

**SURFACE NAVY ASSOCIATION
ANNUAL BOARD OF DIRECTORS MEETING
12 JANUARY 2015**

DRAFT MINUTES

IN ATTENDANCE

ADM James Hogg, USN (Ret) – *Chairman*

VADM Barry McCullough, USN (Ret) – *President*

VADM Hank Giffin, USN (Ret) – *VP East Coast*

CAPT Dave Lee, USN (Ret) – *Secretary*

CAPT James Tackett, USN (Ret) – *Treasurer*

CAPT Dave Adler, USN (Ret)

LCDR Jeff Benson, USN

VADM Terry Blake, USN (Ret)

Ms. Angela Bonner

CAPT Matthew Bonner, USN

OSC David Brakebill, USN

CAPT Chris Bushnell, USN

CAPT Bill Campbell, USN (Ret)

RADM Dennis Conley, USN

CAPT Mike Davis, USN (Ret)

VADM Bill Earner, USN (Ret)

RDML Michael Frick, USN

CAPT John Fuller, USN

VADM Lee Gunn, USN (Ret)

RADM Joe Hare, USN (Ret)

RADM Dave Hart, USN (Ret)

CAPT Rick Hoffman, USN (Ret)

CAPT William Erickson, USN (Ret) - *Executive Director*

CAPT Samuel Howard, USN (Ret)

LT Cameron Ingram, USN

CNOCM(SW) Harry Kantrovich, USN (Ret)

LCDR Kevin Lewis, USN

LCDR Jennifer Lorio, USN

CAPT Ned Lundquist, USN (Ret)

CAPT James McTigue, USN (Ret)

CMDCM Brian Ortega, USN

CDR Ennis Parker, USN

CAPT Matthew Sharpe, USN (Ret)

RADM Robert Reilly, USN (Ret)

CAPT Paul Rinn, USN (Ret)

Mr. Thad Smith

CAPT Troy Stoner, USN

CMDCM David Twiford, USN

LT Graham Van Hook, USN

NOTE: All Presentations can be found on the SNA BOD Site at <http://www.navysna.org/BOD/>

CHAIRMAN INTRODUCTION

Admiral Hogg welcomed all attendees and noted that this meeting is distinct and different from tomorrow's meeting (the Membership Meeting). Today is strategic and tomorrow is tactical. This is a meeting, held annually, in accordance with our bylaws. He then outlined the differences between the two meetings and explained how this meeting will be run.

SECRETARY'S REPORT

The 2014 Board of Directors meeting produced a number of action items. These have all been addressed and closed throughout the year. The action items and the minutes from the 2014 Board Meeting were posted on the Board website. After a call to accept the minutes was made, they were approved unanimously.

We received 22 nominations for Director positions on the Board . Once validated these candidates were put up for election to those members eligible to vote. Our bylaws state that we need 10% of our total

voting membership to vote in order for the election to be completed. This was a requirement of 477 and we received a total of 680 which exceeded our requirement. The breakdown of nominations for the ballot was presented. Results of the election were shown. Motion was made to approve election results and was carried unanimously. The Chairman thanked the outgoing members for their service and welcomed the new members.

The term of Admiral Hogg as Chairman expires this year. Bylaws state that the Chairman is elected every two years. Admiral Hogg has agreed to serve for an additional term and a call was made for nominees. None were made and by voice vote of the current members of the Board Admiral Hogg was elected for another two year term.

PRESIDENT'S REPORT

Admiral McCullough noted that the Association is healthy and we have a strong membership and level participation at our events. Financially we did exceptionally well with the investment accounts. In summary, SNA is very healthy.

The mission statement was reviewed. We are always open to ideas for any activities that might further support the mission statement. It was noted that the 2014 symposium was very well attended; however, the finances were down slightly due to Government actions that affected corporate America and the inability for our Government exhibitors to pay for exhibit booth space. We did increase the cost per square foot for 2015 and hopefully this will help improve the finances.

The West Coast Symposium was also a great success and continues to be in the black. A number of events were held by our Chapters and supported by National, including the two Sailors of the Year events and other supported CPO activities.

One of the challenges we face is to continue to encourage participation by all active duty, junior and senior. We particularly need to reach out to our E-5-E7 ranks. It is important that we break the perception held by some that we are an officer social club. We are open to all to attend our events and we need to come up with a way to make our member special, to stand out, so that they want to join the Association as well as participate.

At the Chapter President's breakfast on Friday we hope to be able to hear some great best practices. If we aren't successful at the Chapter level then we aren't successful.

The President closed his report by saying that he wants to build a stronger and increasingly relevant Surface Navy Association.

TREASURER'S REPORT

For 2014 we exceeded budgeted income by \$5,000 and did not spend \$7,000 that was also in the budget so the bottom line is that the Association is in the black. As mentioned by the President one of the biggest factors that hurt us for the symposium in 2014 was that Government exhibitors were unable to pay. We have made adjustments for 2015 and beyond to compensate for this.

We very rarely deny a chapter request in totality. Occasionally we have to adjust it slightly to ensure we are funding only those items stated in our guidelines. On an annual basis we disburse approximately \$100,000 to our chapters.

The proposed budget for 2015 was reviewed. . A motion was made to approve the budget as proposed and it carried unanimously.

MEMBERSHIP REPORT

Before the committee report the Chairman discussed briefly the value of SNA – what can it do for you? “There are over 18,000 professional associations registered in America today. SNA is your Surface Warfare professional Association.” Need to think about the fact that if someone wants to serve beyond an initial enlistment or commitment why wouldn’t that person want to join the Association?

Committee members were thanked. A goal on the make-up of the Committee is to have a representative from each chapter. Membership slides were reviewed.

Membership fees haven’t changed for a long time. The Committee Chair felt it important that there is a cost associated with the membership for perceived value. Some complimentary memberships are given out annually and some of these do convert to paying members at the end of their complimentary memberships.

A promotion was added this fall and we did get 83 new members through the promotion. We did also give out a number of promotional memberships, we provide a promo number and it is up to the eligible member to join. The numbers on each program were presented.

We had about a 128 total member loss this year. It is hard to compare line to line. For instance you can’t always say we lost X number of active duty members as they might not be active duty anymore; a number of members continued once they have retired. The membership committee looks at the numbers monthly and one task the committee is looking at is how our membership fits in with the total number of those eligible in the Navy. Right now we have about 20-25% of the force.

The need to show more value in our membership as a whole and particularly to active duty is something that the committee discusses on a routine basis. Some chapters have specific Board Members responsible for certain sectors of the membership and this seems to help to get them to participate. There is still a mismatch between those that participate and those that want to be a member.

It was very hard to pick the Chapters for the Chapter Excellence award again this year. A number of chapters are showing revitalization including New York and Puget Sound. The Arabian Gulf chapter also had a number of strong initiatives. Right now these awards are based on small and large size chapters. From year to year there is some fluctuation between the categories specific chapters fall in to and the committee has discussed possibly changing the definition and adding a third size.

There was much discussion regarding size determination for the Chapter Excellence Award. One suggestion was to give categories nautical terms as opposed to small or larger. For instance on the waterfront, off the waterfront, etc. From the award aspect many of the chapters draw from a large geographical area. For many of the chapters it is very important to them to be recognized and to have an award as it helps them grow the chapters. Another model would be to set up the criteria and any chapter that meets the criteria gets an award.

Board agreed that the Awards and Executive Committees have the authority to increase the number of awards, as in this year when it increased from 4 to 6, based on submissions and current size of the chapters.

The 2015 goals as they relate to promoting membership and participation were reviewed (see slide for complete list.) One idea currently being examined would be to give out a voucher when you sign up as a new member. For example, a \$5 voucher when you join 1 year or a \$10 voucher for a 3 year membership. These would be good at chapter events and then national would reimburse the chapters. Another thought would be undertaking record reviews for those individuals going up for Petty Officer Review Boards. This will take more work to establish.

It was suggested that the Association is missing mark on Chief's promotion. While it is good, we are getting to people at the end of their Navy career rather than earlier on. There are a number of leadership opportunities where we could identify these individuals and SNA should work to recognize these early in their career.

Great Lakes is not currently active however LT Van Hook is looking to go up there soon to try and get a foot hold and to build back chapter involvement.

AWARDS COMMITTEE

Great year with the Committee and a wonderful set of nominations and award winners this year. We have probably read over 500 pages of award citations. This is a hard working committee with lots of great discussion.

We have handed out about 508 awards which includes a large number of Stephen Decatur awards to various High School NJROTC programs. Time was then taken to review the major awards being handed out this week.

For the Admiral Arleigh Burke Award we had 30 nominees of which we selected 4; 1 Officer and 1 Enlisted from each Coast.

The Captain Raymond Komorowski Photography Award received 174 submissions. This was the first year that we divided the award into 3 categories: Operational, Ships and Personal Interest. This did breakout the judging better and each category had 3 winners – 1st, 2nd and 3rd. From these a Grand Prize Winner was determined. Winning pictures were reviewed.

Admiral Zumwalt Leadership Award received 73 nominations which is an all-time high. As in the Burke award there were some outstanding submissions. Whitney, Bradley, & Brown, Inc, the sponsor since this awards inception, has agreed to continue to fund this award for another 5 years.

The SNA Literary Award Committee, headed up by RADM Masso, had 23 articles to review. Both winners were active duties and both articles were very interesting.

Once again we will have 2 winners for the Shiphandler Award, an East Coast and a West Coast representative, as the funding was not available for both of them to go to Newport for a 'shoot out'. Hopeful that this will change in the future.

FINANCE COMMITTEE

The Association is financially in good condition. The corpus is healthy as this year has been good in regard to our investments. We continue to maintain the \$1,000,000 threshold as stated in our policy on reserves.

SYMPOSIUM COMMITTEE

Everyone involved in making the symposium happen was thanked. A side by side comparison showing the trends over the years was shown. While we have either been static or increased in numbers, one area of concern is the steady decline in the number of corporate banquet tables. While we had a strong year in attendance the final financial profit was less than we had budgeted. Most of this decline was the inability to charge the government agencies for exhibit space however we felt it important to have them continue to participate. We did increase the cost per square foot for 2015 to offset some of these complimentary spots and it didn't appear to inhibit anyone from signing up to fill all the exhibit spaces. The advance registration numbers are good and we appear to have a strong enlisted pre-registration number this year. First look at financials for 2015 appear strong. Finally, with regard to the National Symposium we do plan to continue our rolling three-year contract with the Hyatt.

West Coast Symposium. We are now in the black and it is very fleet intensive in scope and participation.. It was noted that this event can't be much closer to the waterfront as we put up 3 large tents on Pier 2 in San Diego.

PUBLIC RELATIONS

The committee was thanked for all their help and it was suggested that they could take on more tasks to keep them busy. Committee goal is to create 'Thought Leadership'. They have supported various SNA events, Surface SITREP, newsletter and the information on the website. The committee would like to find more ways to support the Association. While the committee make up is mostly corporate they have reached out to various PAOs to get more active duty involvement. It is hoped that this will provide us an opportunity to support the active component at the waterfront. Would also like the opportunity to support our membership issues and mentioned earlier.

Most articles in the SITREP are original content and are a good mix of leadership, ships – both US and Foreign – and chapter and corporate news. We have an exclusive readership and we need to leverage this vehicle with 'Thought Leadership.' We are always trying to encourage more original content from other sources.

The Committee would like to propose a bylaw change to change the name Public Relations Committee to Communications Committee. This will encompass more an outreach and communications role that the committee feels includes public relations. The Committee desires to support not only the profession but also the professionals. A motion to change the Committee name to Communication Committee was made and accepted unanimously.

CORPORATE COMMITTEE

The Chairman of this Committee, Admiral Blake, recently took over this role from Admiral Hancock. There is no net change in the number of corporations that are members as losses equaled gains. However, the dollar value of total corporate memberships went up slightly. The Committee plans to go out to each Corporate Point of Contact to see if there is anything else we can do to maintain their membership. It was felt that this is important during this time of corporate challenges. The plan is to work in each category and also to try and talk to those that recently lapsed.

SCHOLARSHIP COMMITTEE

We have spent a lot of time discussing the tangible benefits of membership at various meetings but haven't included scholarship or awards on this list. Need to continuously mention that.

AI: Revise bullets on back of SITREP to include Scholarship and Awards and make sure that all future talking points on membership include these.

The membership of this committee isn't as intensive as the Awards Committee. However we do have to review 45-50 very high qualified applications. At this time each member of the Committee was thanked for their efforts. We expect to have about 15 new awards each year which, with the high number of renewals, will keep a constant number of total scholarships to around 60. As a reminder this is a blind selection process with the application material heavily redacted to keep the identity of applicant unknown.

We have gone out to various groups of our members over the year to encourage individual donations to the scholarship program. Letters went to our corporate members and each member was sent an email. In addition, our Plank Owners and Life Members were sent a letter in the mail. This appears to be successful. In 2014 SNA National transferred \$100,000 of investment income into the scholarship account. Financials were reviewed. We are funded for 2015 with a decision in spring 2015 as to what additional funding might be needed for future program. It is important for everyone to spread the word that scholarships are available as a member benefit. We do publicize at the symposium and in the *Surface Sitrep*. We need to stress through the chapters and to keep promoting that besides children, spouses are also eligible to apply.

It was suggested that perhaps we could leverage the time when detailers speak with spouses and the SNA rep could discuss the availability. It was suggested that we need to work more closely with the NAVPERS and that perhaps we could develop a series of talking points that could be sent out.

AI: Communication and Scholarship Committees work together to develop talking points.

NEW BUSINESS AND GENERAL DISCUSSION

Membership and Communication. As a new Board Member perhaps we need some kind of direct communications and possibly have testimonials from senior Enlisted about what it means to them to be a member and how it has helped them in their career.

There used to be something in the SITREP that was called Enlisted Corner or Sailor in the Spotlight. We need to bring in something better. We need to add value. The Chief is the role model for more people in the Navy than most. Most junior sailors want to be like the Chief. Speaker has seen Surface SITREP in wardroom and Chiefs mess but haven't seen any copies in the enlisted mess.

AI: Establish an Enlisted Corner or something similar for Surface Sitrep. Make sure we include the Enlisted Mess on our complimentary distribution list for Surface Sitrep.

It was noted that in Hampton Roads we get a very strong turnout on the Enlisted side. However there is still a large difference between memberships versus participation. The goal isn't always to just have members on the books. *Surface Sitrep* is the stand out for their professional and perhaps we should hold this up at each meeting to encourage membership. The structure of the Hampton Roads Chapter Board now reflects the different groups within the Chapter. Part of the solution is making a portion of the speakers, etc. relevant to each group. It doesn't seem that we ever make a membership push during the events. For instance at the George Sirian CPO Induction Week a great opportunity is there that is missed. It was noted at the end of this discussion that a large problem with this is the ethical dilemma that no senior active duty person use 'undue command influence'. Any push needs to be made from the retired leadership. It was felt that we need to get the interest to join not just to get a discount at an

event i.e. 'free benefit'. We need to encourage all our members to come to events, and in turn they need to be welcomed, which will add to their enjoyment of the event. It is hoped with this they will spread the work and hopefully more members will develop out of that.

We focus a lot on the Junior Officer and the Senior Enlisted but not on the younger Sailors. We need to find a way to give an ESWS qualified individual a membership as we get them for three years. Potentially there are hundreds of new memberships. Need to emphasize that SNA is a 'resource' for people through links on website, opportunity to talk to senior leadership, etc. It was suggested that the SOYs from each ship should be given a complimentary membership. The promotion could be made through an advertisement in the *Surface Sitrep* and could be reinforced through the Chapters. Every region, every coast, has a SOY ceremony and when they are given their plaque we could give them a free membership and an SNA pin at that time. We could then publish the names in the *Surface Sitrep*. Ships COs, DESRONs, etc know the names ahead of time so this should be attainable. This would take it from brand new to those that have done something already.

Need to show value added to young officers and young sailors that we can do something for you be it mentoring, meeting people, professional enhancement, etc. Junior enlisted sailors have more ideas now on joining groups, organizing, etc. In sales the more you go after the more you get. Perhaps going after those that get **ESWS** qualification should be a priority. One of the big problems we continue to face is how do we capture those people that move around? Three years can be a long time to stay in contact. There was also some discussion on the fact that we are devaluing our membership if we give out too many of them complimentary. Have to be careful as our return on investment with complimentary membership is only between 1-5%.

AI: President will put together a committee to review various enlisted membership initiatives.

CHAIRMAN SUMMARY

We can't predict future but we can influence it. Let's ensure that the policies we pursue in support of our vision really make sense in dynamic ways. The biggest one is membership and it shouldn't all be on the membership committee but rather should be a team effort. We are successful and press on regardless, working with the committees and chapters.

ACTION ITEMS

- 1. Revise bullets on back of Surface Sitrep to include Scholarship and Awards and make sure that all future talking points on membership include these.*
- 2. Communication and Scholarship Committees work together to develop talking points.*
- 3. Establish an Enlisted Corner or something similar for Surface Sitrep. Make sure we include the Enlisted Mess on our complimentary distribution list for Surface Sitrep.*
- 4. President will put together a committee to review various Enlisted membership initiatives.*