

# U.S. Naval Sea Cadet Corps (USNSCC)

## Strategic Guidance

**Purpose:** The purpose of this strategic guidance is to provide a roadmap, establish priorities, and inform future decisions, investments and activities. The goal is to ensure financial stability and delivery of a leading-edge youth development program. It is intended that this guidance be reviewed and updated every two years and presented for discussion and approval at the fall meeting of the Board of Directors.

**Methodology:** This strategic guidance is developed using six elements of strategic planning:

- **Vision:** Identify the USNSCC vision
- **Mission:** Articulate the mission of the USNSCC
- **Core Values:** State the core values of the organization
- **Strategic Priorities:** Identify the organization's strategic priorities
- **Goals and Metrics:** For each strategic priority, identify the goals and metrics to both guide activities and decisions and measure progress during the current year
- **Execution and Timeline:** Provide direction and timeline for current year actions

**Vision:** USNSCC is a nationally recognized military youth leadership development program.

**Mission:** Build leaders of character.

**Core Values:** USNSCC core values mirror those promoted by the maritime services and reflect both the mission and vision of the USNSCC. They have been selected because they represent the values expected of youth leaders as they leave high school and pursue futures in academics, the workforce, or military service. The USNSCC core values are Honor, Respect, Commitment, and Service.

- **Honor:** Conduct ourselves in the highest ethical manner. Be honest and truthful. Abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.
- **Respect:** Value the feelings, rights, and beliefs of others. Instill respect within the chain of command. Show respect toward all people without regard to race, religion, or gender. Treat each individual with dignity. Value every member of the USNSCC.
- **Commitment:** Care for the safety, professional, personal and spiritual well-being of our shipmates. Be committed to positive change and constant improvement. Use teamwork to improve the quality of our work, our people and ourselves.
- **Service:** Place the priorities of our country, our navy, and our shipmates above our own; building courage, instilling trust, and creating hope for those we serve and those we serve with.

**Strategic Priorities:** The USNSCC strategic priorities encompass those activities necessary to ensure a relevant, viable and vibrant program that achieves the overall USNSCC mission of building leaders of character. Strategic priorities include:

- **Membership:** Attract, recruit and retain a diverse corps of cadets and adult volunteers
- **Training and Education:** Train more cadets better through a relevant, current, compliant, and challenging program that embraces leading-edge technology, tools, and education processes
- **Financial Stability:** Manage finances with integrity and transparency while operating within financial means and guidelines, optimizing resources to attain goals

- **Outreach and Fundraising:** Attract, build, and retain a robust network of advocates to grow a broad range of diversified funding streams to include Navy and congressional budgets, grants, individual and corporate donations, and planned giving programs

**Goals and Metrics:** Success in achieving the USNSCC vision and mission requires goals and the corresponding measures and metrics needed to provide insight into the health, status, and performance of each strategic priority area. These goals and metrics will be incorporated into the Strategic Goals (following section of this document) and will be reviewed and updated every other year. BoD committees are responsible for developing and monitoring goals and metrics identified below:

- Strategic Planning Committee: Membership
- Operations Committee: Training and Education
- Budget and Finance Committee: Financial Stability
- Outreach and Fundraising Committee: Outreach and Fundraising

These committees will provide their goals and metric methodology to the Strategic Committee by June of each year for discussion and approval at the summer meeting of the Board of Directors (BoD).

**Execution:** The USNSCC Strategic Guidance was created to serve as a roadmap for the Naval Sea Cadet organization to define our priorities, chart a course for the U.S. Naval Sea Cadets Corps and direct our future efforts. Execution plans are the responsibility of the USNSCC Headquarters staff, working in conjunction with their respective BoD Committee. Execution plans will implement this strategy and institutionalize the effort to continue delivering a leading-edge youth development program aimed at achieving the respective goals.

**Timeline:** The responsibilities of the BoD, the BoD committees and the Headquarters staff identified in this document will be completed on the following timeline.

Annually:

- 30 May: BoD Committees submit annual goals and metrics for review and approval at summer meeting of the BoD.
- June: At the summer meeting of the BoD, USNSCC HQ present the status of execution and meeting approved goals
- June: Goals and metrics for the following year discussed and approved at the summer meeting of the BoD
- 1 Nov: USNSCC HQ submit annual execution plans to respective BoD committees for review
- Nov: At the fall meeting of the BoD, USNSCC HQ present status of meeting approved goals
- Nov: Execution plans for following year discussed and approved at the fall meeting of the BoD

Semi-annually:

- BoD committees brief the BoD on the status of their respective goals done in conjunction with the summer meeting of the BoD

Quarterly:

- USNSCC HQ provide an update on achieving goals to their respective BoD committees
- BoD committees provide update to the BoD Executive Committee

# U.S. Naval Sea Cadet Corps

## Strategic Goals

### **Document Purpose**

This document captures the approved goals and metrics for the U.S. Naval Sea Cadet Corps Strategic Guidance. Its purpose is to establish expectations and monitor the health of the organization. It is intended to be a dynamic, living document which will provide flexibility to meet emerging requirements and adapt to changes in the environment. Each committee responsible for providing goals to this document will then independently work with their National Headquarters counterparts to develop “tactical” execution/action plans to attain the strategic goals and monitor progress.

### **Strategic Priority 1: Membership**

**Attract, recruit, and retain a diverse body of cadets and adult volunteers**

#### Goals:

1.1: Stop the downward trend in membership by summer 2021 and Increase sea cadet membership to 5,600 by the end of 2022.

*Metric:* Number of cadets reported in Magellan

1.2: Increase league cadet membership to 2,000 by the end of 2021.

*Metric:* Number of league cadets reported in Magellan

1.3: Develop and implement a recruiting and retention plan by October 2020.

*Metric:* Plan approved by BOD/Strategic Planning Committee

### **Strategic Priority 2: Training and Education**

**Train more cadets better through a relevant, current, compliant, and challenging program that embraces leading-edge technology, tools, and education processes**

#### Goals:

2.1: Develop a framework for evaluating the scope, relevancy, and effectiveness of the Training Program administered by NSCC Headquarters Staff.

*Metric:* Framework developed.

2.2: Develop a framework for evaluating and measuring individual cadet and officer advancement training each year at each unit.

*Metric:* Framework developed.

2.3: Develop a framework for evaluating and measuring the relevancy of the training curriculum that is developed and administered by NSCC Headquarters Staff.

*Metric:* Framework developed.

2.4: Develop relevancy metrics pertaining to NSCC/NLCC cadets and volunteer leaders regarding age group, ability, and intended training outcome.

*Metric:* Metrics developed and adopted.

### **Strategic Priority 3: Financial Stability**

**Manage finances with integrity and transparency while operating within financial means and guidelines, optimizing resources to attain goals**

#### **Goals:**

3.1: Oversee annual third-party audit of prior year financial records IAW GAAP and report results to Executive Committee as soon as available to assure integrity and transparency of financial management.

*Metric:* Audit completed with results reported.

3.2: Review and forward annual affordable Operating and Grant budgets for approval at the Fall BoD Meeting to assure optimized use of available resources.

*Metric:* Annual budgets submitted and approved by the full BoD at the Fall BoD Meeting.

3.3: Meet at least four times annually (nominally quarterly) with the NSCC HQ Financial Staff to review budget execution, future year budget development, audit results and overall financial stability within pertinent financial means and guidelines to assure financial stability within pertinent financial means and guidelines.

*Metric:* Nominal Quarterly Meetings with NSCC HQ Financial Staff completed.

3.4: Committee support NSCC HQ staff Congressional and Navy engagement efforts.

*Metric:* At least one Committee Member engagement (each Navy and Hill for total 2) per year.

### **Strategic Priority 4: Outreach and Fundraising**

**Attract, build, and retain a robust network of advocates to grow a broad range of diversified funding streams to include Navy and congressional budgets, grants, individual and corporate donations, and planned giving programs**

#### **Goals:**

4.1: Conduct a minimum of two major fundraising campaigns annually via social media, email and mail to solicit all Sea Cadet staff, families, friends and alumni for donations to the Sea Cadet program.

*Metric:* Documentation of at least two completed fundraising campaigns.

4.2: Generate revenues of \$100,000 in 2020 and \$250,000 in 2021 through direct fundraising activities.

*Metric:* Total revenue generated from fundraising activities.

4.3: Submit at least five grant applications in 2020 and ten in 2021 with the goal of securing \$200,000 and \$500,000 of funding through grants in 2020 and 2021 respectively.

*Metric:* Total revenue generated from grant opportunities.

4.4: Develop a plan (complete with strategies, challenges, resource needs and target revenues) to capture donations from corporations and major donors for review and approval at fall 2020 BoD meeting.

*Metric:* Development plan completed and presented at the fall 2020 board meeting.

4.5: Develop a strategy for developing and implementing a planned giving program, to be briefed at the fall 2020 board meeting.

*Metric:* Planned giving program strategy briefed at the fall 2020 board meeting.