth benchmarking strategies and metrics for measuring progress toward our goals. As we press forward through execution, effective and efficient use of resources to ensure solvency is a must; however, solvency alone is only one measure of success. Additional measures of success include relevant education and professional development, which translate into ensuring that our members are mission ready and operationally focused. This will directly result in strengthening our members while enhancing the Sea Services through a stronger officer corps.

We maintain the focus on leadership, mentorship and professional development while bringing new emphasis in the area of recruiting. With respect to recruitment; rather than aiming in on the narrow sight aperture of service specific requirements, our modified mission widens the target area to recruit and prepare officers to be effective leaders across the spectrum, to include the Joint Arena. Such a keen focus emphasizes the relevance of NNOA to the Sea Services and the American people we serve. Likewise, we are reconnecting with influencers, while also recruiting and reenergizing our retiree population, to capitalize on the wealth of knowledge they offer to ensure the success of future generations of officers in the Sea Services. What are the values and interests of these influencers and retirees, and how can we better engage them in the work of NNOA? The answers are clear: to gain and maintain contact with those who paved the way for the next generation of officers and to share their experience and talents in a unified effort to strengthen the National Naval Officers Association and its global reach.

An organization that reflects the demographics of our richly diverse nation remains a work in progress. While we highlight our traditions and history, we commit to being flexible, inclusive and open to the idea that our nation is an ever-changing environment. New generations of officers reflect changing times; yet core beliefs and values build continuity and a basis from which NNOA will make positive contact with the youth of our nation. As such, we encourage our local chapters to partner with surrounding communities to build rapport through shared values and sense of purpose. This level of connectivity with our local communities will directly result in building relationships that will form the base for future leaders in the Sea Services.



The National Naval Officers Association's strategic planning for 2013-15 is anchored in measurable outcomes. It broadly engages the Senior Leadership of the Sea Services, respective community leaders, stakeholders and retirees. Together we can more successfully build confidence and inspire creative thought and solutions to the challenges we face going forward. The work of the National Naval Officers Association is profoundly important, and its success will depend upon our collective efforts as we execute the mission with efficiency, boldness, realism, and vision.

R. C. Clements, President  
January, 2013



## **NNOA's VISION**

**“Strengthening of a diverse senior officer corps to enhance operational readiness in the Sea Services”**

The National Naval Officers Association (NNOA) Strategic Plan offers a bold and visionary roadmap for the future.

By achieving the following goals, the NNOA will:

- Foster an innovative, professional and collaborative environment that supports the Sea Services' ability to attract and retain a diverse officer corps;
- Remain the benchmark for supporting and influencing diversity and inclusion efforts in the Sea Services;
- Provide professional development and mentorship opportunities to optimize potential and individual performance; and
- Partner with professional organizations and community influencers to attract diverse talent in support of our Sea Services recruiting efforts.



## **STRATEGIC PLAN**

### **Vision**

**Strengthening of a diverse senior officer corps to enhance operational readiness in the Sea Services.**

### **Mission**

**To enhance Sea Service operational readiness by providing professional development, mentoring, and recruiting in an effort to achieve a diverse officer corps that reflects the demographics of the Nation.**

### **Guiding Principles**

**We are:**

- ④ **A professional association comprised of active duty, reserve, retired officers, and civilians that seek diversity and inclusive membership.**
- ④ **Entrusted to treating everyone with dignity and respect.**
- ④ **Committed to honest, effective, and open communication.**
- ④ **The benchmark for supporting diversity in the Sea Services.**

**We will:**

- ④ **Achieve our Mission and Vision through service and accountability.**
- ④ **Support the Sea Services to achieve their recruitment, retention and readiness goals.**
- ④ **Strive to leverage information technology and emerging resources.**



## **NATIONAL NAVAL OFFICERS ASSOCIATION (NNOA) GOALS AND OBJECTIVES**

### **GOAL 1: Communication**

Execute a strategic communication plan to disseminate timely and accurate information.

#### Objective

- ☉ Revitalize the current strategic communication plan to meet the needs of the association.

### **GOAL 2: Membership**

Attract individuals, partners and organizations in support of the mission.

#### Objectives

- ☉ Reconcile, validate and modify current membership database.
- ☉ Increase membership by at least 50%.

### **GOAL 3: Organizational Efficiency**

Continuously assess and evaluate structure, processes and effectiveness.

#### Objectives

- ☉ Conduct an annual review of governing documents (Articles of Incorporation, by-laws, operations manual, BOD handbook, etc) and processes.
- ☉ Conduct an annual review of institutional documents and processes.

### **GOAL 4: Financial Stability**

Sustain adequate funding to maintain organizational viability.

#### Objectives

- ☉ Maintain a balanced budget.
- ☉ Maintain a minimum cash or cash equivalent of \$150,000.
- ☉ Coordinate an annual external audit.



## **CONTRIBUTORS**

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