



## **Strategic Planning Committee Minutes** **2006 Winter Meeting**

**Thursday, November 3, 2006**  
**Key Bridge Marriot, Arlington, Virginia**  
**9:30—10:50 AM**

David Todd, Chair of the Strategic Planning Committee, called the meeting to order at 9:30 a.m. with introductions of attendees. Committee members present were Niles Fowler, William Keller, Lisa Macklin, Jerome Rapkin, and Stewart Reuter. Guests present included Eddie Dunn, Jim Lasher, Carol Meteney, Max Miller, Ben Pendleton, and Howard Siegel of the national staff.

The first order of business was a review of 2005/2006 objectives and progress to date. Chairman Todd reviewed the six-stage process the committee is studying and distributed a set of handouts. The first summarized the systems thinking approach to strategic planning. The second illustrated the way in which it involves a cascade of planning from the organization's mission and values to the top-level strategic plan and on down through business units and major program areas, to the individual department, and finally to the individual member of the organization; the planning process is the same and planning products have a similar structure at all levels of the organization. The third summary illustrated the differences between strategic and tactical thinking and planning, and also showed how the two modes can be mutually supportive if applied appropriately.

During the summer Committee meeting members explored the first two stages, which determine organizational goals and define metrics that are used to evaluate progress toward achieving those goals. The major focus for this meeting of the committee was to direct attention to the third phase, illustrated in the following excerpt from the agenda for the meeting:

### **Outline of planning process being studied by Strategic Planning Committee**

- i. Where do we want to be?  
(Outcomes, purposes, goals, holistic vision) – In Progress
- ii. How will we know when we get there?  
(Metrics - quantifiable feedback system) – In Progress
- iii. **Where are we now? Phase I**  
(Understand today's issues) – Today's focus
- iv. Where are we now? Phase II  
(Design strategies, actions, set action priorities)
- v. How do we get there?  
(Details of how to implement and manage...in an integrated way)
- vi. What will or may change in our environment in our future?

The committee turned its attention to brainstorming on the task of "Understanding Today's Issues", that is, identifying and discussing major issues that face the Navy League now, whether internal or external in origin. Issues raised and discussed are summarized here; the discussion was wide-ranging and touched on both issues and responses.

#### **External**

- Lack of public awareness of the Navy League and its mission
- Combination of an active combat environment without either a full civilian sector commitment or a full industrial sector commitment to support of the military effort.
- Increasing rate of change world-wide in political, economic, military, and other interactions among nations.
- Increasing involvement of non-governmental entities in roles that have historically belonged to governments.
- Changing face of communications media and shifts in their influence, along with shifts in ownership

- of media.
- Highly politicized environment in which Navy League is a non-partisan participant

#### **Internal**

- Limited scope of awareness of key issues among Navy Leaguers
- Need to speak with a single voice on issues
- Keeping up with rapid pace of change in our own sea services
- Need for synergies between committees and staff campaigns and programs

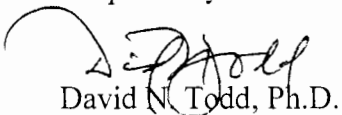
#### **Strategic Planning Process**

- Need for ties between Strategic Planning and operational committees such as Resolutions
- Need to formalize planning process at multiple levels within Navy League

The next meeting of the Strategic Planning Committee will be at the Annual Meeting in November, 2007. We discussed how the committee should proceed during this long interval. Mechanisms for carrying out further work remotely were brought up. There will be a chat room on the new Navy League web site once it is rebuilt. There is also funding for conference calls in the meantime, which are relatively easy to set up and participate in. The possibility of blogs or wikis was also raised. The Chairman will work with national staff to facilitate remote meetings so that the committee work can continue during the interval until the next Annual Meeting.

The meeting adjourned at 10:55.

Respectfully submitted,

  
David N. Todd, Ph.D.  
Chairman