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President's Message

This election season, the operative word is "change." In September, your elected representatives and participating members voted to do business as the Association of the United States Navy (AUSN). This means we will continue to operate as the Naval Reserve Association while conducting strategic planning and laying the foundation for the future. You will see the name AUSN emerge as we define mission success criteria and when we have a sound strategy in place.

As President, I cannot do this alone; I need your help. If your expertise is strategic planning, Web site development or Internet communications, business process reengineering, or you've simply got a good head on your shoulders and want to be a part of this important transition, let me know.

I offer the following mission statement and intentions to orient your thinking.

MISSION: Ensure the viability, survivability, and relevance of the Association. Seize initiative to perfect rights in new name that will permit attraction and retention of Active Component Navy, expand marketability of Association, while preserving representation and missions for the Navy Reserve. Realign constitution and bylaws to improve governance, define expanded mission, and achieve unity of effort. Expand membership base and financial resources to enhance effectiveness of legislative efforts and improve member services. Achieve recognition and deliver performance as the premier military service organization for the United States Navy.

COMMANDER'S INTENT: Following approval of membership to do business as the Association of the United States Navy (AUSN), form a transition committee to evaluate and recommend courses of action for strategic realignment of Association to meet future mission requirements. Formulate, validate, and execute strategic plan to define methodology, responsibilities, and milestones for execution. Commence information operations campaign to inform, educate, and influence key target audiences of future direction and capabilities of realigned Association. Preserve earned brand equity while aggressively marketing new name. Respect heritage and tradition of existing membership while laying foundation for expansion to new audiences.

Exercise fiscal discipline and professional oversight to improve financial performance without loss of key core competencies and services. Create accountability model for permanent staff to align and reward efforts that materially benefit the Association. Mentor and empower next generation of Association leadership to assume future responsibilities. Examine and implement new business methodologies that better address needs and preferences of target demographic, to include extensive use of Internet and digital communications. Pursue regular dialogue with Navy and Congressional leadership to maintain and expand perception of our leadership role.

Reverse decline in membership and aggressively pursue lapsed members as well as new candidates. Examine expansion of membership categories to provide ongoing financial membership contribution while delivering commensurate value. Establish strategic real estate plan to address market conditions and capitalize on future opportunities. Create a strategic communications plan to align and target information delivery and exchange. Continue to deliver superior product in monthly written magazine and timely Internet-based communications of urgent nature. Improve affordability and relevance of national conferences. Engage other Navy military service organizations in dialogue to assess future alignment, cooperation, and potential synergies. Forge a solid foundation for the next 50 years.

As always, feedback welcome. Let me know your thoughts at president@navy-reserve.org.

G. Mark Hardy
National President

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